

Volume 2 - Evaluation Annexes
UNICEF Malaysia 2022-2025
Country Programme Evaluation



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Annex 1 Terms of Reference

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UNICEF Malaysia 2022-2025 Country Programme Evaluation

1. Introduction

The UNICEF Malaysia Country Office (MCO) is seeking an institution to undertake an evaluation of its Country Programme 2022-2025. Country Programme Evaluations (CPEs) in UNICEF play a key role in identifying lessons which can inform the design of the next country programme or adjustments in the current country programme. The CPEs also provide opportunities to improve UNICEF's performance in several key areas: (i) the contribution of the Programme of Cooperation to national development results; (ii) UNICEF's contribution to advancing the SDGs through the UN Sustainable Development Cooperation Framework (UNSDCF) results and (iii) UNICEF's strategic positioning in relation to its child rights mandate. This terms of reference (ToR) of the CPE aligns with the newly developed 2023 UNICEF Evaluation Policy and incorporates insights from the UNICEF CPE 2020 Summary Guidance and Technical Guidance.

This CPE comes at a particularly critical strategic juncture, as Malaysia recovers from COVID-19 and approaches High-Income Country status within the next five years¹. A utilization-focused and strategic CPE can help the MCO better plan its next Country Programme (CP), with a strong emphasis on supporting Malaysia to achieve the 2030 targets of both the Sustainable Development Goals (SDGs) and the upcoming Thirteenth Malaysia Plan (13MP) for 2026-2030.

The CPE will be conducted in accordance with the provisions of UNICEF's 2023 Evaluation Policy and the norms and standards of the United Nations Development Group (UNEG). The evaluation will be carried out between April and September 2024, under the supervision of the Regional Evaluation Advisor (UNICEF EAPRO) and the UNICEF Multi-Country Evaluation Specialist for Malaysia, Cambodia and Myanmar. An Evaluation Reference Group comprising key country programme partners will be established to support participation of key stakeholders in the CPE process. This CPE presents an opportunity to support national evaluation capacity development.

This ToR presents a brief description of the CP; the scope, objectives, and key questions of the CPE; evaluation methodology; stakeholder involvement; roles and responsibilities; evaluation process; deliverables; and the required qualifications of the external evaluation team.

2. Background/Context

The CPE is taking place at an opportune time for UNICEF programming in Malaysia. While substantial progress has been made in the country on child rights over the past several decades, the COVID-19 pandemic halted or reversed progress on some key indicators. As the country strives toward achieving High Income Country (HIC) status, UNICEF aims to support the government to ensure that development progress is accessible for all children in Malaysia. Malaysia is home to 33.38 million people, with an estimated 9.13 million children²; of the latter, 1 in 20 have disabilities (a fact which is flagged here as disability is noted as one of the

¹ <https://www.worldbank.org/en/news/press-release/2021/03/16/aiminghighmalaysia>

² DOSM, *Children Statistics Malaysia*, 2023.

main drivers of exclusion for vulnerable children in the country).³ Malaysia is a diverse country, with approximately 55% Malay, 14% Bumiputra (indigenous), 23% Chinese, and 8% Indian (among Malaysian citizens).

In recent years, the Malaysian economy has been impacted by political changes and COVID-19 containment measures. A measure of political stability emerged in 2023, alongside a stronger fiscal outlook, with economic growth nearly meeting the governmental target of 4 per cent.⁴ Although rural absolute poverty is decreasing, it increased in urban areas, from 3.9 per cent to 4.5 per cent between 2021 and 2022. These national figures mask state level poverty rates, which in some cases are in the double-digits (e.g. Sabah at over 19%).

Social sector spending is strong, but there is evidence of underinvestment in social assistance (allocations comprise just 1.2 per cent of gross domestic product), translating into gaps in social protection coverage. Only 26 per cent of the population is served by a social protection floor and under 2 per cent of children receive social assistance.

With its diversified economy, Malaysia attracts workers from across the region, and hosts over 180,000 asylum-seekers and refugees. Approximately 8.2 per cent of the population, including 4.2 per cent of children, are non-citizens,⁵ comprising undocumented, stateless, refugee and migrant children. Children affected by migration are among the most vulnerable and face heightened risk of poverty, child labour and gender-based violence, including child marriage, abuse and exploitation. They also have limited access to education, health, legal protection, welfare and support services.⁶ The under-five mortality rate is 25 times higher for migrant children compared to Malaysian children, and only 34 per cent of refugee children are enrolled in informal education.⁷ Over 1,400 children are detained in immigration detention centres nationwide.⁸

Working parents, especially mothers, have challenges in Malaysia. The female labour force participation rate (FLPR) was only 56.2% in the second quarter of 2023 (as compared to 82.8% for the male labour force participation rate), demonstrating significant gender disparity.⁹ While the government has implemented several initiatives to attract working mothers to return to the workforce, law enforcement is low on efforts such as 98 days maternity leave, 7 days paternity leave, and non-discrimination of pregnant working mothers.¹⁰ Expanding on the 2023 fertility rate of 1.6 children per woman, a large number of children in Malaysia are therefore affected by both government and business policies for workers.

Malaysian children face a triple burden of malnutrition, and food inflation pressures family food baskets. Only 60.2 per cent of children aged 6–24 months received a minimum acceptable diet and 46.5 per cent of children under five were anaemic. One in five children under five were stunted, and the prevalence of wasting (10.1 per cent), underweight (15.3 per cent) and overweight (5.6 per cent) is steadily growing. Disparities exist, with children from rural areas and indigenous children

³ Ministry of Health, [National Health and Morbidity Survey 2019](#), 2020.

⁴ Central Bank of Malaysia, [Economic and Financial Developments in Malaysia: Third Quarter of 2023](#), 2023.

⁵ United Nations Economic and Social Council, [UNICEF Malaysia Country Programme](#), 2022.

⁶ UNICEF, [Migration and child protection risks](#), 2023.

⁷ Asia Displacement Solutions Platform, [Realising the Right to Education for Refugee and Stateless Children in Malaysia](#), 2023.

⁸ Selangor Journal, [KDN hopes for priority to welfare, better asset capability](#), 2023.

⁹ TalentCorp Addresses Gender Disparity with the Women Career Convention 2023 - Press Releases | TalentCorp Malaysia, 2023.

¹⁰ [Economy rebounds, but women's workforce presence lags](#), 2023.

experiencing a significantly higher prevalence of malnutrition. Industry affects this situation as the policies regulating food marketing in Malaysia are rated as poor compared to global standards.

In 2022, Malaysia registered a 99.3 per cent primary school completion rate, with girls more likely to enrol in secondary school.¹¹ Despite high education participation women do not participate equally in public life. Malaysia's Gender Gap Index score was 0.707; with women comprising only 14.9 per cent of elected parliamentarians, the country ranked 122 of 142 for female political empowerment.¹²

Violence against children remains a concern in Malaysia. Close to half of parents believed parenting requires physical punishment. Two-thirds of children aged one to five experienced violent discipline and more than half endured psychological aggression.¹³ Among adolescents, abuse at home was prevalent, with 7.5 per cent reporting physical abuse and 41 per cent reporting verbal abuse.¹⁴ The reported number of sexual crimes involving children increased by 9.5 per cent between 2021 and 2022, and an estimated 100,000 children aged 12–17 years (1 in 25) are subjected to online sexual exploitation and abuse annually (reflecting the need for all relevant stakeholders, including the private sector, to act collectively to protect children from harm in the digital space).¹⁵ At least 1,500 children end up in child marriage every year, although significant data gaps obscure the true number, which is likely higher.¹⁶

The youth unemployment rate among Malaysians aged 15–25 years stood at 10.7 per cent.¹⁷ The Malaysian Youth Index revealed moderate youth quality of life and wellbeing, while their political and civic engagement remained low; youth interest in political activities actually declined over the past five years.¹⁸ The youth employment situation is challenged by different legal acts in place for Peninsular Malaysia versus East Malaysia.¹⁹

The Human Rights Commission Act (Amendment 2023) was passed this year, strengthening the role of the Children's Commissioner to protect and promote children's rights. Since ratifying the Convention on the Rights of the Child in 1995, Malaysia submitted its second report to the Committee on the Rights of the Child in 2021, and is preparing for the committee's review in 2024.

3. UNICEF Country Programme 2022-2025

The UNICEF Malaysia Country Programme (2022-2025) is a partnership engagement between UNICEF and the Government of Malaysia defined in a Country Programme Document (CPD)²⁰. It draws on insights from the UN's Common Country Analysis (CCA), and UNICEF's Situation Analysis of Women and Children, to provide a deeper rationale for programme priorities. The CPD's orientation and strategies are informed by the rapidly changing socio-economic context of the country. As Malaysia moves toward high-income status, the underlying rationale, aims and strategies of UNICEF have adapted accordingly, with an increased focus on policy advocacy, evidence generation and innovation. Partnerships with

¹¹ DOSM, *Children Statistics*, 2022.

¹² World Economic Forum, *Global Gender Gap Report*, 2023.

¹³ NHMS, *Maternal Child Health*, 2022.

¹⁴ NHMS, *Adolescent Health*, 2022.

¹⁵ ECPAT, INTERPOL and UNICEF, *Evidence on Online Sexual Exploitation and Abuse*, 2022.

¹⁶ UNICEF, *Beyond marriage and motherhood* and *Ending child marriage*, 2023.

¹⁷ DOSM, 2023.

¹⁸ IYRES, *Malaysia Youth Index 2020*, 2021.

¹⁹ For example, the Children and Young Persons (Employment) Act of 1966 applies only in Peninsular Malaysia.

²⁰ https://www.unicef.org/executiveboard/media/8821/file/2022-PL1-Malaysia_CPD-EN-ODS.pdf

individual and corporate donors, for both fundraising and programming, to protect and enhance the rights of children both in Malaysia and beyond have become an increasingly central component of UNICEF's approach in the country.

The overarching theory of change (ToC) for the country programme, as outlined in the CPD, is that accelerated progress for children can only be achieved if: (a) an enabling environment is sustained that provides leadership, guidance and resources and encourages partnerships for scaled-up action to reach deprived children, regardless of location, race, religion, sex, disability, citizenship or legal migration status; (b) service providers are motivated and equipped to provide quality services, cooperate with others and innovate, and are held accountable for their work; and (c) children, families and communities are empowered with the knowledge, positive attitudes, skills and values to practice healthy, caring and protective behaviours. If these conditions are achieved, then all children in Malaysia – including the most vulnerable – can realize their rights and have an equal opportunity to survive and thrive in a safe, protective and nurturing environment.

The CPD has three programme components, including:

1. Child wellbeing, equity and inclusion (including interventions in social policy and social protection, nutrition, education, climate and adolescent development),
2. Ending violence against children (including interventions in enabling environment, social workforce strengthening, and addressing social norms)
3. Programme effectiveness (including interventions in communications and public advocacy, social and behaviour change, gender and disability, knowledge management, technology for development, child rights and business, and monitoring and evaluation)

While these programme areas have remained unchanged throughout the Country Programme period, UNICEF's activities, and, to some extent, the prioritized outputs, have been flexible and responsive to changing country circumstances and emerging opportunities for partnership and collaboration. The primary strategies used by UNICEF to achieve results at scale include policy advocacy (support in strengthening Malaysia's policy framework and advocating for children and families), evidence generation (building an evidence base on the situation of children in Malaysia) and innovation (modelling innovation to advance the rights of children in Malaysia). The CPD refers to this as a "twin-track" approach that focuses on building inclusive policy frameworks and systems that meet the needs of all children while also supporting the development of targeted interventions tailored to specific groups of vulnerable children.

In September 2023, UNICEF MCO carried out an Extended Mid-Year Review (EMYR) that sought to ascertain how much had been achieved in the year, but also at the midpoint of the country programme, and determine how best to deliver on planned results. This was a particularly important exercise coming out of COVID-19 restrictions that not only hampered performance during much of the first half of the CPD cycle, but in fact had delayed the implementation of the CPD altogether by one year (as it had originally been designed to commence in 2021). The EMYR identified priority shifts in the following areas: communications (strengthened focus on policy advocacy and digital technologies); planning (strengthened focus on strategic partnerships at national level as well as in East Malaysia and Brunei, child rights monitoring, knowledge management and child rights and business under one team); social policy (greater focus on child friendly cities, social protection, public finance management); decoupling of the social/behaviour change and adolescent development

components in order to allow greater focus on each; and greater attention to private sector engagement as a change strategy. The EMYR also approved the office-wide Gender Action Plan, which has a multi-sectoral focus on ending child marriage.

4. Evaluation Purpose, Objectives and Users

Evaluation purpose and objectives

Under the Evaluation Policy of UNICEF, every UNICEF Country Programme must be evaluated at least once every two country programme cycles. The MCO did not have a CPE during its last cycle and is therefore mandated to conduct one before the end of this programme cycle. The **purpose** of the CPE is both summative and formative in nature, assessing the past and ongoing programme implementation to inform future programming, including design of the next CPD 2026-2030.

Under this overarching purpose, the CPE has the following specific **objectives**:

1. To assess the relevance, effectiveness, coherence and sustainability of the current country programme 2022-2025, with a strong cross-cutting focus on equity, human rights, disability, gender equality and child rights and business, and with a focus on specific programme areas which have not been subject to recent evaluation.
2. To identify key challenges that constrain, or catalysts that enhance, the effectiveness of CP implementation and its results (including synergies with the fundraising side of MCO).
3. To assess the ability of the CP to respond and adapt to changing contexts, new emerging issues, and national priorities.
4. To support accountability by providing an independent assessment of progress towards expected results of the CP, its contribution to national development results, and UNICEF's contribution to UNSDCF results.
5. Identify key lessons from implementation of the ongoing CP which can inform design of the next CP (including lessons learned from the COVID-19 response).
6. Provide an assessment of UNICEF's strategic positioning (UNICEF's added value and comparative advantages) among the development community and national partners, considering its ability to respond to the needs of children in Malaysia.
7. To guide UNICEF in being fit-for-purpose for a country that is on the verge of graduating to HIC status.

Evaluation users

The primary user of the CPE is the UNICEF MCO. Other users include MCO's government counterparts and other national partners, UNICEF East Asia and Pacific Regional Office, UN Country Team in Malaysia, and the duty bearers and rights holders (particularly children and vulnerable groups). The following table identifies intended use of the evaluation for each of the key user groups (note that as there may be some overlap in use between groups, this table is indicative only):

Users	Intended Use
UNICEF MCO	<ul style="list-style-type: none"> • Provide learning on how the MCO can most effectively position itself in a HIC and build on its comparative advantage to deliver scalable results; • Inform the design, priority areas and strategic approaches for the next Country Programme;

	<ul style="list-style-type: none"> To provide learning and insight on UNICEF’s value add and pathways to scale in Malaysia, as it moves toward high-income country status.
UNICEF East Asia and Pacific Regional Office and Headquarters	<ul style="list-style-type: none"> Provide learning and insight on the effectiveness of UNICEF’s strategy and approaches, and draw lessons that could be applicable across the region.
Government of Malaysia and other national partners	<ul style="list-style-type: none"> Inform government counterparts’ planning and formulation of sector plans and priorities, in particular those related to children and women, and reaching the most vulnerable; Highlight successful strategies and approaches that could be scaled-up by Government counterparts; Provide learning on effectiveness, coherence, efficiency and sustainability of jointly developed and implemented programmes between the MCO and national partners;
UN Country Teams, key UNICEF development partners and donors	<ul style="list-style-type: none"> Coordinate with and provide inputs to the joint evaluation of the UN Sustainable Development Cooperation Framework (UNSDCF), and other agency CPEs; Inform on areas that need support and improvements to better support results for children that can be used in funding decisions; Provide objective evidence on UNICEF’s commitment to learning and improving.
Rights holders and duty bearers	<ul style="list-style-type: none"> Increased awareness of UNICEF’s areas of work and opportunities for meaningful engagement in setting priorities for programming activities and initiatives that relate to them

Coordination with the UNSDCF evaluation

The UNSDCF is a core instrument for providing a coherent, strategic direction for UN development activities by all UN entities at country level. It is implemented through the country programme instruments of UN development system entities. The most recent UNSDCF guidance notes the rationale for the UNSDCF evaluation: “... the Cooperation Framework evaluation assesses whether expected results were achieved, if other unintended results are observed, and whether the Cooperation Framework made a worthwhile, coherent, durable and cost-efficient contribution to collective UN system outcomes and national development processes to achieve the 2030 Agenda.” In late 2024, a UNSDCF evaluation in Malaysia will be undertaken. The UNICEF CPE will seek opportunities to create synergies with the UNSDCF evaluation process.

5. Evaluation Scope

The CPE will focus primarily on the current Country Programme (2022-2025) and assess its relevance, coherence, effectiveness, efficiency and sustainability. Given that the current Country Programme is still being implemented, the temporal scope of the CPE spans from March 2022²¹ to the time of this evaluation. Since the current Country Programme logically builds upon the previous one, examination of the programmes carried over from the last Country Programme (2016-2021²²) will be expected where needed. This examination is essential to assess the success of programme implementation strategies which have only achieved scale in the present programme period. The CPE will analyze results at both the national and sub-national levels, as many UNICEF programme areas start with pilot activities

²¹ The CPD commenced on 1 March 2022, as the previous one was extended through February 2022.

²² The Country Programme Action Plan (CPAP) was originally for the period 2016-2020, but was extended via a Supplementary CPAP through 30 June 2022.

in selected areas (districts and states) and can only be expected to achieve national-level results in later phases of programming.

As implementation of the current Country Programme has been delayed due to the COVID-19 pandemic, some programmes and projects may not have achieved full expected results by the time of the CPE. In these cases, the focus of the evaluation will be formative, assessing interim results, determining key lessons learned and providing recommendations for the continuation of the programme. In addition, particular attention will be given to the extent to which the CPD ToC is relevant and likely to lead to sustained results, including through the combined and coherent use of UNICEF Malaysia's key strategies of policy advocacy, evidence generation and innovation. Note: As the evaluation is taking place nearly 1.5 years before the end of the current CP, the evaluation will not consider results of the entire CP period.

Given the large scale of UNICEF's activities in Malaysia, the CPE will focus on the following "deep dive" areas:

- **Thematic focus areas.** The CPE will take a high-level look at the CPD's programme prioritization, including through matching with key areas of child rights deprivations; alignment with CRC observations, the UNSDCF, Twelfth Malaysia Plan and Madani frameworks, and UNICEF's guidance for programming in High-Income Countries (HICs); and emerging priorities with potential for further innovation and trailblazing (such as climate, mental health, child rights and business, and children affected by migration)
- **Programme strategies.** A key focus of the CPE will be assessing progress and bottlenecks in the use of key strategies and approaches outlined in the CPD 2022-2025²³, including policy advocacy (and awareness raising), evidence generation (and child rights monitoring), and innovation (including modeling). The evaluation will inform the evolving scale-up of MCO's sub-national approach, including review of geographical areas with the greatest child rights deprivations (outside of Sabah), and optimizing the pathway from modeling to evidence to advocacy.

The cross-cutting approach to youth and adolescent engagement in the country programme will also be assessed, including through participatory approaches for this evaluation. Youth and adolescent engagement are viewed as a key driver that enhances UNICEF's strategies and results for children in Malaysia, in line with Youth 2030 (The UN Youth Strategy).

²³ Due reference to be made to strategies outlined in the UNICEF Country Programme Action Plan (CPAP) 2022-2025, including (a) strategic collaboration with UN agencies; (b) promoting evidence-informed policy dialogue; (c) strengthening human rights monitoring mechanisms; (d) public advocacy and communications; (e) technical support to policy implementation, including inclusive digitization of the government; (f) enhancing cooperation with priority states, local governments, private sector partners and civil society organizations and educational institutions; (g) social and behavioural change communications; (h) creating opportunities for adolescents to participate in decision making.

6. Evaluation Questions

This CPE prioritizes the following OECD/DAC evaluation criteria: relevance, coherence, effectiveness, efficiency and sustainability. The table below lists the key evaluation questions for the CPE. To answer these overarching questions, the evaluation team will be expected to develop sub-questions as part of the evaluation matrix to further focus the evaluation during the inception phase.

Evaluation Criteria	Evaluation Questions
Relevance	<ul style="list-style-type: none"> To what extent has UNICEF ensured that the needs of children, especially the most vulnerable, have been considered in the planning and implementation of UNICEF-supported interventions under the Country Programme and UNSDCF? To what extent have the objectives (including any adjustment of objectives) of the Country Programme remained appropriate and relevant to the changing circumstances in Malaysia? Is the MCO nimble enough to respond and adapt? What are the key policies, strategies, regulatory frameworks, tools, processes, and/or practices that have been implemented with UNICEF support across sectors to expand access to opportunities and services for children in Malaysia, including the most vulnerable?
Coherence	<ul style="list-style-type: none"> To what extent are UNICEF strategies aligned with national priorities, and national and international partners' policies? To what extent is the CP strategy linked to and achieving synergetic effects with other interventions of UN agencies? To what extent were meaningful partnerships or coordination mechanisms established with other key actors, e.g. government at national and local levels, civil society, private sector, NGOs, academia, other UN agencies under the UNSDCF (including UNCT and Results Groups), etc., to promote complementarity, harmonization, avoid duplication of efforts, miscommunication and clearer accountabilities to maximize the achievement of results? What have been the CO's key leverage points that contributed to progress and results? Whether and how have the key programme strategies contributed to better positioning UNICEF in the national development landscape, and whether and how have these key programme strategies accelerated and strengthened the achievement of higher-level results beyond the sum of sectoral results of programme sections, under the CPD and UNSDCF? To what extent is the internal balancing of programmes, communication and fundraising optimized in MCO? Within programmes, to what extent does the current results structure optimize coherence within the office, as well as with the UNSDCF? How can UNICEF work better internally to further enhance and advance programming to realize better results for children in Malaysia, especially the most vulnerable?
Effectiveness	<ul style="list-style-type: none"> To what extent were programme outputs (short-term/intermediate results) delivered and did they contribute sufficiently to progress toward desired programme outcomes and UNSDCF linkages?²⁴ To what extent has the combination of strategies of policy advocacy, evidence generation and innovation employed to achieve programme objectives under the CPD and UNSDCF been successful? To what extent did different groups, particularly vulnerable children (such as girls, children with disabilities, indigenous children, stateless/migrant/undocumented children) benefit in different ways from the Country Programme implementation? What are the major factors influencing the achievement (or not) of Country Programme results for vulnerable groups?

²⁴ Evaluators to take note and manage expectations in assessing the results achieved, given that the CPE is being undertaken almost 1.5 years before conclusion of the CPD.

	<ul style="list-style-type: none"> • What has been the depth and thoroughness of evaluations, research and studies conducted during the CPD period, and how have these been utilized to enhance programming?
Efficiency	<ul style="list-style-type: none"> • To what extent did the CO engage in prioritization, resulting in strategic adjustments to the results framework and to key activities and outputs? How effectively and timely did the CO adapt to the evolving contexts, including the financial and operational challenges posed by COVID-19 pandemic, as spelled out in contributions through joint initiatives²⁵? Could comparable results have been attained through alternative strategies, with fewer resources or in a more timely fashion? • To what extent were the key strategies of the CPD clearly articulated and communicated externally, sufficient expertise and skills leveraged, and efficient monitoring and reporting systems established? To what extent did the CO put in place mechanisms to support Accountability to Affected Populations (AAP)²⁶, and did such efforts support timely results?
Sustainability	<ul style="list-style-type: none"> • To what extent do capacities, budgets and political will exist at both national and subnational levels to sustain and scale-up programming in areas that UNICEF has supported? What are the contributing or constraining factors to make durable change? What role have CSOs played in these strategies? • To what extent have the programme strategies been designed in a way that they will contribute to sustainability of equity and gender-related results? • What continue to be the main challenges and opportunities for ensuring the sustained results for child rights in Malaysia beyond the current CPD? What are the lessons learnt that can be applied, and what are the critical next steps or recommendations moving forward?

