

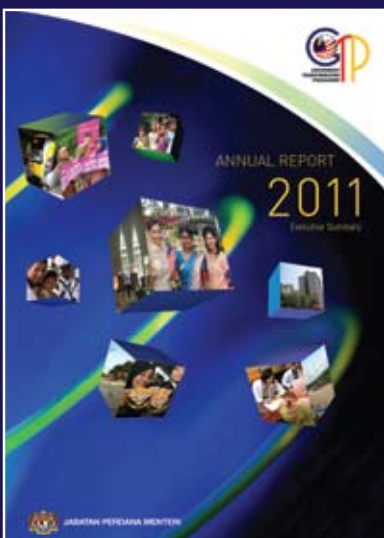


ANNUAL REPORT

2011

Executive Summary





Cover Rationale

The cover design portrays a dynamic spiral of energy that is reflective of the transformational properties led by the initiatives within the seven National Key Result Areas (NKRAs) of the Government Transformation Programme (GTP). The direction of the luminous ascend illustrates the transformational change - a change that provides positive outcomes that effectively meet the key concerns of all Malaysians via the delivery of Big Fast Results, driving Malaysia towards achieving Vision 2020.

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Making Strong Strides Forward

Progress of the Government Transformation Programme



Dato' Sri Mohd Najib bin Tun Abdul Razak

Prime Minister, Malaysia

In 2011, the Government Transformation Programme (GTP) once again delivered on its promise to bring about transformational change. We made strong strides forward on all fronts and not only achieved, but in some cases exceeded, the stretched GTP targets and milestones with very evident outcomes. 2011 was the year the government machinery sustained its momentum, running harder, faster and better to deliver real results to our key stakeholders – the people of Malaysia.

In the GTP's inaugural year in 2010, each of the initial six National Key Result Areas (NKRAs) – Reducing Crime, Fighting Corruption, Improving Student Outcomes, Raising Living Standards of Low-Income Households, Improving Rural Basic Infrastructure and Improving Urban Public Transport – delivered significant results. We overcame great challenges, set new performance benchmarks and delivered positive life-changing outcomes for the rakyat. An independent panel of international experts regarded the GTP as delivering amazing results and driving real transformation for real people.

Spurred on by 2010's achievements, we set higher goals in 2011 to deliver consistent and better results. We even introduced a seventh NKRA to address an issue close to the hearts of the people – that of Addressing the Rising Cost of Living. In 2011, the GTP's impact on the nation was nothing short of astounding. Once again, it touched millions of Malaysians far and wide. Urban or rural, lives were transformed for the better with a true sense of permanence and real empowerment. All seven NKRAs impacted positively on the lives of Malaysians regardless of race, religion or socio-economic status.

In the true spirit of transparency, accountability and unbiased disclosure, this annual report provides an accurate account of the GTP's wins and shortcomings, the key lessons learnt and our plans going forward. As we fine-tune our targets in pursuit of even better results for 2012 and beyond, we welcome public feedback, constructive criticism and suggestions on how to better the GTP effort.

With turbulent times ahead for the world's economies, we expect the journey forward to be fraught with challenges. However, we are determined not to rest on our laurels but to forge strongly ahead. Our focus remains clear. We will maintain the momentum of big wins and unprecedented firsts to achieve our ambition of becoming a developed, harmonious, prosperous and high-income nation by 2020. As we continue to make strong strides forward as a united 1Malaysia, we will ensure that all of Malaysia crosses the finishing line.

Dato' Sri Mohd Najib bin Tun Abdul Razak

Prime Minister
Malaysia

2 April 2012

Continuing to Run the Race Well

An overview of Year 2 of the GTP



Tan Sri Dato' Haji Muhyiddin bin Mohd Yassin

Deputy Prime Minister, Malaysia

Following the GTP's delivery of admirable results in 2010, the Malaysian government set itself the challenge of not just delivering a repeat performance, but of bettering this performance through bigger goals, higher targets and faster delivery schedules. To facilitate these stretched targets and achieve stronger outcomes in 2011, we capitalised on the strong momentum gained in the preceding year as well as ramped up the government machinery to work at full speed.

Various new measures and initiatives were adopted and constant refinement of processes enabled the various NKRA teams and the government as a whole to stay the course. By the year's end, we had successfully reached our 2011 milestones. While we can all be proud of these achievements, however, we must constantly remind ourselves that the race we run is not a sprint, but a marathon. We still have nine more years to go until 2020 before we reach the finishing line. Our job is to keep this good momentum going through a clear leadership focus.

Overall, each NKRA made significant progress in 2011 and delivered tangible outcomes in the areas that mattered most to the rakyat. In July 2011, a seventh NKRA – Addressing the Rising Cost of Living – was introduced to help ease the people's burden and enable them to better cope with the rising cost of living. The aim of this newest NKRA is simply to provide immediate relief to the rakyat through quick measures, while formulating long-term strategies to address the rising cost of living.

The GTP continues to enhance the lives of millions in our nation. It is proof that when you challenge yourself, great things are possible. Perhaps even more telling, is that the results speak about what is possible for Malaysia as a nation and as a people.

The year 2012 will be the final year of Horizon 1 (2010-2012) of the GTP. By then, the required building blocks for Malaysia's continued development should be in place. Given the current global economic climate, 2012 will be a challenging year for all of us but we aim to persevere by continuously monitoring and tracking the progress of GTP implementation. I am confident that through disciplined follow-through actions, we will be able to better 2011's results.

Tan Sri Dato' Haji Muhyiddin bin Mohd Yassin

Deputy Prime Minister
Malaysia

2 April 2012

Big Fast Results 2011

In its second year of implementation, the GTP once again delivered on its promise to go further, better and faster in delivering transformational change. 2011 saw the Najib administration setting ambitious goals and stretched targets that truly challenged the government machinery. The aim was to push the envelope and challenge public servants to rise above and beyond the call of duty. Akin to the preceding year, 2011's GTP efforts yielded quick and big wins and several firsts for the Malaysian people. Once again, a landscape of undisputed, resounding change was created while millions of lives were empowered. The civil service exceeded expectations and delivered outcomes that many thought impossible. The following Big Fast Results provide a snapshot of 2011's achievements.

Reducing Crime NKRA

Street Crime down

39.7%

Index Crime down

11.1%

Malaysia experiences back-to-back, double digit reductions in nationwide crime

For the second consecutive year, Street Crime and Index Crime rates were down by a marked 39.7% and 11.1% respectively. This is the first time Malaysia has experienced double-digit, back-to-back reductions in crime testifying that innovative police programmes are making strong headway.



Malaysia declared
“most peaceful”
 SEA nation”

“most safe”
 among 19 others”

For the first time ever, Malaysia attains “most peaceful” and “safest nation” titles

Malaysia’s position as the most peaceful country in Southeast Asia and the 4th safest in the Asia Pacific region behind New Zealand, Japan and Australia was validated by the 5th edition of the Global Peace Index (GPI) 2011. Malaysia was also ranked the safest country among 19 upper middle income countries by the World Justice Project’s Rule of Law Index 2011. Both external validations underscored the good progress made under the Reducing Crime NKRA.



151

local municipals become safer

Most extensive implementation of the Safe City Programme

Compared to just 12 PBTs (Pihak Berkuasa Tempatan or local municipal councils) in 2010, the Safe City Programme was extended to an additional 151 PBTs nationwide with 8,329 enhanced lighting posts, 1,311 safety mirrors, 104.3 km of railings and bollards installed for the public’s safety.



Over

27,000

security personnel deployed

Largest rollout of security personnel in crime hotspots

With the expansion of the Omnipresence Programme into Sabah and Sarawak, over 27,000 security personnel comprising policemen as well as RELA (People’s Volunteer Corps) and JPAM (Malaysian Civil Defence Department) members, were deployed in crime hotspots nationwide. At any one time, there are now 2,500 security personnel on the ground at crime hotspots to increase police visibility and deter crime.



Big Fast Results 2011

Reducing Crime NKRA (continued)

82 Selangor police stations become more customer-oriented

For the first time ever, the public are able to rate police services

Via maiden Customer Service Rating Machines deployed in all 82 police stations in Selangor, members of the public are able to immediately rate the services received at police stations and give their feedback.



Fighting Corruption NKRA

64 companies sign the CIP in 2011

Ground-breaking Corporate Integrity Pledge (CIP) launched

This novel effort to directly engage the corporate sector in the fight against corruption is a first in the country's history. The CIP initiative fostered ground-breaking collaboration between the government and the private sector when 64 companies including some of Malaysia's largest public capped companies, pledged their support in 2011.



A **first** for the civil service

Novel reward and recognition guidelines for public servants developed

For the first time in the history of the civil service, reward and recognition guidelines were introduced for civil servants who report incidences of corruption and graft.



5 key agencies join forces against corruption

Unparalleled cooperation between key enforcement agencies

An Anti-Corruption Campaign, complete with a new mascot, Agent Lang was conceived with the support of the five key enforcement agencies. It fostered unprecedented, unparalleled co-operation between the Royal Malaysian Police, Road Transport Department, the Royal Malaysian Customs Department, the Immigration Department and the Malaysian Anti-Corruption Commission.



Improving Student Outcomes NKRA

3,089

pre-school classes
rolled out - double
2010's figure

Largest ever increment of new pre-school classes

A total of 3,089 new pre-school classes were built in 2011 by government agencies and the private sector. This, the largest ever increment of new pre-school classes, is more than double 2010's figure and includes 45 classes built in remote areas in Sabah and Sarawak.



New tools

bolster pre-school,
examination and
learning disability efforts

Launch of several innovative educational firsts for Malaysia

Several innovative systems and tools were introduced in 2011 to enhance the overall education system. These included the national pre-school information system (Sistem Maklumat Prasekolah Kebangsaan or SMPK) which enables data monitoring and evaluation of pre-school centres and students; a national level web-based data system, the School Examination Analysis System for all public schools; and an instrument to identify children with symptoms of learning disabilities.



Close to

900,000

students benefit from
LINUS

Largest implementation of literacy and numeracy screenings

A total of 891,327 Primary 1 and Primary 2 students underwent the literacy and numeracy screenings (LINUS) programme in 2011. Cohort 1 (Primary 2) students achieved a 97.5% literacy rate and a 98.6% numeracy rate in 2011, while Cohort 2 (Primary 1) students achieved a 91.0% literacy rate and a 95.4% numeracy rate.



40.25%

drop in low performing
schools nationwide

Highest drop in number of low performing schools

In 2011, over 40.25% of schools moved out of the lowest performing primary and secondary school classifications (Band 6 and 7) into higher bands. The number of low performing schools dropped from 636 in 2010 to 380 low performing schools in 2011.



Big Fast Results 2011

Raising Living Standards of Low-Income Households NKRA

63,147 poor
households elevated

Largest number to benefit from poverty eradication

2011 saw over 63,147 poor households (including 12,510 from Sabah and 11,401 from Sarawak) participating in the 1AZAM programme. 1AZAM centres on providing economic opportunities that enhance the productive capacity of low-income households so that they are lifted out of poverty and become self-sustaining.



110%
of 1,000 women
entrepreneurs trained to
date

Over 3,000 women entrepreneurs developed to date with significant income rises

Another 1,100 women entrepreneurs were successfully trained in 2011 and their income raised from an average of RM750 per month to RM3,500 per month or more, bringing the total number over the past two years to 3,100. The target is to develop 4,000 women entrepreneurs by 2012.



12,578 poor
are given the chance to
be self-sustainable

Over 12,000 lives elevated through micro credit loans

Some 12,578 participants successfully received micro credit loans and training for small businesses or services-based self-employment from Amanah Ikhtiar Malaysia (AIM). This initiative is doing much to elevate the livelihood of the poor.



Improving Rural Basic Infrastructure NKRA

3.2
million
rural lives elevated

Second successive year of rapid, large scale rural development

In 2011, some 998,357 lives were positively impacted through the provision of housing, water supply, electricity and roads.

- Additional roads built added up to a cumulative total of 1,796.1km – which is longer than the breadth of Peninsular Malaysia.
- A total of 109,500 rural homes were connected with clean water supply.
- Cumulatively, 54,270 units of houses were electrified.
- Approximately 31,327 rural homes were built or refurbished ahead of schedule.

In total, some 3.2 million lives in rural areas in Peninsular and East Malaysia have been touched in the last two years.



Improving Urban Public Transport NKRA

Puduraya is transformed into

world-class

Pudu Sentral

First makeover of a Malaysian icon in 35 years

The refurbishment and re-launch of the Puduraya Terminal into the modern, convenient and user friendly Pudu Sentral transport hub has totally transformed this Malaysian icon and given travellers a world-class facility.



