



Seriously transforming the nation



What is GTP?

The Government Transformation Programme (GTP), introduced by Prime Minister Datuk Seri Najib Razak in April 2009 has a two-fold objective.

* Transform the government to be more effective in its delivery of services and accountable for outcomes that matter most to the Rakyat; and

» Move Malaysia forward to be an advanced, united and just society with high standards of living for all.

This is in line with the national mission of achieving Vision 2020 - for Malaysia to become a fully developed nation.

The GTP embodies the principles of IMalaysia, of 'People First, Performance Now.' The GTP and delivery of the National Result Areas (NRRAs) have been strategically designed to improve the lives of all Malaysians irrespective of race, religion and region - and in the process achieving the ideals of IMalaysia - creating oneness or unity within a multi-religious and multi-cultural nation.

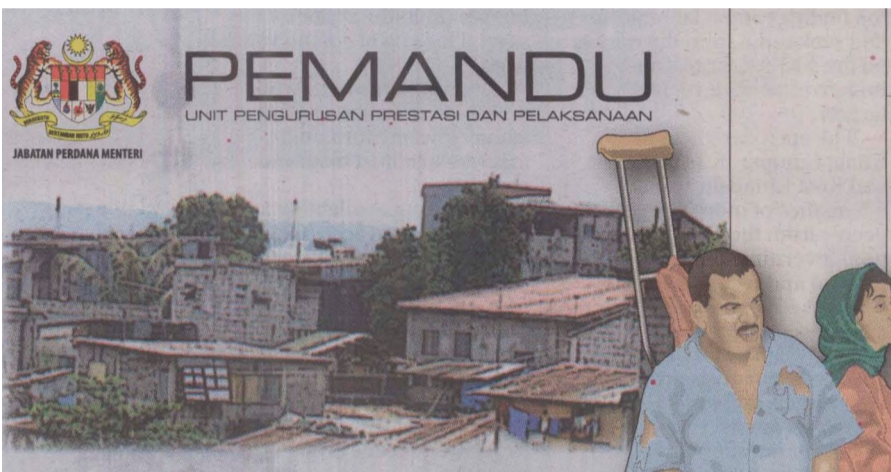
The objective of IMalaysia is to make Malaysia more vibrant, more productive and more



competitive - and ultimately a greater nation. A nation where, is hoped, every Malay is perceived as Malaysia first, and by race, religion, geographical region or socio-economic background second and where the principles of IMalaysia are woven into the economic, political and social fabric of society.

"This means that we embrace our diversity of ethnicity, religions and beliefs, and by being inclusive, build mutual respect and acceptance into a solid foundation of trust and cohesiveness," Najib said. "This has historically been the path that we have taken as a nation and is now encapsulated by the principles of IMalaysia."

In developing the GTP and selecting the



NRRAs, the top is rakyat's priorities and feedback will be continuously sought to improve this programme from the rakyat - People First To ensure Performance Now, the government has put in place many mechanisms to ensure higher confidence of the effective and "successful delivery of these commitments.

This includes the publication of the GTP Roadmap and future annual reports which will detail the progress made against each NRRAs target key performance indicators (RPIs) for ministers along with six-monthly reviews with the Prime Minister, pro-active feedback from the rakyat via open days, working in highly intensive cross-agency labs (comprising about 250 civil servants) and establishing the Performance Management

and Delivery Unit (PEMANDU) in the Prime Minister's Department

These six vigilantly chosen NRRAs based on the rakyat's short-term wants and long-term needs are crime, corruption, education, low-income households, rural basic infrastructure and urban public transport. The existence of NRRAs, however, does not mean that other areas of concern will not receive attention. These will be covered at the ministry level and are known as Ministerial Result Areas (MRRAs). Each respective minister will be personally responsible for delivering these expectations.

PEMANDU, meanwhile, is a new hybrid organisation which draws talents from both the public and private sectors. Its role is to catalyse bold changes in public sector delivery, support the ministries in the delivery planning process, provide an independent view of performance and progress to the prime minister and the cabinet

Why is the GTP important?

AS A NATION, MALAYSIA IS clearly at the crossroads. "In 1991, we were committed to Vision 2020, to become a fully developed nation by 2020, with goals encompassing economic, political, social, spiritual, psychological and cultural dimensions of development," Najib said.