7. Methodology and Approach

(1) Overall approach

The following sections propose an approach and methodology for the CPE, grounded in its objectives and evaluation questions. Methodological rigor will be given significant consideration in the assessment of proposals. Bidders are invited to examine the approach and methodology outlined in the ToR and encouraged to introduce innovative evaluation designs and practices that best meet the objectives of this CPE. These may include, but are not limited to Most Significant Change and Outcome Harvesting. Bidders should explicitly address triangulation, sampling plans, ethical considerations and methodological limitations and mitigation measures in their technical proposals.

This evaluation will follow a participatory, utilization-focused, and theory-based approach, with mixed methods (qualitative and quantitative) of data collection, analysis and triangulation. The approach of the evaluation will concentrate on engaging with the evaluation users, namely UNICEF country and regional offices, key stakeholders in government ministries and departments at national and sub-national level, other partner organizations including private sector entities, programme beneficiaries as well as other UN organizations working in Malaysia. This includes involvement of the stakeholders in the evaluation design (inception

²⁵ Note that a UNCT Socio-Economic Response Plan (SERP) was proposed for Malaysia but was not formally adopted.

²⁶ AAP includes seven pillars as follows: (1) Participation in decision-making; (2) ensuring access to Information and communication; (3) Feedback and complaints mechanisms; (4) Protection from Sexual Exploitation and Abuse; (5) Strengthening local capacity; (6) Evidence-based advocacy and decision-making; and (7) Build and strengthen partnerships and coordination with communities, local, national, and international actors and networks.

phase), in data collection and analysis, and validation of recommendations. This will increase the relevance of the questions asked, the appropriateness of the data collected as well as the level of actionability and usefulness of the recommendations. Given the broad scope of UNICEF's programmes and partners in Malaysia, the bidders should make explicit reference in their proposal to which categories of stakeholders will be engaged to address each of the evaluation objectives.

It is expected that the CPE employs an equity, gender and disability-inclusion²⁷ lens by: i) including equity, gender and disability-inclusion in evaluation criteria and evaluation questions; ii) making evaluation methodology and data collection and analysis methods equity, gender and disability-responsive; and iii) reflecting equity, gender and disability analysis in evaluation findings, conclusions and concrete recommendations and action points that can be addressed in the design of the next CPD both for a better integration of equity, gender and disability-inclusion in the office and programming efforts, and for strengthened results for children.

(2) Proposed methodology

Mixed methods will be incorporated as far as possible in this evaluation. The evaluation will use data from primary and secondary sources, including desk review of documentation, semi-structured interviews with key informants, partner perception survey, and field visits. The final design should specify how data collection and analysis methods integrate gender, equity, and human rights considerations throughout the evaluation process.

This CPE will be conducted in three phases, namely inception, data collection and analysis, and validation and reporting. As illustrated below, each of those phases will apply different methods.

Inception phase

The inception phase will focus on finalizing the design of the key components under this evaluation. During the inception phase, the evaluation team will have an opportunity to interview the key informants within UNICEF and consolidate their methodology. The inception phase should commence with a light-touch evaluability assessment of the evaluation questions, to gauge the extent to which they can be answered as expected.

- For the **innovation** component, the evaluation team will start by defining the term in this evaluation context, then design a strategy to select innovations or models to be evaluated from the current and the last programme cycles. The selected models should cover all programme components of the current Country Programme. The examination of these models should provide insights into the entire project cycle, from the design of a ToC, the piloting and modeling phase, to the horizontal scale-up to different geographic sites and/or vertical scale-up to system changes. UNICEF encourages the evaluation team to use recently completed thematic evaluations²⁸ to draw evidence and make recommendations.
- For the **policy advocacy** component, as a starting point, the evaluation team will conduct a mapping of MCO's advocacy efforts in the current country programme. This mapping exercise will help the evaluation team to define the following key advocacy

²⁷ See [Disability-inclusive evaluations in UNICEF: Guideline for achieving UNDIS standards | UNICEF Evaluation in UNICEF](#).

²⁸ Including the 2019 [Developmental evaluation of UNICEF's work on innovation for children in Malaysia](#).

terminology: a public advocacy campaign, advocacy strategies, advocacy activities and advocacy results. The findings of the advocacy mapping will inform the selection of two key advocacy areas of the MCO as case studies to ensure a sample reflecting advocacy efforts across a range of programme sections.

- For the **evidence generation** component, the evaluation team shall map out MCOs evidence generation efforts in the current country programme, and identify key factors such as audience, intended use, dissemination strategies, and stakeholder engagement. The evaluation team should use this mapping to select at least two evidence pieces of MCO to be analyzed as case studies for evidence-based innovation and policy advocacy.
- For the **thematic focus areas**, the evaluation team shall map out UNICEF's programme prioritization against the selected frameworks and emerging priorities identified under the scope above. The mapping should be used to inform subsequent phases of the evaluation, including conclusions and recommendations on the relevance of UNICEF's current priorities.

Data collection and analysis phase

Below are the main methods of data collection anticipated:

- A comprehensive mapping and desk review of available documentation: The review should include, at minimum, the CPDs, CP Management Plan and associated Programme Strategy Notes, annual reports, CPAP, workplans, evaluation reports, mid-year and end-year reviews, the EMYR report, research and studies, UNSDCF and other UN plans/reports, and key government documents and statistics. Ability to use of Artificial intelligence (AI) methodologies for reviewing and synthesizing evidence during the desk review should be reflected in the proposal.
- Key informant interviews (KIIs): Discussions with key stakeholders (e.g., focal points from UNICEF, government officials at national and subnational levels, other UN agencies, implementing partners, private sector, academia and other organizations, as well as young people²⁹ and other key informants with relevant insight into policy processes in Malaysia and other issues of relevance) will be largely qualitative, and might involve face-to-face or remote modalities. An initial consultation with senior UNICEF MCO and Regional office staff will be undertaken at the inception phase and will be expected to generate a more detailed list of KIIs to be conducted.
- Partner perception survey: In order to gauge the relevance, effectiveness, efficiency, coherence and sustainability of UNICEF's partnerships, as well as partner perceptions of UNICEF's work and value, a broad-based partnership perception survey should be conducted. Target groups will include the range of partners identified above.
- Field data collection: Field visits, to the extent possible, will be undertaken in order to evaluate the priority strategic areas. Field visits will include focus group discussions with programme beneficiaries, key informant interviews with implementing partners and others, and observations, as relevant. The Evaluation Team is encouraged to involve youth, people with disabilities, and members of other vulnerable groups during the data collection process. Detailed field visit plans will be developed as part of the inception process, in consultation with the relevant programme teams of MCO.

²⁹ In 2023, UNICEF interacted with about 11,867 children/young people from an age range of 10 to 24 years, across a number of programmes.

As the CPE scope encompasses a large part of the programmatic activity, the thematic evaluations³⁰ that were undertaken in the last and current country programmes will provide significant inputs to the CPE.

It is important that bidders demonstrate what data collection methods and sampling strategies will be used to gather information for each component of the CPE scope, including priority strategies, as data collection methods are likely to differ for each. They should note tools and approaches for qualitative and quantitative analysis and how analyses will be drawn together to develop the findings and conclusions. Youth and adolescent engagement should be prioritized and budgeted accordingly in the data collection methods.

Validating and reporting phase

Evaluation findings will be formulated and validated with the support of two rounds of consultation with MCO staff and key stakeholders.

- **Validation workshop:** Initial findings will be presented to MCO senior management, members of the country management team, MCO staff (as identified by MCO management) and the evaluation reference group in a workshop to assess the validity/accuracy of the findings and their relevance to the country context and UNICEF programming and strategy at the end of the in-country visit/ data collection phase, with feedback documented including where any divergent views, sensitivities, or lack of consensus on these findings arise. These will be based as far as possible on triangulation of evidence collected.
- **Recommendations workshop:** Once data analysis is finalized, a final workshop with the reference group, management team, MCO staff, regional advisors and key counterparts will be conducted. Findings and conclusions will be presented. Conclusions should present reasonable judgements based on findings and substantiated by evidence and provide insights pertinent to the objectives and purpose of the evaluation. Stakeholders will then be asked at the workshop to help the evaluation team formulate and prioritize recommendations so that relevance, usefulness and actionability of these can be maximized. It is suggested that preliminary and well-thought recommendations are brought as inputs, although enough space should be given for co-creation of the recommendations in the workshop.

(3) Limitations and mitigation measures

Bidders are encouraged to identify the limitations of the proposed methods and any risks related to evaluation conduct as well as mitigating measures for these limitations and risks in the technical proposal. Amongst anticipated limitations are lack of baseline data for some of UNICEF's activities, lack of responsiveness of key stakeholders to requests for interview, lack of an explicit results chain in some UNICEF programmes.

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<https://www.unicef.org/evaluation/reports#/?&yearofCompletion=2023,2022,2021,2020,2019,2018,2017,2016®ion=EAPR&country=Malaysia>

8. Norms and Standards

The evaluation team should adhere to the following UN and UNICEF norms and standards:

- [United Nations Evaluation Group \(UNEG\) norms and standards \(2016\)](#)³¹
- UNICEF Procedure on Ethical Standards in Research, Evaluation, Data Collection and Analysis (2021)³²
- [UNEG Code of Conduct for Evaluation in the UN system](#)³³
- [Ethical Guidelines for UN Evaluations](#)³⁴
- [Disability-inclusive evaluations in UNICEF: Guideline for achieving UNDIS standards](#)³⁵

For external ethical review, the evaluation team is encouraged to use a recognized institutional ethical review board that has the technical expertise and rigor to undertake an ethical review process that is consistent with UNICEF procedures. UNICEF can help facilitate this process, if necessary.

The final report is expected to meet the UNICEF-adapted UNEG Evaluation Reports Standards³⁶ as well as benchmarks used in UNICEF's Global Evaluation Reports Oversight System³⁷ (GEROS). Dissemination or exposure of results and of any interim products must follow the rules agreed upon in the contract. Unauthorized disclosure is prohibited.

The evaluation should incorporate the human rights-based and gender perspective and be based on results-based management principles and logical framework analysis. The evaluation team is required to clearly identify any potential ethical issues and approaches, as well as the processes for ethical review and oversight of the evaluation process, in their proposal. Any ethical issues that arise during the evaluation need to be documented including how the evaluation team will respond or address each.

9. Evaluation Timeline

The evaluation timeline will be six months (01 May – 31 October 2024). The workplan phases are summarized as below:

Phases	Activities and Deliverables	Time Frame	Payment schedule
Inception (30 working days)	1.1 Kick-off meeting 1.2 Secondary data collection and desk review 1.3 Initial meetings with key UNICEF MCO informants 1.4 Development of evaluation matrix 1.5 Preparation of draft inception report (see Annex 1 for CPE Inception Report Outline) and data collection tools 1.6 Presentation to the ERG 1.7 Ethical Review	05/2024 – 06/2024	30% when inception report is approved

³¹ <https://www.unevaluation.org/document/detail/1914>

³² <https://www.unicef-irc.org/files/documents/d-4165-Final%20Procedure%20Ethical%20Standards%20Evidence%2004%202021.pdf>

³³ <https://www.unevaluation.org/document/detail/100>

³⁴ <https://www.unevaluation.org/document/detail/2866>

³⁵ [Disability-inclusive evaluations in UNICEF: Guideline for achieving UNDIS standards | UNICEF Evaluation in UNICEF](#)

³⁶ <https://www.unicef.org/evaluation/media/816/file/UNICEF-Adapted-UNEG-Evaluation-Report-Standards.pdf>

³⁷ <https://www.unicef.org/evaluation/global-evaluation-reports-oversight-system-geros>

	<p>1.8 Final Inception report submitted to ERG</p> <p>Deliverable 1: Inception Report, including the following annexes: a mapping of advocacy efforts, a mapping of evidence generation efforts, and a review of innovations in the current and last programme cycles.</p>		
<p>Data Collection, and Validation (50 working days)</p>	<p>2.1 KIIs with all interviewees 2.2 Completion of Surveys 2.3 Field data collection 2.4 Preparation of a PowerPoint presentation on emerging findings, conclusions and recommendations (see Annex 2 for Format for preliminary reporting at the end of the field data collection phase)</p> <p>Deliverable 2: presentation and validation workshop of preliminary findings and recommendations</p>	<p>06/2024 – 08/2024</p>	<p>30% when validation workshop is conducted</p>
<p>Reporting and Dissemination (40 working days)</p>	<p>3.1 Draft final report (see Annex 3 for CPE Final Report Outline) 3.2 Present the final report to the key stakeholders 3.3 Revise draft final report and evaluation executive summary</p> <p>Deliverable 3: draft evaluation report and case study reports presented to key stakeholders Deliverable 4: Final Report, case study reports and Executive Summary</p>	<p>08/2024 – 10/2024</p>	<p>40% when the final report is approved</p>

The above tasks are to be completed over a period of **120 working person days**. It is up to the evaluation team to distribute tasks and allocate time accordingly. The working days allocated to the team leader should be more than one-third of the total working days. The proposal to be submitted by the evaluation team should include a suggested work allocation among team members.

10. Evaluation Management

The Evaluation Managers

This CPE will be co-managed by the Regional Evaluation Advisor of the UNICEF East Asia and the Pacific Regional Office (EAPRO) and the UNICEF Multi-Country Evaluation Specialist responsible for Malaysia, Cambodia and Myanmar. The evaluation managers will be responsible for the day-to-day oversight and management of the evaluation process and budget, in coordination with other key stakeholders. They will lead on quality assurance throughout the process, assuring the quality and independence of the evaluation and managing evaluation team performance against ToR deliverables.

The Evaluation Reference Group (ERG)

An Evaluation Reference Group (ERG) should be set up and comprise of a small group of key UNICEF internal stakeholders led by the MCO Representative, and key stakeholders of the Country Programme, such as government officials, staff from the UNICEF regional office, and other UN agencies in Malaysia. The ERG will have the following roles: contribute to the preparation and design of the evaluation, including providing feedback and comments on the Inception Report and on the technical quality of the work of the consultants; provide comments and substantive feedback to the draft and final evaluation reports; assist in identifying internal and external stakeholders to be consulted during the evaluation process; provide documentation

as needed to the evaluation team; and participate in review meetings organized by the Evaluation Managers as required.

Dissemination of evaluation findings and recommendations

Dissemination and advocacy for use of evaluation findings will be embedded in the process. The Country office Management Team (CMT) and programme staff will be involved in discussion and dissemination/uptake of evaluation findings. After the evaluation is completed, a formal management response will be prepared by the CMT and approved by the MCO Representative. The ERG can be an advocacy front and champion for continued uptake and use of evaluation findings beyond UNICEF. Further dissemination of the evaluation will be conducted by the MCO where opportunities arise.

11. Selection of Evaluation Team

(1) Qualifications or Specialized Knowledge/Experience Required

The core evaluation team should comprise of 3 – 4 experts with one senior-level evaluation expert as Team Leader of the evaluation. At least one expert should be fluent in Bahasa Melayu and based in Malaysia. A gender balanced and culturally diverse team composition, including national team members, is strongly encouraged.

The team leader will be required to have:

- Master's degree in International Development, Public Administration, Development Programme & Evaluation, or any related social science discipline,
- A minimum of 15 years of expertise in development programme evaluation, including as a team leader for at least 3 major evaluations (having led in at least two UNICEF Country Programme evaluations (CPEs) or other UN agency CPEs will be an added advantage),
- Comprehensive evaluation experience as team leader in at least two of the following programmatic areas, i.e., Health and Nutrition, Education, Social Policy and Child Protection, or two of the three strategic areas of innovation, evidence generation and policy advocacy, as well as gender and disabilities,
- Substantial experience in implementing a range of qualitative and quantitative data collection techniques and methods in programme evaluations, including survey implementation and field studies, and
- Experience in evaluating development programmes in Malaysia would be strongly preferred.

Team Members should have experience and skills that complement the Team Leader. Amongst the competencies that are expected to be included in the team are:

- Master's degree in International Development, Public Administration, Development Programme & Evaluation or any related social science discipline;
- Proven experience in conducting evaluations in the following areas: policy advocacy, evidence generation and innovation;
- Substantial experience in at least three of the four CP programmatic areas, and
- At least one national team member based in Malaysia and with 7 years' experience in collecting data and undertaking evaluations in development topics in the country.

All members of the team should have:

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- Strong strategic and analytical skills,
- Strong inter-personal skills and ability to engage effectively with senior stakeholders;
- Commitment to delivering timely and high-quality results, i.e., credible evaluations in the past that are used for improving strategic decisions;
- Commitment and willingness to work independently, with limited regular supervision; and
- The ability to concisely and clearly express ideas and concepts in written and oral forms as well as the ability to communicate with various stakeholders in English.

Back-office support assisting the team with logistics and other administrative matters is also expected to be provided by the selected firm. It is vital that the same individuals that develop the methodology for the proposal will be involved in conducting the evaluation. In the review of the proposal, while adequate consideration will be given to the technical methodology, significant weighting will be given to the quality, experience and relevance of individuals who will be involved in the evaluation.

(2) Content of the proposal

The technical and financial proposals shall be given a weight of 80% and 20%, respectively, for a total score of 100%. The minimum score required for the technical proposal is 56 points. Technical proposals scoring less than 56 points will be considered non-responsive, and therefore will be rejected. Financial proposals shall only be assessed for organizations that passed the minimum required score for the technical component.

The Technical Proposal should include but not be limited to the following:

1. **Methodology.** It should minimize repeating what is stated in the ToR. There is no minimum or maximum length. If in doubt, ensure sufficient detail. A sampling strategy should be included in the Technical Proposal, setting out how institutions and organizations, and different stakeholder groups will be sampled. This applies to both quantitative and qualitative data collection.
2. **Work Plan**, which will include as a minimum requirement the following:
 - a. General work plan based on the one proposed in the ToR, with comments and proposed adjustments, if any; and
 - b. Detailed timetable by activity (it must be consistent with the general work plan and the financial proposal).
3. **Samples** or Links to Samples of Previous Relevant Work listed as reference of the proposer (at least three), on which the proposed key personnel directly and actively contributed or authored.
4. **Evaluation team**, which should include
 - a. Summary presentation of proposed experts against the required qualifications and experience described above;
 - b. Level of effort of proposed experts by activity (it must be consistent with the financial proposal); and
 - c. CV of each expert proposed to carry out the evaluation.
5. **Relevant References** of the proposer (past and ongoing assignments) in the past five years. UNICEF may contact references persons for feedback on services provided by the proposers.

The Financial Proposal should include but not be limited to the following:

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1. **Resource Costs:** Daily rate multiplied by number of working days of the experts involved in the evaluation.
2. **Travel Costs:** All travel costs should be included as a lump sum fixed cost. For all travel costs, UNICEF will pay as per the lump sum fixed costs provided in the proposal. A breakdown of the lump sum travel costs should be provided in the financial proposal.
3. **Other Costs (if any):** Indicate nature and breakdown.
4. **Recent Financial Audit Report:** Report should have been carried out in the past two years and be certified by a reputable audit organization.

The financial proposal must be fully separated from the technical proposal. Costs will be formulated in US\$ and free of all taxes.

(3) Proposal evaluation criteria

The submitted proposal shall be assessed using the following matrix.

Technical Evaluation of the Proposal	Points
1. OVERALL RESPONSE <ul style="list-style-type: none"> • Understanding of the purpose, objectives and scope of the CPE (5) • Completeness of response to the requirements of the technical proposal (5) 	10
2. METHODOLOGY <ul style="list-style-type: none"> • Quality of the proposed approach and methodology. This will entail providing a detailed description of the proposed methodology, describing the approach that will be taken to deliver the outputs for each of the phases as outlined in the TORs. (20) • Quality of proposed implementation plan, i.e., how the bidder will undertake each task, and time-schedules. This section also includes the proposed internal quality assurance arrangements of all evaluation products submitted to UNICEF for review. (10) • Risk assessment - recognition of the peripheral problems and methods to prevent and manage peripheral problems / quality controls (5) 	35
3. PROPOSED TEAM and ORGANISATIONAL CAPACITY <ul style="list-style-type: none"> • Organizational experience in conducting CPEs, preferably in the East Asia and the Pacific Region, and record in delivering professional results (5) • Experience, skills and competencies of the team leader in similar assignments (15) • Experience of other team members (excluding team lead) in similar activities (10) • Evaluation team's experience in conducting evaluations in Malaysia (5) 	35
Total points for technical proposal	80
4. FINANCIAL PROPOSAL <ul style="list-style-type: none"> • Full marks are allocated to the lowest priced proposal. The financial scores of the other proposals will be in inverse proportion to the lowest price. 	20
Total points	100

Annexes 1. CPE Inception Report Outline

The Inception Report ensures that the evaluation team has a clear understanding of the TOR of the evaluation. It translates the TOR into an operational plan which determines how the evaluation will be carried out. The Inception Report forms the agreement between the Evaluation Managers and the Evaluation team on the operational plan for the evaluation. The proposed structure for the inception report is:

- Table of contents
- Abbreviations and acronyms
- Introduction
 - o Purpose of the Country Programme Evaluation
 - o Scope of the evaluation
- Country context
 - o Highlight key features of the country context which are relevant to children's rights, including national strategies and development challenges of particular relevance to UNICEF's mandate
 - o Identify any key changes in context during the period being covered by the evaluation (e.g., any conflicts or disasters, major changes in policies affecting children, parents and caregivers, etc.)
- UNICEF Country Programme
 - o UNICEF's programme in context of UN response
 - o UNICEF's current (and, if applicable, previous) country programme – strategy, objectives, goals, reach and achievements
- Stakeholder analysis
 - o Identify key stakeholders, their interests and how they will be involved in the evaluation
- Evaluability
 - o How this has influenced the approach/ been taken into account
- Evaluation Approach and Methodology
 - o State the evaluation approach and rationale for the approach with particular reference to the degree of stakeholder participation
 - o State the evaluation questions which the evaluation will address; if these differ substantially from those noted in the Terms of Reference, indicate why they have been changed.
 - o Indicators
 - o Sources of data and data collection methods
 - o Data analysis approach and tools to be used to answer the evaluation questions
 - o Whether/How ethical review has been/will be completed (if needed), and other ethical issues
 - o (If applicable) Sampling strategy or plan and rationale for it
 - o Limitations
- Quality assurance
 - o Sets out the key quality assurance milestones, processes, and responsibilities for QA of the evaluation
- Work Plan
 - o Indicate timing of key steps and deliverables for the evaluation

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- o Outline responsibilities of each member of the evaluation team and level of effort
- Annexes
 - o Terms of Reference
 - o Bibliography
 - o Evaluation matrix (evaluation questions, indicators, data sources and data collection methods)
 - o Draft data collection tools/ instruments (e.g. Key Informant Interview protocols, draft survey instruments)
 - o A mapping of MCO advocacy efforts in the current country programme
 - o A mapping of MCO evidence generation efforts in the current country programme
 - o A review of MCO innovations in the current and last programme cycles

Annexes 2. Format for preliminary reporting

This can be prepared in the form of an aide memoire or as a PowerPoint presentation at the end of the field data collection phase. It should be short (no more than 4-5 pages for the aide memoire, and 10-20 slides for a presentation).