468 Klang Valley bus stops refurbished

Largest ever bus stop refurbishment exercise

2011 saw 468 bus stops in the Klang Valley refurbished while 306 new bus stops are currently under planning and design. As bus stops are one of the first contact points for bus passengers, their condition is crucial to encourage the use of public transport.



An additional **470** buses for the Klang Valley

Largest rollout of buses in the Klang Valley

The introduction of 470 RapidKL buses increased the frequency of buses across the Klang Valley as well as passenger utilisation of public transport.



Malaysia's **first** seamless ticketing system is introduced

For the first time ever, commuters get to enjoy a seamless travelling experience

For the first time in Malaysia's history, bus passengers can enjoy a seamless ticketing experience via the new Bus Ticketing System across all RapidKL buses. With this system, customers need only use a transit card for fare payment.



An Overview of the Government Transformation Programme (GTP)



Malaysia's GTP – a catalyst for national transformation

When the Government Transformation Programme (GTP) was launched in 2010, it aimed to address key areas of concern to the Malaysian people while serving as a catalyst for Malaysia's transformation into a developed, high-income nation. The GTP centred on getting civil servants more deeply involved in preliminary planning for National Key Result Areas or NKRAs. Under the GTP, measurable targets were assigned, a specific delivery chain created and a clear and unhindered reporting framework set in place. These and other measures would serve as the catalysts that would engender a more collaborative culture among public servants and drive service delivery improvements for the people or rakyat.

The GTP complements the Economic Transformation Programme (ETP) and is aligned to Malaysia's New Economic Model (NEM) and Tenth Malaysia Plan (10MP). Together, the GTP and these other strategic initiatives, form part of a larger cohesive effort to transform Malaysia into a progressive, high-income nation as per Vision 2020.

These two main objectives of the GTP underpin all efforts to date:

- It is centred on the priorities that matter most to the rakyat i.e. People First.
- It seeks to create fundamental changes on a nationwide basis to deliver big fast results i.e. Performance Now.

Priorities that matter most to the Rakyat

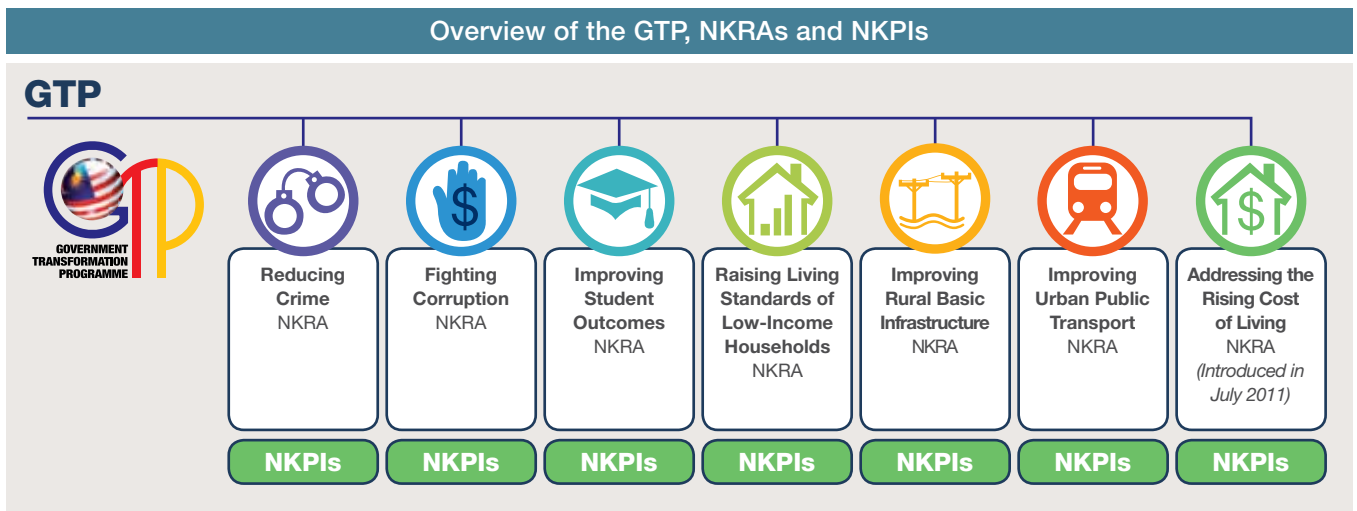
Delivering fundamental nationwide changes





The NKRA's – the pillars of the GTP

To achieve the GTP's objectives, seven National Key Result Areas (NKRA's), requiring big and fast results have been conceived as the pillars of the GTP. These NKRA's address particular areas of concern to the rakyat. They represent a combination of short-term priorities to address urgent concerns as well as equally important long-term issues affecting the rakyat that require immediate attention. The NKRA's were determined based on public feedback collected via a variety of innovative channels. Each NKRA has its own National Key Performance Indicators (NKPI's) – specific targets which are to be achieved in the interests of the people or rakyat.



The GTP initiative is led by the Prime Minister and his Cabinet, and is 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 formally appointed and monitored by the Prime Minister.

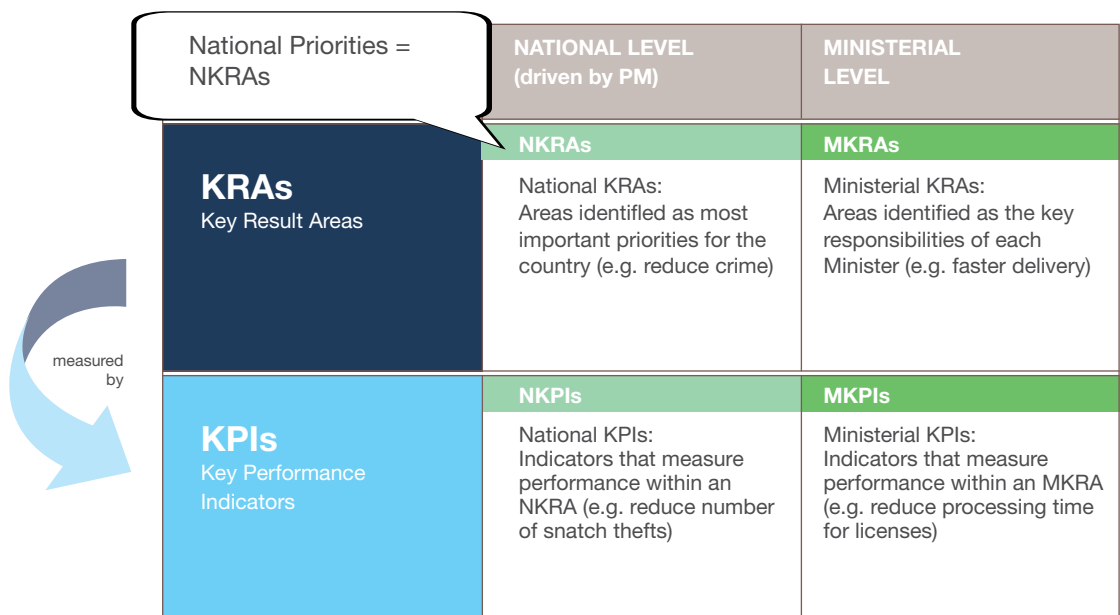
An Overview of the GTP



Ministerial accountability via the MKRAs

Running parallel to the NKRAAs are the Ministerial Key Responsibility Areas (MKRAs). These are areas not covered by the NKRAAs but are deemed important enough to receive ministerial attention. These MKRAs include targeted outcomes that the rakyat can see and feel. The MKRAs in turn call for the delivery of Ministerial KPIs (MKPIs) or specific targets to be achieved in the interests of the rakyat.

The MKRA initiative underscores the Prime Minister’s commitment towards creating a performance-based leadership and accountability within government starting right from the Executive – the Cabinet. Ministerial performance is reviewed and assessed based on the achievements of the MKRAs and MKPIs. Prime Minister-Minister Performance Reviews are conducted every six months to ensure each Minister’s MKPIs are progressing on track.



Unique features of the GTP

The most outstanding feature of the GTP is its endgame objective: delivering Big Fast Results. This calls for the delivery of unprecedented results that matter to the people in the quickest manner possible, in line with the overarching concept of “People First, Performance Now”. These never-achieved-before results can only be attained by setting ambitious targets, whereby substantial improvements are felt immediately by the people.

The differences between the GTP and past initiatives are clearly evident in the areas of target and strategy formulation, execution and implementation of measures, the extent of public involvement and government participation, as well as the measurement of results. The GTP has also broken new ground in terms of the marked service delivery improvements within the government as well as the creation of a people-oriented mind-set and high performance culture within the public sector.

The GTP’s unique approach is unprecedented and it bears several distinguishing characteristics from any previous government plan or programme. These include:

- An emphasis on KPIs and results rather than budget expenditure. Under the GTP, budget exhaustion is not viewed as a sign of achievement or progress. Instead, the grain is to achieve budget savings, without compromising targets. This key lesson is serving as a best practice for the government going forward.
- A detailed level of planning unseen before in the history of government. Plans under the GTP can be drilled down to the smallest detail i.e. from the 30,000 foot view right to the three foot level. Every implementation stage, tactical initiative and action plan as well as the individuals accountable are identified, tracked and monitored. Data, statistics and figures are audited to reflect the true nature of the outcomes. In essence, a high degree of precision and accountability has been adopted in the implementation of the GTP.

The most telling distinction of the GTP is the results achieved thus far. In its first year of implementation, the GTP delivered many big and quick wins in every NKRA. In its second year, although targets were further stretched, many big and quick wins were still achieved.

Measuring the success of the GTP

To ensure that the GTP achieves measurable, quantifiable outcomes and to ensure public transparency and accountability are upheld, we continue to benchmark the programme. As in 2010, scoring for the GTP continues to be measured at two stages. The first is at the individual NKPI level where each NKPI has its own set targets. The results of the NKPIs are then tabulated to provide a composite for the overall NKRA. In ensuring that the achievements under the respective NKRA are truly substantial and credible, three varying scoring methodologies are brought into play.

The NKRA scoring system continues to be refined to ensure it remains transparent, open and as precise as possible. From the collection of NKPI data to the tabulation of statistics and formulation of findings, stringent care has been taken to ensure that the performance measurement process remains accurate and unbiased to preserve the integrity of the findings. Where it is deemed appropriate, independent third parties are appointed to undertake data collection efforts. The government’s specific focus has been on presenting the data truthfully – reflecting both successes and shortcomings to gain an accurate picture of the GTP’s performance.

An Overview of the GTP



Verification by independent third parties

In the interest of transparency and to uphold the validity of the GTP, the government has once again invited distinguished international experts to sit on the GTP's International Performance Review or IPR Committee. The IPR process that began in 2010 with a selection of subject matter experts, once again featured prominently in the validation and verification of GTP outcomes for 2011. The purpose of the Committee is to independently assess the entire programme's scope and to provide their impartial views as well as to share ideas to facilitate further improvement.

In addition to the IPR Committee, to ensure the authenticity and accuracy of results, an independent third party, PricewaterhouseCoopers Malaysia (PwC) was engaged in early 2010 and subsequently in 2011 to perform certain agreed-upon procedures (AUP) on the GTP. The AUP served to validate that the information and data inputs used in determining selected reported NKPIs were in agreement with the information provided by the participating ministries, agencies or departments. The respective NKPI calculations were also checked against the guidelines and formulae prescribed by PEMANDU.

It is important to note that, based on the AUP performed in 2010, PwC highlighted a number of exceptions to the reported NKPIs and identified opportunities to improve the processes and the quality of information of the overall GTP. PEMANDU and the relevant Ministries then undertook the prescriptive actions to effect these improvements. These recommendations implemented over the course of 2011 ensured continuous improvements were made to data integrity efforts and the accuracy of the reported NKPIs for 2011. Based on their 2011 findings, PwC has reported that the actual 2011 NKPI results have been validated according to the AUP.

2011

Results of the Seven National Key Result Areas (NKRAs)

1. Addressing the Rising Cost of Living

2. Reducing Crime

3. Fighting Corruption

4. Improving Student Outcomes

5. Raising Living Standards of Low-Income Households


6. Improving Rural Basic Infrastructure








7. Improving Urban Public Transport

Addressing the Rising Cost of Living

OBJECTIVES

Exactly two years from the day that the GTP and its six NKRA were introduced to the public in July 2009, the Prime Minister announced the seventh NKRA – the Addressing the Cost of Living NKRA or COL NKRA. This NKRA serves to fulfil two main purposes. Firstly, it aims to manage the rising cost of food and essential items through quick measures and secondly, it serves to formulate long-term strategies to reduce the impact of the rising cost of living on the rakyat. Even before the rollout of this NKRA, the government had been playing a proactive role to counter the rising cost of living. From 2010 to June 2011 alone, the government spent a total of RM37.6 billion providing assistance in various forms to the rakyat.