Since then, the country has been confronted with a challenging global environment - the 1997 Asian Financial Crisis, an outbreak of Severe Acute Respiratory Syndrome (SARS) and over the last 18 months, a global financial crisis and economic downturn.

"While we have made progress, at our current rate of growth our nation is in danger of becoming stuck as a middle-income nation, losing our competitiveness and falling short of our economic and social ambitions," Najib added. A fundamental change is required, not just in economic and social performance, but also in the government's delivery of public services that underpin its ability to develop the economy and country.

Among the salient issues are crime, corruption, poverty alleviation, the quality of our education system and infrastructure in urban and rural areas. What is at stake here is not just the rakyat's sense of well-being, but equally, the partnership and trust between the rakyat and government, a partnership which has delivered so much since Merdeka. There is a need to revitalise that trust and partnership, and deliver big results on a higher level.

That said, it is important to note that the GTP is not a comprehensive statement of our nation's strategy and economic model, but rather a roadmap of this government's delivery agenda. In parallel, the National Economic Advisory Council is formulating our New Economic Model, and the Economic Planning Unit is developing the 10th Malaysia Plan. Both will be released this year, and the GTP Roadmap should be read together with these plans.





Achievements to date

GTP Phase I

After its introduction in April 2009, Phase I of the planning and design phase of the GTP initiative was completed five months later. Much has been achieved under Phase I, notably in five aspects:

- » Six NKRAs have been collectively identified by the cabinet, with six lead ministers appointed and fully committed to delivery.
- » All the 28 ministers have identified their respective MRRAs and RPIs and have commenced full implementation soon after the first review by the prime minister in November and December 2009.
- » Thirty eight (38) secretary-generals of ministries and director-generals from key agencies have begun the process of aligning and re-aligning their RPIs with the NRRAs and RPIs as well as their respective MRRAs and RPIs.
- » More than 500 officers from various ministries and agencies were exposed to the basics of the RPI methodology through involvement in this process and will act as "change agents" with further training.
- » The 2010 National Budget and the 10th Malaysia Plan for 2011-2015 will recognise and give priority to the NRRAs and MRRAs.

GTP Phase II

Phase II of the GTP has just concluded. During this period, PEMANDU has successfully completed three important activities - conducted a total of eight laboratories, one for each of the six NKRAs, data management and IMalaysia; organised a "GTP Open bay" for the public; and launched the GTP Roadmap.

- » The eight laboratories, which commenced in early October 2009 were completed in mid November 2009, and have resulted in thousands of programmes and initiatives aimed at delivering outcomes that matter most to the rakyat in the six NRRAs.
- » In line with the

government's policy of greater transparency and inclusiveness for all Malaysians, open days were held in Kuala Lumpur in December 2009 and in Rota Rinabalu and Ruching in January 2010. The objectives of open days were to present the findings of the laboratories and seek input from the rakyat on the NRRAs, targets and initiatives to achieve these targets.

- » The open days held in Kuala Lumpur, Ruching and Rota Rinabalu saw an attendance of more than 8,500 people from the public, media, non-government organisations (NGOs) and members of the civil service and received over 1,700 pieces of feedback. At the open day, laboratory leaders and representatives presented their targets and initiatives to the rakyat and were available to answer questions and receive feedback from the audience.

This phase has now concluded with the launch of the GTP Roadmap on Jan 28 - a document that allows the public to understand the government's approach to transformation, as well as targets and early initiatives which will be implemented for each of the six NRRAs. The GTP Roadmap also describes in detail the principles of IMalaysia, People First, Performance Now and explains how it will serve to guide the entire GTP. Finally, the GTP Roadmap will allow the public to understand how the GTP will complement existing initiatives within the government, such as the New Economic Model and the 10th Malaysia Plan, and also how collectively these efforts will help the nation achieve Vision 2020.

How are the desired results achieved?