Key issues to cover are:

- An overview of the data and information collected through the various methods and sources identified in the evaluation matrix
- Identification of any gaps in data collection or data collection efforts which are still ongoing
- Discussion/clarification of any misinterpretations or misconceptions based on the data collected
- Identification of preliminary overall findings linked to each of the evaluation questions in the evaluation matrix
- Discuss possible conclusions which might be drawn from any systematic aspects or patterns across findings for the different evaluation questions
- Discuss corresponding preliminary recommendations of practical actions which could be taken to address these patterns

Annexes 3. CPE Final Report Outline

- Executive Summary (up to 4 pages)
- Acknowledgements
- Table of contents
- Abbreviations and acronyms
- Map of Malaysia
- Introduction (6-7 pages)
 - o Purpose of the Country Programme Evaluation
 - o Scope of the evaluation
 - o Methodology and approach to the evaluation
- Country context and UNICEF's Country Programme (6-7 pages)
 - o Draw from the appropriate sections of the Inception Report, with relevant updates based on the subsequent field work and analysis
- Findings (25-30 pages)
 - o Answers to each of the evaluation questions
- Conclusions (5- 6 pages)
- Lessons (3-4 pages)
- Recommendations (3-4 pages)
- Annexes
 - o Terms of Reference
 - o Inception Report including Evaluation Matrix
 - o Bibliography
 - o (As appropriate) methodological tools, including the (reconstructed) Theory of Change for the Country Programme
 - o Case study reports

Annex 2 Evaluation Matrix

Table 1 Evaluation Matrix

Evaluation Question	Indicators	Data Sources	Data Collection Methods	Data Analysis Method
1. Relevance				
<p>1.1 To what extent has UNICEF ensured that the rights and needs of children, especially the most vulnerable, have been considered in the planning and implementation of UNICEF-supported interventions under the CP and UNSDCF?</p> <p>To what extent have the CP strategies been designed in a way that they will contribute to the sustainability of equity, disability inclusive and gender-equitable results? (<i>former 5.2</i>)</p>	<ul style="list-style-type: none"> - Evidence of programming designed using rights and needs assessment of the target group (most vulnerable), contextual analysis (political, economic and social), evaluations and reviews - Evidence of responding to the rights and needs of target groups, policies and priorities - Evidence of stakeholder (including youth) involvement in the design and implementation of CP - Evidence of appropriate targeting (in downstream activities) - Sustainability aspects of equity and gender-related results incorporated in CP design 	<p>CP and intervention documents (including context analysis and evaluations)</p> <p>CCA and UNSDCF</p> <p>Government officials, partners (including UN), MCO staff</p>	<p>Document/desk review</p> <p>KIIs</p> <p>Perception survey</p>	<p>Thematic and content analysis</p> <p>Qualitative and quantitative analysis</p>
<p>1.2 To what extent have the CP's objectives (including any adjustment of objectives) remained appropriate and relevant to changing circumstances in Malaysia? Is the MCO nimble enough to respond?</p> <p>To what extent did MCO engage in prioritization, resulting in strategic adjustments to the results framework and key activities and outputs? (<i>formerly first part of 4.1</i>)</p>	<ul style="list-style-type: none"> - Degree of alignment of CP with contextual events and dynamics in Malaysia - Evidence of monitoring and adaptive capacity (through adjusted targets, indicators or interventions) - Evidence of prioritization and strategic adjustments to results framework and reasons - Structural adjustments of MCO in supporting/impeding to adapt to the evolving context (including programming in HICs) - Comparative advantages of MCO 	<p>CP and intervention documents (including context analysis and evaluations)</p> <p>MCO M&E system</p> <p>MCO structural changes</p> <p>UNSDCF/CCA</p> <p>Government officials, partners (including UN), MCO staff</p>	<p>Document/desk review</p> <p>KIIs</p> <p>Perception survey</p>	<p>Thematic and content analysis</p> <p>Qualitative and quantitative analysis</p>

2. Coherence				
<p>2.1 To what extent were UNICEF strategies aligned with national priorities and national and international partners' policies? To what extent is the CP strategy linked to and achieving synergistic effects with other interventions of UN agencies?</p>	<ul style="list-style-type: none"> - Evidence of alignment to the 12th Malaysia Plan - Evidence of alignment with national and internal partners' policies - Synergies and linkages with other UN agency interventions 	<p>CP documents</p> <p>National policies and strategies</p> <p>UNSDF and related UNCT documents</p> <p>Government officials, partners (including UN), MCO staff</p>	<p>Document/desk review</p> <p>KIIs</p> <p>Perception survey</p>	<p>Thematic and content analysis</p> <p>Qualitative and quantitative analysis</p>
<p>2.2 To what extent were meaningful partnerships or coordination mechanisms established with other key actors, e.g., government at national/subnational levels, CSOs, private sector, NGOs, academia, media, and other UN agencies under the UNSDCF (including UNCT and Results Group) to promote complementarity, harmonization, avoid duplication of efforts, miscommunication and clearer accountabilities to maximize the achievement of results?</p> <p>What have been MCO's leverage points that contributed to progress and results? <i>(former 2.2)</i></p>	<ul style="list-style-type: none"> - Evidence (examples) of appropriate partnerships or coordination mechanisms established - Types of partners/ coordination mechanisms and in what areas (geographic, thematic, interventions, etc.) - Results of partnerships or coordination mechanisms (e.g., promote complementarity, harmonization, avoid duplication of efforts, etc.) - Strategic fit of MCO and its leverage points that contribute to results - Examples of potential partners not connected during current CP and potential leverage points 	<p>CP and intervention documents (including COARs, ARMs, SMQs, work plans, etc.)</p> <p>UNSDCF, UNCT relevant documents</p> <p>Government officials, partners (including UN), MCO staff</p>	<p>Document/desk review</p> <p>KIIs</p> <p>Perception survey</p>	<p>Thematic and content analysis</p> <p>Stakeholder mapping</p> <p>Quantitative and qualitative analysis</p>
<p>2.3 Whether and how have the key programme strategies contributed to better positioning UNICEF in the national development landscape, and whether and how have these key programme strategies accelerated and strengthened the achievement of higher-level results beyond</p>	<ul style="list-style-type: none"> - Perspectives on the strategic positioning (or not) of MCO in the national development landscape (through CP strategies) in the sectors that UNICEF works in - Extent of achievement of higher-level results under the CPD/UNSDCF beyond the sum of sectoral results due to programme strategies 	<p>CP documents</p> <p>National policies and strategies</p> <p>UNSDF and related UNCT documents</p>	<p>Document/desk review</p> <p>KIIs</p>	<p>Thematic and content analysis</p>

the sum of sectoral results of programme sections under the CPD and UNSDCF?		Government officials, partners (including UN), MCO staff		
2.4 To what extent is the internal balancing of programmes, communication and fundraising optimized in MCO? Within programmes, to what extent does the current results structure optimize coherence within the office, as well as within the UNSDF? How can UNICEF work better internally to further enhance and advance programming to realize better results for children in Malaysia?	<ul style="list-style-type: none"> - Existence of organizational mechanisms/processes for internal synergies (among teams and programme areas) - Level of interconnectedness and synergies among programme interventions, communication and fundraising (within MCO) - Perspectives on results structure if it enhances coherence or not (within MCO and UNSDCF) - Factors contributing to or impeding MCO teams/sectors working together better to enhance/realize better results for children. 	<p>CP documents, Taskforce TORs, Work plans</p> <p>Communication, business partnerships and private-sector fundraising documents</p> <p>MCO staff</p>	<p>Document/desk review</p> <p>KIIs</p>	<p>Thematic and content analysis</p>
3. Effectiveness				
3.1 To what extent were programme outputs (short-term & intermediate results) delivered, and did they contribute sufficiently to progress toward desired CP outcomes and UNSDCF strategies and address systemic change for children?	<ul style="list-style-type: none"> - Level of achievement of results (short-term and intermediate) - Level of contribution of results to progress toward intended CP outcomes and UNSDCF results 	<p>CP programme and intervention documents (including RAM, COARs, annual reports, evaluations, etc.)</p> <p>UNSDCF and results documents</p> <p>Government officials, partners (including UN), MCO staff</p> <p>Target beneficiaries</p>	<p>Document/desk review</p> <p>KIIs/FGDs</p> <p>Perception survey</p> <p>Outcome harvesting</p> <p>Most significant change stories</p> <p>Site visits & Observations</p>	<p>Thematic and content analysis</p> <p>Contribution analysis</p> <p>Quantitative and qualitative analysis</p>
3.2 To what extent has the combination of CP strategies of policy advocacy, evidence generation and innovation been successful in	<ul style="list-style-type: none"> - Contribution to changes in national or subnational policies or strategies - Importance of the achievements as perceived by different categories of stakeholders 	<p>CP programme and intervention documents (including RAM, COARs, annual</p>	<p>Document/desk review</p> <p>KIIs</p>	<p>Thematic and content analysis</p>

<p>achieving objectives under the CPD and UNSCDF?</p>		<p>reports, evaluations, etc.)</p> <p>UNSCDF and results documents</p> <p>Government officials, partners (including UN), MCO staff</p>	<p>Case studies</p> <p>Perception survey</p> <p>Outcome harvesting</p>	<p>Contribution analysis</p> <p>Mapping of CP strategies</p> <p>Quantitative and qualitative analysis</p>
<p>3.3 To what extent did different groups, particularly vulnerable children (such as girls, children with disabilities, indigenous children, stateless/refugee/migrant and undocumented children) benefit in different ways from the CP implementation? What are the major factors influencing the achievement (or not) of the CP results for vulnerable groups?</p>	<p>- Stakeholder perception on extent of benefits achieved (for various vulnerable groups) through CP implementation</p> <p>- Contributing and impeding factors influencing achievement of results for vulnerable groups (girls, children with disabilities, indigenous children, stateless, migrant and undocumented children)</p>	<p>CP programme and intervention documents (including RAM, COARs, annual reports, evaluations, etc.)</p> <p>UNSCDF and results documents</p> <p>MTR – 12th Malaysia Plan</p> <p>Government officials, partners (including UN), MCO staff</p> <p>Target beneficiaries</p>	<p>Document/desk review</p> <p>KIIs/FGDs</p> <p>Outcome harvesting</p> <p>Most significant change stories</p> <p>Site visits & Observations</p>	<p>Thematic and content analysis</p> <p>Contribution analysis</p> <p>Quantitative and qualitative analysis</p>
<p>3.4 What has been the depth and thoroughness of situation analysis, evaluations, research and studies conducted during the CPD period, and how have they been utilized to enhance programming?</p>	<p>- Stakeholder perception on depth and thoroughness of:</p> <ul style="list-style-type: none"> - evaluations - research - studies 	<p>Evaluations, research and studies conducted during CPD</p>	<p>Document review</p> <p>KIIs</p>	<p>Thematic and content analysis</p>

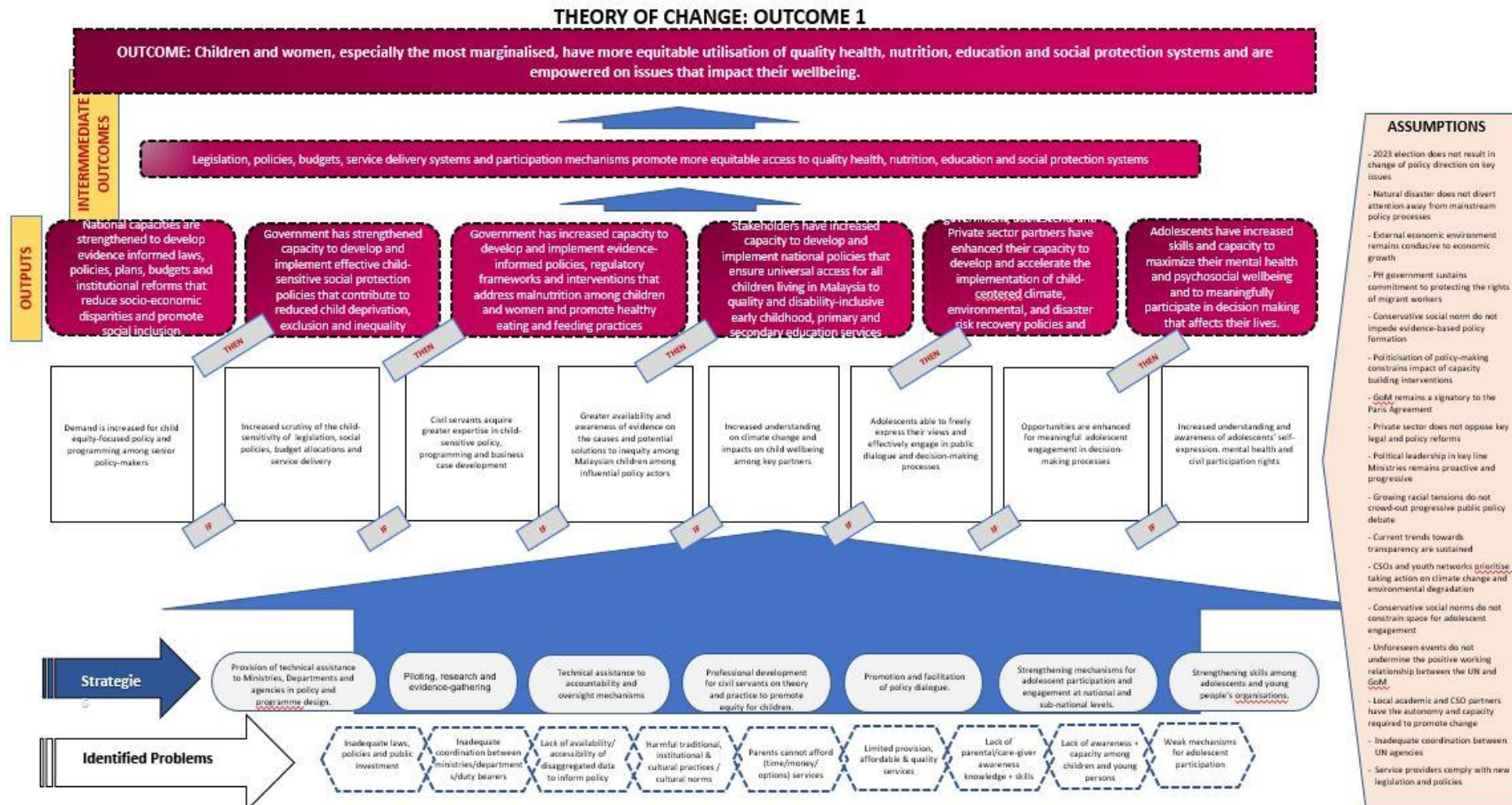
	- Examples of Utilisation of evaluations, research and studies – internally and externally (to enhance programming and results)	Government officials, partners (including UN), MCO staff	Perception survey	Quantitative and qualitative analysis
3.5 To what extent have UNICEF activities contributed to changes in or implementation of national or subnational policies, strategies, regulatory frameworks, tools, and processes to expand access for children in Malaysia, including the most vulnerable? <i>(former 1.3)</i>	- Type/number of contributions to changes in policies, strategies, regulatory frameworks, tools and processes (at national or subnational levels) - Evidence and examples of contribution to the implementation of policies, strategies, regulatory frameworks, tools and processes (at national and sub-national levels)	CP programme and intervention documents (including RAM, COARs, annual reports, evaluations, etc.) UNSDCF and results documents MTR – 12 th Malaysia Plan Government officials, partners (including UN), MCO staff	Document review KIIIs Perception survey Outcome harvesting Most significant change stories	Thematic and content analysis Contribution analysis Quantitative and qualitative analysis
3.6 To what extent did the MCO put mechanisms in place to support accountability to affected populations (AAP), and did such effort support timely results? <i>(formerly part of 4.2)</i>	- Presence of mechanism to support AAP - Examples of results due to the mechanism	CP/MCO documents MCO staff Government officials, partners (including UN)	Document review KIIIs Perception survey Outcome harvesting Most significant change stories	Thematic and content analysis Contribution analysis Quantitative and qualitative analysis
4. Efficiency				

<p>4.1 How effectively and timely did the MCO adapt to the evolving contexts, including the financial and operational challenges posed by the COVID-19 pandemic, as spelled out in contribution through joint initiatives? Could comparable results have been attained through alternative strategies, with fewer resources or in a more timely fashion?</p>	<ul style="list-style-type: none"> - Operational and financial challenges due to COVID-19 and mitigation measures - Examples/extent of leverage (of resources) during and post-COVID-19 pandemic through joint initiatives - Cost-efficiency of results achieved - Timeliness of intervention 	<p>CP and intervention documents</p> <p>RAM and M&E data</p> <p>MCO staff Partners (including UN) Government officials</p>	<p>Document/desk review</p> <p>KIIs</p> <p>Perception survey</p>	<p>Thematic and content analysis</p> <p>Quantitative and qualitative analysis</p>
<p>4.2 To what extent were the key strategies of the CPD clearly articulated and communicated externally, sufficient expertise and skills leveraged, and efficient monitoring and reporting systems established?</p>	<ul style="list-style-type: none"> - Type and reach of communication (by media, material, topic/subject). - Planned and actual human resources to deliver CP by programme component/area - Internal (RO/HQ) and external expertise leveraged. - Presence of operational and efficient monitoring and reporting systems 	<p>CP and intervention documents</p> <p>Communication materials</p> <p>M&E system</p> <p>MCO staff Partners (including UN) Government officials</p>	<p>Document/desk review</p> <p>KIIs</p> <p>Perception survey</p>	<p>Thematic and content analysis</p> <p>Quantitative and qualitative analysis</p>
5. Sustainability				
<p>5.1 To what extent do capacities, regulatory frameworks, budgets and political will exist at both national and subnational levels to continue and/or scale up interventions/results due to UNICEF programming?</p>	<ul style="list-style-type: none"> - Level of CSO/ government capacity (human & financial resources available to continue or scale up - Extent of political will and ownership and enabling environment to continue/replicate scale-up interventions/results (achieved through UNICEF support). - Likelihood of different UNICEF-supported initiatives being sustained or scaled up at national and/or sub-national levels. - Examples of pilots/models that have been (or are likely to be) scaled up/ replicated 	<p>CP and intervention documents</p> <p>UNSDCF and UNCT documents</p> <p>National government documents</p> <p>MCO staff Partners (including UN) Government officials</p>	<p>Document/desk review</p> <p>KIIs/FGDs</p> <p>Perception survey</p>	<p>Thematic and content analysis</p> <p>Quantitative and qualitative analysis</p>

		Target groups		
5.2 What are the contributing and constraining factors to make a systemic change? What role have CSOs played in implementing various UNICEF programming strategies? (formerly part of 5.1)	<ul style="list-style-type: none"> - List of contributing factors - List of hindering factors - Type and level of CSO involvement in implementing UNICEF programming strategies (policy advocacy, evidence generation, pilots (modelling)) 	CP and intervention documents UNSDCF and UNCT documents MCO staff Partners (including UN) Government officials	Document/desk review KIIs Perception survey	Thematic and content analysis Quantitative and qualitative analysis
5.3 What continue to be the main threats and opportunities for ensuring sustained results for child rights in Malaysia beyond the current CPD? What are the gaps to realizing children's rights and ensuring that all children in Malaysia have equal opportunities and thrive in safe, protective and nurturing environments? What are the lessons learned that can be applied, and what are the critical next steps or recommendations moving forward?	<ul style="list-style-type: none"> - Evidence to increase/allocation of budget/human resources to continuing/sustaining UNICEF initiatives and pilots - List of threats and opportunities to sustainability/continuity of results for child rights. - Gaps to realizing children's rights and ensuring that children have equal opportunities (to thrive in safe, protective and nurturing environment) - Lessons from current CP programming. 	CP and intervention documents UNSDCF and UNCT documents MCO staff Partners (including UN) Government officials	Document/desk review KIIs Perception survey	Thematic and content analysis Quantitative and qualitative analysis

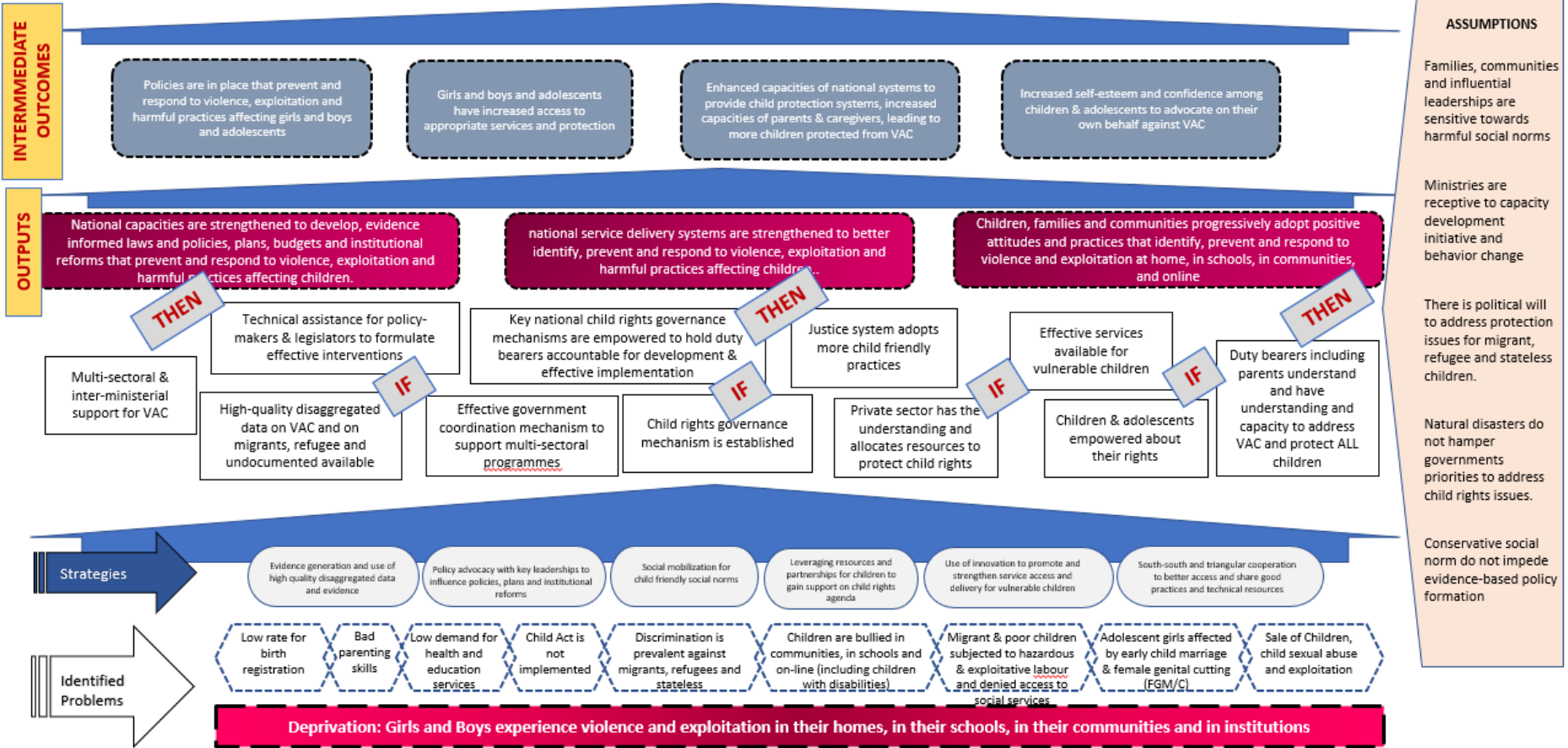
Annex 3 Country Programme Theories of Change Outcomes 1 and 2

Source: Programme Strategy Note for UNICEF Malaysia 2021-2025 Draft 6 Update February 2021 (July 2020)



THEORY OF CHANGE: OUTCOME 2

OUTCOME: All children, especially the most vulnerable, are empowered and equitably benefit from quality systems and services that effectively prevent and respond to violence, neglect, exploitation and harmful practices.