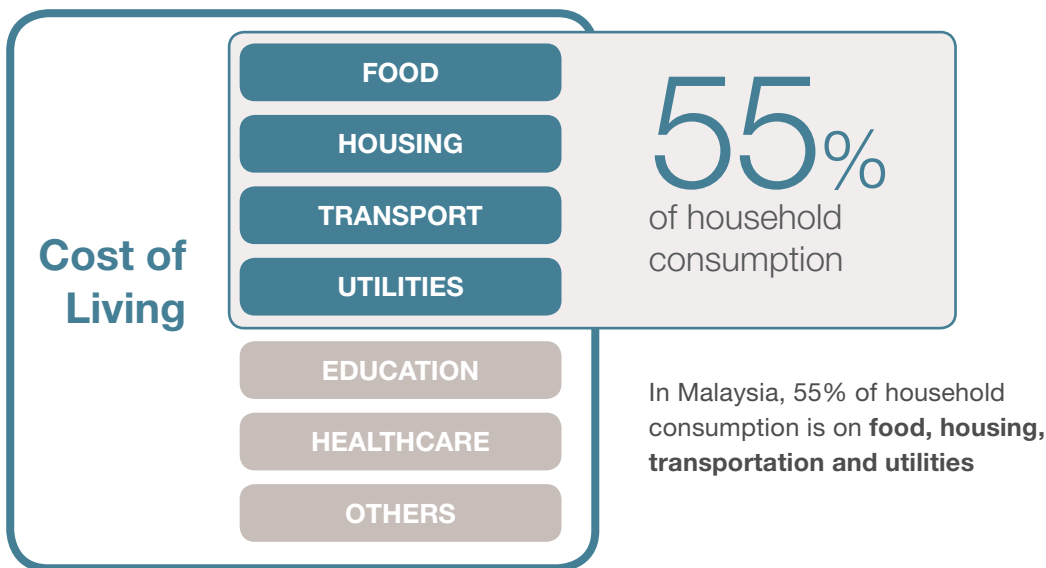


	Initiatives	Description	Cost
	Housing (NKRA)	<ul style="list-style-type: none"> Program Bantuan Rumah - Build new houses and refurbish houses for hardcore poor DBKL Houses for sale (Under the RBI NKRA) SPNB – Rumah Mesra Rakyat and Abandon houses 	1.07 bil
	Roads (NKRA)	<ul style="list-style-type: none"> Federal trunk roads – building major arteries Connection roads inter/intra villages (Under the RBI NKRA) 	3.80 bil
	Cash assistance for the poor (NKRA)	Temporary cash assistance before 1AZAM programme will bear fruits and lift them out of poverty (Under the LIH NKRA)	0.02 bil
	Loans and grants via 1AZAM (NKRA)	Economic activities targeted at extreme poor and poor households registered in eKasih system (Under the LIH NKRA)	0.69 bil
	Pre-school fees vouchers (NKRA)	Vouchers for pre-school age children to attend private pre-school of their choice. Voucher is given up to the fee amount of the school	0.01 bil
	RM1 treatment at govt. hospitals	Government subsidises almost 97% of all healthcare cost at government hospitals and clinics	13.00 bil
	Fuel	Petrol, Diesel and LPG	18.99 bil
TOTAL			37.58 bil



At a glance, the assistance rendered has been substantial. With subsidies given to cover the price of petrol (RON 95), cooking gas, sugar, palm cooking oil, electricity and toll, almost every Malaysian has benefitted from some form of government subsidy or assistance.

Government findings show that that Malaysians on average spend 55% of their household expenditure on food, housing, transportation and utilities. As such the COL NKRA focuses a large portion of its efforts in these areas. However, areas such as education and healthcare also received due consideration.



Under the COL NKRA, strategies were conceived based on five key areas or buckets developed at a Cabinet Workshop held in 10 August 2011. These buckets included providing immediate relief measures, reducing transport costs, reducing food costs, providing affordable quality housing and others. From these buckets, specific NKRA initiatives were formulated. These included both existing and new initiatives as announced under the Prime Minister’s Budget 2012 speech.

Addressing the Rising Cost of Living

No	Initiatives	Existing / New Initiatives
1	Subsidy on essential food items	Existing
2	1Malaysia Rakyat Welfare Programme (KAR1SMA) - Financial assistance to senior citizens, poor children and the disabled	Existing
3	Kedai Rakyat 1Malaysia (KR1M) -> (MDTCC) - Provide generic consumer goods which are up to 40% cheaper - Extend 1Malaysia products to TUKAR - Extend 1Malaysia products to FELDA retail stores - Extend 1Malaysia products to convenience stores and petrol stations	Existing New New New
4	Menu Rakyat 1Malaysia - Offering breakfast at max. RM2 and lunch at max. RM4	Existing
5	Financial assistance from government - One-off RM500 assistance given to households with a monthly income of RM3,000 and below - Schooling assistance of RM100 for every student from Year 1 to Form 5 nationwide - RM200 book voucher to all Malaysian students in public and private local institution of higher learning, matriculation and Form 6 students nationwide	New

SUCCESSSES & ACHIEVEMENTS

It is heartening to note that within the first year of its inception; the COL NKRA has achieved significant success. To date, all COL NKRA initiatives and action plans have been well received by the people. The following initiatives in particular have been very popular among the rakyat.

RM500 Bantuan Rakyat 1Malaysia (BR1M) financial aid: In December 2011, the government announced a one-off financial aid package of RM500 each for households earning RM3,000 and below. The move received overwhelming nationwide response. In the same month, application forms were distributed to the public via the Federal Development Department and its branch offices, as well as at Inland Revenue Board (IRB) service counters and state agencies. Some RM2.6 billion was set aside for this exercise with over 5.2 million households (75% of all households in the country) benefitting from the aid. A toll-free hotline was set up to answer enquiries and provide clarification in relation to the RM500 cash aid.

Addressing the Rising Cost of Living

RM100 aid to all primary and secondary school children: This initiative for all schoolchildren from Year 1 to Form 5 was successfully rolled out before the end of the 2011 school term. However, some schools in rural areas could only disburse the aid during the school holidays. Over 5.3 million children benefited from this back-to-school assistance for which the government allocated RM530 million. Coupled with the removal of school fees, this was definitely a welcome initiative for many parents, especially from the lower and middle-income groups.

RM200 Bantuan Buku 1Malaysia (BB1M) book vouchers for students: Approximately 1.3 million students in public and private local institutions of higher learning, matriculation streams as well as Form 6 benefited from a RM260 million BB1M initiative that saw RM200 book vouchers being distributed nationwide to each of these students.

Introduction of 1Malaysia Clinics: Today, medical treatment is virtually free and affordable for the rakyat with 1Malaysia Clinics only charging RM1 for treatment while senior citizens get free treatment.

Kedai Rakyat 1Malaysia (KR1M): With opening of the initial KR1M stores, the rakyat now have a place to shop for daily household items at 30-40% less than conventional stores. Some 250 household items are being sold under the 1Malaysia brand at significantly reduced prices at 27 KR1M stores nationwide to date. For example, consumers can purchase two-litres of floor cleaning detergent for RM5.90 at KR1M stores as compared to RM9.50 for a similar product at regular retail stores. The public response to KR1M outlets has been strong and products have been moving quickly off the shelves and stock frequently replenished. The stores have also brought entrepreneurship opportunities to many rural and small medium enterprises as a large portion of the goods stocked at stores are sourced from these suppliers. The products have also been made available at 250 FELDA D'Mart stores. This has enabled FELDA settlers to purchase everyday items including milk and diapers at reduced prices.

Introduction of the Menu Rakyat 1Malaysia: The Menu Rakyat is a pre-packaged menu where breakfast is set at a standard rate of RM2 and lunch at RM4, both of which are very much within the spending power of most Malaysians. It is meant to provide Malaysians with an affordable alternative for breakfast and lunch. The menu consists of a complete nutritious meal consisting of rice, meat and vegetables with a drink. Introduced at selected restaurants in the Klang Valley, it received overwhelming public response.

LESSONS LEARNT

To ensure the success of the COL NKRA, perception issues must be managed properly. The existing negative perceptions among the public is too often based on rumours, isolated shopping experiences and so on. Hence, the government's efforts under the COL NKRA must be tangible, transparent and felt soonest by the people. This convey an accurate picture of what is happening on the ground and help change mind-sets.

Reducing Crime

OBJECTIVES

The Reducing Crime NKRA was conceived in 2009 in response to growing concerns about rising crime rates in Malaysia. Crime was then reportedly the second most important issue to the rakyat after the economy. The Ministry of Home Affairs via the Royal Malaysian Police Force (PDRM) and other agencies were tasked with making fighting crime a priority. In its inaugural year in 2010, the Reducing Crime NKRA scored unprecedented results. These milestones included the dramatic reduction in Street Crime and Index Crime by 35% and 15% respectively (the first reductions in four years and the highest ever in Malaysian history since Independence); a total of 2,001 additional violent crime cases cleared in 2010 alone; and a marked 5.7% reduction in public fear towards crime.

In 2011, the Reducing Crime NKRA focussed on building upon the existing five NKPIs established in 2010 and delivering even stronger results. The following targets were set:

5% reduction in Index Crime: Index Crime comprises 14 different categories of serious crimes that occur frequently and thus serves as an index to the overall crime situation in Malaysia. Priority was given to tackling critical areas like vehicle theft comprising 43.55% of Index Crime (specifically the cannibalisation of spare parts and cross border smuggling). Existing initiatives such as confiscations and arrests from national police operations, stake-outs, use of decoys and the strengthening of partnerships to fight crime were brought into play. In 2011, some 1,100 Mobile Computerised Access Devices (MCAD) were introduced to enable online checking of vehicles, while a Vehicle Theft Reduction Workshop was held with several parties including PDRM and the Vehicle Theft Reduction Council to formulate strategies and initiatives to reduce vehicle theft.

40% reduction in Street Crime: Street Crime comprises the categories of snatch theft, robbery without firearms and gang robbery without firearms. 2011's key initiatives included the expansion of the Omnipresence Programme; the extension of the Safe City Programme to 151 PBTs; the introduction of the Prison Improvement Programme; as well as the setting up of 10 Care and Cure Clinics (C&Cs) for drug addicts together with 39 Care and Cure Service Centres (CCSCs).

50% reduction in "fear of becoming a victim of crime": The effect of fear is debilitating on society at large and the public's fear of crime needed to be addressed. Independent Research House, TNS International was commissioned to conduct a survey to monitor public sentiment.






20% arrest cases brought to trial: In tandem with efforts to reduce Index Crime and Street Crime, initiatives to bring criminals to justice were also introduced to send the clear message that crime does not pay. Efforts included leveraging on the improved criminal justice system, an increase in the number of Investigation Officers (IOs) and enhanced evidence gathering techniques.



An increase to 60% on public satisfaction with police performance: This NKPI serves to gauge the public's perception of PDRM. 2011's initiatives included the placement of Customer Service Rating (CSR) devices at police stations, high profile policing measures in strategic locations, roundtables with NGOs on crime, Meet the Public days and the continued rollout of the highly successful Balai League Table that is helping drive a performance-driven culture among all police personnel.

