

**ENSURING  
PERFORMANCE  
NOW**

# OVERVIEW

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The *Performance Now* component of the Government Transformation Programme (GTP) is the key governance structure and performance benchmark ensuring that the Government delivers on both short-term and long-term goals of the plan. As the GTP is divided into three phases or horizons that will see progressively deeper change, the Performance Now benchmark will also similarly evolve to ensure the goals of each individual horizon is met.

In the first horizon of the transformation plan or the GTP

1.0, the initiatives were tailored to deliver big fast results that would immediately arrest the decline in National Key Result Areas (NKRAs) and therefore required a performance benchmark that could measure these goals. As the Government embarks on the second phase of the GTP – the second horizon that focuses on broadening and deepening the transformation initiated in the GTP 1.0 – the performance benchmark must be similarly enhanced to measure these new goals.

Put another way, if the GTP 1.0 built a brand new engine

of change, the goal of the GTP 2.0 is to further tune and tweak that engine to turn the overall transformation plan into a higher performing and more efficient vehicle. This will then pave the way for the GTP 3.0 where the goal of the transformation plan is no longer about reform, but will actively work to take the country's civil service and government institutions to the next level. Specifically, the GTP 3.0 will see the plan incorporating innovation and rakyat-centric models in the next level of evolution.

Horizon of Change	Effective Date	Transformational goals
<b>GTP 1.0</b>	<b>2009 – 2012</b>	<p>To initiate immediate and big changes to the civil service and government structure, arresting the decline in key NKRA's and renewing the faith of the rakyat.</p> <p>This first horizon of transformation aims to change deeply-rooted performance cultures within the civil service by challenging the various Ministries to reform and address the greatest issues affecting the rakyat.</p>
<b>GTP 2.0</b>	<b>2013 – 2015</b>	<p>The second phase of the GTP builds on the successes of the GTP 1.0 by further deepening and broadening the reformation to complete the transformation of the civil service.</p> <p>Meanwhile, steps will be taken to further develop a performance culture, which is crucially important in preparing Malaysia for the next phase of development.</p>
<b>GTP 3.0</b>	<b>2016 – 2020</b>	<p>The final stretch in helping Malaysia achieving its ambitious Vision 2020 aspirations, the GTP 3.0 no longer targets reform, but aims to evolve government to the next level focussing on priorities such as innovation and rakyat-centric delivery models.</p> <p>Upon completion of these goals, Malaysia will be ranked among other world-class countries with a pre-eminent system of governance that rivals the best in class.</p>

The goals are admittedly ambitious and much needs to be done over the next eight years to achieve them. The Performance Now benchmark will ensure that we get there by functioning as a constant gauge of the GTP's successes and failures.

# The GTP 2.0 Governance Structure

The governance structure of Performance Now 2.0 is similar to those found in the GTP 1.0, and the changes are qualitative to ensure that the individual NKRA's achieve their goals of deepening their transformational practices. In general, the Performance Now component in the GTP 2.0 will ensure the following:

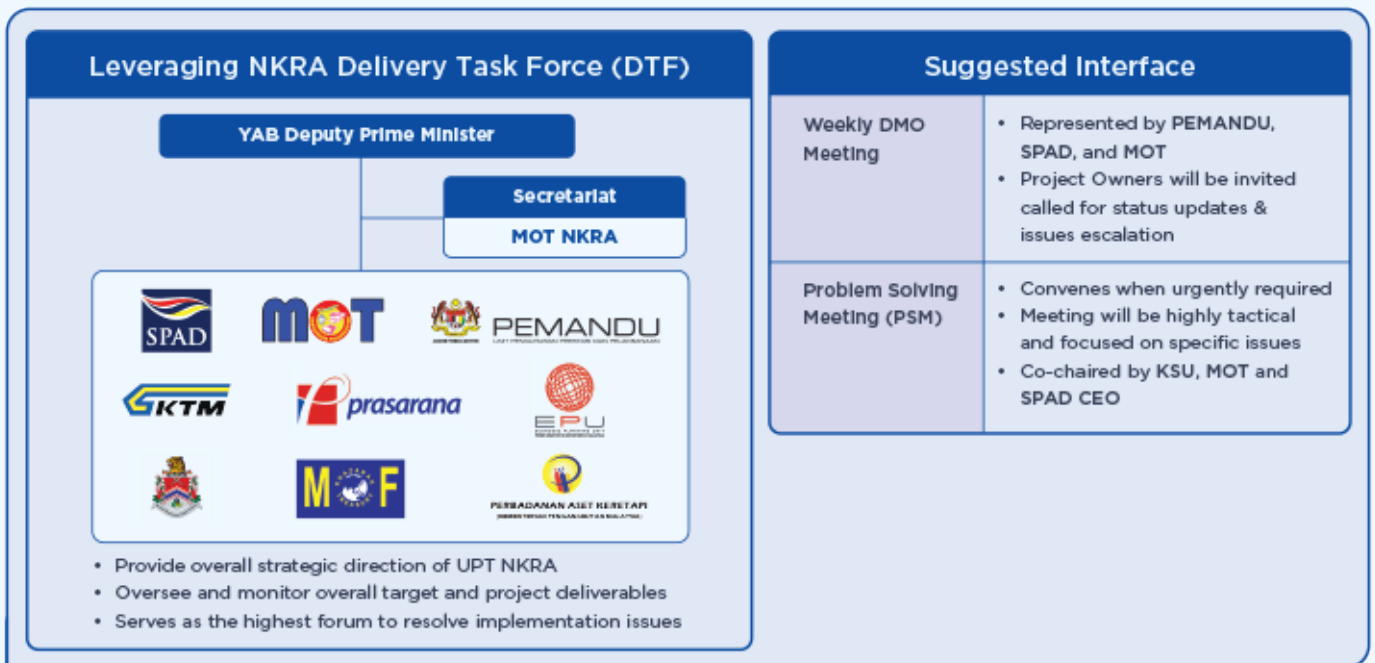
- To strengthen performance management across all levels of government, by cascading down the use of KPIs to all civil servants and implementing differentiated performance-based rewards and consequences.
- Raising the government capacities, including instituting structured professional development and raising the bar for entry into the civil service.
- Further improve efficiency by streamlining government structure, such as reducing layers of bureaucracy by reorganising Ministries and agencies.

The GTP is a blueprint and a work in progress, which means there must be accountability at all levels. The governance structure plan is a commitment on the part of the Government and all other stakeholders to ensure the efficient and smooth implementation of the development plan.

Each NKRA adopts a similar governance model to ensure that their achievements are in line with the overall national transformation plan. The role of the governance structure is to ensure that the upper echelons of government receive regular and complete updates about developments on the ground. The governance structure establishes key monitoring roles on the federal, district and municipal levels to create a holistic reporting chain that starts from the grassroots and ends at the very top levels of government.

The Deputy Prime Minister has been appointed the chairman of the Delivery Task Force (DTF), which meets regularly every four to six weeks to appraise the execution of the transformation plan. Meanwhile, each respective Ministry will lead the charge on each individual NKRA - Ministry of Education for the Education NKRA and the Ministry of Home Affairs for the Crime NKRA, for example - to execute the initiatives contained within this blueprint.

Direct oversight of the Ministries will be done by the Delivery Management Office (DMO) and PEMANDU, which will monitor implementation plans and present progress reports every week at the working level. The DMO and PEMANDU will also report directly to the DTF during the regularly scheduled meeting, which will also be attended by the relevant stakeholders of each NKRA.



**Figure 1:** Example from Urban Public Transport NKRA

## PEMANDU to Accelerate Delivery

PEMANDU was set up in 2009 prior to the implementation of the GTP 1.0 to accelerate the delivery of the initiatives contained within the roadmap. The role and responsibility of PEMANDU will remain the same in the GTP 2.0, namely to facilitate and monitor the execution of the transformational roadmap.

PEMANDU has been mandated to:

- Help the public sector improve their processes and procedures to enhance their delivery capabilities
- Support the Ministries in the planning process, including helping with problem solving and challenging assumptions

- Streamline government processes, especially cross-ministerial issues and interdependencies that prove to be obstacles
- Help develop performance-tracking structures together with the Ministries
- Provide an independent view of performance and progress to the Prime Minister and Ministers, while providing advice and consultancy

In terms of performance management and reporting, PEMANDU will:

- Submit Weekly Reports to all Cabinet Ministers
- Facilitate DTF and PSM meetings

- Submit half-yearly Delivery Reports to the Prime Minister
- Publish the Government's progress against NKPI and MKPI targets annually

The GTP annual report will continue to be published in the first quarter of every year for public consumption. This is another accountability tool for the rakyat to appraise the Government's performance and to gauge the effectiveness of the GTP initiatives over the past year.