Annex 4: List of Evidence Generation, Policy Advocacy, and Pilots during the CP

1. List of Evidence Generation activities

Evidence generation effort	Year of activity	Key partners
Mapping of Social Service Workforce in relation to child protection role, reviewing the National Competency Framework, developing capacity building measures and reviewing the courses to integrate the needs of children affected by migration, among others	2021, 2022	MWFCD (Ministry of Women, Family and Community Development), Dept of Social Welfare (DSW)
Evaluation of the impact of sugar-sweetened beverage taxes in Malaysia.	2021, 2022, 2023	Ministry of Health (MOH)
Strengthened evidence base for structural reform of Social Service Workforce.	2022	Dept of Social Welfare (DSW)
Left Far Behind: The Impact of COVID-19 on Access to Education and Healthcare for Refugee and Asylum-Seeking Children in Peninsular Malaysia	2022	Institute for Democracy and Economic Affairs, European Union
Disrupting Harm in Malaysia Report: Evidence on online child sexual exploitation and abuse	2022	Global Partnership to End Violence against Children, ECPAT International, Interpol, UNICEF Office of Research-Innocenti, MWFCD, Malaysian Communications and Multimedia Commission
STRENGTHENING MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT SYSTEMS AND SERVICES for children and adolescents in East Asia and Pacific Region: Malaysia Country Report	2022	Ministry of Health (MOH), National Institutes of Health Malaysia, Burnet Institute, UNICEF East Asia and the Pacific Regional Office
National Youth Mental Health Index	2022, 2023	Ministry of Youth and Sports (MOYS), Institute for Youth Research Malaysia (IYRES)
Monitoring, communicating and evaluating the impact of enforcing universal salt iodisation and technical support on costing methodology in wheat flour fortification to tackle micronutrient malnutrition on a national scale	2022	Ministry of Health (MOH)
Study on teenage pregnancy in Malaysia (Part of wider study <i>Understanding Pathways to adolescent pregnancy in Southeast Asia</i>)	2022, 2023	UNFPA
Stakeholder mapping analyses of women and girl-led organizations and networks and organizations persons with disabilities.	2023	UNICEF

Needs assessment for the UNICEF-supported Children's Activity Centre in Kota Kinabalu	2022	Sabah Department of Social Welfare
<i>Living on the Edge</i> study. A continuation of the Families on the Edge longitudinal research on the impact of the COVID-19 pandemic on women and children in low-income urban families.	2023	MOF
Fiscal space analysis for social protection	2023, 2024	MOF
Assessment of JKM institutions in conflict with the law.	2022, 2023	Department of Social Welfare
Birth registration study of children affected by migration in Peninsular Malaysia	2022, 2023	MOHA
Mapping of children in immigration detention centres and trafficking shelters	2022, 2023	MOHA
Supported National Baseline Assessment of the National Action Plan for Business and Human Rights	2022, 2023	UNDP
Country-Led Evaluation of Child Justice Reform Initiative: The Diversion Pilot	2022, 2023	Government of Malaysia
Assessment of the Justice System for children.	2023	MWFCD
Child Wellbeing Index	2023, 2024	Sarawak Ministry of Women, Early Childhood and Community Wellbeing Development (KPWK)
Pathways to Employability, a study on youth not in employment, education, or training	2023	DOSM, MOHR, MOYS, MOE
Landscape analysis and support for nutrition-related regulations to lay the foundation for Malaysia's Nutrition Act	2023	Ministry of Health (MOH)
Comprehensive survey on children in residential care.	2023/2024 (Postponed in 2021/2022)	MWFCD, DSW and DOSM
Support to Growth Monitoring System for evidence generation	2023, 2024	MOH
Evidence generation on the impact of climate change and environmental degradation on children in Malaysia, including assessment of existing policies and actions to inform key national policies in Malaysia	2021, 2022, 2023	National University Malaysia (UKM)
Disaster risk reduction capacity-building.	2023	National University Malaysia (UKM)
Development and implementation of child-centred disaster risk management strategy and initiatives.	2023	NADMA and Universiti Teknologi Malaysia

Education 2030 in Malaysia, 5-year National Progress Report on SDG 4 (2016-2020)	2023	MOE
Child Sexual Abuse and Exploitation: Children's Journey to Justice – 8-part series	2024	Legal Affairs Division of the Prime Minister's Department
Sabah Paper Series: Education for Undocumented Children in Sabah	2023, 2024	UNCT

2. List of Policy Advocacy activities

Policy advocacy efforts	Year of activity	Partners
Outcome 1: Child Wellbeing, Equity and Inclusion		
Social Policy		
Contribution to the development of the Social Protection Framework and the review of the National Multidimensional Poverty Index (MPI), both led by UNDP, enabling a Child MPI to be derived from the national MPI.	2023, 2024	UNDP
Promoting inclusivity through Child-Friendly Cities Initiatives.	2023, 2023	Sarawak government and City councils
Nutrition		
Advocacy to improve nutritional practice, data knowledge and development of the Nutrition Act	2023, 2024	MOH
Education		
Advocacy and support of Early Warning Systems	2022, 2023	MOE
Climate Change and Environmental Sustainability		
Advocacy through young people in lead-up events to and at the COP 28	2023	NRES
Outcome 2: Ending Violence Against Children		
Enabling Environment		
Advocacy and support for the reform of the Child Act 2011	2023, 2024	MWFCD
Advocacy to establish a child-friendly justice system and for amendments to the Sexual Offences Against Children Act and Evidence of Child Witness Act	2023, 2024	BHEUU, AGC, Judiciary.
Advocacy on birth registration	2023, 2024	MOHA
Advocacy to ensure child rights were considered in discussions in the draft Control of Tobacco Products and Smoking Bill.	2020	MOH
Advocacy against recently proposed regressive amendments to the Federal Constitution, which would increase the risk of childhood statelessness.	2023	MOHA
Service Delivery and Social Service Workforce Strengthening		
Advocacy on strengthening Malaysia's social service workforce	2023, 2024	MWFCD
Advocacy to pass the Social Work Profession Bill, including the "Heroes Among Us" public campaign	2023, 2024	MWFCD

Advocacy to strengthen the mandate of the Office of the Children's Commissioner	2023, 2024	OCC, SUHAKAM
Advocacy and coalition building toward implementing alternatives to immigration detention	2023, 2024	MOHA
Social Norms & Child Rights		
Moderated public advocacy forum on child marriage	2023	MWFCD
Advocacy and support for the National Strategic Plan in Handling the Causes of Child Marriage	2023	MWFCD

3. List of Pilot interventions

Interventions	Year	Partners
Child Friendly Cities	2023, 2023	City Councils in Sarawak and Sarawak State Government
Early Warning System in Schools (to Identify children at risk of dropping out)	2023, 2024	MOE
Future Skills for Development (FS4A)	2023, 2024	MOE
C-HAT	2023	MOH
KitaConnect	2023	Malaysian Youth Council, CSO
Youth Environment Living Lab	2022 - 2024	UNDP
Air Quality Monitoring System (AQUAM) in schools in Kota Kinabalu, Sabah	2023	Sabah Environmental Protection Dept., Sabah Education Dept. & Institute of Teacher Education
Diversion Pilot	2023	MWFCD, MOHA, AGC, RMP, DSW
ParentText chatbox	2024	National Population and Family Development Board (LPPKN), Parenting for Lifelong Health and University of Putra Malaysia (UPM)
Disability-inclusive and gender-transformative positive parenting modules and programming	2023, 2024	LPPKN, KEMAS

Annex 5 Data collection tools

1. Data Collection Tool Overview

The evaluation team developed three primary types of data collection tools: Semi-structured Key Informant Interview (KII) guides, Focus Group Discussion (FGD) guides and a perception survey questionnaire. KII/FGDs guides were developed for each key stakeholder category, including UNICEF staff, government partners, CSO/non-government partners, UN agencies/other development partners, adolescents/youth, and social workers. The evaluation took into account the principles provided by the UNICEF Procedure Ethical Standards in Evidence Update, April 2021 which includes respect, beneficence and justice among other principles.

Each data collection tool was accompanied by a set of **standard introductions and privacy statement to obtain informed consent**, as below:

Thank you for making time today.

I am xxxx. I/We are part of an independent external evaluation team engaged to conduct the UNICEF Malaysia 2022-2025 Country Programme Evaluation. We are engaged by the UNICEF Malaysia Country Office through the consultancy Landell Mills to conduct this evaluation. We and are not affiliated directly with the programme, nor any of the implementing partners.

The purpose of the Country Programme Evaluation is to;

- a) identify key lessons which can inform the design of the next country programme*
- b) identify key lessons that can inform adjustments to the current country programme*
- c) improve UNICEF's contribution of the Programme of Cooperation to national development results*
- d) improve UNICEF's contribution to advancing the SDGs through the UN Sustainable Development Cooperation Framework (UNSDCF) results*
- e) UNICEF'S strategic positioning in relation to its child rights mandate*

Our interview will focus on some specific questions on which we would like your views and insights. There are no wrong or right answers as the input provided is unique and this effort is part of a learning process.

Your feedback will be synthesized with the inputs of other people we speak to and we will present this synthesis of findings in the final report. We will not be attributing any feedback and comments in the report to any specific individual or organization. The names of interviewees will be shared with UNICEF and might be published as a list in the report's annexes, but without attribution of any specific comments or observations. We do not anticipate any risks associated with participating in this interview.

The scripts from the interview will not be shared with anyone outside the evaluation team and we will thus maintain your anonymity throughout the data collection and reporting process.

You may refrain from providing responses to questions that you might not be comfortable with.

This interview will take approximately 60 to 90 minutes. Please let us know if you wish to seek any clarifications from us before we proceed.

Kindly confirm if you agree to participate in this interview and would like us to proceed with the interview.

Below is the long list of questions by evaluation criteria that was used to develop the KII, FGD and survey tools by stakeholder group.

First line of enquiry: **Relevance** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- How did UNICEF consider the rights and the needs of children in planning and implementation of its interventions?

- In planning and implementation of its interventions did UNICEF consider the rights and the needs of boys and girls separately?
- To what extent are the rights and the needs of the most vulnerable children considered?
- How relevant were the interventions¹ developed/implemented with UNICEF support across the sectors to the rights and needs of children in Malaysia?
- Did the key strategies; advocacy, evidence generation and innovation increase the relevance of the interventions?
- Where there any changing circumstances in Malaysia between 2022 to 2024 that effected the relevance of the objectives² of the country programme?
- Was the MCO able to identify and adjust to the changes taking place in Malaysia?

Second line of enquiry: **Coherence** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- What national policies and priorities in your sector is the CPD aligned with?
- What international policies and priorities in your sector is the CPD aligned with?
- Is the CPD linked to and creating synergies with other interventions of UN³ agencies in Malaysia?
- Are meaningful partnerships or coordination mechanisms established with government at national and local level to maximize the achievement of results?
- Are meaningful partnerships or coordination mechanisms established with private sectors/NGOs to maximize the achievement of results?
- Are meaningful partnerships or coordination mechanisms established with academia to maximize the achievement of results?
- What has been the MCOs key leverage points that enhanced partnerships leading to progress and results?
- Have key programme strategies⁴ contributed to better positioning of UNICEF as a priority partner in the Malaysian development landscape in relation to children rights?
- Are the key programme strategies collectively contributing to broader national focus on children in Malaysia realizing their rights and have an equal opportunity to survive and thrive in a safe, protective and nurturing environment.
- Are the programmes, communications and fundraising activities of the MCO complementary and optimized?
- Does the current results structure optimize coherence within the MCO and with the UNSDCF⁵?

Third line of enquiry: **Effectiveness** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- Are the programme outputs being delivered and are they contributing towards the desired programme outcomes.
- Are the programme outcomes establishing meaningful linkages to the UNSDCF?
- Is the combination of programme strategies contributing to achievement of programme objectives under the CPD and UNSDCF?
- Are any of the programme strategies more effective or preferred by the stakeholders?
- How did the different groups particularly vulnerable⁶ children benefit from the country programme implementation?
- What are the major factors influencing the achievement or lack of achievement of the intended Country Programme results for vulnerable children?

¹ key policies, strategies, regulatory frameworks, tools, processes and/or practices

² UNDP,WHO,ILO, etc

³ Currently there are twenty-one (21) UN agencies serving Malaysia: UNDP, UNICEF, UNFPA, WHO, UNU-IIGH, UNHCR, IOM, WFP-UNHRD, UNCDF, UNAIDS, UNDRR, UNEP, UNESCO, UN HABITAT, ITU, UNIDO, ILO, ITC, OHCHR, UNODC, UN Women as well as global and regional centres for UNDP, WHO, WFP and UNCTAD-ASYCUDA

⁴ advocacy, evidence generation and innovation

⁵ <https://unsdg.un.org/resources/un-sustainable-development-cooperation-framework-malaysia-2021-2025>

⁶ such as girls, children with disabilities, indigenous children, stateless/migrant/ undocumented children

- Were the evaluations, research and studies conducted during the CPD period of sufficient detail and able to enhance programming?

Fourth line of enquiry: **Efficiency** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- How well has the MCO been able to prioritize leading to strategic adjustments to results framework and to key activities and outputs?
- How well did the MCO adapt to financial and operational challenges brought by the COVID-19 pandemic?
- Could comparable results have been attained through alternative strategies, with fewer resources or in a timelier manner?
- How could UNICEF improve internally to further enhance and advance programming to achieve better results for children in Malaysia, especially the most vulnerable?
- Were the key strategies of the CPD clearly communicated externally to support achievement of results and outcomes?
- Were there sufficient expertise and skills leveraged to support achievement of results and outcomes?
- Were efficient monitoring and reporting systems established to support achievement of results and outcomes?
- How well did the country office put in place mechanisms to support Accountability to Affected Populations (AAP)⁷ and did such efforts support timely results?

Fifth line of enquiry: **Sustainability** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- Are capacities, budgets and political will in place at the national and subnational level to sustain and scale up the interventions and results of UNICEF support?
- What are the examples of pilots or results of UNICEF support that has been sustained at the national or subnational level?
- What has been the role of CSOs in scaling up pilot projects or results of UNICEF support?
- What are the main challenges and opportunities to sustain results for child rights in Malaysia beyond the CPD?
- What are the main lessons learnt in the period of the current CPD?
- What are the critical next steps and recommendations moving forward?

2. Key Informant Interview guide: UNICEF staff

Standard introductions and privacy statement to obtain informed consent (see section 1)

Name :
 Gender :
 Stakeholder category :
 Organisation :
 Role title :
 Date of KII/FGD :

⁷ AAP commitments include leadership, transparency, feedback and complaints, participation, design, monitoring and evaluation.

Interview questions

First line of enquiry: **Relevance** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- In planning and implementation of its interventions did UNICEF consider the needs of boys and girls separately?
- To what extent are the needs of the most vulnerable children considered?
- How relevant were the interventions developed/implemented with UNICEF support across the sectors to the needs of children in Malaysia?
- Did the key strategies; advocacy, evidence generation and innovation increase the relevance of the interventions?
- Where there any changing circumstances in Malaysia between 2022 to 2024 that effected the relevance of the objectives of the country programme?

Second line of enquiry: **Coherence** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- Are meaningful partnerships or coordination mechanisms established with government at national and local level to maximize the achievement of results?
- Are the key programme strategies collectively contributing to broader national focus on children in Malaysia realizing their rights and have an equal opportunity to survive and thrive in a safe, protective and nurturing environment?
- What has been the MCOs key leverage points that enhanced partnerships leading to progress or results?
- Have key programme strategies contributed to better positioning of UNICEF as a priority partner in the Malaysian development landscape in relation to children rights?
- Are the programmes, communications and fundraising activities of the MCO complementary and optimized?

Third line of enquiry: **Effectiveness** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- Are the programme outputs being delivered and are they contributing towards the desired programme outcomes?
- Are the programme outcomes establishing meaningful linkages to the UNSDCF?
- How did the different groups particularly vulnerable children benefit from the country programme implementation?
- What are the major factors influencing the achievement or lack of achievement of the intended Country Programme results for vulnerable children?
- Were the evaluations, research and studies conducted during the CPD period of sufficient detail and able to enhance programming?

Fourth line of enquiry: **Efficiency** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- Could comparable results have been attained through alternative strategies, with fewer resources or in a timelier manner?
- How could UNICEF improve internally to further enhance and advance programming to achieve better results for children in Malaysia, especially the most vulnerable?
- Were there sufficient expertise and skills leveraged to support achievement of results and outcomes?

- Were efficient monitoring and reporting systems established to support achievement of results and outcomes?
- How well did the country office put in place mechanisms to support Accountability to Affected Populations (AAP) and did such efforts support timely results?

Fifth line of enquiry: **Sustainability** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- Are capacities, budgets and political will in place at the national and subnational level to sustain and scale up the interventions and results of UNICEF support?
- What are the examples of pilots or results of UNICEF support that has been sustained at the national or subnational level?
- What are the main challenges and opportunities to sustain results for child rights in Malaysia beyond the CPD?
- What are the critical next steps and recommendations moving forward?

Thank you very much for your participation in the UNICEF Malaysia 2022-2025 Country Programme Evaluation. Your insights and opinions are very valuable to the process. If you wish to provide any further details that might come to mind or you wish to contact us regarding your responses at a later date, please do not hesitate to drop the evaluation an email through the address elliem@landell-mills.com. On behalf of the evaluation team I thank you.

3. Key Informant Interview guide: Government partners

Standard introductions and privacy statement to obtain informed consent (see section 1)

Name :
 Gender :
 Stakeholder category :
 Organisation :
 Date of KII/FGD :

Interview questions

First line of enquiry: **Relevance** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- How did UNICEF consider the needs of children in planning and implementation of its interventions?
- In planning and implementation of its interventions did UNICEF consider the needs of boys and girls separately?
- To what extent are the needs of the most vulnerable children considered?
- How relevant were the interventions developed/implemented with UNICEF support across the sectors to the needs of children in Malaysia?
- Where there any changing circumstances in Malaysia between 2022 to 2024 that effected the relevance of the objectives of the country programme?
 - Was the MCO able to identify and adjust to the changes taking place in Malaysia?

Second line of enquiry: **Coherence** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- What national policies and priorities in your sector is the CPD aligned with?

- Are meaningful partnerships or coordination mechanisms established with government at national and local level to maximize the achievement of results?
- Are the key programme strategies collectively contributing to broader national focus on children in Malaysia realizing their rights and have an equal opportunity to survive and thrive in a safe, protective and nurturing environment?
- Have key programme strategies contributed to better positioning of UNICEF as a priority partner in the Malaysian development landscape in relation to children rights?

Third line of enquiry: **Effectiveness** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- Are the programme outputs being delivered and are they contributing towards the desired programme outcomes relevant to your sector?
- How did the different groups particularly vulnerable children benefit from the country programme implementation?
- What are the major factors influencing the achievement or lack of achievement of the intended Country Programme results for vulnerable children?
- Were the evaluations, research and studies conducted during the CPD period of sufficient detail and able to enhance programming?

Fourth line of enquiry: **Efficiency** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- How well did the MCO adapt to financial and operational challenges brought by the COVID-19 pandemic?
- Could comparable results have been attained through alternative strategies, with fewer resources or in a timelier manner?
- How could UNICEF improve internally to further enhance and advance programming to achieve better results for children in Malaysia, especially the most vulnerable?
Were there sufficient expertise and skills leveraged to support achievement of results and outcomes?
- Were efficient monitoring and reporting systems established to support achievement of results and outcomes?

Fifth line of enquiry: **Sustainability** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- Are capacities, budgets and political will in place at the national and subnational level to sustain and scale up the interventions and results of UNICEF support?
- What are the examples of pilots or results of UNICEF support that has been sustained at the national or subnational level?
- What has been the role of CSOs in scaling up pilot projects or results of UNICEF support?
- What are the main challenges and opportunities to sustain results for child rights in Malaysia beyond the CPD?
- What are the main lessons learnt in the period of the current CPD?
- What are the critical next steps and recommendations moving forward?

Once the KII is over the participants will be thanked and their contributions acknowledged as below.

Thank you very much for your participation in the UNICEF Malaysia 2022-2025 Country Programme Evaluation. Your insights and opinions are very valuable to the process. If you wish to provide any further details that might come to mind or you wish to contact us regarding your responses at a later date, please do not hesitate to drop the evaluation an email through the address elliem@landell-mills.com

4. Key Informant Interview guide: CSO/non-govt implementing partners

Standard introductions and privacy statement to obtain informed consent (see section 1)

Name :
Gender :
Stakeholder category :
Organisation :
Role title :
Date of KII/FGD:

Interview questions

First line of enquiry: **Relevance** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- How did UNICEF consider the needs of children in planning and implementation of its interventions?
- In planning and implementation of its interventions did UNICEF consider the needs of boys and girls separately?
- To what extent are the needs of the most vulnerable children considered?
- How relevant were the interventions developed/implemented with UNICEF support across the sectors to the needs of children in Malaysia?
- Were there any changing circumstances in Malaysia between 2022 to 2024 that effected the relevance of the objectives of the country programme?
- Was the MCO able to identify and adjust to the changes taking place in Malaysia?

Second line of enquiry: **Coherence** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- What national policies and priorities in your sector is the CPD aligned with?
- Are the key programme strategies collectively contributing to broader national focus on children in Malaysia realizing their rights and have an equal opportunity to survive and thrive in a safe, protective and nurturing environment?
- Are meaningful partnerships or coordination mechanisms established with private sectors/NGOs to maximize the achievement of results?
- Have key programme strategies contributed to better positioning of UNICEF as a priority partner in the Malaysian development landscape in relation to children rights?
- Are the key programme strategies collectively contributing to broader national focus on children in Malaysia realizing their rights and have an equal opportunity to survive and thrive in a safe, protective and nurturing environment.

Third line of enquiry: **Effectiveness** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- Are the programme outputs being delivered and are they contributing towards the desired programme outcomes?
- How did the different groups particularly vulnerable children benefit from the country programme implementation?
- What are the major factors influencing the achievement or lack of achievement of the intended Country Programme results for vulnerable children?

- Were the evaluations, research and studies conducted during the CPD period of sufficient detail and able to enhance programming?

Fourth line of enquiry: **Efficiency** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- Could comparable results have been attained through alternative strategies, with fewer resources or in a timelier manner?
- How could UNICEF improve internally to further enhance and advance programming to achieve better results for children in Malaysia, especially the most vulnerable?
- Were there sufficient expertise and skills leveraged to support achievement of results and outcomes?
- Were efficient monitoring and reporting systems established to support achievement of results and outcomes?
- How well did the country office put in place mechanisms to support Accountability to Affected Populations (AAP) and did such efforts support timely results?

Fifth line of enquiry: **Sustainability** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- What are the examples of pilots or results of UNICEF support that has been sustained at the national or subnational level?
- What has been the role of CSOs in scaling up pilot projects or results of UNICEF support?
- What are the main challenges and opportunities to sustain results for child rights in Malaysia beyond the CPD?
- What are the main lessons learnt in the period of the current CPD?
- What are the critical next steps and recommendations moving forward?

5. Key Informant Interview guide: UN agencies/other development partners

Standard introductions and privacy statement to obtain informed consent (see section 1)

Name :
 Gender :
 Stakeholder category :
 Organisation :
 Role title :
 Date of KII/FGD :

First line of enquiry: **Relevance** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- To what extent are the needs of the most vulnerable children considered?
- How relevant were the interventions developed/implemented with UNICEF support across the sectors to the needs of children in Malaysia?
- Where there any changing circumstances in Malaysia between 2022 to 2024 that effected the relevance of the objectives of the country programme?
- Was the MCO able to identify and adjust to the changes taking place in Malaysia?

Second line of enquiry: **Coherence** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- Is the CPD linked to and creating synergies with other interventions of UN agencies in Malaysia?
- Are meaningful partnerships or coordination mechanisms established with government at national and local level to maximize the achievement of results?
- Are the key programme strategies collectively contributing to broader national focus on children in Malaysia realizing their rights and have an equal opportunity to survive and thrive in a safe, protective and nurturing environment?
- Are meaningful partnerships or coordination mechanisms established with academia to maximize the achievement of results?
- Are the key programme strategies collectively contributing to broader national focus on children in Malaysia realizing their rights and have an equal opportunity to survive and thrive in a safe, protective and nurturing environment.
- Does the current results structure optimize coherence within the MCO and with the UNSDCF?

Third line of enquiry: **Effectiveness** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- Are the programme outputs being delivered and are they contributing towards the desired programme outcomes?
- Are the programme outcomes establishing meaningful linkages to the UNSDCF?
- Is the combination of programme strategies contributing to achievement of programme objectives under the CPD and UNSDCF?
- How did the different groups particularly vulnerable children benefit from the country programme implementation?
- What are the major factors influencing the achievement or lack of achievement of the intended Country Programme results for vulnerable children?

Fourth line of enquiry: **Efficiency** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- Could comparable results have been attained through alternative strategies, with fewer resources or in a timelier manner?
- Were the key strategies of the CPD clearly communicated externally to support achievement of results and outcomes?
- Were there sufficient expertise and skills leveraged to support achievement of results and outcomes?
- Were efficient monitoring and reporting systems established to support achievement of results and outcomes?
- How well did the country office put in place mechanisms to support Accountability to Affected Populations (AAP) and did such efforts support timely results?

Fifth line of enquiry: **Sustainability** of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components; child wellbeing, ending violence against children and programme effectiveness.

- What are the examples of pilots or results of UNICEF support that has been sustained at the national or subnational level?

- What are the main challenges and opportunities to sustain results for child rights in Malaysia beyond the CPD?
- What are the main lessons learnt in the period of the current CPD?