SUCCESSSES & ACHIEVEMENTS

As a result of 2011's efforts, the Reducing Crime NKRA delivered the following achievements:

No.	NKPIs	2011 Target	2011 Actual	Traffic Light
1	Reduction in reported Crime Index - note : Actual is based on YTD comparison	5%	11.1% drop in Index Crime (Jan-Dec 2011)	
2	Reduction in reported Street Crime Index (reduction from 2009 baseline) - note : Actual is based on YTD comparison	40%	39.7% drop in Street Crime Index (Jan-Dec 2011)	
3	Reduce fear of becoming victim of crime	50%	52.8% as of the TNS survey results in Dec 2011	
4	Increase the number of arrest cases brought to trial	20%	23.4% 370,452 IPs opened (Jan-Dec 2011). Out of this, 86,794 IPs have been charged / brought to trial	
5	Increased public perception on police performance	60%	70.5% as of the TNS survey results in Dec 2011	

Reducing Crime

We are pleased to report that 2011 proved to be highly successful year with another string of impressive wins achieved. Unprecedented levels of cooperation were seen between the police and law enforcement agencies, municipal councils and the public. The following Big Wins were delivered:

BIG WINS

- 11.1% drop in Index Crime
- 39.7% drop in Street Crime
- Satisfaction with the Royal Malaysian Police Force (PDRM) has increased to 70.5%
- More than 3,000,000 volunteers registered with RELA and JPAM
- 3,931 RELA personnel trained as Police Volunteer Reserve (PVR)
- 1,607 JPAM personnel trained as Police Volunteer Reserve
- Omnipresence Programme expanded to Sabah (5 districts), and Sarawak (4 districts)
- An additional 30,000 Skim Rondaan Sukarela (SRS) members recruited bringing the total strength to 147,000
- Customer Service Rating (CSR) devices rolled out in 82 police stations in Selangor with 95% of respondents indicating satisfaction with services rendered by PDRM enquiry officers
- Safe City Programme implemented in 151 PBTs (Pihak Berkuasa Tempatan or local municipal councils) nationwide with 8,329 enhanced lighting posts, 1,311 safety mirrors, 104.3 km of railings and bollards installed
- Over 8,000 confiscations and arrests from National Operations (Ops Lejang, Rentap, Pintu, Luluh)
- MyDistress service launched in Selangor with 68,925 registered users to date

The successes achieved under this NKRA were best reflected in the external validations that Malaysia received. The fifth edition of the Global Peace Index (GPI) released in May 2011, conducted by the Sydney-based Institute for Economics and Peace, found Malaysia to be the most peaceful country in Southeast Asia and the 4th safest in the Asia Pacific region behind New Zealand, Japan and Australia. Malaysia was placed as the 19th safest and most peaceful country out of 153 nations worldwide. In 2011, we rose three spots to 19th place, supplanting Singapore as the highest-ranked Southeast Asian nation. This is the fifth successive year that Malaysia has improved on its GPI score. The World Justice Project (WJP) Rule of Law Index 2011 too ranked Malaysia safest among 19 upper middle income countries and 12th globally. Malaysia's 12th position out of 66 countries covered under the WJP's assessment on Order and Security, has placed the country ahead of the United States (13th position), followed by Britain, Belgium and France.

LESSONS LEARNT

Even as PDRM embarks on its strategy in winning the hearts and minds of the public, it will need to implement three simple strategies to ensure overall public satisfaction i.e. fast response time to a distress call; ease of making a police report; and effectiveness in addressing crime. In line with the first strategy, initiatives such as PDRM’s Mobile Police Stations, First Response motorcycles and 999 caller tracking will continue to be strengthened. Under the second strategy, initiatives such as the BLT and CSR will be expanded upon. Finally, under the third strategy, PDRM will continue to leverage on surveys such as the TNS surveys to gauge public perception and fine-tune the overall Reducing Crime NKRA.

On top of this, PDRM’s strategy of having two faces – a softer face for the public, and a firm, no-nonsense one for criminals, is working. To foster a stronger relationship with the public, PDRM will continue to provide more platforms for its personnel to be seen as “peace officers” and not merely “law enforcers”.

Sila Nilai Perkhidmatan Kami

Sila berikan maklumbalas anda melalui SMS ke **15888** seperti berikut:

RATE	Kod Balai	No. Pegawai	Penilaian Perkhidmatan	No. Repot
4			Sangat Memuaskan	
3			Memuaskan	
2			Tidak Memuaskan	
1			Sangat Tidak Memuaskan	

Fighting Corruption

OBJECTIVES

If Malaysia is to move from its middle income status and transform itself into a high income nation by 2020, corruption needs to be stemmed out. This will go a long way in encouraging investor confidence, restoring public trust and boosting foreign direct investment. It will also help provide a fair market place and a competitive platform, as well as ensure good governance. The Fighting Corruption NKRA was established to specifically address the root causes of corruption and to provide the appropriate level of focus and resources to combat this evil.

In 2010, several NKPI targets were set to address these issues as well as improve the perception about corruption in Malaysia and the effectiveness of government actions in fighting corruption. In its inaugural year, the Fighting Corruption NKRA produced the first round of successes for the government's fight against corruption. These included the development of the Name and Shame Corruption Offenders Database with a listing of 284 offenders; the development of the MyProcurement portal, which listed more than 3,500 contracts on a website; guidance on support letters; the introduction of the Whistleblower Protection Act 2010 and the roll out of Integrity Pacts.

The 2011 NKPIs for the Fighting Corruption NKRA sought to build on the preceding year's successes by leveraging proven strategies and introducing new ones. Follow-through initiatives from 2010 included the implementation of the Whistleblower Protection Act, the special corruption courts (which commenced operations in February 2011) and the implementation of the Integrity Pact for the Mass Rapid Transit project. New initiatives that were introduced in 2011 included the issuing of guidelines on giving rewards and recognition to civil servants who report corruption, the Anti-Corruption Campaign and the publishing of the Public Service Reform booklet.








SUCCESSSES & ACHIEVEMENTS

The Fighting Corruption NKRA delivered the following results in 2011:

No.	NKPIs	2011 Target	2011 Actual	Remarks	Traffic Light
1	No. of Ministries scoring above 90% in the Procurement Accountability Index	19	18		
2	Number of arrest cases brought to trial	20%	23.7%		
3	70% of companies announcing EPPs in ETP Progress Update to sign the CIP	100%	91.45%		
4	No. of people in the database of convicted offenders	100	496		
5	No. of summons settled vs. number of summons issued by JPJ	60%	49%		
6	No. of summons issued per hour of operations	12	12.41		
7	Percentage of trial completed within a year	70%	58.73%	Annual result	
8	Transparency International (TI) Corruption Perception Index Score	4.9	4.3		
9	TI Global Corruption Barometer Survey on government actions to fight corruption	50%	49%		

Fighting Corruption

The overall results of the NKPI targets set for 2011 are shown in the table below: (continued)

No.	NKPIs	2011 Target	2011 Actual	Remarks	Traffic Light
10	Percentage of government procurement with Integrity Pact	80%	77%		
11	TNS perception survey on how much enforcement agencies are perceived to be affected by corruption	3.5	2.90		
12	Produce a clear and agreed procedure for effective implementation of Whistleblower Protection Act	November	Achieved	Milestone NKPI	
13	Begin the process of reporting of actual numbers of Whistleblower cases	December	Achieved	Milestone NKPI	
14	Percentage of completion of compliance unit activities	60%	99%		

As the government continued to maintain its momentum on the fight against corruption in 2011, the following Big Wins were achieved:

2011 BIG WINS

- Integrity Pacts:** The implementation of Malaysia's first ever complete Integrity Pact (with the Mass Rapid Transit project used as a model for the implementation of the full pact) By the end of 2011, 132,459 integrity pacts had been signed between the government and its vendors/suppliers
- Corporate Integrity Pledge:** 64% of companies announced under the Entry Point Projects (EPP) for the Economic Transformation Programme (ETP) pledged their commitment to the Corporate Integrity Pledge (CIP). This included some companies with the largest market capitalisation in Malaysia, heralding a new era of public and private sector involvement in stemming corruption. The total number of companies that signed in 2011 was 64
- Prosecution within a year:** Over 424 cases processed and 249 cases completed by 14 special corruption courts in 2011
- Whistleblower Framework:** Following the passing of the Whistleblower Protection Act on 15 December 2010, enforcement agencies were advised on its implementation through the issuing of guidelines by the Legal Affairs Division and a set of instructions issued to public prosecutors

Fighting Corruption

As the government continued to maintain its momentum on the fight against corruption in 2011, the following Big Wins were achieved: (continued)

2011 BIG WINS

- **Compliance units:** The creation of compliance units in all five key enforcement agencies. Today, the Royal Malaysian Police (PDRM or the Police), Road Transport Department (Jabatan Pengangkutan Jalan Malaysia or JPJ), the Royal Malaysian Customs Department (Customs), the Immigration Department (Immigration) and the Malaysian Anti-Corruption Commission (MACC) each have their own respective units to monitor and ensure proper conduct among their officers
- **Reward and recognition guidelines:** In June 2011, guidelines on rewarding civil servants who report instances of corruption and which lead to successful prosecutions, were issued
- **Public Service Reform booklet:** Published in 2011, this booklet is a collation of all the changes made by all ministries and agencies in the way of reforming bureaucratic processes and procedures. The booklet was distributed nationally to promote awareness on the correct systems, processes and procedures to follow so as to deter abuse

Not only did these initiatives make a tangible impact but they were also effective in winning over the hearts and minds of the public. Based on Transparency International's Global Corruption Barometer survey (TI GCB), Malaysia's corruption barometer improved from 48% in 2010 to 49% in 2011. However, the Transparency International Corruption Perception Index (TI CPI) saw Malaysia's score dropping from 4.4 in 2010 to 4.3 in 2011. While the TI CPI measurement primarily focuses on grand corruption and not the entire Fighting Corruption NKRA, we will continue to work hard to ensure we make the necessary improvements going forward. Other surveys undertaken also reflect that opinions are progressively changing and public sentiment is improving as the government's efforts to fight corruption gain inroads.



LESSONS LEARNT

To make this NKRA truly effective, it will pay to work not just with the natural owners of a particular task or area, but also with a broader group of stakeholders. This is because corruption can affect all aspects of personal and professional life and it is in everyone's interest to reduce corruption. The results of the TI CPI have clearly shown that we need to address grand corruption as it is impeding Malaysia's overall CPI score and its progress. This issue requires institutional and structural reforms, which the government recognises and which MACC is putting into effect. We also plan to put more effort into delivering initiatives such as the introduction of a transparent consultation process for new laws as well as political financing.

Improving Student Outcomes

OBJECTIVES

The Improving Student Outcomes or Education NKRA was conceived to safeguard the nation's future by developing the minds, talents and capabilities of the next generation in a more advantageous manner. By improving student outcomes and addressing the various challenges currently faced at the pre-school, primary and secondary levels, Malaysia is taking the first steps towards providing quality educational opportunities for all regardless of race, religion or income levels. To ensure all Malaysian children throughout the nation had access to quality education, the Ministry of Education continued to reach out to both rural and urban constituents in 2011 via these following initiatives:

Continued support of pre-school agencies and operators: To support government pre-schools, free seats were provided in all public pre-schools while quality standards and meal grants were streamlined. Support was also extended to private pre-school operators by introducing additional incentives to increase participation. The National Pre-school Curriculum Standard (NPCS) was developed in collaboration with the private sector while an industry association called the Early Child Care Education (ECCE) Council was established to provide quality control and advocacy.

Strong LINUS follow-through: In 2011, the first cohort of Primary 2 students underwent three literacy and numeracy screenings (LINUS) for basic literacy and numeracy skills. The second cohort of students in Primary 1 was also screened. In total, approximately 900,000 children throughout the country were enrolled in the LINUS programme in 2011 and their progress was monitored by trained LINUS teachers as well as FasiLINUS (dedicated facilitators who provide professional support to LINUS teachers) and the Ministry. The Ministry of Education also introduced the LINUS Camp, a special intervention programme for LINUS Tegar (hardcore) students, while an inaugural national LINUS conference served as a platform for best practices.

More High Performing Schools (HPS) identified: The Ministry set out to pinpoint more HPS in line with its goal of identifying a total 100 HPS by 2012. Aspiring schools with high potential were given guidance under the Handholding Programme to catapult them into becoming internationally benchmarked schools.

Fair deals for all: Under the New Deals initiative, all schools are ranked and categorised into seven bands with Band 1 comprising the best performing schools in the country and Band 7 the lowest performing schools. While the top head teachers and school principals of high performing schools are given monetary incentives, underperforming head teachers and principals are accorded remedial training and additional support.



School Improvement Programme (SIP) to enhance the system: The SIP is a comprehensive effort to transform every school, especially underperforming schools, into excellent educational institutions by challenging, motivating and lending them support. While the SIP supports all 10,000 schools in the system, it focuses particularly on low performing schools nationwide, especially rural ones. Under SIP, a centralised data collection system and self-help tool called the School Improvement Toolkit (SIT) was launched to help school performance.

