

# OVERVIEW OF THE GTP 1.0

# HOW IT ALL STARTED

The seeds of Malaysia's transformation story were sown in 2009 by the Honourable Prime Minister YAB Dato' Seri Mohd Najib bin Tun Abdul Razak to create a foundation for transforming the country into a developed and high-income nation by 2020. The Government Transformation Programme (GTP), a bold plan of initiatives designed to achieve fast and sustainable results, was subsequently launched. The aim of the GTP is to radically transform the way

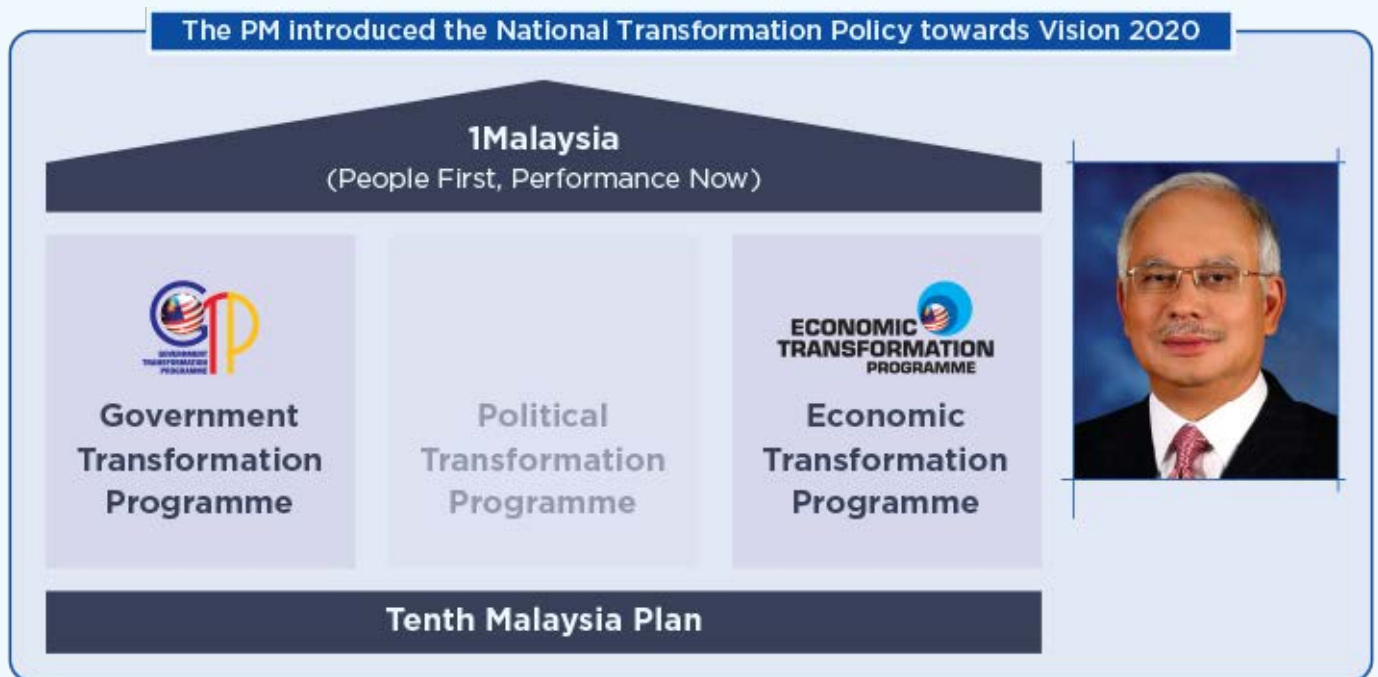
the Government worked, so that real issues could be tackled with real solutions, thus propelling the nation forward. The GTP focused on areas that needed the most attention from the Government and were grouped under seven National Key Result Areas (NKRAs), which were subsequently assigned targets and a clear reporting framework.

The GTP is aligned with the New Economic Model (NEM) and the Tenth Malaysia Plan,

and is a cohesive effort by the Government to transform Malaysia into a progressive and harmonious high-income nation.

The GTP is anchored on two main pillars:

- People First – priorities that matter most to the rakyat
- Performance Now – fundamental changes nationwide to deliver big, fast results



## National Key Result Areas

Supporting the two pillars of the GTP are the NKRA's - priority areas that require quick and big changes to address the urgent demands of the rakyat and the Ministerial Key Result Areas (MKRAs). Dedicated lab sessions involving 250 top government officials as well as representatives from the private and social sectors were held over six weeks.