Once the KII is over the participants will be thanked and their contributions acknowledged as below.

Thank you very much for your participation in the UNICEF Malaysia 2022-2025 Country Programme Evaluation. Your insights and opinions are very valuable to the process. If you wish to provide any further details that might come to mind or you wish to contact us regarding your responses at a later date, please do not hesitate to drop the evaluation an email through the address elliem@landell-mills.com

On behalf of the evaluation team and UNICEF Malaysia I thank you.

6. Focus Group Discussion guide: Adolescents/ Youth

Gender ratio :
 Persons with disabilities :
 Stakeholder category :
 Related UNICEF Programme :
 Date of FGD :

Thank you for making time today.

We are part of an independent and external team engaged by UNICEF to conduct an evaluation of UNICEF's Malaysia Country Programme (2022-2025). We are independent consultants not directly connected to UNICEF or its partners.

The main purposes of the Country Programme Evaluation are to identify key lessons which can inform adjustments to UNICEF's programme, inform the design of UNICEF's next country programme, and to improve UNICEF's contribution to national development results and advancing the Sustainable Development Goals.

You have been invited to participate in a discussion about your experience with X programme supported by UNICEF. Your views will contribute to the evaluation of UNICEF's Country Programme in Malaysia.

The discussion will focus on some specific questions on which we would like your views and insights. There are no wrong or right answers as the input provided is unique and this effort is part of a learning process. Your feedback will remain anonymous and confidential to the evaluation team. We will not directly quote any feedback and comments to you.

The scripts from the FGD will not be shared with anyone outside the evaluation team and we will thus maintain your anonymity throughout the data collection and reporting process.

The interview is entirely voluntary. You can choose to respond, or not, to any questions, and can leave the discussion at any time. Participating or deciding to withdraw from this interview will not change your eligibility for future UNICEF support in anyway.

This FGD will take approximately 60 minutes. We have prepared five main questions. Please let us know if you wish to seek any clarifications from us before we proceed. Each participant will be allocated 2 minutes to speak at each turn. Each participant may speak several times for every question.

Kindly confirm if you would like to participate in the FGD and if you would like us to proceed.

The suggested questions below consist of five lines of inquiry of the UNICEF Malaysia 2022-2025 Country Programme based on the three programme components: child wellbeing, ending violence against children and programme effectiveness.

Ice breaker questions

1. How are you today, could you tell me a little about yourself ? (name, age, school, favourite pass time)
2. What is your favourite food and tell us a little about why this is your favourite food?
3. Tell me a little about your favourite social media influencer or celebrity on social media?
4. Do you like K-Pop, K-Drama, K-Food or K-Fashion, could you tell us about it?

Overarching question

- In your perspective, what are the biggest challenges children and adolescents face in Malaysia?

Follow-up questions

- Do you feel that your ideas are heard (accepted) by adults in the community?
- What (in your view) is the best way to get your voice heard?
- In what ways have you been involved in decisions that affect you?
- How do you feel your voice was heard in X programme?
- What do you value most, or what did you value the most by being part of X programme?
- How do you think it supported you, and in what way?
- Are you able to access information necessary to meet your needs and interests on *XX relevant to programme?*
- What do you think will remain with you having been part of this programme? i.e. what will you remember or keep or what 'learnings' or areas discussed do you think you can use in the future
- Have you shared your experience or learning from being part of this programme with others?

In your view

- To what extent are those working with UNICEF and their partners (CSOs, Government) etc. taking action to support the representation of youth in planning/decision-making?
- Do you think UNICEF (and its partners) are doing enough to include those from marginalized and vulnerable communities, particularly youth? Are they succeeding in doing so?
- Do you have some good examples of approaches that UNICEF (or partners) used for adolescents and young people? For example ensure your views are included and you can engage in:
 - policy debates or new laws coming up for discussion
 - awareness campaigns or activism on particular issues
- How relevant have these interventions supported by UNICEF been for adolescent and young people in Malaysia?
- How can those in authority ensure that adolescents and young people better (and meaningfully) participate in important changes or decisions?

Thank you very much for your participation in the UNICEF Malaysia 2022-2025 Country Programme Evaluation. Your insights and opinions are very valuable to the process. If you wish to provide any further details that might come to mind or you wish to contact us regarding your responses at a later date, please do not hesitate to drop the evaluation an email through the address elliem@landell-mills.com. On behalf of the evaluation team I thank you.

7. Focus Group Discussion guide: Social workers

Gender ratio of participants :
Stakeholder category :
Organisation :
Date of FGD :

Thank you for making time today.

I am xx, your moderator for today. I/We are part of an independent external evaluation team engaged to conduct the UNICEF Malaysia 2022-2025 Country Programme Evaluation. The UNICEF Malaysia Country Office through the consultancy Landell Mills engaged us to conduct this evaluation. We are not affiliated directly with the programme or any of the implementing partners.

The purpose of the Country Programme Evaluation is to:

- a) Understand how UNICEF has contributed to improving social service work for children (particularly for children affected by migration).*
- b) Identify key lessons which can inform adjustments to the current country programme and also in the design of the next country programme*
- c) Improve UNICEF'S strategic positioning in relation to its child rights mandate in Malaysia*

The FGD will focus on some specific questions on which we would like your views and insights. There are no wrong or right answers as the input provided is unique, and this effort is part of a learning process.

Your feedback will be synthesized with the input of other people we speak to, and we will present this synthesis of findings in the final report. We will not attribute any feedback and comments in the report to any specific individual or organization.

The scripts from the FGD will not be shared with anyone outside the evaluation team, and we will maintain your anonymity throughout the data collection and reporting process.

Participation is entirely voluntary. You may choose to not respond to any or all questions or may withdraw anytime without consequences

By taking part in the FGD you are required to keep what is discussed, and the identity of other participants, confidential from anyone outside the group.

This FGD will take approximately 60 to 90 minutes. We have prepared five main questions. Please let us know if you wish to seek any clarifications from us before we proceed. Each participant will be allocated 2 minutes to speak at each turn. Each participant may speak several times for every question.

Kindly confirm if you would like to participate in the FGD and if you would like us to proceed.

Icebreaker question

Kindly state your name and where you work. [Note: This is only for the purpose of introductions within this group at the time and will not be recorded by the evaluation team]

Entry question

Please describe what activities of UNICEF (e.g. training) that you have been engaged in the last three years) before sharing your experience and answers to the question.

Exploration questions

Relevance

1. Based on your involvement and experience, how relevant or not were the activities to improving services to meet the needs of children in Malaysia?

Coherence

2. Due to UNICEF activities, are there more partnerships or coordination mechanisms established with private sectors/NGOs & CSOs /academia in terms of capacity building/training?

Effectiveness

3. In your opinion, what changes have you seen in your work (in the last three years) – such as improved services (including for children affected by migration), more training/capacity building, supportive policies, reforms in the social service system, etc.?
4. What is working and not, and why?

Sustainability

5. Do you think the changes made are positive and sustainable? Why or why not?

Exit question

6. Is there anything else you would like to share before we end the session today?

Thank you very much for your participation in the UNICEF Malaysia 2022-2025 Country Programme Evaluation. Your insights and opinions are very valuable to the process. If you wish to provide any further details that might come to mind or you wish to contact us regarding your responses at a later date, please do not hesitate to drop the evaluation an email through the address elliem@landell-mills.com. On behalf of the evaluation team I thank you.

8. Perception survey questionnaire

See survey questionnaire on the next page:

UNICEF Malaysia Country Programme 2022-2025 Evaluation

Welcome to the survey

UNICEF Malaysia's Country Programme 2022-2025 is currently being evaluated by an independent external evaluation team from the consultancy Landell Mills. The Country Programme is the foundation of UNICEF's cooperation with the Government of Malaysia and presents the key focus areas and strategies ([click here for the Country Programme Document](#))

The main purpose of the Country Programme Evaluation (CPE) is to assess the past and ongoing programme implementation to inform future programming, including the design of the next Country Programme 2026-2030. The evaluation will examine the current programming's relevance, effectiveness, coherence and sustainability with a cross-cutting focus on equity, human rights, disability, gender equality, youth participation, and child rights and business, among others. The CPE also aims to identify best practices and lessons learned, in addition to key factors that enable and/or hinder the progress and effectiveness of the programme implementation. The survey complements other data collection methods and will take approximately 15 minutes to complete. Your responses will remain anonymous and confidential. Your input is valuable, and there are no right or wrong answers.

Please note that you can change between English and Malay language in the upper right corner.

Sila ambil perhatian bahawa anda boleh menukar bahasa di penjuru kanan sebelah atas

If you have any questions, please contact Ellie McGovern from the evaluation team: elliem@landell-mills.com

Many thanks for your participation in the survey.

UNICEF Malaysia Country Programme 2022-2025 Evaluation

A) General Information

1. Please identify the type of organisation you work for (select one)

- Federal Government
- State Government
- Civil Society Organisation (CSO)
- Non-governmental Organisation (NGO)
- University/Research Institution
- UN agency
- Bilateral agency
- Private sector
- Other (please specify)

2. Please identify the sector(s) that your work focuses on (please select all that apply)

- Health
- Education
- Nutrition
- Child Protection
- Child Rights
- Adolescents/Youth
- Gender equality
- Social Policy
- Climate change and environment
- Other (please specify)

3. Sex

- Female
- Male
- Other
- Prefer not to say

4. Please indicate if you fall in the youth category. (Less than 25 years of age)

Yes

No

5. How is your organisation involved with UNICEF Malaysia? (please select all that apply)

Implementation partner

Financial contributor (donor)

Partner to conduct studies/assessments

Advocacy partner

Other (please specify)

UNICEF Malaysia Country Programme 2022-2025 Evaluation

B) Your perspectives on UNICEF Malaysia and its programming

6. From your perspective to what extent does UNICEF play a **leadership role** in Malaysia in the following sectors/areas? Please select one for each row.

	To a significant extent	To some extent	Very little	Not at all	Do not know/ Not applicable
Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nutrition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adolescent and Youth Programming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Humanitarian action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emergency response	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender equality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate and Environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide additional comments, if any

7. Please indicate the extent to which UNICEF in Malaysia is 'well known' or has a **comparative advantage** (relative to others) in the following areas:

	To a significant extent	To some extent	Very little	Not at all	Do not know/ Not applicable
Child rights mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sectoral programme coverage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integrated approach to programming and multisectoral approach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Geographic focus in Malaysia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical expertise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Size of budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Range of partnerships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship with government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Convening power	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand recognition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Its focus on equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide additional comments, if any

8. Listed below are statements related to the **relevance** of the UNICEF Malaysia 2022 -2025 Country Programme. For each statement, please indicate your answer (please select one answer for each row)

	Strongly agree	Mildly agree	Disagree	Strongly disagree	Do not know/ Not applicable
The needs of children in Malaysia are well considered by UNICEF when planning its activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The needs of vulnerable children are well-considered by UNICEF in Malaysia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The gender focused needs of both boys and girls are considered by UNICEF when planning its activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The activities of UNICEF are relevant to the changing circumstances in Malaysia between 2022 and 2024.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide additional comments, if any

9. Listed below are statements related to the **effectiveness** of the UNICEF Malaysia 2022-2025 Country Programme. For each statement, please indicate your answer (please select one answer for each row)

	Strongly agree	Mildly agree	Disagree	Strongly disagree	Do not know/ Not applicable
Children, especially vulnerable children in Malaysia, have benefitted from the support provided by UNICEF programmes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The support provided by UNICEF in Malaysia is contributing overall to better recognition of the rights of the child	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The support provided by UNICEF in Malaysia contributes towards reducing violence against children.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide additional comments, if any

10. From your perspective, to what extent does UNICEF Malaysia contribute to the following?:

	To a significant extent	To some extent	Very little	Not at all	Do not know/Not Applicable
Policy advocacy/advice and/or legislative support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Institutional, technical capacity development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovations (new approaches and solutions)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evidence and Knowledge Generation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting multisectoral coordination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social behavioural change communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Convening diverse partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide additional comments, if any

11. Listed below are statements related to the **efficiency** of the UNICEF Malaysia 2022 -2025 Country Programme. For each statement, please indicate your answer (please select one answer for each row)

	Strongly agree	Mildly Agree	Disagree	Strongly disagree	Do not know/Not Applicable
UNICEF was able to continue providing support during the COVID-19 pandemic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNICEF was able to provide expertise and skills to support the achievement of results for vulnerable children (stateless/migrant/undocumented and refugee).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNICEF was able to deliver cost effectively and in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide additional comments, if any

12. To what extent do you agree with the following statements about UNICEF's **organisational efficiency and effectiveness?**

	Strongly agree	Mildly Agree	Disagree	Strongly disagree	Do not know/Not Applicable
UNICEF adapts its programming effectively to respond to changes in Malaysia's context	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNICEF makes timely and informed programming decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNICEF manages its partnerships effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNICEF is a trusted partner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNICEF ensures its programme initiatives complement those of other actors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNICEF delivers programme interventions in a timely and efficient manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNICEF uses resources efficiently to produce results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide additional comments, if any

13. To what extent are the following key **cross-cutting development priorities** incorporated into UNICEF Malaysia's interventions?

	Not at all	Somewhat	Moderately	Highly	Do not know/ Not applicable
Gender equality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth participation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate change and the environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child rights business principles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide additional comments, if any

14. Listed below are statements related to the **sustainability** of the UNICEF Malaysia 2022-2025 Country Programme. For each statement, please indicate your answer (please select one answer for each row)

	Strongly agree	Mildly agree	Disagree	Strongly disagree	Do not know/ Not applicable
There is political will at the national level to sustain and scale up the interventions and results of UNICEF support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is political will at the sub-national level to sustain and scale up the interventions and results of UNICEF support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More support and advocacy from civil society organisations are needed to scale up pilot UNICEF interventions in Malaysia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are many opportunities to sustain UNICEF's results on child rights in Malaysia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The continued work of UNICEF in Malaysia is important.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide additional comments, if any

UNICEF Malaysia Country Programme 2022-2025 Evaluation

C) Other recommendations

15. Please provide your recommendations to improve UNICEF's work in Malaysia

Thank you very much for your participation in the survey. Please click 'done' below to finish.

Annex 6 Stakeholders consulted

Table 2 presents a list of stakeholders consulted by the evaluation team through key informant interviews and focus group discussions. This list excludes a wider pool of external partners and organisations invited to participate in the anonymous perception survey.

Table 2 List of Stakeholders Consulted

Stakeholder category	Role title	Organisation
UNICEF Staff	Deputy Regional Director	EAPRO
	Regional Planning Specialist	EAPRO
	Chief PME Stretch	EAPRO
	Adolescent Development Specialist	EAPRO
	Programme Associate	MCO
	Knowledge Management Officer	MCO
	PME Officer	MCO
	Chief PME Stretch	MCO
	Chief of PFP Team	MCO
	Adolescent Development and Participation Officer	MCO
	Chief of Communication	MCO
	Partnership Specialist	MCO
	Country Representative	MCO
	Programme Specialist Climate Change	MCO
	SBC officer	MCO
	Education Specialist	MCO
	Child Protection Specialist	MCO
	Social Policy Specialist	MCO
	Deputy Representative	MCO
	Programme Officer (Mental Health & Psychosocial Support)	MCO
	Chief of Child Protection	MCO
	Programme Specialist (Sabah)	MCO
	Subnational Planning Officer, Sarawak	MCO
	Child Protection Specialists	MCO
	Child Protection Specialist	MCO
	Nutrition Specialist	MCO
	Child Protection Officer	MCO

	Social Inclusion Team Lead/ Gender & Disability Specialist	MCO
	C4D Officer	MCO
	UNV Child Protection	MCO
	Chief Social Policy	MCO
	Climate & Environment team	MCO
	Lead Adolescent, Disability & Gender Programming	MCO
	Disability Officer	MCO
	Chief of PME	MCO
	PME Specialist	MCO
	YELL Coordinator	MCO
	Chief Private Sector Fundraising and Partnerships (PFP) Team	MCO
	PFP Team: Partnership Specialist Partnership Officer, Philanthropy Officer	MCO
	HR and Finance Team: Deputy Representative Operations HR Officer HR Assistant Senior Finance Officer Finance Assistant	MCO
	Admin, Procurement and ICT team: Sr. Admin Officer Operations Associat Supply & Logistics Officer Supply & Logistic Assistant ICT Officer IT Associate	MCO
	Young UNICEF Staff Committee	MCO
Former UNICEF Staff	Former Deputy Representative Programmes	Former MCO
	Former Deputy Representative Operations	Former MCO
	Former Head of Social and Behaviour Change & Adolescent Development and Participation	Former MCO
	Former Deputy Representative and Senior Policy Specialist	Former MCO
UN Agency	National Project Coordinator	ILO
	Head of Mission	IOM

	Data Management and Results Monitoring/Reporting officer	UN RCO
	Senior Economist	UN RCO
	Head of UN RCO & Strategic Planner	UN RCO
	Management & Oversight Analyst	UNDP
	Social Protection Programme Analyst	UNDP
	Programme analyst	UNFPA
	Assistant Representative	UNFPA
	Head of Child Protection & GBV	UNHCR
	Head of Education, UNHCR/ Former UNICEF MCO PME specialist	UNHCR/ Former UNICEF
Government partners	Children's Commissioner	Human Rights Commission of Malaysia (SUHAKAM)
	Director	Institute of Teacher Education Gaya Campus
	Executive Secretary	Social Development Council, Ministry of Women, Early Childhood and Community Wellbeing Development Sarawak
	Head of Section - Advisory Services & Women's Legal Aid Centre	Advisory & Women's Legal Aid Department, Sabah Women's Affairs Department (JHEWA)
	Acting Manager, PRCD & CFCI Focal Point	Council of the City of Kuching South
	Deputy Director-General of Education	Educational Resources and Technology Division, Ministry of Education
	CFCI Focal Point	Development & Landscape, Commission of the City of Kuching North
	Ministry Admin Officers, Social Development Division	Economic Planning Unit Sarawak
	Principal Assistant Director	Educational Planning and Research Division, Ministry Of Education
	Director, Environment Control Officer, Assistant Environment Control Officer	Environment Protection Department Sabah
	Former Head of Education Planning & Research Division	Former Ministry of Education
	Director of Institute for Clinical Research (ICR), Head of Strategic Governance and Management Unit (SIGMA)	Institute for Clinical Research, National Institutes of Health (NIH), Ministry of Health Malaysia
	Director Project Lead Unit Lead- Environment, Climate Change & Mitigation	Iskandar Development Regional Authority, IRDA
	Deputy Municipal Secretary, Councillors	Kota Samarahan Municipal Council

	Legal Affairs Division under Prime Ministers Department	Legal Affairs Division, BHEUU
	Medical Officer, Public Health Physician	Mental Health Promotion and Mental Illness Prevention Sector, National Centre of Excellence for Mental Health (NCEMH)
	Deputy Under Secretary Policy and International Division	Ministry of Communication
	Director, Principal Assistant Director	Ministry of Economy, Economic Planning Unit, Prime Minister's Department
	Nutritionist	Ministry of Health
	Head of Early Childhood Development	Ministry of Women, Early Childhood and Community Wellbeing Development
	Chief Executive Officer	Ministry of Youth & Sports - Institute for Youth Research Malaysia (IYRES)
	Principal Assistant Director	National Disaster Management Agency (NADMA), Prime Minister's Department (JPM)
	Acting Municipal Secretary	Padawan Municipal Council
	Senior Deputy Director	Planning Division, Ministry of Health
	Executive Secretary	Sabah Council of Social Services
	Session Judge	Sabah Judiciary
	Senior Principal Assistant Director (Nutrition) Officer, Principal Assistant Director (Family Nutrition Section), Senior Assistant Director (Community Nutrition & Inter-Agency Section)	Sabah State Health Department (MOH)
	Senior Executive	Sarawak Digital Economy Corporation
	Principal Secretary & CFCI Focal Point	Sarawak Ministry of Public Health, Housing and Local Government
	Principal Assistant Director	Special Education Division, Ministry of Education
	Director, Policy and International Relations Division, JKM Senior Assistant Director, Strategic Planning Division, LPPKN Senior Assistant Director, Family Wellbeing Division, LPPKN Assistant Secretary, Policy and Strategic Planning Division, MWFC Assistant Secretary, International Relations Division, MWFC Senior Principal Assistant Director, Planning and Development Division, Department of Social Welfare	Ministry of Women, Family & Community Development

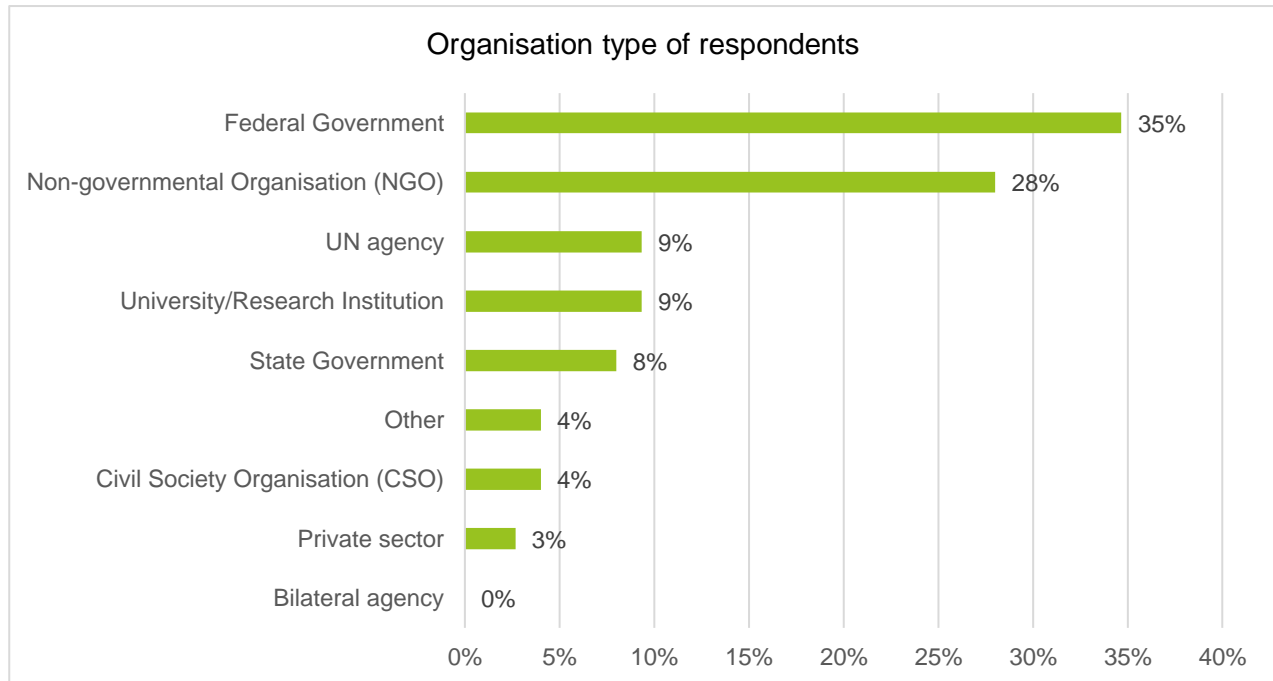
	Assistant Director, Planning and Development Division, Department of Social Welfare Senior Assistant Director, Child Protection Branch, Department of Children's Development Assistant Director, Child Protection Branch, Department of Children's Development	
CSO/NGO	Project Officer	National Early Childhood Intervention Council (NECIC)
	Programme Director	Women's Centre for Change, Penang
	Co-Founder & Academy Director	Arus academy
	Executive Director	Childline Foundation
	Co-chairperson	CRIB Foundation
	Representative	Global Shepherd
	Executive Director	HOST International Foundation
	Asia Pacific Programme Officer	International Detention Coalition
	International Affairs Officer	Malaysian Youth Council
	Humanitarian Affairs Coordinator, Mental Health Activity Manager	Medecins Sans Frontieres (MSF)
	Senior Programme Officer	MERCY Malaysia Sabah Chapter
	Programme Officer	Mercy Malaysia Sarawak Chapter
	Executive Director	PACOS Trust
	Head of Child Protection team	PAKK Street Children activity centre.
	Founder	Penang Women's Development Corporation
	Chief Executive Officer	Project ID
	MD - Asia Pacific, Senior Director for Organizational Development	Special Olympics Malaysia
	Representative	Special Olympics Sabah
	Founder	Starfish Foundation
	Co-Founder	Study Hub Asia Sdn Bhd
ATD Coordinator	SUKA Society	
Communications Co-ordinator Disability equality training	United Voice	
CEO	Yayasan Chow Kit	
Adolescent/ Youth	Former Youth Climate Champion Consultant	Faculty of Veterinary Medicine, Universiti Putra Malaysia
	Fellow on the Move	Former UNICEF Fellow on the Move participant