SUCCESSES AND ACHIEVEMENTS

In 2011, the Education NKRA turned in the following results:

No.	NKPIs	2011 Target	2011 Actual	Remarks	Traffic Light
1.	Pre-school enrolment rate	80%	77.23%	732,902 children (age 4+ and 5+) enrolled in pre-schools	
2.	Cohort 1				
	2.1. LINUS Literacy rate	95%	97.5%	434,908 out of 445,960 Primary 2 students met basic literacy	
	2.2. LINUS Numeracy rate	95%	98.6%	439,802 out of 445,950 Primary 2 students met basic numeracy	
3.	Cohort 2				
	3.1. LINUS Literacy rate	90%	91.0%	405,246 out of 445,367 Primary 1 students met basic literacy	
	3.2. LINUS Numeracy rate	90%	95.4%	424,972 out of 445,367 Primary 1 students met basic numeracy	
4.	High Performing Schools	50	52	In 2011, we identified 32 HPS on top of existing 20 HPS; 23 in January 2011 and 9 in May 2011	

Improving Student Outcomes

In 2011, the Education NKRA turned in the following results: (continued)

No.	NKPIs	2011 Target	2011 Actual	Remarks	Traffic Light
5.	New Deals – exceed target		-		
	5.1. Primary school	3%	5.23%	403 Head Teachers awarded	●
	5.2. Secondary school*	2% (2010 target)	4% (2010 result)	92 Principals awarded	●
6.	New Deals – below target		-		
	6.1. Primary school	Not more than 8%	1.17%	90 out of a total of 7,701 schools are in Band 6 & 7	●
	6.2. Secondary school*	Not more than 10% (2010 target)	10.89% (2010 result)	240 out of a total of 2,204 schools are in Band 6 & 7	●
7.	SIP – decrease in Band 6 and 7	20%	40.25%	Decreased from 636 schools to 380 schools	●
8.	SIP – increase in Band 1 and 2	8%	21.86%	Increased from 1,770 schools to 2,157 schools	●

*As the New Deals results for secondary schools will only be made available after the SPM results (i.e. May 2012), we are reporting the 2010 results and comparing them against the 2010 targets.

As the Education NKRA gained traction and momentum in 2011, its many initiatives impacted not just schools, teachers and students, but also parents, the rakyat and education industry players in general. These are some of the year's Big Wins:



BIG WINS

In 2011, good progress was made on these initiatives that had been implemented in the preceding year:

- Achieved a 77.23% enrolment rate for pre-schools by December 2011
- Rolled out 3,089 pre-school classes with the help of the Ministry of Education, Department of Community Development (KEMAS), Department of National Unity & Integration (JPNIN) and the private sector
- Achieved a 97.5% literacy rate and a 98.6% numeracy rate for Primary 2 children in the Literacy and Numeracy Screening (LINUS) programme
- Achieved a 91.0% literacy rate and a 95.4% numeracy rate for Primary 1 children for the second cohort of the LINUS programme
- Awarded High Performing School (HPS) status to 32 schools in 2011, on top of the existing 20 HPS identified in 2010
- The number of lowest performing schools (Band 6 and 7 schools) decreased by 40.25% from previous year

2011 also saw the roll out of several new initiatives:

- For the first time in Malaysian history, a national pre-school information system – Sistem Maklumat Prasekolah Kebangsaan or SMPK was developed to collate data on pre-schools and students enrolled in pre-schools in 4+ and 5+ age group
- An instrument to identify children with symptoms of learning disabilities was developed and 3,916 such students were identified among Primary 2 children
- A national level web-based one-stop data system, the School Examination Analysis System (Sistem Analisis Peperiksaan Sekolah) or SAPS was developed for all public schools in the country.

LESSONS LEARNT

Data integrity featured prominently in 2011. Data verification and other checks and balances must be put in place to ensure that the data provided for NKPI measurements is trustworthy and comprehensive. In their efforts to collate pre-school enrolment data into the National Pre-school Information System, the Ministry of Education and PEMANDU exhausted all possible resources to encourage operators to fill in the online database. This exercise has revealed the difficulty and complexity in collecting data from thousands of schools throughout the country, especially those in rural and remote areas with little communications. Going forward, efforts will focus on improving this process.

There is also an urgent need to ramp up engagement activities with parents and guardians and create an awareness among them about the importance of inculcating basic reading, writing and arithmetic skills among children as well as identifying any learning disabilities. While the efforts of teachers and schools thus far should be commended, parents and guardians too must play a greater role in their children's educational development. The Ministry has been publishing stories relating to LINUS and learning disabilities since September 2011 and this effort will continue.

Raising Living Standards of Low-Income Households

OBJECTIVES

Malaysia has made tremendous progress in fighting poverty since the rollout of the First Malaysia Plan in 1970, however, still just under 4% of its citizens are classified as living in poverty. To bridge the divide between the economically well-off and the disadvantaged, the Raising Living Standards of Low-Income Households (LIH) NKRA was implemented. Under this NKRA, the Lead Ministry, the Ministry of Women, Family and Community Development (KPWKM) in collaboration with its partners, set the ambitious goal of eradicating 44,643 extreme poor households by 2010 and further reducing poverty between 2010 and 2012.

Ensuring larger participation in 1AZAM: Having achieved the target of taking more than 44,000 households out of the extreme poverty category in 2010, the year 2011 saw KPWKM turning its efforts towards a new NKPI, that of ensuring 57,793 poor households out of the total number registered were participating in the 1AZAM (Akhiri Zaman Miskin) programme. The 1AZAM programme serves to balance the polarities between providing direct aid to the needy and making economic opportunities available to them so that they become self-sustaining. This programme sets out to lift low-income households out of poverty through means of employment, entrepreneurship, involvement in agricultural activities and services.

Completion of eKasih verification: Another new NKPI target introduced in 2011 was the verification of eKasih registrants. Following criticism that the verification process of the eKasih registration was taking too long, KPWKM set a new NKPI target of clearing all 242,945 unverified backlog cases registered in eKasih before 31 December 2010 by March 2011, and another 81,930 unverified backlog cases registered in eKasih before 31 May 2011 by the end of 2011 (in total 324,875 cases were to be cleared by end 2011). By updating the database, the Ministry has garnered vital information that has helped it distinguish the different categories of registrants. This has been key to identifying which specific 1AZAM initiatives registrants should be channelled into.

Development of new women entrepreneurs: In line with the target of raising 4,000 women entrepreneurs by 2012, KPWKM together with AIM and Jabatan Pembangunan Wanita (JPW) set out to train and develop an additional 1,000 women entrepreneurs from low-income households in 2011. This was over and above the 2,000 women entrepreneurs developed in 2010. Women entrepreneurs are defined as those earning a net income of RM3,500 per month or more over a consecutive period of three months. These women are given training and other opportunities that enable them to venture into fields such as agriculture, services, fishery, manufacturing, farming and business.



Continued housing support: The year saw KPWKM following through on its commitment to provide housing support to low-income households. It set a target of restoring 2,465 abandoned houses and building 2,500 Rumah Mesra Rakyat (People-Friendly Homes) under Syarikat Perumahan Negara Berhad or SPNB by 31 December 2011. Over the course of 2011, several other programmes were implemented under the auspices of KPWKM and its partners.





The following table highlights the key focus areas under the many 1AZAM initiatives.

1AZAM PROGRAMME	
Key 1AZAM Initiatives	Key Focus Areas
AZAM Tani	Targeted at the rural poor, this initiative helps the poor and the extreme poor get involved in agro-based businesses such as poultry rearing and aquaculture through the provision of training and funding
AZAM Niaga	Targeted at the urban and rural poor, this initiative encourages entrepreneurship vis-à-vis the setting up of small businesses relating to food, small stalls, grocery stores, catering and online enterprises, etc. through the provision of training and funding
AZAM Kerja	Targeted at urban poor, this initiative endeavours to match the poor and extreme poor to available job prospects by encouraging them to take up work, e.g. as domestic helpers, petrol pump attendants, security guards, waiters and construction workers
AZAM Khidmat	Targeted at the rural and urban poor, this initiative facilitates the setting up of small but innovative businesses that include mobile car washes, grass cutting, day care centres for the elderly as well as child and post-natal care services
1AZAM Sabah	This initiative comes under the purview of the Sabah State Government and covers AZAM Tani, AZAM Niaga, AZAM Kerja and AZAM Khidmat initiatives in Sabah
1AZAM Sarawak	This initiative comes under the purview of the Sarawak State Government and covers AZAM Tani, AZAM Niaga, AZAM Kerja and AZAM Khidmat initiatives in Sarawak

Raising Living Standards of Low-Income Households

SUCCESSSES AND ACHIEVEMENTS

The overall results of the NKPI targets set for 2011 are shown in the table below:

No.	NKPIs	2011 Target		2011 Actual	Traffic Light
1	To ensure that 57,793 Poor Households of the total registered in eKasih participate in 1AZAM programme by 31 December 2011	57,793		63,147	
2	To complete 100% processing of 242,945 backlog cases registered before 31. December 2010 and 81,930 eKasih backlog cases registered before 31 May 2011 by 31 December 2011 ¹	324,875		317,359	
3	To develop 1,000 women entrepreneurs by 31 December 2011	1,000		1,100	
4	To restore 2,465 abandoned houses under SPNB by 31 December 2011	2,465	4,965	4,865	
	To build 2,500 Rumah Mesra Rakyat under SPNB by 31 December 2011	2,500			

¹ By 31 December 2011, the balance 19,650 cases from 2010 which had not been verified by March 2011 were cleared.

As a result of the combined efforts of KPWKM and its partners, the following big wins were achieved:

2011 BIG WINS

- Participation of 63,147 poor households in the 1AZAM programme
- 317,359 or 96% of backlog cases pertaining to eKasih verification processed
- 1,100 women entrepreneurs developed

Raising Living Standards of Low-Income Households

LESSONS LEARNT

Several key lessons were learnt over the course of the LIH NKRA implementation. As the eKasih database is not updated on a frequent basis, many of the heads of households have moved and are no longer traceable. There is also a need to identify accurately the type of assistance that the heads or even members of the households in the eKasih database require before assistance is provided. The process needs to be expedited and to be more flexible but with good governance measures in place so that assistance can be provided in a more timely manner.

In rolling out the AZAM Kerja initiative, the Ministry of Human Resources had previously used the “train and place” method, where participants were given training relating to the jobs they wanted to take up, and were subsequently placed in those jobs. This approach delivered a very low success rate. The Ministry then adopted a “place and train” approach, where the participants were first placed into their jobs, and then given on-the-job training. This latter method yielded a much higher success rate.

Another lesson learnt under the AZAM Kerja initiative was to change the traditional approach used when visiting potential participants in the comfort of their homes – this approach did nothing to motivate them. By bringing participants to job fairs, we sold them on how appealing the potential new jobs were as well as how attractive their new surroundings and work environment could be.



Improving Rural Basic Infrastructure

OBJECTIVES

Rural development continues to be a fundamental component of the national agenda. Since Independence, the government, via the many Malaya and Malaysia Plans, has rolled out development initiatives for roads, water, electricity and housing to ensure that the fruits of modernisation benefit all.

It is the government's aspiration that every Malaysian, be they rural or urban, live within five kilometres of a paved or gravel road with access to basic amenities such as clean water, electricity and housing. While this aspiration has largely been achieved, there remain pockets of rural communities in the interiors of East Malaysia who have no access to such basic amenities. The RBI NKRA serves to uplift the living standards of rural Malaysians so that they too can reap the same opportunities that urban communities now enjoy.

In 2010, the RBI NKRA delivered the following unprecedented results, touching the lives of more than two million people living in rural locations:

More than 2 million lives touched in 2010			
783.1 km of rural roads completed	36,273 of rural houses with clean water supply	27,266 rural houses with electricity supply	16,962 houses for rural poor built and restored
1.8 million people positively impacted	176,000 people positively impacted	136,000 people positively impacted	85,000 people positively impacted

In 2011, the Ministry of Rural and Regional Development (KKLW) and the various implementing agencies continued to build upon the good momentum achieved in the previous year and the rural landscape was further transformed for the better. Their efforts centred on ensuring improved accessibility via new and upgraded roads, providing a clean, constant water supply and an uninterrupted electricity supply, as well as building and refurbishing homes for rural communities.