Crime reduction

The GTP targets are to achieve at least a 5% reduction in overall reported index crime every year for the next three years. However, as street crime is the main focus, the government is aiming for even faster results - a 20% reduction of street crimes by December 2010. Some of the

priority initiatives that will contribute towards reducing overall index crime include:

- » Employing stakeouts for motorcycle thefts, car thefts and house break-ins
- » Improving security features for motorcycles, cars and houses (including promoting special locks and coding vehicle parts)
- » Rewarding owners who invest in improved security features by encouraging insurers to adjust insurance premiums
- » Increasing availability and usage of mobile access devices
- » Enabling police officers on patrol to check a vehicle's ownership status via a link to the Road Transport Department (JPJ)'s vehicle registry

Some of the initiatives to reduce street crimes include:

- » Police omnipresence
There will be police omnipresence in 50 hot spots in the targeted four states (Kuala Lumpur, Johor, Selangor and Penang).
- » CCTVs in hot spots
Almost 500 closed-circuit televisions (CCTVs) have been placed in these hot spots to deter criminals and to enable the police to identify offenders.
- » Partnerships at the local level to reduce street crimes
This has been established through the Safe Cities Programme (SCP). The SCP brought together the police, local councils, the National Anti-Drugs Agency, Welfare Department and other relevant bodies to tackle local problems with localised initiatives.
- » High-profile policing
This involves



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senior police officers (ranked inspector and above) doing walkabouts in commercial areas, streets and residential areas. Dressed in full uniform, they will patrol together with beat policemen for at least three hours a week.

- » Stop and talk *»
- » All mobile police vehicles (MPVs) and community police will stop and talk to the people on the ground for 10-15 minutes of every hour during regular patrols.
- » Feet on street (FOS) programme
Police, supported by volunteers, will patrol in hot spots to deter criminals and reassure the general public.

And in order to increase the rakyat's sense of safety, the following initiatives have been put in place:

- » Assigning senior police officers (ranked inspectors and above) to go on patrol together with beat policemen for three to five hours a week
- » Having police officers stop and talk to the general public for 10 to 15 minutes of every hour during regular patrols
- » Promoting volunteerism with initiatives like Skim Rondaan Sukarela (SRS)

- » Expanding Rakan Cop
- » Increasing communication about crime prevention and crime enforcement in the media to help the rakyat to be less afraid of crime, engage with the police directly and reduce their susceptibility to criminal acts

The GTP will also ensure that there are performance improvements across the criminal justice system to build public confidence and strengthen professional pride. Some of these measures include:

- » Ensuring timely prosecution and sentencing of violent crime offenders (bringing an additional 2,000 violent crime offenders to trial in 2010)
- » Clearing existing backlog of cases by creating specialist teams of high-performing judges and magistrates sent to areas with many unsettled cases of violent crimes
- » Expediting response time for 999 calls by instituting caller tracking and implementing first response via motorcycles

Fighting corruption

In fighting corruption, the GTP aims to increase by 2010 the country's Corruption Perception Index (CPI) score from 4.5 to 4.9 and the percentage of respondents agreeing that the government's action in fighting corruption is effective in

What the rakyat say



Wilfred Roberts, 20: The urban transportation has slightly improved, especially the LRT, with the four-coach carriers on the tracks. They are spacious, so they do not become too

congested during peak hours but what still needs a lot of improvement is the feeder bus system. They are still not on time, resulting in delays, long queues and congestion.



commitment to improve the public transportation. But the buses and taxis have not.

Evangeline Wan, 17: With the LRT routes being extended to more destinations soon and the introduction of new four-coach trains, it shows the government's



mothers and youths.

Aziz Shamsuddin, 56: The government has helped by providing low-cost houses for squatters, but we need more of other welfare assistance like training and jobs for single



is putting in place, greater improvement will be realised soon.

Cherry Cher, 40: The crime rate is still evident in isolated areas. Some of us still fear for our safety and belongings. We hope with the new efforts the government

Special Focus on GTP

Transparency International (TI)'s Global Corruption Barometer from 28% to 57%. Some of the initiatives include:

- >> Implementing programmes designed to reduce the opportunity for corrupt practices to take place at enforcement agencies like the police, customs, JPJ and immigration
- >> Strengthening and empowering compliance units within these enforcement agencies
- » Reducing leakages in government procurement (reducing the number of audit findings on procurement per ministry to 10.6 from 11.2)
- » Disclosing details (list of procurement projects planned, names of successful contractors, contract sums and project periods) of all government procurement contracts on the websites of ministries and agencies and on the e-government portal
- » Tackling grand corruption by preventing the abuse of power and public resources by politicians and senior civil servants by enforcing existing political laws and conduct a study on revamping political funding within the bounds of the Constitution (enhance disclosure process, cap on private donations and supplementary public funding)
- » Announcing zero tolerance policy for corruption and establishing the whistleblower protection framework
- » Strengthening the independence of key institutions including the Judicial Appointments Commission
- » Endeavouring to complete prosecution of corruption cases within one year, particularly for public interest cases
- » Enforcing stiffer punishments for those guilty of corruption - specifying minimum sentences and harsher penalties for convicted public officers
- » Developing a public name and shame database of convicted offenders to act as a deterrent and facilitate employment decisions