	KitaConnect youth champion	Programme participant
	KitaConnect youth champion	Programme participant
	KitaConnect youth champion	Programme participant
	KitaConnect youth champion	Programme participant
Academia	Associate Professor	Centre for the Promotion of Knowledge and Language Learning, Universiti Malaysia Sabah
	Head of SEADPRI, Research Fellow	Southeast Asia Disaster Prevention Research Initiative (SEADPRI), Institute for Environment and Development, Universiti Kebangsaan Malaysia
	Associate Professor	Swinburne University
	Programme Manager, Senior Lecturer	Universiti Malaysia Sabah (UMS)-UNICEF C4D Research Unit
	Senior Lecturer	Department of Human Development and Family Studies, Universiti Putra Malaysia
Social work Force	President	Malaysia Association of Social Workers
	Program Officer	Malaysia Association of Social Workers
	Advocacy Officer under SSFA 2023	Malaysia Association of Social Workers
	Honorary Secretary	Malaysia Association of Social Workers
	Head of Social Work	EI Shaddai Centre Berhad

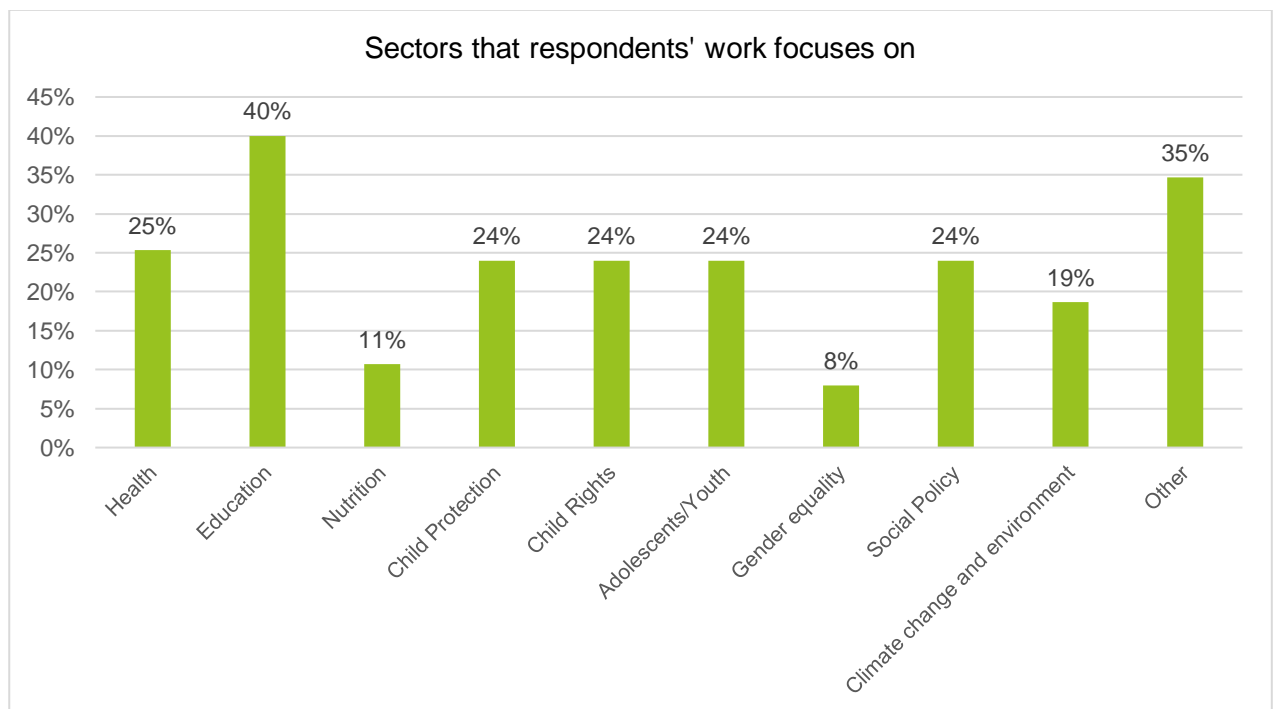
Annex 7 Perception Survey Analysis

Demographics

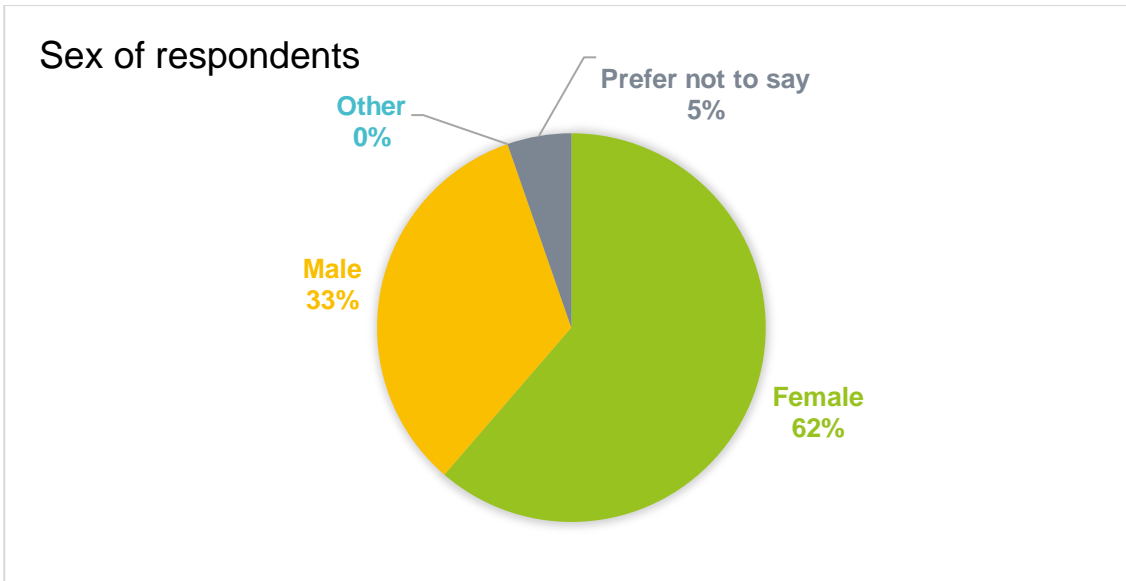
Please identify the type of organisation you work for (select one)



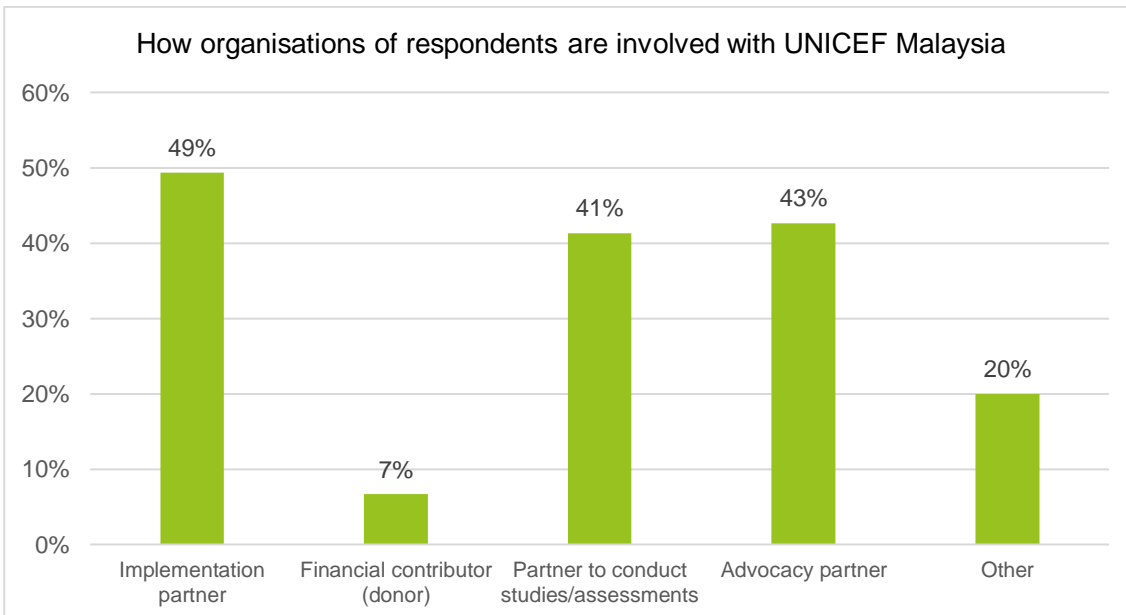
Please identify the sector(s) that your work focuses on (please select all that apply)



Sex of respondents



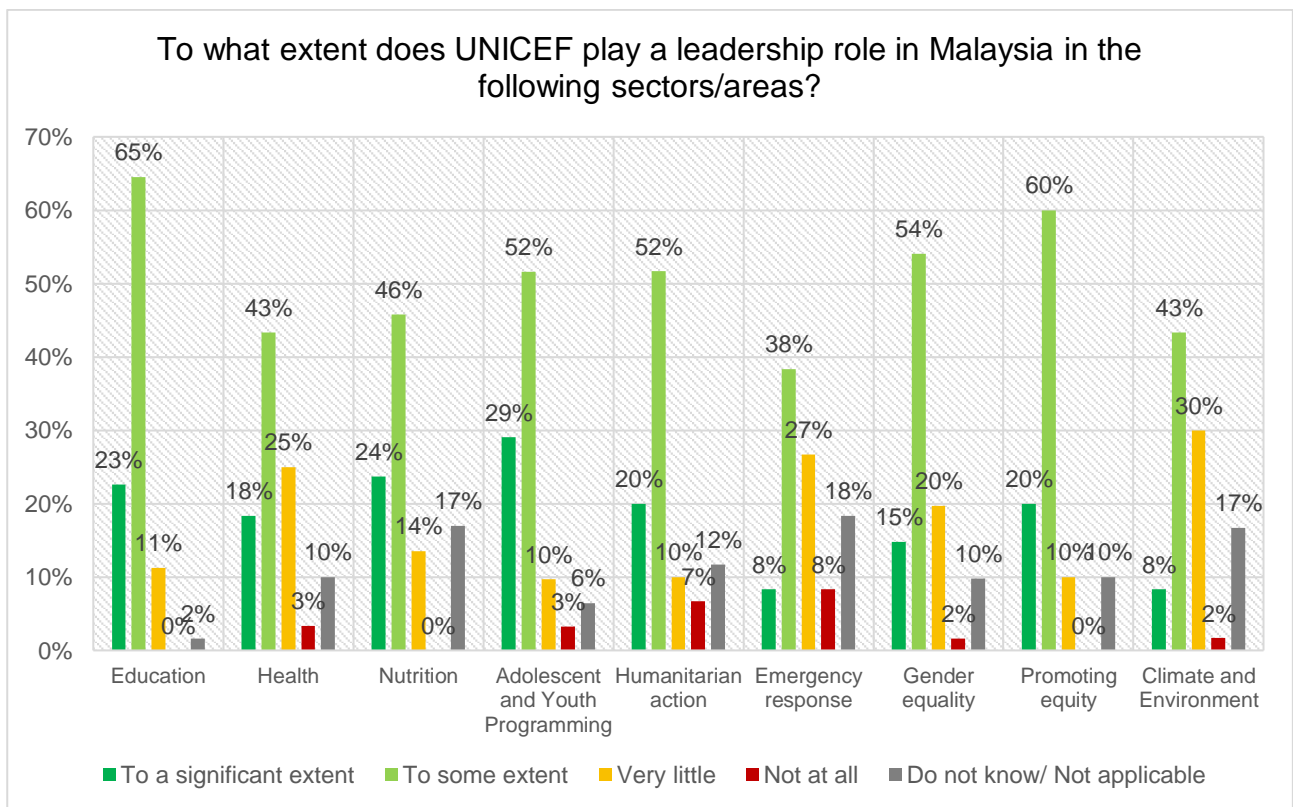
How is your organisation involved with UNICEF Malaysia? (please select all that apply)



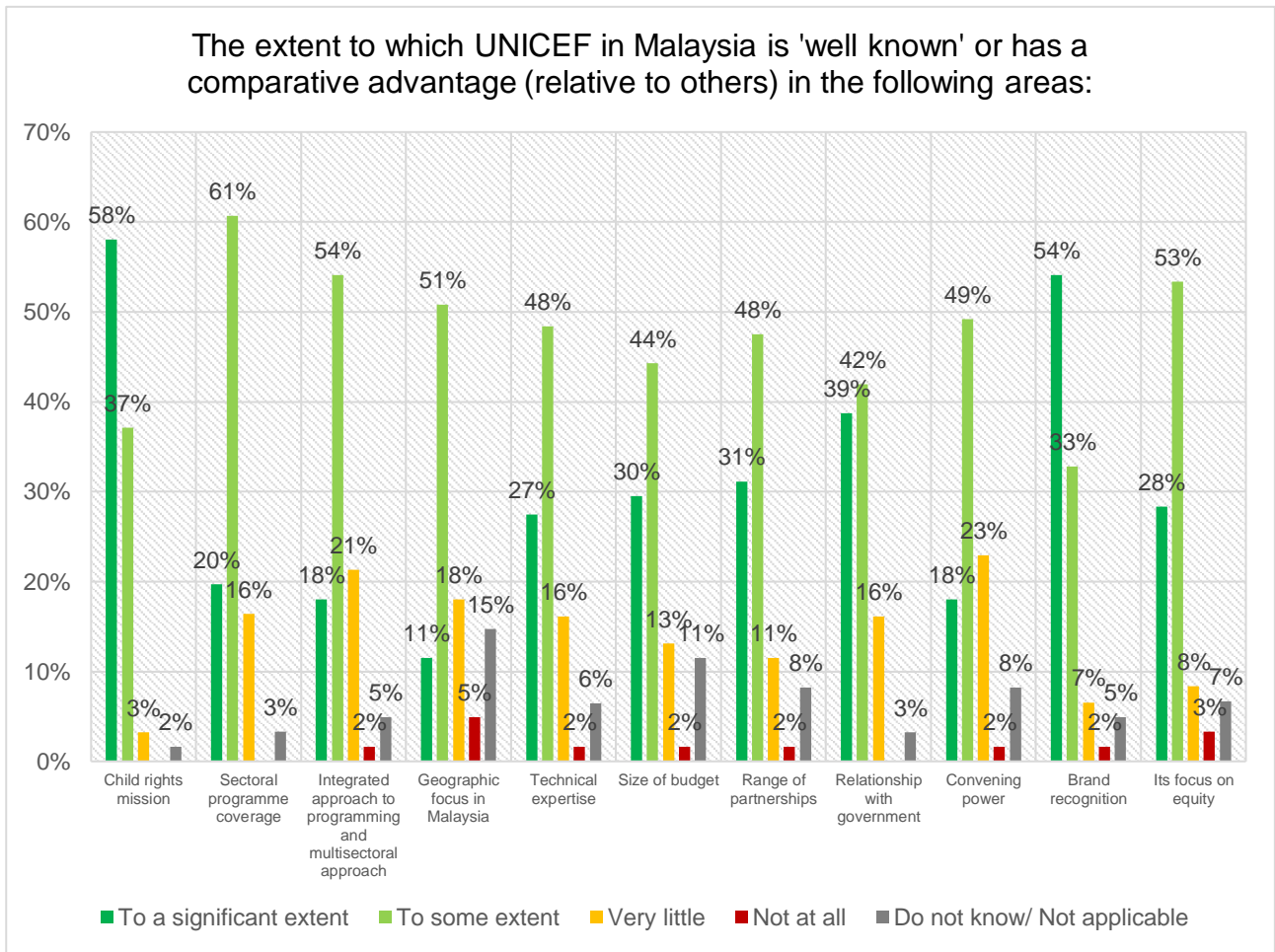
Perceptions of UNICEF Malaysia

The graphs below present the responses to closed questions in the perception survey. Additional comments and responses to open-ended questions are not presented, but were analysed and informed the evaluation.

From your perspective to what extent does UNICEF play a leadership role in Malaysia in the following sectors/areas?

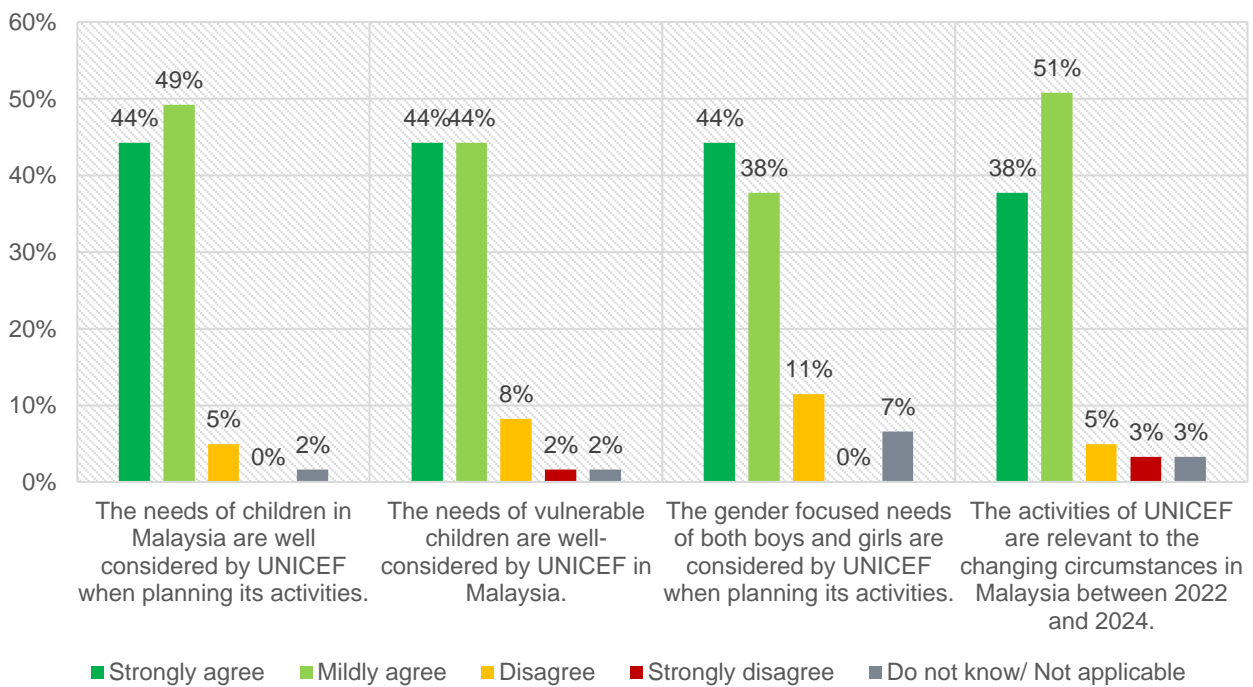


Please indicate the extent to which UNICEF in Malaysia is 'well known' or has a comparative advantage (relative to others) in the following areas:



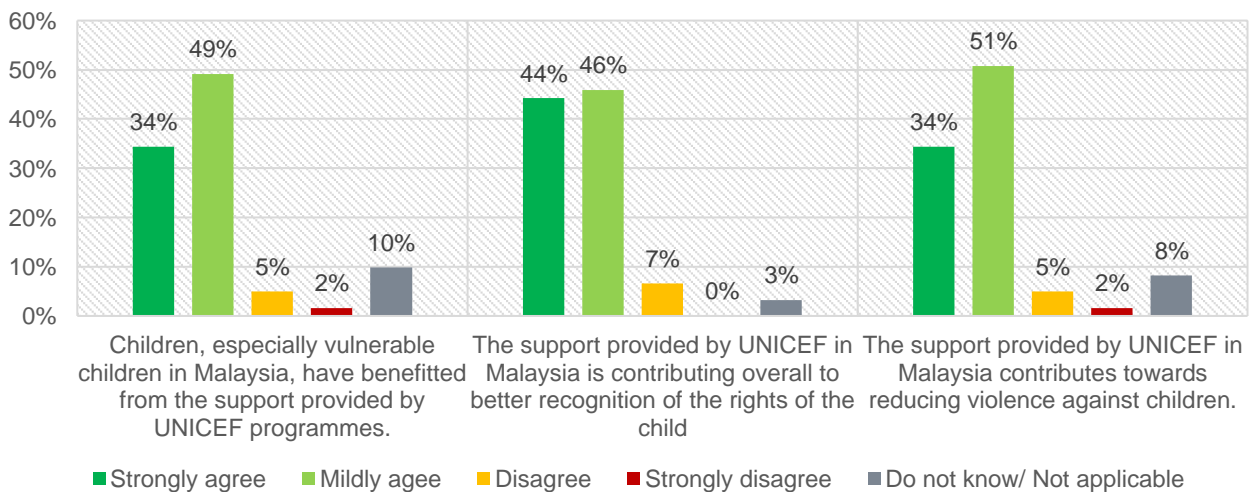
Listed below are statements related to the relevance of the UNICEF Malaysia 2022 -2025 Country Programme. For each statement, please indicate your answer (please select one answer for each row)

Rating of statements related to the relevance of the UNICEF Malaysia 2022 - 2025 Country Programme

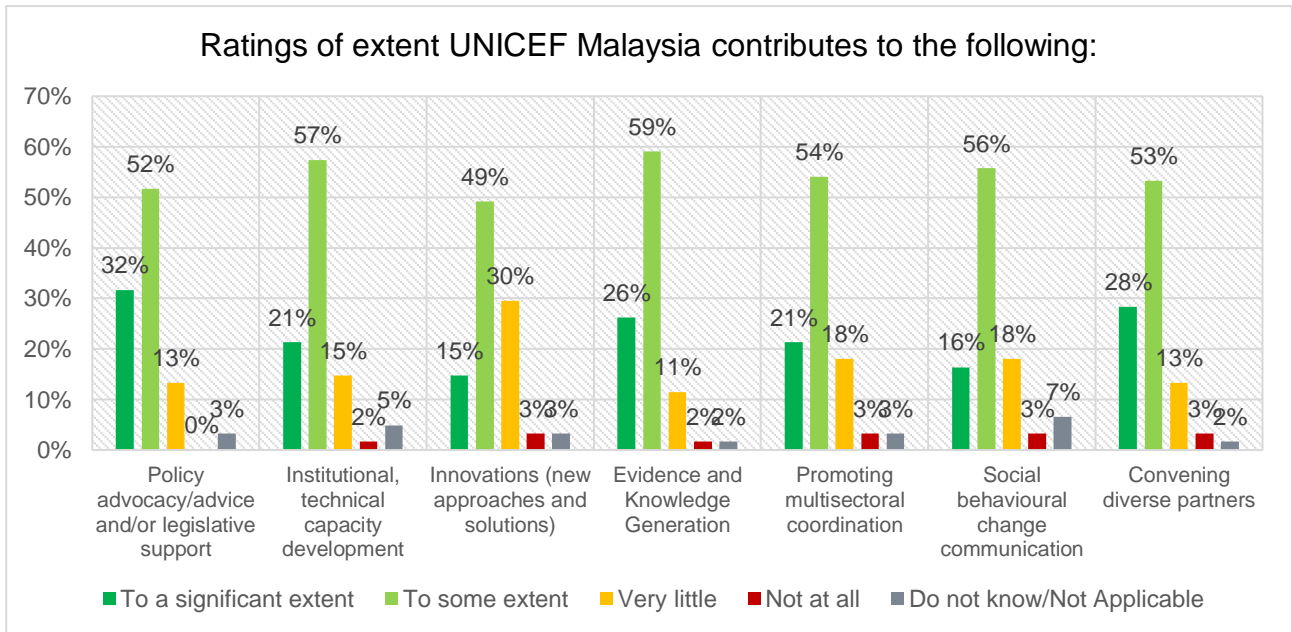


Listed below are statements related to the effectiveness of the UNICEF Malaysia 2022 -2025 Country Programme. For each statement, please indicate your answer (please select one answer for each row)