These lab sessions worked intensively to identify detailed and implementable solutions for each NKRA. The Prime Minister, Cabinet Ministers and top leaders of the civil service actively participated in these labs, signifying their commitment to the objectives of the transformation programme.

While monitoring the progress of the lab sessions, they challenged the participants to issue more ambitious targets and faster turnaround times. Open Days were held in Kuala Lumpur, Kuching and Kota Kinabalu to communicate the results of the labs to the rakyat and to obtain their feedback on the initiatives to be implemented. The following six NKRA's were formulated after the lab sessions, addressing:

- Reducing Crime
- Fighting Corruption
- Improving Student Outcomes
- Raising Living Standards of Low-Income Households
- Improving Rural Basic Infrastructure
- Improving Urban Public Transport

A seventh NKRA to minimise the high cost of living on the rakyat was introduced in July 2011. The *Addressing the Rising Cost of Living NKRA* is aimed at providing immediate relief to the masses through quick measures, while formulating long-term strategies to address rising costs. Examples of such long-term measures include improving the agriculture supply chain to minimise food loss during the production and distribution process, monitoring and controlling prices of essential items and effectively managing subsidies. A host of rakyat-focused initiatives including the Bantuan Rakyat 1Malaysia financial assistance, Klinik 1Malaysia, Kedai Rakyat 1Malaysia and the Menu Rakyat 1Malaysia were also introduced.

The GTP initiatives are led by the Prime Minister and his Cabinet, and supported by the Chief Secretary to the Government (KSN) and the civil service. The Performance Management and Delivery Unit (PEMANDU) within the Prime Minister's Department is tasked with driving this initiative. The NKRA's are jointly owned by the Cabinet, with the responsibility for delivery resting on a Lead Minister who is, appointed and monitored by the Prime Minister.

Running parallel to the NKRA's are the MKRAs and the delivery of Ministerial Key Performance Indicators (MKPIs) in areas not covered by the NKRA's, but deemed important enough to receive the Government's attention at the Ministerial level. This fulfils the Prime

Minister's commitment towards creating a performance-based and accountable government from the very top, namely at the Cabinet level. Ambitious MKPIs with measurable outcomes were set for each Minister and will be scored based on his/her achievements as well as the NKRA's directly under his/her Ministry. The MKRAs are reviewed every six months to ensure that the achievements of the MKPIs are on track.

## Timelines

A clear roadmap spanning nine years in three stages was drawn up to ensure that the GTP delivered quick and tangible results. These are the milestones:

### Horizon 1/GTP 1.0 (2010-2012)

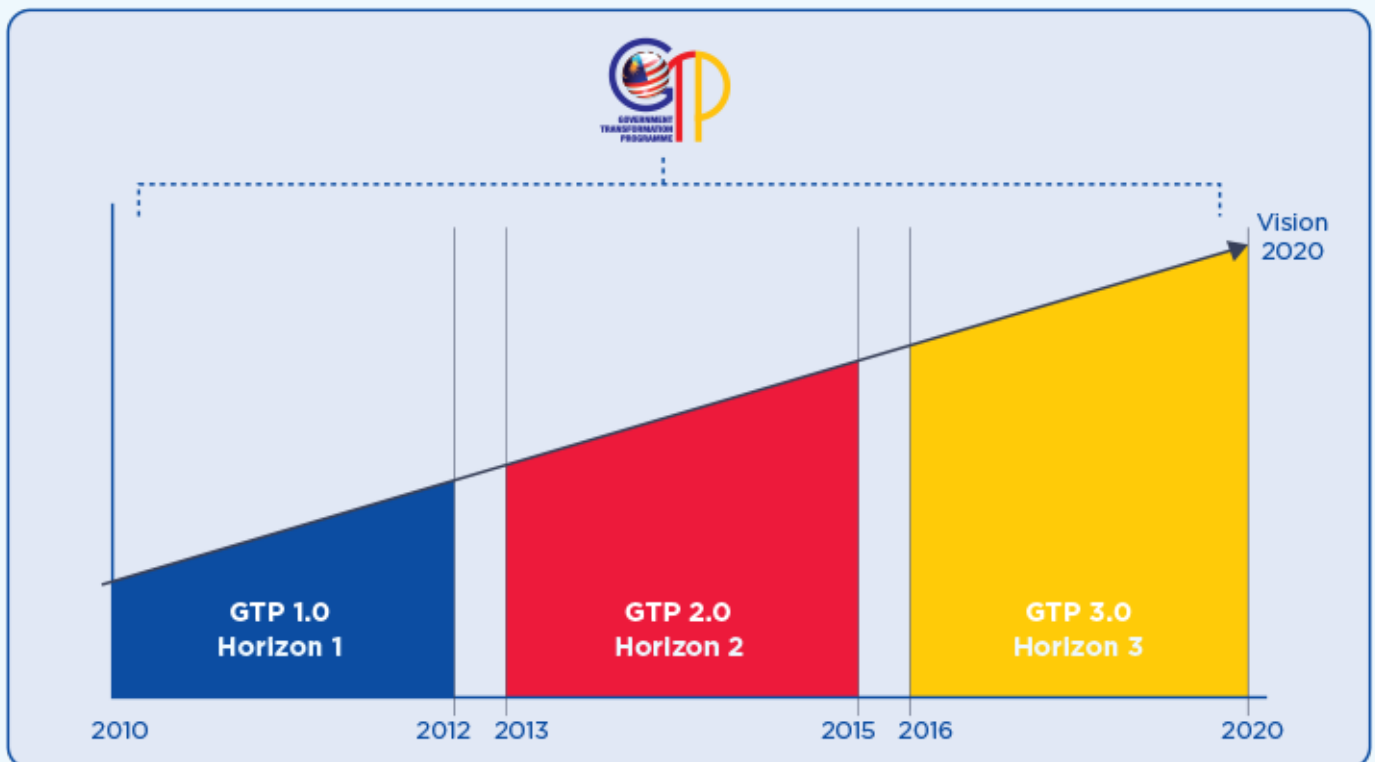
Horizon 1 is the first step in identifying and achieving targets within the NKRA and MKRA to deliver quick yet substantial results to the rakyat. Within Horizon 1, existing efficiency measures to improve the productivity levels of the civil service were introduced and will be continued over the next two horizons. To ensure transparency, an annual report will be published in the first quarter of each year, to inform the public of the targets hit and missed.