Education (improving student outcomes)

Improving educational outcomes is critical to build a competitive workforce and die GTP will focus on the following:

- » Increasing the pre-school enrolment rate of both 4+ and 5+ year-olds and improving the quality of the system by rolling out the National Pre-School Curriculum Standard (NPCS), improving the quality of pre-school teachers and teacher assistants, including 30,000 new and existing staff over the

next three years, increasing the number of pre-school classes (estimated to be about 10,000 additional classes)

- » Ensuring that all children have acquired basic literacy and numeracy skills after three years of education through a new Literacy and Numeracy (LINUS) programme and training close to 17,000 teachers to deliver the new LINUS modules effectively
- » Developing high performing schools and lift the performance of all schools in the system
- » Significantly improving the performance of head teachers and principals via performance management where the performance of all 9,900 government schools will be ranked on a yearly basis and the results made public from 2010 onwards

Raising living standards of low-income households

Despite Malaysia's long-term success in reducing poverty, there are still more than 200,000 households classified as poor and more than 40,000 households classified as extreme (or hardcore) poor. The GTP aims to completely eradicate hardcore poverty by the end of 2010 and reducing the incidence of poverty to 2.8% in 2010 (from the current 3.6%).

The following are the measures and initiatives that have been implemented to enhance the productivity of low-income households:

- » Distribute federal welfare assistance (to those who qualify) on the first day of each month. This commenced in September 2009 for Peninsular Malaysia and Jan 1, 2010 for Sabah and Sarawak
- » Provide support to increase home ownership by offering about 44,000 low-cost houses, for sale or rental, through Dewan Bandaraya Kuala Lumpur (DBRL) and Jabatan Perumahan Negara (JPN)
- » Deliver IZAM programmes to create jobs, based on job-matching, training and providing funds.



This will be achieved through a blend of employment and entrepreneurship (supporting the set-up of goods, services and agricultural businesses)

- » Providing training to eligible low-income households to improve their economic value
- » Creating employment opportunities via the setting up of Jimat (Malaysia provision stores (50 such stores will be set up in 2010 and one in every district by 2011)
- » Developing a mechanism to provide micro-credit to eligible low-income households. At least one pilot project will be introduced per state by the first quarter of 2010
- » Increasing the number of urban, rural and mobile medical clinics (at least one per state)

improving rural basic infrastructure

To bring the rural population (35% of Malaysians) to the mainstream of development, more needs to be done. The GTP acutely focuses on this, in Sabah and Sarawak, there are many villages that are still not connected by roads and more than 25% of households do not have access to electricity. More than 40% of households in Sabah and Sarawak and 12% of households in Peninsular Malaysia lack access to clean or treated water.



The GTP has embarked on a major rural basic infrastructure development programme for both Peninsular Malaysian as well as Sabah and Sarawak. The following are the highlights of this programme:

- » Build more than 7,000km of new and upgraded roads by 2012 (1,900km of these in Sabah and Sarawak)
- » Provide 50,000 new and restored houses to the rural and hardcore poor by 2012, two-thirds of these in Sabah and Sarawak. Of the 50,000 more than 16,000 houses will be provided in 2010
- » Ensure access to clean or treated water to over 360,000 additional households.

For Sabah and Sarawak, the programme will raise the percentage of rural households with access to clean or treated water to 59% and 62% respectively in 2010, rising to 90% for both in 2012 (currently 57% for both states)

To meet these targets, the following measures were taken:

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Using innovative, quick and least-cost ways of delivery. For example, building standard design houses and leveraging distributed power generation technologies such as solar hybrid power generation or micro hydro-electricity.

- >> Revamping existing administrative processes to reduce time required, for example, the roads open tender process. This will involve using more standard templates, parallel processes where possible and accelerating communications.
- » Facilitating and working closely with suppliers to ensure the supply and availability of enough machinery, materials and manpower when required.
- » Ensuring effective programme management by closely monitoring the projects.