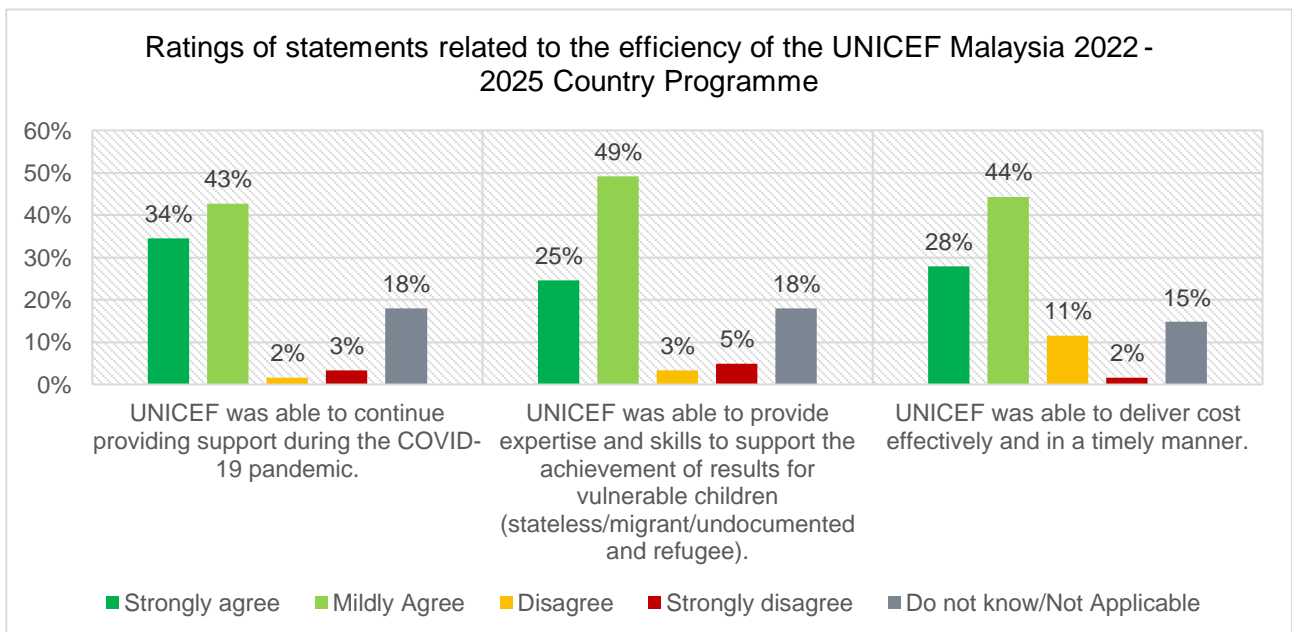
Ratings of statements related to the effectiveness of the UNICEF Malaysia 2022 -2025 Country Programme



From your perspective, to what extent does UNICEF Malaysia contribute to the following?:

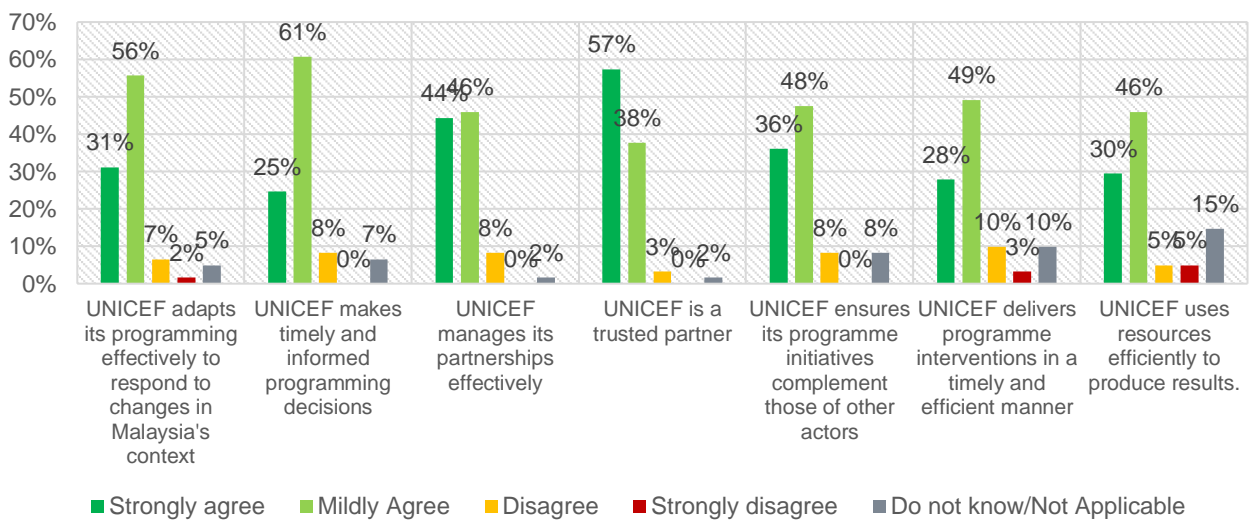


Listed below are statements related to the efficiency of the UNICEF Malaysia 2022 -2025 Country Programme. For each statement, please indicate your answer (please select one answer for each row)



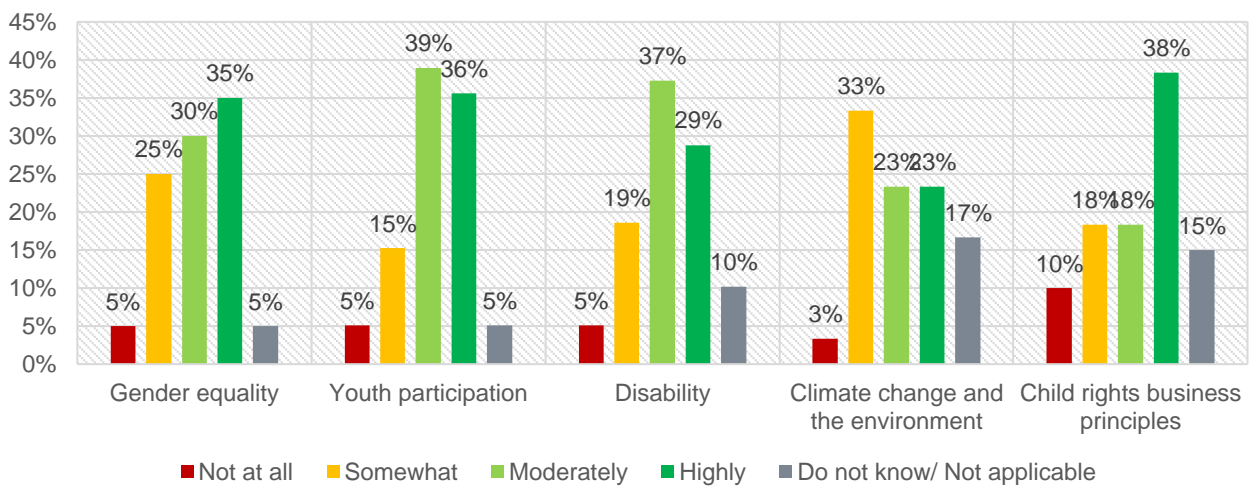
To what extent do you agree with the following statements about UNICEF's organisational efficiency and effectiveness?

Ratings of statements on UNICEF's organisational efficiency and effectiveness

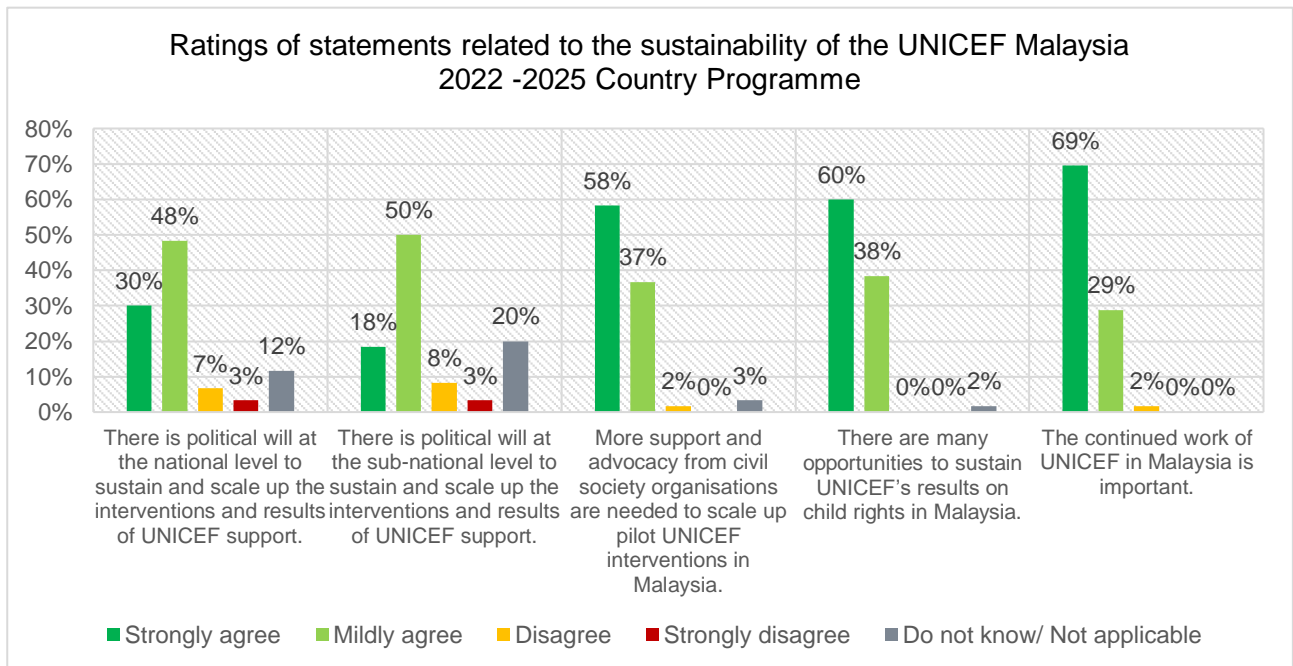


To what extent are the following key cross-cutting development priorities incorporated into UNICEF Malaysia's interventions?

Rating of extent key cross-cutting development priorities incorporated into UNICEF Malaysia's interventions



Listed below are statements related to the sustainability of the UNICEF Malaysia 2022 -2025 Country Programme. For each statement, please indicate your answer (please select one answer for each row)



Annex 8 Country Programme Components in a Sample of HICs and UMICs

Country (Income category) ⁸	CPD Year	CPD Budget (in USD million)	Programme Components
Argentina (UMIC)	2021-2025	RR – 3.75 OR – 46.70	1) Early childhood development 2) Equal opportunities for adolescents 3) Violence-free environments, protection and access to justice 4) Society committed to children and adolescents 5) Programme effectiveness
Azerbaijan (UMIC)	2021-2025	RR – 4.96 OR – 9.00	1) Investing in the very best start to every child's life 2) Investing in the second decade of life and the transition to adulthood 3) Positioning child rights at the heart of the national development agenda 4) Programme effectiveness
Belize (UMIC)	2022-2026	RR – 4.25 OR – 10.31	1) Every child lives free from violence 2) Every child learns 3) Every child survives, thrives and lives free from all forms of poverty 4) Programme effectiveness
Kazakhstan (UMIC)	2021-2025	RR – 4.3 OR 15.20	1) Every child grows up healthy, well-nourished and safely 2) Every child is educated, skilled and resilient 3) Every child has an equitable chance in life is protected 4) Programme effectiveness
Thailand (UMIC)	2022-2026	RR – 4.25 OR – 66.00	1) Early childhood development 2) Education 3) Young people's resilience, connectedness and empowerment 4) Child protection 5) Social policy 6) Programme effectiveness
Chile (HIC)	2023-2026	RR – 2.98 OR – 10.98	1) Social protection 2) Education and youth empowerment 3) Child protection 4) Programme effectiveness
Greece (HIC)	2022-2026	RR – 0 OR – 126.82	1) Social policy and child-rights monitoring 2) Quality and inclusive education for all 3) Child protection 4) Youth empowerment 5) Programme effectiveness
Oman (HIC)	2022-2025	RR – 0 OR – 4.37	1) Strengthened evidence-based policies for children. 2) Enhanced systems and services for children, adolescents and young people. 3) Programme effectiveness

⁸ World Bank income groups 2023 (<https://ourworldindata.org/grapher/world-bank-income-groups?tab=table#explore-the-data>). UMIC – GNI per capita is between \$ 4,516 and \$14,005, and HIC is GNI per capita of more than \$14,005.

Romania (HIC)	2023-2027	RR – 4.25 OR – 20.52	<ol style="list-style-type: none"> 1) Strengthen policies, programmes and budget allocations in support of children’s rights 2) Improve access to quality child health, early childhood development and education 3) Prevent and protect children from separation, violence, discrimination and neglect 4) Programme effectiveness
Gulf Area (all HICs)	2019-2023	RR – 0 OR – 9.25	<ol style="list-style-type: none"> 1) Early childhood development 2) Data and evidence on children 3) Partnerships and leveraging commitments and resources for children 4) Sub-regional programme strategies 5) Programme effectiveness

Source: Compiled from respective CPDs by the evaluation team

Annex 9 Outcome and output indicator ratings analysis

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2.	Overall outcome level indicator ratings	45
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Introduction

Sources: Evaluation team assessment of target and actual indicator data reported on in UNICEF Malaysia RAM EOYR 2023 and EOYR 2023.

Overall outcome/ output level assessment ratings definitions:

Met	The Rating is “Met” when all the indicators under the respective Outcome/Output are “fully achieved”
On-track	The Rating is “On Track” when more than 50% of the respective Outcome/Output Indicators are “fully achieved”
Constrained	The Rating is “Constrained” when less than 50% of the respective Outcome/Output Indicator ratings are “fully achieved”

Individual sub-outcome/output indicator ratings definitions:

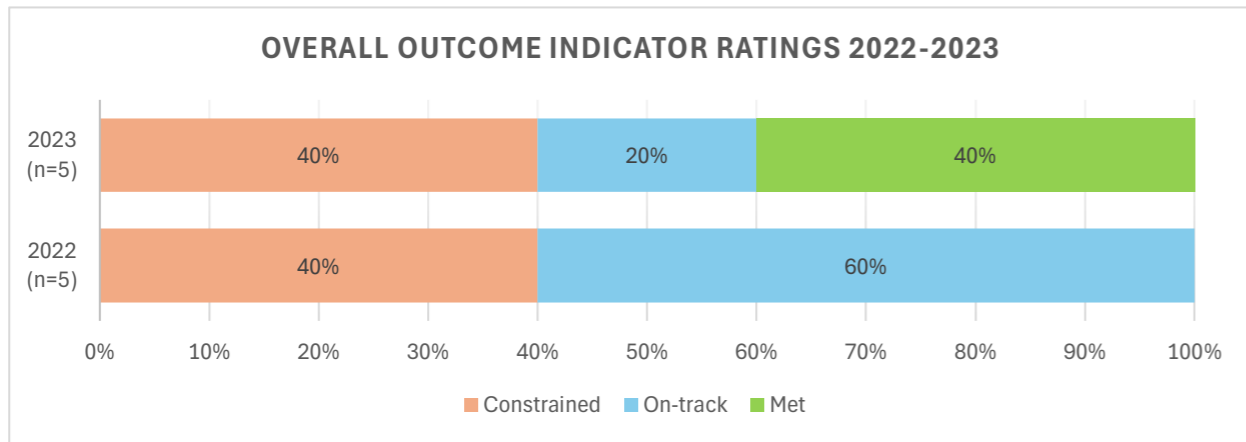
Fully achieved	Indicator target fully achieved.
Partially achieved	Indicator target is at least 50% achieved.
Not achieved	Indicator target achieved is less than 50%.

Overall outcome level indicator ratings

Overall outcome indicator rating by year

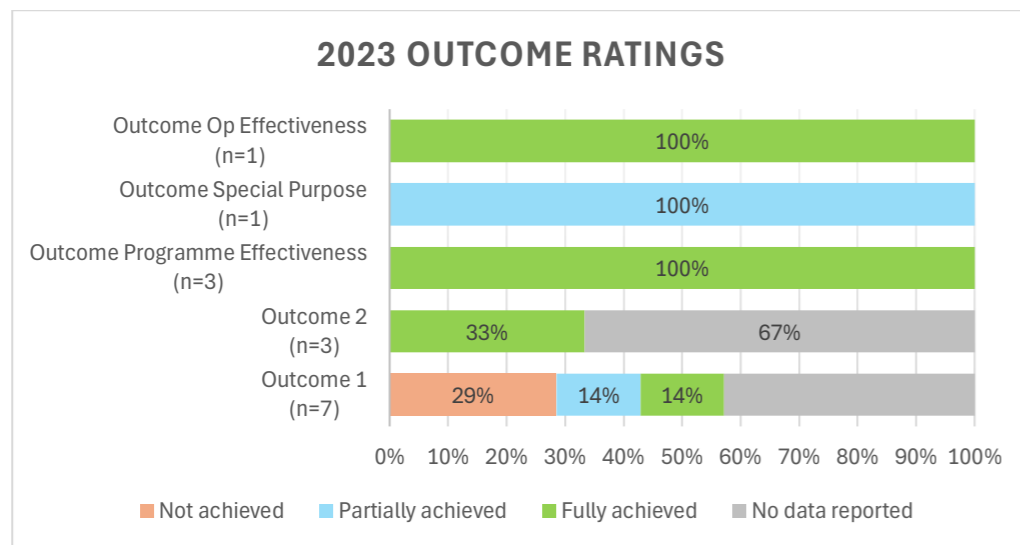
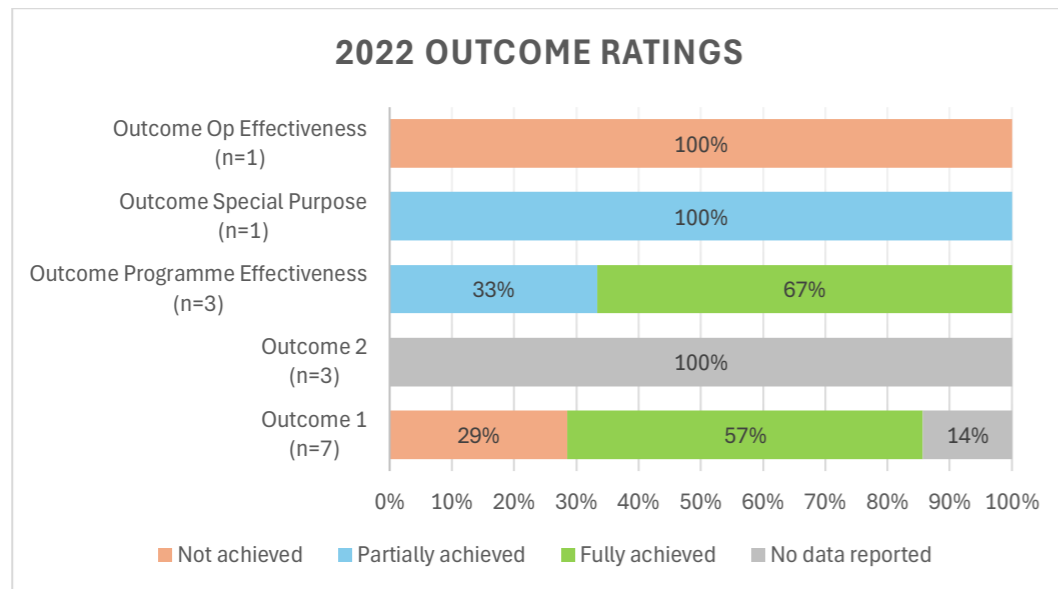
Outcome	2022	2023
Outcome 1 - Child Wellbeing, Equity and Inclusion	On-track	Constrained
Outcome 2 - Ending Violence Against Children	On-track	On-track

Outcome Special Purpose	Constrained	Constrained
Outcome Programme Effectiveness	On-track	Met
Outcome Operational Effectiveness	Constrained	Met



Outcome Ratings Detail

Outcome	2022 Ratings					2023 Ratings				
	Total outcome indicators	Not achieved	Partially achieved	Fully achieved	No data reported	Total outcome indicators	Not achieved	Partially achieved	Fully achieved	No data reported
Outcome 1	7	2	0	4	1	7	2	1	1	3
Outcome 2	3	0	0	0	3	3	0	0	1	2
Outcome Programme Effectiveness	3	0	1	2	0	3	0	0	3	0
Outcome Special Purpose	1	0	1	0	0	1	0	1	0	0
Outcome Operational Effectiveness	1	1	0	0	0	1	0	0	1	0
Total	15	3	2	6	4	15	2	2	6	5

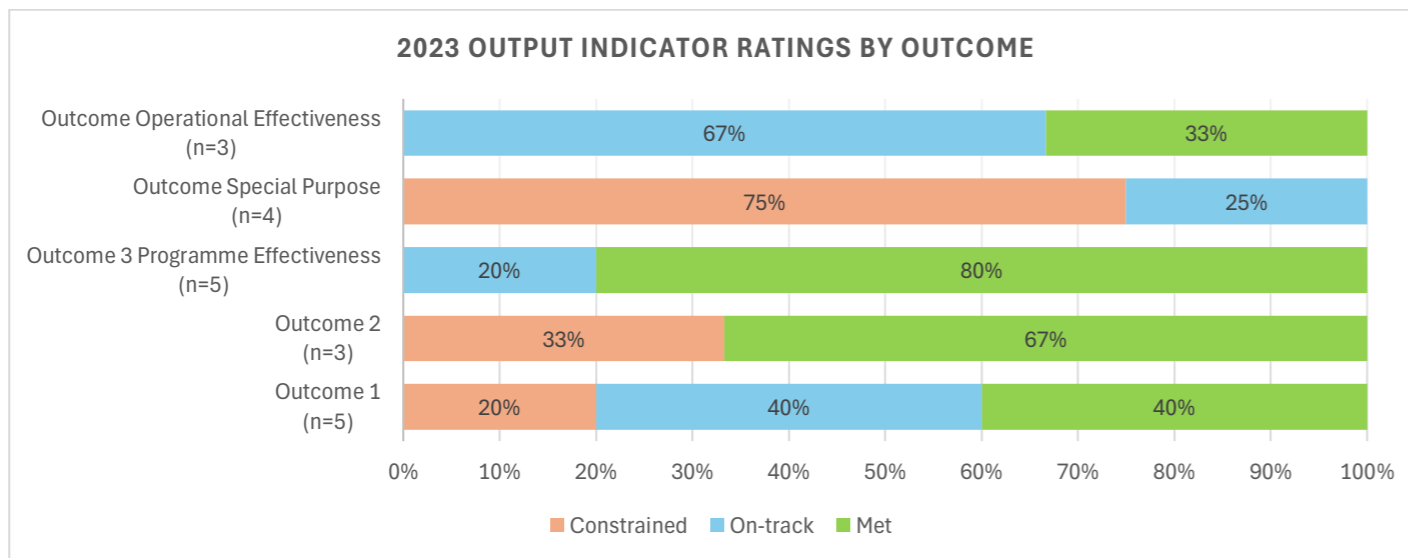
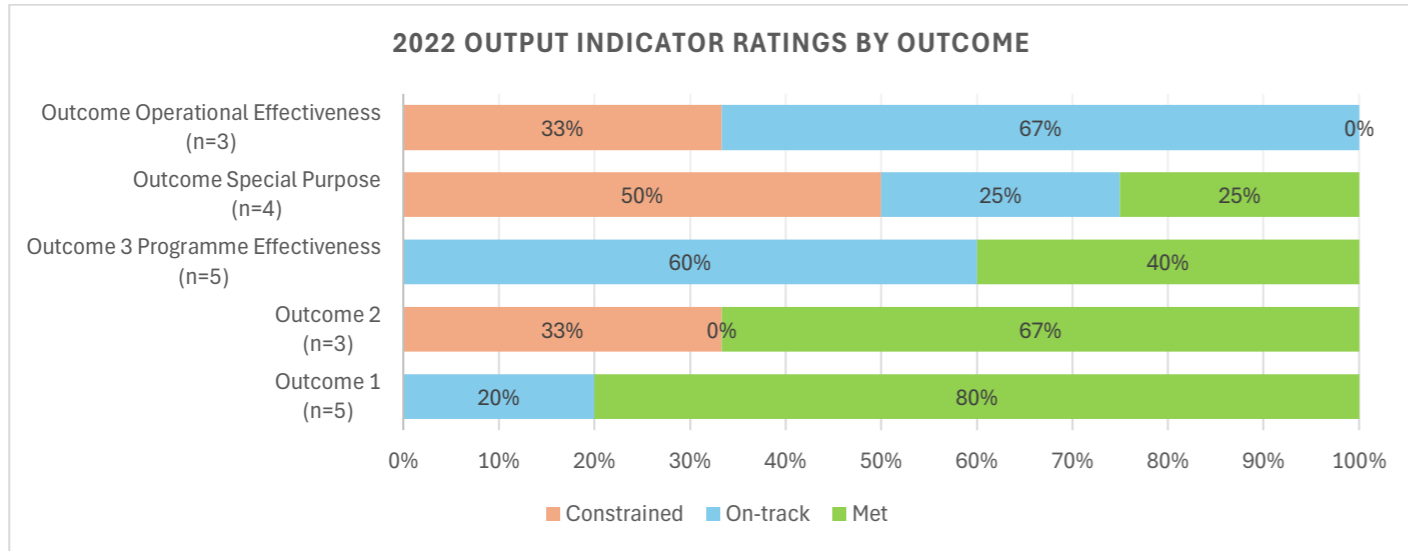