For 2011, the following NKPI targets were identified and set:

- To build or upgrade 905.1 km of roads
- To provide clean or treated water connection to an additional 58,087 households
- To provide 24-hour electricity supply to an additional 26,882 households
- To build or restore 9,146 houses for the rural poor



SUCCESSSES AND ACHIEVEMENTS

The RBI NKRA achieved most of the targets set for 2011. The overall results are as follows:

No.	NKPIs	2011 Target	2011 Actual	Remarks	Traffic Light
1.	Roads Delivery (km)	905	1,013	2011 targets achieved	
2.	Water Delivery (Number of households)	58,087	73,227	KKLW managed to achieve 126% delivery this year as compared to just 52% in 2010. This momentum must be maintained to achieve 2012's KPIs	
3.	Electricity Delivery (Number of households)	26,882	27,004	2011 targets achieved	
4.	Housing delivery (units)	9,146	14,365	KKLW successfully delivered the target KPI in October 2011, and managed to achieve 157% of the target (KPI) by Dec 2011	

Improving Rural Basic Infrastructure

True to the spirit of 1Malaysia, the RBI NKRA has touched the lives of rural Malaysians irrespective of race or religion. The various RBI initiatives launched have positively influenced the lives of various ethnic groups across the country. In Sabah and Sarawak alone, over 27 and 30 ethnic groups respectively have benefitted. Even as the RBI NKRA registered another year of unprecedented success, the following (cumulative) Big Wins were achieved:

2011 BIG WINS

- 1,796.1 km of roads built or upgraded
- 109,500 units of houses connected with clean water supply
- 54,270 units of houses electrified
- 31,327 rural homes built or refurbished ahead of schedule

About 998,357 lives touched in 2011

1,013 km of rural roads completed	73,227 of rural houses with clean water supply	27,004 rural houses with electricity supply	14,365 houses for rural poor built and restored
425,377 people positively impacted	366,135 people positively impacted	135,020 people positively impacted	71,825 people positively impacted

RBI initiatives to date have certainly gone a long way in delivering transformational benefits to millions of Malaysians. Cumulatively, the RBI initiative has directly impacted more than 3.2 million people living in rural areas. In just two years, the NKRA has helped more than 30% of Malaysia's rural population. The provision of roads, water and electricity has had a catalytic effect on the growth of cottage industries, farming, transportation and healthcare. In the way of education, even as new or upgraded roads allow greater accessibility, there is the likelihood of more rural children going to school and of school dropout rates being reduced. A continuous electricity supply too means that rural children can now even study at night. New and upgraded roads have also opened up opportunities for greater economic development and heralded the implementation of telecommunications infrastructure such as telephone landlines and mobile connectivity.

Improving Rural Basic Infrastructure

LESSONS LEARNT

In the course of implementing road, water and electricity delivery over 2011, RBI initiatives were managed within sector silos, resulting in lack of a comprehensive development perspective of each rural area. This led to a clash between road and water or electricity projects. The proper construction sequence for infrastructure works should be to complete road works before continuing with any utility works. This is due to design specifications that require water pipes and electricity poles to be laid on the side of roads. As a result of such work sequencing, several electricity projects were delayed intentionally to allow for the completion of road works.

As the road and electricity and water projects are implemented by different agencies, KKLW needed to coordinate these seemingly independent initiatives. As such, all implementing agencies at state levels were given the project details of all projects to identify any project conflict. Having identified conflicts, KKLW then revised the schedule of utility projects in tandem with road construction. To address this together with other coordination issues, KKLW will embark on the Rural Transformation Plan in 2012.



Improving Urban Public Transport

OBJECTIVES

As Malaysia begins to transform itself into a high-income economy, there is a dire need to set in place a reliable, comfortable and affordable world-class urban public transportation system that matches this ambition. A more efficient transport network would serve to address the main transport issues faced by urban populations. Some of these current woes include high congestion during peak periods, unreliable service with cancellations and/or frequent delays and poor access to public transport services/the network. As the key driver for the Improving Urban Public Transport or UPT NKRA, the Ministry of Transport (MOT) was tasked with addressing these challenges in the public transport system, beginning with the Klang Valley.

2010 saw the UPT NKRA Team setting itself an ambitious target of increasing public transport modal share in the Klang Valley to 15% in 2010 and to 25% by end 2012 during the daily peak morning period. As a result of large scale, strategic and unified initiatives, the UPT NKRA yielded satisfactory results in 2010. Its achievements included the construction and completion of the Integrated Transport Terminal Bandar Tasik Selatan (ITT BTS also known as Terminal Bersepadu Selatan); the introduction of Five Bus Expressway Transit (BET) routes with the primary aim of reducing bus journey time using underutilised highways; the refurbishment of 634 bus stops in seven key urban centres; and the introduction of 22 new four-car sets at the LRT Kelana Jaya Line which singularly carried 2.43 million more passengers over 12 months in 2010.

In 2011, the team sought to follow through on the good momentum gained by 2010's UPT NKRA achievements by taking UPT initiatives to even higher levels and affording more convenience to the rakyat. The Ministry set an ambitious target of achieving a 21% modal share of public transport by end 2011 which translates into an anticipated overall public transport ridership of 346,184. To meet the target of 21% modal share of public transport for 2011 and the set NKPIs, the MOT introduced several initiatives which were categorised into four main categories as per the previous year. Each of the Bus, Rail, Integration and Network categories had its own expected outcomes.












Targeted Outcomes in 2011 for the UPT NKRA

Categories	Expected Outcomes in 2011
Bus	<ul style="list-style-type: none"> - 470 new buses - 3 new Bus Expressway Transit (BET) corridors - Completion of Feasibility Study for Bus Rapid Transit (BRT) and Bus Lanes - 606 existing rundown bus stops to be upgraded and construction of 306 new bus stops
Rail	<ul style="list-style-type: none"> - 35 sets of new four-car trains for the Kelana Jaya LRT line - 6 sets of six-car sets for KTM Komuter delivered while 4 sets slated to be operational by end of 2011
Integration	<ul style="list-style-type: none"> - Newly refurbished Pudu Sentral (formerly known as Puduraya Terminal) - All RapidKL buses adopt cashless ticketing system - 6,905 additional new parking bays for Park and Ride at rail stations by end of 2012 - LRT and Monorail station integration at Masjid Jamek, Titiwangsa, Hang Tuah and KL Sentral stations - Single ticket for all LRT destinations under the RapidKL Automated Fare Collection (AFC) Integrated Ticketing System at the LRT Kelana Jaya and Ampang lines
Network	<ul style="list-style-type: none"> - Stage Bus Performance Monitoring System - Bus network reorganisation

Improving Urban Public Transport

SUCCESSSES AND ACHIEVEMENTS

In 2011, the UPT NKRA achieved the following results:

No.	NKPIs	2011 Target	2011 Actual	Traffic Light
1	Public transport modal share	21%	16.42%	
2	¹ Percentage of population within 400 metres of public transport route	70%	67%	
3	Customer satisfaction survey	50%	53%	
4	Bus peak hour load factor	56%	96%	
5	KTM Komuter load factor	125%	105%	
6	Rapid KL Kelana Jaya line load factor	80%	80%	
7	² AM peak public transport ridership	346,184	321,487	
8	Ratio of Public Transport Journey Time vs. Private Transport Journey Time	1.7:1	1.49:1	
9	Road Safety Index (road fatalities/10,000 registered vehicles)	3.12	3.21	

¹ Result based on EMME 2 TRANSPORT MODELLING by Urusbudi (PEMANDU's appointed survey consultant)

² Result based on monthly returns from public transport operators

The UPT NKRA Team faced many hurdles in achieving its targets, but even the team worked hard to provide more efficient and effective services so as to increase the number of people utilising public transportation within the Klang Valley, these wins were delivered:

2011 BIG WINS

- The introduction of 470 RapidKL buses, which increased the frequency of buses across the Klang Valley. As at 31 December 2011, up to 4.04 million more passengers used the RapidKL bus service in comparison to the preceding year
- The implementation of 35 additional four-car sets on the Kelana Jaya LRT Line system, which increased daily passenger capacity to 258,156 passengers (in 2011) from 254,745 passengers (in 2010). In 2011, 10.4 million more passengers used the LRT over a 12-month period
- An increase in Kelana Jaya LRT Line ridership by 18%
- As of March 2011, the Integrated Transport Terminal Bandar Tasik Selatan or ITT BTS (also known as Terminal Bersepadu Selatan) became fully operational. The ITT BTS is helping to decongest Kuala Lumpur city by diverting 500 southbound express buses away from the central business district (CBD)

Improving Urban Public Transport

2011 BIG WINS (continued)

- The much awaited transformation of Pudu Sentral terminal (formerly known as Puduraya Terminal) is now completed. Undergoing its first ever major revamp since it was opened to the public in 1976, the new Pudu Sentral reopened to the public in April 2011 and now offers modern world-class facilities
- The introduction of three more Bus Expressway Transit (BET) routes to shorten bus journey times at three prime routes
- For the first time in Malaysia's history, bus passengers can enjoy a seamless ticketing experience via the New Bus Ticketing System across all RapidKL buses introduced by Syarikat Prasarana Nasional Berhad (Prasarana).
- LRT passengers can now also enjoy seamless travel following the implementation of the RapidKL Automated Fare Collection (AFC) Integrated Ticketing System at the LRT Kelana Jaya and Ampang lines. The new AFC system allows travel by a single ticket to all RapidKL LRT destinations effective 28 November 2011

In a survey conducted by PEMANDU consultant, Urusbudi Transplan Sdn Bhd, it was found that public transport user satisfaction grew to 53% in 2011 as compared 50% in 2010. The survey was conducted based on a sample size of 20,000 respondents (i.e. 10,000 during the morning peak period and another 10,000 during the off-peak period).

LESSONS LEARNT

In avoiding any potential delays in the delivery schedule of UPT initiatives, it is the best to identify symptoms and to take corrective actions and comprehensive planning early. Rather than relying on secondary sources to validate project progress, it was more effective to personally go down to the ground to seek verification. By performing spot checks on NKRA-related projects, the UPT NKRA Team has been able to validate the progress and quality of projects in a highly effective manner. Throughout the year, it was apparent that cooperation, communication and coordination were crucial to tackling the various problems faced. PEMANDU and the DMO played crucial roles in facilitating problem solving sessions and managing stakeholders and internal bureaucracy. This certainly helped inject a greater sense of urgency among all parties involved and led to better results. The way forward is to further leverage on the closer collaboration between the Ministry of Transport, the Land Public Transport Commission or Suruhanjaya Pengangkutan Awam Darat (SPAD) and PEMANDU across all working levels. It is likely that the involvement of senior transport officials is required in the process and cooperation should also extend into the area of problem-solving sessions, where any stumbling blocks can be effectively addressed.

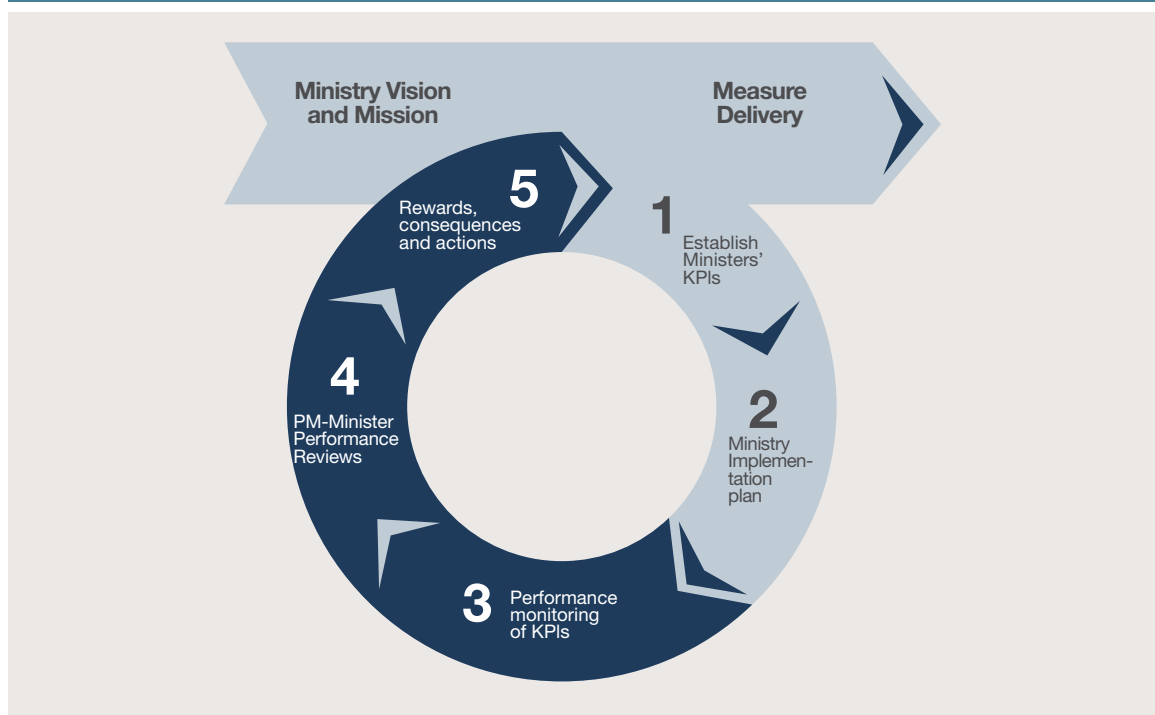


2011 Overview of the Ministerial Key Result Areas

Improving public service delivery remains at the heart of the GTP and the Ministerial Key Result Areas (MKRAs) initiative complements the seven NKRA as part of an overall, cohesive GTP effort. The distinction between the NKRA and the MKRAs is that, while the former deals with critical needs of the rakyat for which the Cabinet is collectively responsible, the MKRAs comprise key functional areas that are within the purview of each ministry. These functional areas centre on improving the well-being of the rakyat.