Improving urban public transport

Public transport is one of the perennial irritants for urban Malaysians - high traffic congestion during peak hours, unreliable service with frequent delays and cancellations, poor connectivity between modes in certain areas (for example, between monorial and LRT stations at RL Sentral) and poor access to public transport services, to name a few.

The GTP aims to achieve the following KPIs:

- >> Raise the percentage of commuters using public transport to 13% by 2010 and to 25% by 2012 during the morning peak period of 7am to 9am in the Klang Valley from the current 10-12%. Successful initiatives will be adapted and applied in Penang and Johor Baru
- » Improve reliability and journey times
- » Enhance comfort and convenience
- » Improve accessibility and connectivity

To achieve these KPIs, the following measures have been taken:

- » Streamlining the capacity of a transportation system already at its limits
- » Stimulating demand to attract people to public transport
- >> Diverting heavy vehicles from the Central Business District
- » Regulatory restructuring by ensuring that the proposed Land Public Transport Authority (SPAD) is fully operational by the end of 2010 - a single point of accountability for policy planning and regulatory oversight



Johnny Wong, 35: Most of the time, police will only go on their rounds in a particular area when incidents happen. They should be on rounds all the time, especially at residential and factory areas, not only when a victim lodges a report.



Eileen Lim, 23: We need more of the four-coach LRT carriers on the tracks; in fact, all the two-coach carriers should be replaced with the new ones to improve the urban transportation. The condition of the public buses needs to be addressed as well - many release black smoke, have vandalised seats and are dirty.



Norizat Ahmad, 40: The government's effort to eradicate poverty is still not visible. Many of us, who used to live in squatter areas, still struggle with low income and poor living conditions although we are now living in flats. We appreciate the government's effort to eradicate poverty but it has to happen faster and more transparent.



Fatimah Abdul Hamid, 49: Many households with an income lower than RM 1,000 do not receive federal welfare assistance. It is still difficult for our young people to obtain proper paying jobs and many are becoming factory workers.



How is the GTP developed and how is it different?

Realising that the rakyat are impatient for results, that resources are limited, new ideas are necessary and that the government does not have all the answers, the methodology or transformation engine that was put in place began with a quick call for the best ideas, and these ideas were rapidly moved into action.

It is the Prime Minister Datuk Seri Mohd Najib's belief and experience that we learn best from doing, rather than simply planning. Through this, we are able to assess the impact of our initial actions, and then rapidly implement enhancements.

This approach can be seen in the GTP process so far where eight laboratories were launched in October and November 2009 to produce thousands of programmes and initiatives, followed by open days in December 2009 and January 2010 to seek the rakyat's feedback and finally the launch of the GTP Roadmap on Jan 28 which incorporated this feedback.

The GTP is not comprehensive, definitive or static. It is also not designed to be a comprehensive statement of the nation's strategy and economic model, but focuses on improving the delivery of services to the rakyat. While the targets in this roadmap will not change, the initiatives represent an initial set of activities intended to deliver these targets. These initiatives will be refilled further based on the results of the 'on-the-ground' implementations.

Rather than setting targets that we could easily achieve, the government has stretched its targets as a way to increase its aspirations and deliver big results fast. As the PM has rightly pointed out, this simply means it is unlikely that we will achieve all targets. If we did, it would mean we would not have stretched our aspirations far enough.

The GTP has been phased over three distinct periods and the government is committed to delivering outcomes across each of the IMalaysia, People First, Performance Now dimensions.

In Horizon 1 (2010-2012), the immediate objectives are to establish a new engine for change and deliver substantial outcomes for the rakyat quickly. This includes setting and achieving targets within the NRRAs and MRRAs to address the priorities of the rakyat. Existing efficiency measures to improve and enhance government productivity are expected to continue. The government is also committed to publishing an annual report in the first quarter of each year, incorporating public feedback and debate, and instituting performance management mechanisms to ensure delivery of all the NRRAs and MRRAs targets. PEMANDU will oversee the delivery of these outcomes.

By Horizon 2 (2012-2015), the change within the government is expected to be more pervasive. The important aspects of daily life (defined as NRRAs and MRRAs) would have improved significantly by then, the structure of the economy would have evolved in line with the New Economic Model into higher-value-added sectors, and government/civil



service productivity would have advanced further. The first shoots of a higher-income nation would also be emerging.