Output Indicator Ratings

Outcome	Total output indicators	2022 Ratings			2023 Ratings		
		Constrained	On-track	Met	Constrained	On-track	Met
Outcome 1	5	0	1	4	1	2	2
Outcome 2	3	1	0	2	1	0	2
Outcome 3 Programme Effectiveness	5	0	3	2	0	1	4
Outcome Special Purpose	4	2	1	1	3	1	0
Outcome Operational Effectiveness	3	1	2	0	0	2	1
Total	20	4	7	9	5	6	9

Outcome	Total output indicators	2022 Ratings	2023 Ratings
---------	-------------------------	--------------	--------------

		Constrained	On-track	Met	Constrained	On-track	Met
Outcome 1	5	0%	20%	80%	20%	40%	40%
Outcome 2	3	33%	0%	67%	33%	0%	67%
Outcome 3 Programme Effectiveness	5	0%	60%	40%	0%	20%	80%
Outcome Special Purpose	4	50%	25%	25%	75%	25%	0%
Outcome Operational Effectiveness	3	33%	67%	0%	0%	67%	33%
Total	20	20%	35%	45%	25%	30%	45%



Outcome and Output Ratings Full Data

4. Outcome 1

Outcome Indicator	Output Indicator	Baseline (2021)	2022			2023			2024 Target	2025 Target
			Target	Actual	Rating	Target	Actual	Rating		
Outcome 1 [Child Wellbeing, Equity and Inclusion]					On-track				Constrained	
1.1 Proportion of population covered by social protection floors/systems, distinguishing children, persons with disabilities, and the poor and the vulnerable (UNSDCF)		NA	27%	27%	Fully Achieved	28%	26.00%	Partially achieved	29%	30%
1.2 Proportion of children, under 5 who are wasted		9.70%	9.50%	10.10%	Not achieved	9%	No updated data available	No data	8.50%	≤8%
1.3 Percentage of children under 5 who are stunted		21.80%	20%	21.2	Not achieved	18%	No updated data available	No data	15%	≤12.3%
1.4 Prevalence of overweight among children below 5 years old (BAZ >2SD)		5.6% (2021)	5.60%	5.60%	Fully achieved	5.60%	No updated data available	No data	5.60%	5.60%
1.5 Educational Attainment Rate, ages 15-24, by sex		30%	0%	No updated data available	No data	0%	29.7% (M:27.5%, F:32.1%) [2022]	Not Achieved	0%	0%
1.6 Number of institutionalized measures for children's and adolescent's participation and civic engagement at national and sub-national levels		2 national level	2 national	2 national, 1 subnational	Fully achieved	2 national, 1 subnational	2 national, 1 subnational	Fully achieved	3 national, 1 subnational	3 national, 1 sub-national
1.8 Prevalence of depression among adolescents (ages 13 -17)		18.30%	≤18%	10.70%	Fully achieved	≤15%	26.90%	Not achieved	≤12%	≤10%
Output 1.1 - 2700/A0/07/881/001 Social Policy & Social Protection					Met				On-track	
1.1.1 A national child development index developed		No	No	No	Fully achieved	No	Ongoing at State Level	Fully Achieved	No	Yes
1.1.2 A new national child policy and related action plans developed		No	No	Partial	Fully Achieved	Yes	Partial (National Policy Complete, Action Plan ongoing)	Partially Achieved	Yes	Yes
1.1.3 Existence of data and evidence on how social protection systems are responding to child poverty and deprivations		Partial	Yes	Yes – KRI report	Fully Achieved	Yes	Yes- Sarawak Integrated Social Protection	Fully Achieved	Yes	Yes
1.1.4 Number of States with improved capacity on child-sensitive local planning and service delivery		1	1	4	Fully Achieved	2	2	Fully Achieved	3	4
Output 1.2 - 2700/A0/07/881/002 Nutrition					On-track				On-track	
1.2.1 Number of assessments conducted for landscape analysis and desk review of policy/programme (nutrition act, impact of SSB tax, and perception of milk sharing among public)		0	4	3	Partially achieved	3	2	Partially Achieved	2	4
1.2.2 Number of health clinics with growth monitoring system of children under 5 strengthened and supported by UNICEF		0	114	114	Fully Achieved	114	114	Fully Achieved	TBC	2
1.2.3 Number of nutritionists/health workers trained through UNICEF-supported capacity development programme		0	190	73	Not achieved	60	90	Fully Achieved	60	60
1.2.4 Number of nutrition-related national strategy framework reviewed or developed with technical input from UNICEF		0	0	2	Fully Achieved	3	2	Partially Achieved	2	2
Output 1.3 - 2700/A0/07/881/003 Education					Met				Met	
1.3.1 Number of children and adolescents in detention and marginalised groups who have access to online learning platform		0	0	0	Fully achieved	100	800	Fully achieved	250	500
1.3.2 Number of educators who access the UNICEF-supported online professional development programmes and peer networks		4000	1000 (Cumulative 5000)	2734 (Cumulative 6734)	Fully achieved	500	1095 (Cumulative 7829)	Fully achieved	500	500
1.3.3 Future skills learning programmes and materials that complement the national education syllabus are established (level 1.no; 2: partially; 3: well-integrated; 4: fully integrated)		1 (No)	3	3	Fully achieved	3.5	3.5	Fully achieved	3.5	4
1.3.4 Use of early warning data system for students at risk of dropping out strengthened (Level 1-4) [1]		1 (No)	3	3	Fully achieved	3.5	3.5	Fully achieved	3.5	4
Output 1.4 - 2700/A0/07/881/004 Climate Change & Env Sustainability					Met				Met	
1.4.1 Number of evidence generation activities conducted on climate change, environmental degradation to inform policymaking (cumulative)		1	0	0	Fully Achieved	1	2	Fully Achieved	2	3
1.4.2 Number of national policies, legislations, programmes and plans (including Disaster Risk Reduction (DRR)) supported by UNICEF, reflecting the rights of children and youth to a safe, clean and healthy environment		0	1	1	Fully Achieved	1	1	Fully Achieved	1	1
1.4.3 Number of children, adolescents and young people reached through action and advocacy to address climate change and environmental degradation through UNICEF-supported programmes, communications and awareness raising campaigns		10,000	25,000	30,000	Fully Achieved	100,000	850,000	Fully Achieved	200,000	300,000
1.4.4 Number of innovative solutions successfully implemented in support of the climate and environmental agenda benefiting children, supported by UNICEF (cumulative)		0	2	2	Fully Achieved	4	7	Fully Achieved	6	8
Output 1.5 - 2700/A0/07/881/005 Adolescent Development & Participation					Met				Constrained	
1.5.1 Number of adolescents and young people who participated in a UNICEF supported skills-development programme (online and offline)		0	3,500	4569	Fully achieved	4,500	2,996	Partially achieved	5,500	100,000
1.5.2 Number of adolescents and young people who participate in or lead civic engagement initiatives through UNICEF-supported programmes		0	1,500	6,417	Fully achieved	3,000	2,927	Partially achieved	6,000	10,000
1.5.3 Number of UNICEF-targeted children and adolescents provided with community-based mental health and psychosocial support services		0	1,500	2,194	Fully achieved	3,000	5,351	Fully achieved	6,000	100,000

5. Outcome 2

Outcome Indicator	Output Indicator	Baseline (2021)	2022			2023			2024 Target	2025 Target
			Target	Actual	Rating	Target	Actual	Rating		
Outcome 2 - 2700/A0/07/882 Ending Violence Against Children					On-track				On-track	
2.1 Percentage of men and women who think that physical punishment is necessary to raise/educate children		54.80%	N/A	N/A	No data	TBC	N/A	No data	TBC	30%
2.2 Percentage of children in family-based care of the total number of children in all forms of formal alternative care (CSI3.5)		0		0.60%	No data	0.60%	0.60%	Fully Achieved	0.60%	2.50%
2.3 Actual case proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months (UNSDCF)		8.73%	TBC – targets will be set with UNCT	N/A	No data	TBC	N/A	No data	6%	
Output 2.1 - 2700/A0/07/882/001 eVAC - Enabling Environment					Met				Met	
2.1.1 Number of legislations, policies and action plans related to child protection and justice for children reviewed and recommendations for reform submitted to government (cumulative)		7	8	10	Fully Achieved	9	11	Fully Achieved	10	11
2.1.2 Number of evidence generation activities on child protection and justice for children which contributes to development of evidence-based policy/laws/plans of action, budgets and institutional reforms completed and submitted to government (cumulative)		4	7	7	Fully Achieved	9	9	Fully Achieved	11	14
Output 2.2 - 2700/A0/07/882/002 Service Delivery & SSW Strengthening					Met				Met	
2.2.1 Level of the quality assurance system for social service workforce (no development, early development, mid-level development, well developed)[1]		Mid-level	Mid-level	Mid-level	Fully Achieved	Mid-Level	Mid-level	Fully Achieved	Mid-Level	Well-developed
2.2.2 Number of NGO service providers and/or government agencies who have received specialised training/technical support through UNICEF supported initiatives to better identify, prevent and respond to violence, exploitation and harmful practices affecting children (cumulative)		1	10	21	Fully Achieved	20	28	Fully Achieved	30	40
Output 2.3 - 2700/A0/07/882/003 Social Norms for Child Rights					Constrained				Constrained	
2.3.1 Number of mothers, fathers and caregivers reached by parenting programmes through UNICEF- supported programmes (CSI3.1.2)		308	TBC	280	Not Achieved	21,660	122 (16F/3M)	Not Achieved	TBC	10,193
2.3.2 Number of people engaged through community platforms in reflective dialogue towards eliminating discriminatory social norms and harmful practices that affect girls and women through UNICEF-supported programmes (CSI3.3.2)		0	200	101	Partially Achieved	500	369	Not Achieved	1,000	

6. Outcome 3

Outcome Indicator	Output Indicator	Baseline (2021)	2022			2023			2024 Target	2025 Target
			Target	Actual	Rating	Target	Actual	Rating		
Outcome Prog Effectiveness - 2700/A0/07/880 PROGRAMME EFFECTIVENESS				On-track			Met			
3.1 Percentage of outcomes (and outputs) that are annually reported as either on track or achieved.		65%	69%	92%	Fully achieved	77%	89% (3/27 outcomes & output reported as constrained)	Fully Achieved	85%	85%
3.4 Number of partnerships with organization, influencers and personalities actively engaged with UNICEF in advocacy for children's right		0	3	5	Fully Achieved	6	7 (3 CSO, 4 influencers)	Fully Achieved	9	12
Percentage of evaluation recommendations implemented		56%	70%	60%	Partially Achieved	100%	100%	Fully achieved	80%	85%
Output Prog Coordination - 2700/A0/07/880/001 PROGRAMME COORDINATION				On-track			On-track			
Number of PTMs held in the current year		10	10	11	Fully Achieved	10	5 PTMs + 3 Taskforce meetings = 8	Partially achieved	10	10
Mid-year and Annual Reviews held and reports available		No	Yes – to be held in Q1 2023	Tentatively planned for February 2023	Partially achieved	Yes – to be held in Q1 2024	Annual Review with Ministry of Economy (13 th Dec)	Fully Achieved	Yes – to be held in Q1 2025	Yes – to be held in Q1 2026
Output Prog M&E - 2700/A0/07/880/002 Programme M&E				On-track			Met			
Percentage of Implementing Partners (IPs) rated low or moderate Sexual Exploitation and Abuse (SEA) risk		40%	45%	88%	Fully Achieved	60%	100%	Fully achieved	75%	100%
Annual IMEP reviewed and approved by REC		No	Yes	Reviewed by REC	Partially achieved	Yes	Approved by REC	Fully Achieved	Yes	Yes
Percentage of programmatic visits conducted over current year annual minimum requirements		94%	95%	100%	Fully achieved	95%	100%	Fully achieved	95%	95%
Output Comm & Advocacy - 2700/A0/07/880/003 Advocacy and Public Information				Met			Met			
Number of articles/broadcasts with UNICEF mentions in target media		600	630	693	Fully achieved	661	782	Fully achieved	695	729
Number of followers across all UNICEF social media channels		564,650	569,650	570,844	Fully Achieved	574,650	590,835	Fully achieved	579,650	584,650
Number of social media engagement – all content, all platforms		500,000	300,000	549,274	Fully achieved	400,000	748,681	Fully achieved	500,000	550,000
Percentage of share of voice on child rights issues in media.		70%	70%	N/A - Malaysia not included in brand barometer 2022	No data	70%	N/A – will update in 2024	No data	TBC	80%
Number of high-value partnerships, especially with media/advertising/entertainment industries, carried out in support of child rights (cumulative?)		2	2	No data	No data	2	2	Fully achieved	2	2
Output Cross Sectoral - 2700/A0/07/880/004 Strengthening Cross Cutting Strategies				On-track (no indicators assigned)			Met (no indicators assigned)			
There is no indicator assigned to this output considering the vast thematic areas cover by this output, but the CSI are assigned for each thematic area and will be captured in CSI reporting.										
Output Emergency Resp - 2700/A0/07/880/005 EMERGENCY RESPONSE				Met			Met			
Emergency Preparedness Plan Updated		Office preparedness score 100%	100%	100%	Fully achieved	100%	100%	Fully achieved	100%	100%

7. Other Outcome Indicators

Outcome Indicator	Output Indicator	Baseline (2021)	2022			2023			2024 Target	2025 Target
			Target	Actual	Rating	Target	Actual	Rating		
Outcome Special Purpose - 2700/A0/07/777 SPECIAL PURPOSE					Constrained			Constrained		
Gross Revenue from private sector in CO (MYR)		100,050,124	104,425,018	101,474,486	Partially achieved	121899996 (To place note LE 2023 : 98,324,806)	96021019 (as at 31 Dec 2023)	Partially achieved	108,773,140	119,714,815
Output Individual Donor - 2700/A0/07/777/001 Individual Donor					Constrained			Constrained		
Gross Revenue from Pledge Donors (MYR)		96,092,124	93,270,777	92,157,425	Partially achieved	109,548,095 (To place note LE 2023 : 90,512,147)	90,771,814 (as of 31 Dec 2023)	Partially achieved	98,278,174	107,086,794
Number of active individual donors in CO		164907	171,631	169,426	Partially achieved	188,325 (To place note LE 2023 : 182901)	172160 (as of 31 Dec 2023)	Partially achieved	181888	193577
Number of new pledge-donors		41767	50,000	45,732	Partially achieved	62,946 (To place note LE 2023 : 66232)	66,622 (as of 31 Dec 2023)	Fully achieved	67567	69162
Output Key Influencers - 2700/A0/07/777/002 Key Influencers					Met			Constrained		
Income raised from major donors and key influencers (MYR)		1,558,000	5,000	13,000	Fully Achieved	840,200 (To place note LE 2023 : 8,000)	24,000 (as of 31 Dec 2023)	Not achieved	700,000	800,000
Output Businesses - 2700/A0/07/777/003 Businesses					Constrained			Constrained		
Gross income acquired through partnership (global philanthropy, membership/faith-based organization, foundation and corporate partners), MYR		2,400,000	7,475,000	5,388,534	Partially achieved	5,800,500 (To place note LE 2023 : 3,139,107)	182,064 (as at 31 Dec 2023)	Not achieved	3,550,000	4,700,000
Output Commons - 2700/A0/07/777/004 Commons					On-track (no indicators assigned)			On-track (no indicators assigned)		
Outcome Op Effectiveness - 2700/A0/07/800 Operational Effectiveness					Constrained			Met		
Number of business processes reviewed for simplification		0	3	0	Not Achieved	1	2	Fully achieved	TBC	TBC
Output Governance & Systems – 2700/A0/07/800/001 GOVERNANCE AND SYSTEMS					On-track			Met		
Risk Assessment matrix updated annually and entered in EGRC		No	EGRC updated	Yes	Fully achieved	EGRC updated	Yes	Fully achieved	TBC	TBC
SOP updated and available		0	3	1	Not Achieved	3	3	Fully achieved	TBC	TBC
Output Financial & Admin – 2700/A0/07/800/002 Financial and Administrative Management					On-track			Met		
% of new staff completing the onboarding/induction programme within one month of joining CO		0%	0	NA	Not achieved	100%	100%	Fully achieved	TBC	TBC
Number of ICT infrastructure or controls implemented		0	1	1	Fully achieved	No data	1	Fully achieved	TBC	TBC
Output Human Resources - 2700/A0/07/800/003 HUMAN RESOURCES MANAGEMENT					Constrained			On-track		
% of implemented GSS 2020 multiyear action plan activities		0%	60%	30%	Partially Achieved	100%	60% TBC	Partially Achieved	TBC	TBC
Number of internal knowledge-sharing sessions conducted to build the capacities of the team in various areas of the HR work		0	3	6	Fully achieved	4	5	Fully achieved	TBC	7
Number of relevant learning & development initiatives conceptualized and implemented		0	1	1 (draft stage)	Partially Achieved	2	2	Fully achieved	TBC	TBC

Annex 10 Financial data analysis

Table 3 Country Programme Budget Summary

Programme components	Regular Resources	Other resources	Total
Child well-being, equity and inclusion	\$1,716,000	\$11,680,000	\$13,440,000
Ending violence against children	\$720,000	\$5,900,000	\$6,620,000
Programme effectiveness	\$932,000	\$8,820,000	\$9,752,000
Total	\$3,412,000	\$26,400,000	\$29,812,000

Source: MCO Country Programme Document 2022-2025

Table 4. Summary of Planned Country Programme Budget vs. Utilisation (as of September 20, 2024)

Component	Planned budget for 2022-2025	Utilisation as of September 20, 2024	Utilisation %
1. Child Well-Being, Equity and Inclusion	12,622,400	6,730,471	53%
1.1 Social Protection and Social Policy	4,508,800	2,398,340	53%
1.2 Nutrition	1,653,600	1,021,657	62%
1.3 Education	1,962,400	544,988	28%
1.4 Climate Change and Environment Sustainability	2,211,600	1,407,006	64%
1.5 Adolescent Development and Participation	2,286,000	1,358,479	59%
2. Ending Violence Against Children (EVAC)	6,207,000	3,198,320	52%
2.1 EVAC – Enabling Environment	2,353,000	1,139,588	48%
2.2 EVAC -Service Delivery and SSW Strengthening	1,982,800	1,642,970	83%
2.3 Social Norms for Child Rights	1,871,200	415,762	22%
3 Programme Effectiveness	9,134,600	8,131,794	89%
3.1 Programme Coordination	1,317,871	904,700	69%
3.2 Programme M&E	1,411,891	1,376,012	97%
3.3 Advocacy and Public Information	2,139,000	2,035,416	95%
3.4 Strengthening Cross Cutting Strategies	4,079,838	3,785,372	93%
3.5 Emergency Response	186,000	30,294	15%
Overall Total	27,964,000	18,060,585	65%

Source: MCO

Annex 11 Human Resources Trends in MCO

A) By Category (actual headcount not including vacant)

Category	2021	2022	2023	2024†
International staff (including Rep)	9	6	9	10
National Officer (NOA, NOB & NOC)	35	36	44	47
GS positions	15	14	18	20
Sub-total (FT/TA)	59	56	71	77
Consultants	11	25	24	6
Interns	5	5	3	4
UNVs			1	3
Sub-total (Others)	16	30	28	13
Total	75	86	99	90

† As of September 13, 2024

B) By Teams (actual headcount not including vacant)

Category	Category	2021	2022	2023	2024†
Programme	Staff (FT/TA)	23	21	28	31
	Consultants	5	14	18	6
	Interns	5	5	3	3
	UNVs				3
Sub-total		33	40	49	43
Communications	Staff (FT/TA)	5	5	6	6
	Consultants	1	3	2	1
	Interns				
	UNVs				
Sub-total		6	8	8	7
Operations	Staff (FT/TA)	9	11	12	14
	Consultants	3	3		
	Interns				
	UNVs				
Sub-total		12	14	12	14
Private Fundraising & Partnerships	Staff (FT/TA)	20	18	23	23
	Consultants	2	4	4	
	Interns				
	UNVs				
Sub-total		22	22	28	23
	Staff (FT/TA)	2	1	2	3

Country Representative's Office	Consultants		1		
	Interns				
	UNVs				
Sub-total		2	2	2	3
Overall Total		75	86	99	90

† As of September 13, 2024

C) Overall Actual and Vacant Positions

	2021	2022	2023	2024†
Number of Actual Filled Positions (including FT, TA, Interns, and Consultants)	75	86	99	90
Total number of vacant positions	9	15	12	14
Grand Total (Actual and Vacant)	84	101	111	104

† As of September 13, 2024

Source: MCO

Annex 12 CPD Alignment to Twelfth Malaysia Plan and Vision 2030

A) CPD and 12th Malaysia Plan

Twelfth Malaysia Plan – Relevant Focus areas	CPD alignment
Enhancing defence, security, wellbeing and unity	Social Policy and social protection, child protection, nutrition and health
Advancing green growth for sustainability and resilience (moving towards a low-carbon nation, sharing responsibility in pollution prevention and increasing resilience against climate change and disasters)	Climate Change and Environmental Sustainability
Developing future talent (raising the quality of education, leveraging emerging technology and ensuring equitable learning outcomes)	Education
Addressing poverty and building an inclusive society <ul style="list-style-type: none"> - Addressing poverty and narrowing inequality from a multidimensional perspective - Empowering B40 - Achieving an Equitable outcome for Bumiputera (strengthening service delivery, education, increasing resilience and sustainability) - Enhancing the development of the Orang Asli community - Empowering specific target groups (child well-being, resilient and competitive youth, empowering women, empowering persons with disabilities) 	Social policy Social policy Education, nutrition, climate change and environmental sustainability, social service work Education, social policy/protection, social service work Gender & disabilities, ADAP, social policy
Enhancing Socioeconomic Development in Sabah and Sarawak	All outputs and cross-sectoral areas

B) CPD and Shared Vision 2030

CPD	Shared Vision 2030 – Guiding Principles that CPD aligns with
Outcomes, outputs and cross-sectoral areas	Equitable outcome Learning society Inclusivity Integrated social model Unity in diversity Integrity and good governance.

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Annex 14. Benchmarking where Malaysia is and where it aims to be by 2030

The graphic below presents UNICEF's benchmarking of Malaysia's standing, as of August 2023, compared to Eastern and South-Eastern Asia and other upper-middle-income countries (UMICs), in relation to global benchmarks. It also highlights where Malaysia aims to be on these benchmarks by 2030.

Source: UNICEF Chief Statistician Office using data from UNICEF Data Warehouse as of August 2023