### Horizon 2/GTP 2.0 (2013-2015)

Improvements to the daily lives of the rakyat from the GTP are expected to be enhanced and made more robust under Horizon 2, while government productivity levels are expected to be even further improved. The structure of the economy is envisioned to be in line with the NEM by the end of this phase.

### Horizon 3/GTP 3.0 (2016-2020)

Fundamental changes to Malaysian society as envisaged in Vision 2020 should be achieved by the end of Horizon 3. Improved public and administrative services will have been felt, while the rakyat would have achieved a much higher level of prosperity. The Government will have become smaller and more agile, and should be working increasingly in partnership with the private sector to provide public services efficiently. Innovative and rakyat-centred models of public service delivery – centred on choice and competition – should be in place by then.



## Delivering the Results

The ultimate goal of the GTP is to deliver results in areas that matter most to the rakyat in the fastest time possible. To achieve this, the GTP introduced stretched targets to ensure that transformational changes were felt from its inaugural year. While there were some “misses” to the targets, all NKRA’s nevertheless produced unprecedented results that put Malaysia well on its way to becoming a transformed and progressive nation. Below is a summary of the major achievements under the various focus areas:

### Addressing the Rising Cost of Living

- Under the Bantuan Rakyat 1Malaysia (BR1M) initiative, RM2.6 million was distributed to households earning RM3,000 and less, benefitting 5.2 million Malaysian households.
- Government school fees were abolished in 2012, making public schooling free for the first time.
- RM530 million was channelled to 5.3 million primary and secondary school students to fund back-to-school and other expenses.
- RM260 million in Bantuan Buku 1Malaysia (BB1M) book vouchers was distributed to 1.3 million students in public and private local institutions of higher learning, matriculation streams and Form 6.
- Klinik 1Malaysia, Kedai Rakyat 1Malaysia and Menu Rakyat 1Malaysia were established to provide affordable medical treatment and necessities for the rakyat.



### Reducing Crime

- Reduction in Index Crime by 15.4% from 2009 to 2010 and a further reduction of 11.1% in 2011.
- Reduction in reported street crime by 34.7% from 2009 to 2010.
- Clearing of the backlog of violent crime cases.
- Public satisfaction of the police’s performance rose from 35.8% to 55.8% in 2010, and to 65.3% in 2011.
- The Global Peace Index ranked Malaysia the safest and most peaceful country in Southeast Asia, 4th in Asia Pacific and 19th worldwide.