Each MKRA in turn has specific key performance indicators, known as Ministerial Key Performance Indicators (MKPIs). The MKPIs are key deliverables that each minister is accountable for in a particular year. The MKRAs and MKPIs are formulated using a structured approach by first taking into account the respective vision and mission of each ministry.

A Structured Approach was used to Develop the KPIs for Ministers





Using these as the base, the MKPIs are then developed, followed by detailed implementation plans spelling out key action plans, initiatives and targets towards realising the various MKRAs. A standard format is applied across all ministries for the development of the MKPIs. The format comprises these key components:

- Key Result Areas developed based on the ministry's vision and mission;
- MKPIs which are outcome-oriented and which address the rakyat's needs;
- KPI targets which are to be bold, stretched and which deliver results fast; and
- Identification of interdependencies between ministries and touch points, how each MKPI brings positive impact to the country and the rakyat.

Thereafter, the respective ministers are held responsible for the implementation and success of the MKRA initiatives. Dedicated KPI officers are appointed to monitor and keep tabs on the progress of the MKPIs. They are responsible for providing updates on MKPI developments and issues to the respective ministers and PEMANDU.

Improvements to the MKRA effort

The experiences garnered in 2010 were put to good use with several changes made to the MKRA effort in 2011. While the spirit of the initiative remained the same – to focus on key functional areas within the respective Ministries – the approach was further refined. The year saw a conscious effort to ensure more MKPIs were outcome-based rather than being process-driven in view of the importance of the MKRAs. Also, all ministers had MKRA components in their scorecard in 2011 unlike the previous year, where only non-NKRA Lead Ministers carried MKPIs in their scorecards.

As a result, in 2011, all 29 ministers had MKPIs in their scorecard. In addition, with the implementation of Economic Transformation Programme (ETP) in October 2010, National Key Economic Area (NKEA) KPIs were also incorporated into the Ministers' Scorecards. Following the Prime Minister-Minister Review in January, the Ministers' Scorecards were finalised which incorporated comments or new areas of focus as directed by the Prime Minister. A Cabinet Away Day was also held to provide an opportunity to garner feedbacks from other ministers on the MKPIs set for 2011.

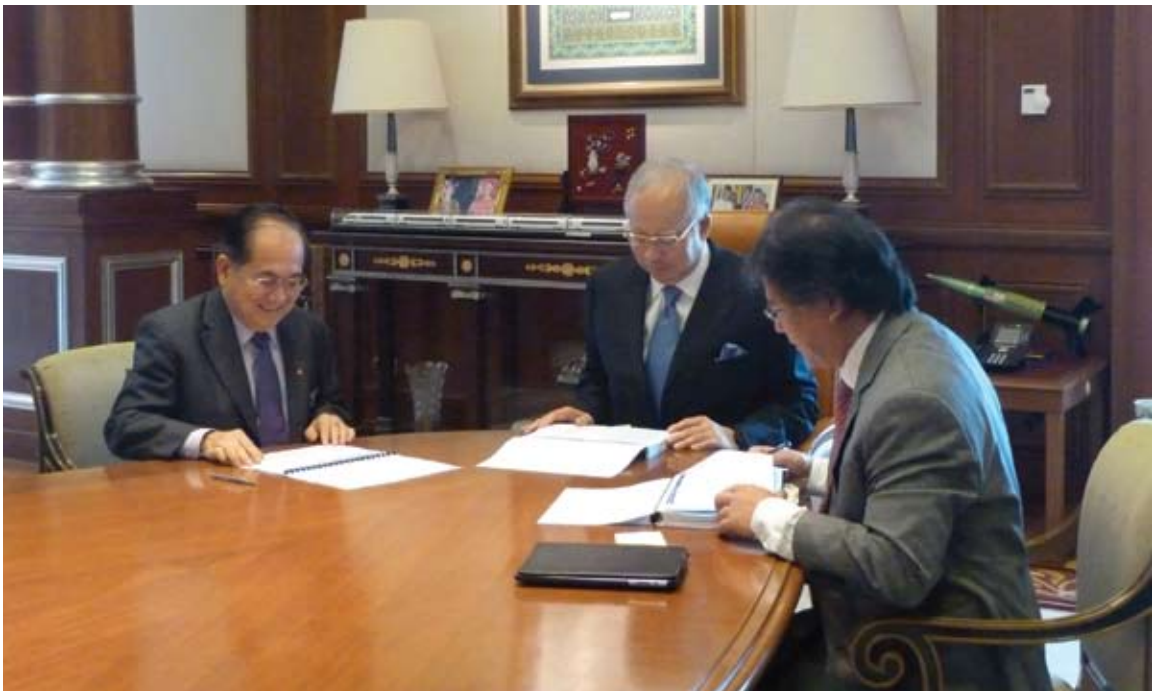
May 2011 saw the incorporation of additional KPIs from the implementation of the Strategic Reform Initiative (SRI) in the scorecard of relevant ministries. Following these changes, weightage systems to assess ministers' performance were reviewed accordingly.

2011 Overview of the Ministerial Key Result Areas

MKRA successes and achievements

The achievements of the MKRAs in 2011 are not comparable with the achievements in 2010 as the Ministers' Scorecards in 2010 only comprised NKRA and MKRA KPIs, whereas in 2011 their overall achievement was an aggregate of the NKRA, NKEA, SRI and MKRA components. In terms of results, 294 or 91% of the 324 MKPIs set in 2011 were achieved. The lower performance is due to the fact that targets set were more stretched and outcome-based while the overall achievement was an aggregate achievement of the NKRAs, NKEAs, SRIs and MKRAs.

The MKRA initiative continues to be a catalyst in bringing about internal and structural changes to the government bureaucracy with people-centric outcomes and result-oriented goals at the heart of everything the Malaysian government does today. It has also played a significant part in heralding a new way of government – the development of a service-based and result-oriented administration that is focussed on serving the people in line with the aspirations of 1Malaysia, People First, Performance Now. On their own, the MKRA efforts have achieved much. Working in tandem with the various NKRAs, NKEAs and SRIs, the MKRA initiative plays a fundamental role in enabling the GTP to reach its fullest potential.



The International Performance Review (IPR)



2011's GTP – independently assessed and objectively verified

It is not enough to assess the GTP based on domestic or internal perspectives alone. It is only right that we subject the GTP to a final rigorous outside-in assessment by an independent, international third party with no vested interest in its outcomes. To this end, the Malaysian government once again sought the views of the International Performance Review (IPR) Committee to objectively assess the GTP's performance, highlight its positive aspects and share insights into areas for improvement as well as best practices from other countries. The Committee was tasked with appraising and assessing as well as commenting on and critiquing the 2011 GTP as a whole without fear or favour.

Members of the IPR Committee

2011's IPR Committee comprised a distinguished line-up of external experts, many of whom are acknowledged internationally as leading authorities in their respective fields and have served in various capacities with leading international organisations and governments. Some members have also been involved in similar transformation programmes elsewhere.

The International Performance Review (IPR)

Members of the IPR Committee (continued)



1 Mr. Michael J. Hershman

Co-founder of Transparency International; current President of Fairfax Group

2 Mr. Stephen Sedgwick

Australian Public Service Commissioner

3 Dr. Ravi Balakrishnan

Resident Representative, International Monetary Fund (IMF)

4 Dr. Yukon Huang

Senior Advisor, Carnegie Asia Programme, formerly the World Bank's Country Director for China

5 Mr. HK Yong

Adviser on Public Private Partnership and Corporate Governance, Commonwealth Secretariat, London

6 Dr. Homi Kharas

Senior Fellow and Deputy Director at Brookings Institution, Washington D.C. for the Global Economy and Development Programme

7 Sir Michael Barber

Chief Education Advisor, Pearson PLC, UK; Formerly Chief Advisor in British Prime Minister Tony Blair's Administration

8 H.E. Seung Jun Kwak

Chairman of the Presidential Council for Future and Vision of the Republic of Korea

Insights from the IPR Committee

With regard to 2011's GTP, the IPR Committee highlighted the GTP's impressive approach, which translates vision into action and mentioned these key points which underpin the approach:

- A high level leadership and accountability, as illustrated by the MKRAs;
- The inclusive approach taken to seek the input of the public, NGOs and the business community;
- The clarity of purpose in goals and measurable results, including the key performance indicators;
- The incorporation of last year's IPR Committee recommendation into 2011's action plans;
- The impressive speed of implementation and delivery; and
- The commitment to ensuring transparency and accountability in the reporting process with independent verification provided by PwC.

The International Performance Review (IPR)

Specific feedback on NKRA initiatives

The IPR Committee also provided further insight with respect to the individual NKRA's:	
Reducing Crime NKRA	Crime rates have reduced significantly and continue to be reduced. Malaysia has received international recognition for its efforts (e.g. Global Peace Index 2011 and World Justice Project Rule of Law Index 2011).
Fighting Corruption NKRA	While corruption is difficult to tackle and measure, a stronger infrastructure has been put in place to show seriousness and commitment. The Whistleblower Act and Corruption courts shows that Malaysia is making innovative and great strides in fighting corruption. Petty corruption is being addressed but more emphasis is needed on grand corruption if Malaysia is to improve its perception score on international indices. The implementation of the first Integrity Pact on the MRT project is a positive step that sets out transparency and accountability and it is hoped will be extended to other projects. There should also be a strong risk management approach, encouragement of freedom of the press/information and further efforts to reform political financing.
Improving Student Outcomes NKRA	The increase in pre-school class enrolment and the focus on teacher and school quality shows that Malaysia is making the right moves to improve its education system. The committee commended the comprehensiveness of the LINUS database. Going forward, lifting Malaysia's education standards to international benchmarks such as PISA, TIMMS – should be one of the key targets under the GTP or ETP. There should be a bolder approach to teacher training and development to produce high-calibre teaching staff.
Raising Living Standards of Low-Income Households NKRA	The efforts here are commendable as illustrated by the broad range of interventions, although it will take time for their full impact to be felt.
Improving Rural Basic Infrastructure NKRA	The scale of improvement, which is targeted at the poor, is impressive.
Improving Urban Public Transportation NKRA	Despite the drop in modal share of public transport, there have been commendable improvements. Going forward, the government should consider the impact that fuel subsidies have on the reluctance of passengers to switch from using cars to taking public transport. In particular, will the current levels of fuel subsidies impede further progress in increasing the modal share of public transport?
Addressing the Rising Cost of Living NKRA	The issue of perception must be managed effectively as entitlement programmes in particular are difficult to get rid of once implemented. Moreover, consistency of the measures with fiscal sustainability and the overall fiscal envelope is an essential consideration. More generally, notwithstanding the importance of delivering results on issues that matter, the Committee was not sure whether this should be an NKRA as the main purpose of the GTP was to transform government rather than alleviate shorter term cost of living pressures.

The International Performance Review (IPR)

Recommended areas for improvement

Continuing to push the envelope

The GTP process must continue resisting the temptation to set easy targets and should instead set challenging ones and ambitious goals. These targets are to be supported by clear communication, verifiable data and global benchmarking, hence enhancing the credibility of the programme in the eyes of the public.

Balancing between short-term fixes and long-term solutions

It is important that the GTP establishes a clear balance between the desire to have an immediate but short-term impact and its long-term goal of transformation. For instance, in the case of fighting corruption, efforts must go beyond addressing activities such as petty corruption to tackling grand corruption. Likewise, rather than having measures to simply address short-term cost of living pressures, the COL NKRA should focus on making growth more inclusive by enhancing social safety nets and improving the supply chain.

Sustainability and institutionalisation

It is critically important that the reforms under GTP (be it the efforts to tackle bureaucratic administration or change organisational culture) are deeply rooted within the civil service. There must be greater buy-in and ownership from civil servants to make the GTP sustainable and part of everyday public life. The GTP should also have a clearer integration within the existing budget framework.

Better integration between the GTP and ETP

While both programmes are relatively new, this is an opportune time to consider how both programmes can be better integrated. There is a need to bring the aspirations of ETP and GTP together so there is long-term planning and sustainability. On many occasions, the objectives of both programmes are complementary. The challenge is to better identify these alignments, remove roadblocks to integration, and promote knowledge-sharing that will allow cross-functional progress between the goals of the GTP and ETP.