### Fighting Corruption

- Establishment of compliance units in key enforcement agencies to ensure proper conduct of officers.
- Introduction of the Whistleblower Protection Act in 2010 as well as the development of the guidelines for the implementation of the Act.
- The expedition of corruption trials through 14 special corruption Sessions Courts established in 2010, with over 424 cases processed and 249 cases completed by the end of the year.
- The development of the MyProcurement portal to increase transparency in government procurement and confidence in the government tender process.
- Malaysia’s first-ever integrity pact was implemented, with over 132,000 vendors and suppliers signing up.
- A Corporate Integrity Pledge was also instituted, with 64% of the companies announced under the Entry Point Projects for the Government’s Economic Transformation Programme pledging their commitment.



## Improving Student Outcomes

- The pre-school enrolment rate was raised to 77%, slightly less than the 80% target but still representing a good achievement.
- 3,089 pre-school classes were rolled out, enabling pre-schoolers aged 4+ and 5+ years old to begin early education.
- A 97.5% literacy rate and 98.6% numeracy rate for Primary 2 school children in the Literacy and Numeracy Screening (LINUS) programme were achieved.
- 52 schools were recognised and rewarded as High Performing Schools.



## Raising Living Standards of Low-Income Households

- 44,535 households were moved out of the extreme poor category, representing 99.76% of the target identified.
- The number of poor households was reduced by 15,868.
- 6,904 women entrepreneurs were trained.
- 35,095 low-cost homes under Projek Perumahan Rakyat (PPR) and Perumahan Awam (PA) under Dewan Bandaraya Kuala Lumpur (DBKL) were offered for sale to its current tenants.
- Processing 317,359, or 96%, of the cases registered with eKasih
- Facilitating the participation of 63,147 poor households in the 1AZAM programme, exceeding the target of 57,793.



## Improving Rural Basic Infrastructure

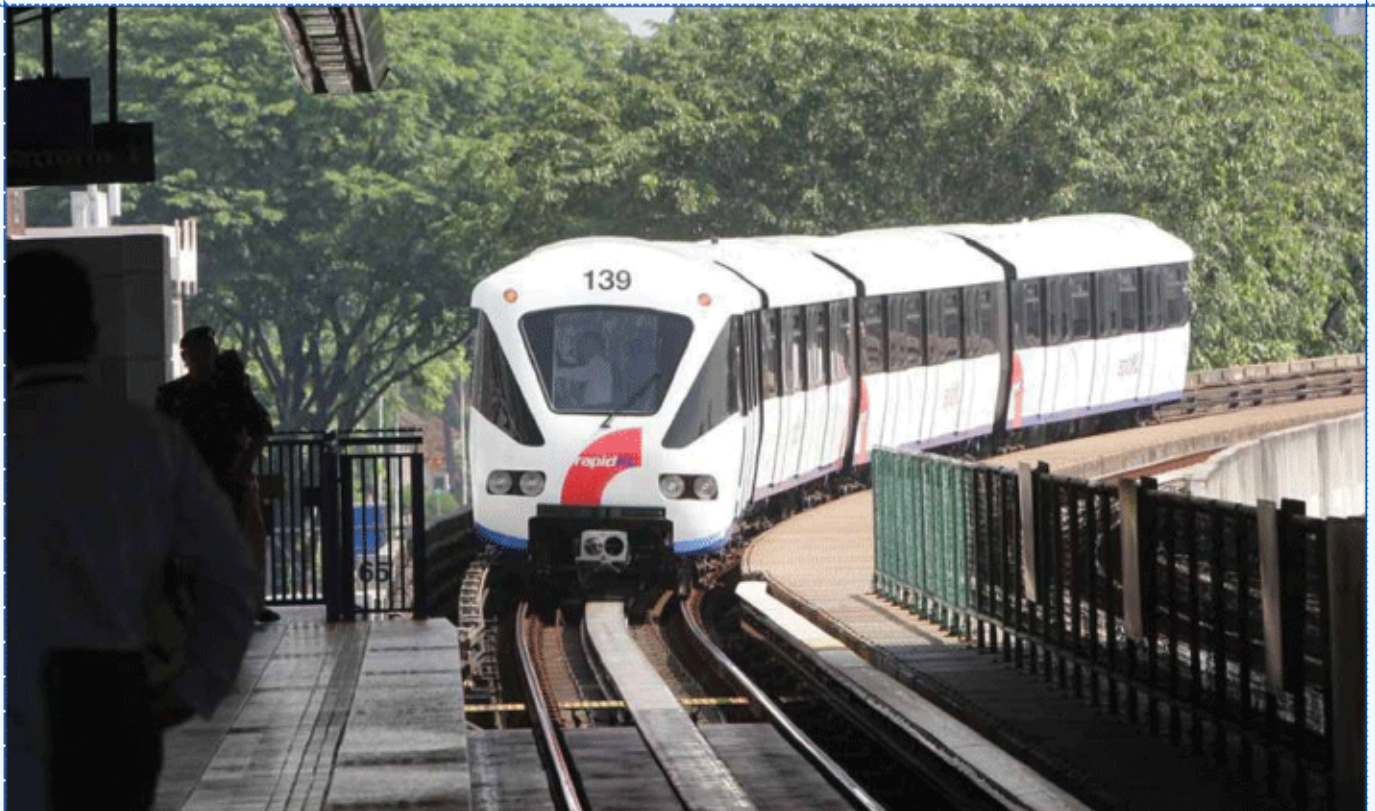
- By the end of 2012, some 3,147km of roads are expected to be completed, which will potentially benefit 98.6% of Peninsular Malaysia's rural population, 87% of Sabah's rural population, 86% of Sarawak's rural population.
- 310,742 houses will have access to clean or treated water, benefiting 99% of Peninsular Malaysia's rural population, 79% of Sabah's rural population and 90% of Sarawak's rural population.
- 93,712 houses will be connected to electricity grid, giving 24-hours access to electricity to 99.8% of Peninsular Malaysia's rural population, 88.7% of Sabah's rural population and 82.7% of Sarawak's rural population.



## Improving Urban Public Transport

- 35 four-car train sets were introduced to the Kelana Jaya LRT line, increasing the daily passenger capacity to 258,156 passengers from 254,745 in 2010.
- Four six-car train sets came into operation in March 2012 for the KTM Komuter line, helping ease the morning rush by increasing the ridership capacity by an additional 32,000 passengers.
- 1,102 bus stops in Sepang, Subang Jaya, Ampang Jaya, Selayang, Shah Alam and elsewhere were upgraded, while the design and planning of 306 new bus stops are currently underway. 470 RapidKL buses were introduced to increase the frequency of buses in the Klang Valley, resulting in 4.04 million more passengers using the service compared to the preceding year.
- The 35-year-old iconic landmark Puduraya Terminal was refurbished and transformed into an inter-urban use bus terminal. Renamed Pudu Sentral, the air-conditioned bus terminal with 50 ticket counters, was officially opened on April 16, 2011.
- The Integrated Transport Terminal Bandar Tasik Selatan (ITT BTS) or Terminal Bersepadu Selatan comprising 55 bus platforms, 150 taxi bays, 1,000 parking bays and 1,800 seats for the public, started full operations on March 1, 2011.

A full description of each of the achievements under the NKRA is discussed in the following chapters.



## Measuring the Achievements of the GTP

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The GTP is measured at two stages to ensure that it achieves quantifiable outcomes, and to assure public transparency and accountability is upheld. The first is at the individual initiative level where each initiative has its own set targets or National Key Performance Indicators (NKPIs). The results of the NKPIs are then tabulated to provide a composite scoring for the overall NKRA. In ensuring that the achievements under the respective NKRA are truly substantial and credible, three varying scoring methodologies are used. To preserve the integrity of the NKPI data, stringent care is undertaken to ensure that the performance measurement process is accurate and unbiased. When appropriate, independent third parties are appointed to undertake data collection. The scoring system is continuously reviewed and refined so that it remains transparent and precise.

## Independent Third Party Verification

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To uphold the integrity of the GTP process and in the interest of transparency, a panel of distinguished international experts are invited annually to sit in on the GTP International Performance Review or IPR Committee. The IPR process that began in 2010 with a panel of subject matter experts will independently assess the scope of the entire programme. The experts will also provide their impartial views and share recommendations to ensure the GTP's success. In addition to the IPR Committee, an independent third party, PricewaterhouseCoopers Malaysia (PwC), has also been engaged to perform agreed-upon procedures (AUP) on the GTP results to ensure the authenticity and accuracy of the results. The AUP process will validate the information and data inputs used to determine reported NKPIs to ensure compliance by participating Ministries, government agencies or departments. The respective NKPI calculations will also be checked against the guidelines and formulae prescribed by PEMANDU.



## Achieving Vision 2020

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As we approach the end of the GTP 1.0, it may be prudent to reflect on the big and quick wins achieved in the first three years of the programme. The GTP 1.0 has been able to deliver and even exceed much of its targets. This achievement clearly demonstrates and illustrates the will of the civil service to put up ambitious targets and subsequently meeting them. To ensure that the Government delivers on all its promises, it is imperative that the transformation process be enhanced in the GTP 2.0 by undertaking even more robust measures with a greater sense of urgency. To this end, the Government is committed to working with the rakyat to achieve the overarching objective of attaining the status of a developed and high-income nation by 2020.