Aligning pricing and other incentives with policy objectives (e.g. urban public transport)

The Committee highlighted that there needs to be congruence between pricing and policy objectives. For example, reducing road tax and petrol subsidies to reduce cost of living pressures will likely detract from the efforts to increase public transport ridership under the UPT NKRA. The Committee also suggested that further consideration should be given to the linkages between the NKRA and other government efforts.

Managing Perception

The Committee agrees that perception management is key to ensuring the success and sustainability of the GTP. Critically, in managing perception, the government must continue to gather feedback and respond adequately and in a timely manner to this input. By constantly seeking to “take the temperature” and feeling the pulse of the people, the government will be in a better position to address perception issues.

The individual comments and further insights from IPR Committee members can be found in the IPR section in the 2011 Annual Report of the GTP.

Big Fast Results Seminar



Transforming a nation through Big Fast Results

In November 2011, Malaysia's transformation methodology was shared with an international audience comprising 50 delegates from 14 countries at the Big Fast Results (BFR) Seminar 2011. International delegates from developed and developing countries gave Malaysia's transformation methodology a thumbs up, acknowledging that Malaysia's GTP and ETP are on the right track and indeed delivering big fast results.

Methodology that works

At the seminar, delegates were given the opportunity to review the presentations and question the viability of the methods presented, as well as have first-hand practical experience in adopting the methodology at break-out sessions. The BFR Seminar highlighted how Malaysia had initially identified social and economic challenges via multiple public and media surveys and then prioritised the needs of the people by focusing in on key areas as resources are limited. Each prioritised field was then tackled by experts with solutions imbedded into implementation templates with a detailed working methodology to ensure fast implementation and the desired results.

Big Fast Results Seminar

Labs that work

The lab methodology session was very well received during the BFR Seminar. Delegates from countries such as Thailand, Indonesia, Nigeria, Botswana, South Africa and Tanzania concurred that the lab methodology practised by PEMANDU is definitely a solution that they will work towards implementing in their own countries.

The GTP labs were the impetus for the development of detailed three feet plans. Three feet planning zooms into action items under a plan. Each programme is drilled down to answer these issues: the processes involved to ensure the programme materialises, the implementing agency, the deadline, its impact and the funding required. Such detailed documentation will ensure all those involved are held accountable for their actions or non-actions.

Delegates were given the opportunity to apply the day's tools in the context of their own countries. The issues prioritised by each country were used as the subject for a mock lab environment where the delegates had to create solutions, argue their sustainability and implementation, as well as create a three feet plan for a chosen initiative.

Buy in and accountability

As implementation alone does not measure success, the government introduced a new concept, the National Key Performance Indicators or NKPIs, to ensure that ministers become more result-oriented. The process began at the announcement of the NKPIs following which high impact areas for each minister were identified to measure their performance. The delegates were also given some guiding principles on how to identify the right KPIs. The KPIs should be outcome based, provide high impact i.e. Big Fast Results, be supported by the right elements and be of timely relevance to the stakeholders. The methodology also serves as a best practice whereby it emphasises KPIs, targets and results, whilst ensuring prudent budget expenditure.

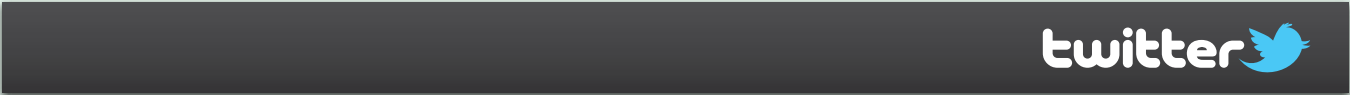
Communicating to the public

Another crucial component to achieve Big Fast Results is the aspect of engagement and communication – not only with the rakyat but also with the ministers, parliamentarians and the media. Due to the nature of the transformation, information needs to be disseminated in a timely and accurate manner at various level of progress. Several communication channels were developed like the published Roadmap, Cabinet Workshops, Public Open Days and Annual Report, while social media channels and mainstream media too were leveraged on to gain media coverage.

Olympian targets

Dato' Sri Idris Jala CEO of PEMANDU, had this to say of the GTP approach: "As transformation is all about setting a task so big that it consumes you, Olympic targets were implemented to derive Big Fast Results. The KPIs set for the GTP and ETP were the anchors of the whole effort. All recommendations and projects were channelled to contribute to the KPIs. The measurement tools held each person involved accountable for their projects and all ideas thrown in were challenged to the point of no contest to ensure there are no loopholes in the activities."

By the BFR Seminar's end, most delegates were clear that a key driver to kick-starting a transformation programme is the undivided commitment from the top leadership followed by a complete buy-in by participating parties and the identification of big and viable targets.



Tweetbits from Twitterjaya



GTP Roadmap

@gtp_roadmap

The Government Transformation Programme (GTP) Roadmap defines and details the 7 NKRA that will accelerate Malaysia's social infrastructure development.

Malaysia · <http://www.pemandu.gov.my/gtp/>



Affendi

@Affendi4



Good to know that normal rakyat is appreciating @najibrazak national transformation RT @rosejohari Maksud NKRA = National Key Result Areas

2:15 AM - 24 Feb 12 via Reputome. Embed this Tweet



Christopher Tock

@spinzer



Here to make a report. Can c NKRA initiatives being done here. The police forces will now hv better quality of life...4sq.com/tbnwey



Elizabeth Lee

@elee618



National Transformation Summit - NKRA: Bringing Quality Education. Do join us now. twitpic.com/8kyzsa

3:31PM - 17 Feb 12 via Twitpic . Embed this Tweet.



Muhd fadzly

@KiryuYakuza



Ronda NKRA bersama JPAM dan RELA. RT "@hafiz_18: @KiryuYakuza haha. Ops ape derr ? Ke jaga kawasan je ?"

7:25 PM -22 Feb 12 via Twitter for BlackBerry® . Embed this Tweet



Hishammuddin Hussein

@HishammuddinH20



Results good - working on omnipresence now "@juanajaafar: @H20 How's your Crime NKRA coming along?"

10:41 PM - 22 Feb 12 via Twitter for iPad . Embed this Tweet



Hishammuddin Hussein

@HishammuddinH20



"@tankengliang: Success of @PDRMsia evident #1Malaysia RT: Street #crime decreased significantly by 39.7% compared with 35% in 2010

11:10 PM - 23 Feb 12 via Twitter for iPad . Embed this Tweet

**Haikal Shafie**

@HaikalShafie

 Follow

Congratz! RT Well done #1Malaysia RT: NKRA report showing the overall #crime index for last year has dropped by 11.1% @HishammuddinH2o #fb

4:40 PM – 23 Feb 12 via web . Embed this Tweet

**VAdm Kamarul**

@mykamarul

 Follow

Good job @PDRMsia “@gtp_roadmap: latest NKRA report showing the overall #crime index for last year has dropped by 11.1% @HishammuddinH2o

8:28 PM – 23 Feb 12 via Twitter for iPad. Embed this Tweet

**Noorul Ainur**

@NoorulAinur

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@IdrisJala_RT @NKRA_KPWKM: Shingga 30 Nov 2011, 1,000 org usahawan wanita lagi Berjaya dilatih dan dibangunkan dengan kerjasama AIM

7:13 PM – 22 Dec 11 via UberSocial for Blackberry . Embed this Tweet.

**Scope Group**

@scopeconsult

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Hishammuddin: NKRA report shows 11.1% drop in crime index for 2011 bit.ly/wCDTez via @staronline (Malaysia)

9:48 PM – 17 Feb 12 via web . Embed this Tweet

**Tan Keng Liang**

@tankengliang

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Well done #1Malaysia RT: NKRA report showing the overall #crime index for last year has dropped by 11.1% @HishammuddinH2o

4:35 PM – 23 Feb 12 via web . Embed this Tweet

**Yip Cheong**

@yip_cheong

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SK TTDI 1 is a High Performing School under the #Education NKRA initiative of the @gtp_roadmap. Keep the excellence going! @ttdiTV

3:16 PM – 13 Feb 12 via UberSocial for BlackBerry . Embed this Tweet

**TizzyCosmic**

@Tizzy_Cosmic

 Follow

Kegiatan tidak bermoral itu terbongkar selepas diserbu Urusetia NKRA Ibu Pejabat Polis Kontinjen (IPK) Selangor,... fb.me/1l8oENoYS

11:32 PM – 22 Feb 12 via Facebook . Embed this Tweet

**Muhd Zahiruddin**

@zaridabwa

 Follow

Kemain sekolah ni. Nmpk je kecik tapi pernah dpt anugerah pengetua cemerlang dgn Anugerah NKRA okeh... Hebat kot

11:04 PM – 20 Feb 12 via UberSocial for BlackBerry . Embed this Tweet

Going Forward into 2012

The GTP continues to do the impossible, setting bigger targets and improving processes. It continues to set new parameters for what is possible, challenges conventional ideas, confounds its critics and brings renewed hope to all Malaysians. Most of all, it is proven that when the government is truly committed to helping the people, nothing is impossible.

This is clearly evidenced by the results achieved in both 2010 and 2011. The GTP did not just achieve an excellent composite score for both years. The programme actually over-achieved – going above and beyond the set 100% by an additional 36% in 2011 and 21% in 2010. These results have been audited and independently verified, proving just how effective the GTP has been as a forerunner of progress and change to the nation. Truly, it has been an unprecedented two years of improvement, new ideas, innovation, drive, determination, sacrifice and most of all, success and vindication.

With composite scores of over 100% for each NKRA and some RM700 million in savings garnered, the government showed that it was capable of walking the talk and was serious about evolving into leaner, more agile machinery. Through enabling knowledge sharing and collaboration across ministries, and in many instances removing the silos and bureaucracy completely, the GTP helped reshape the mind set of civil servants and brought about a more outcome-based and service-oriented civil service culture.

More importantly by bringing transformational and real change to Malaysians from all walks of life, the GTP showed it was well placed as a catalyst to drive Malaysia closer towards its ambition of becoming a developed, high-income nation. Millions of targeted Malaysians have been able to experience the tangible benefits of the GTP in their lives. Through delivering a “lived experience”, the programme has done much to convince the hardest of cynics that the tangible transformation efforts have indeed made Malaysia a better country through the NKRAs.

To date, many parties have remarked that the GTP is one of the most comprehensive transformation programmes undertaken by any country. Through engaging stakeholders in labs and open days from the onset and getting their buy-in on initiatives, right up to reporting to them how the initiatives were delivered, the GTP is the only transformation programme in existence to truly accomplish what it set out to do in a consistent manner.

Crossing over into 2012

As Malaysia crosses over into 2012 and the third year of the GTP journey, we cannot afford to rest on our laurels, but must press on to finish the good race. The year 2012 marks the end of Horizon One (2010 – 2012) of the GTP. Over this phase of our journey, the GTP will continue to provide a strong foundation for change while delivering substantial outcomes to the rakyat quickly. The fact that the government continues to set higher benchmarks for success and is preparing to intensify its efforts to deliver the desired changes and outcomes, shows it is sincere and committed about accomplishing real transformation and positioning the nation for Horizon 2.

Embracing Horizon 2

Even as Horizon 1 concludes at the end of 2012, the government is already preparing to embrace Horizon 2 (2013-2015). Under Horizon 2, the GTP is set to deliver change that is far more pervasive. The important aspects of daily life (defined here as NKRA and MKRA) should and would have improved significantly. The structure of the economy should have evolved in line with the New Economic Model into higher-value-added sectors and private sector productivity should have been further enhanced through the ETP.

It is only natural that the lessons from Horizon 1, in particular aspects of the GTP that have proven most effective, will continue to feature prominently in Horizon 2. The strategy of adopting both detailed and macro approaches i.e. a 30,000 feet perspective and three-foot implementation is one such example. The constant tracking and monitoring of NKPIs is another, as is the linking of rewards to KPIs. These practices will be among the many best practices carried forward into Horizon 2.

If Malaysia is to realise Horizon 2 in a similar fashion, the GTP must continue to evolve. Fresh ideas and fresh targets must be conceived. In line with this, the government is already planning to hold a series of labs in 2012 to define the direction of the NKRA for Horizon 2. This is to ensure that the NKRA and NKPIs are aligned to the ever-changing needs and demands of the public. This will serve as an opportunity for all of Malaysia to share their insights as we seek to create bold, new pathways for this nation. As we set our sights on this next critical milestone, we cannot afford to grow complacent nor bask in past victories. Malaysia must go further, faster, stronger.

The achievements of the past two years inspire optimism and confidence in us as we move forward. 2012 will see the GTP continuing to deliver transformational change for the government and ultimately the people. The government looks forward to the year ahead with confidence and calls upon the people of Malaysia to do their part in driving transformational change for our nation.



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