In Horizon 3 (2015-2020), fundamental changes to the Malaysian society as envisaged by Vision 2020 would have taken place. The rakyat would be experiencing a new sense of being Malaysian, a higher level of prosperity and significantly better public services. It is expected that the government, in particular the civil service, would be smaller, more agile and work increasingly in partnership with the private sector to provide public services efficiently. Innovative and rakyat-centric models of public service delivery - centred on choice and competition - would set in by then.

The benefits of IMalaysia, People First, Performance Now will be significant for all stakeholders. For the rakyat, especially those in the rural areas and with lower household incomes, the GTP will improve their overall quality of life and instil a greater sense of unity. More bumiputras will benefit as access within the community will be increased and based on need and merit, not on personal connections.

The business community, meanwhile, will benefit from an increase in ease and transparency in dealing with the government, more efficient infrastructure to do business and a higher quality workforce. Last but not least, civil servants will have the ability to earn rewards and recognition for outstanding performance and the opportunity to learn and apply new and innovative ways of delivery.

MILESTONES

"There is a need today for the government to embrace change, to transform itself and to put priority in delivering quality services to the rakyat," says Prime Minister Datuk Seri Mohd Najib.

Since the launch of the GTP in April 2009 and the well-documented GTP Roadmap which was launched this year in January, Malaysia has clocked in several significant milestones along the roadmap.

Crime

- >> Set targets of reducing the crime rate by 5% year-on-year beginning 2010
- >> Registering a reduction in the crime rate for the first time in three years as of January 2010
- >> Police omnipresence in 50 hot spots across four states. These hot spots accounts for 70% of the country's street crimes

Deployment of 3,156 trained volunteers from RELA and the Jabatan Pertahanan Awam Malaysia (JPAM)

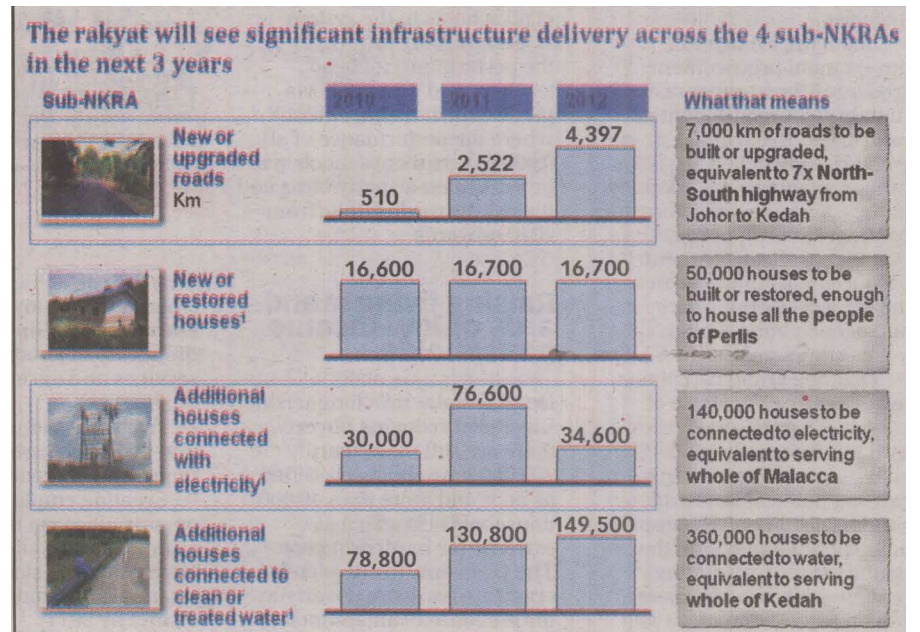
- >> More than 500 closed-circuit televisions are being placed in the hot spots on top of the 3,000 existing CCTVs nationwide

Corruption

- >> Implementation of the Transparency International's Integrity Pact to improve Malaysia's position in Transparency International (TI) Corruption Perception Index (CPI)

A central procurement information portal to be launched in early April to provide all stakeholders easy access to information

- >> A circular instructing public officers how to treat "support letters", or attempts to influence their decisions, in areas ranging from procurement to licensing or permit approvals
- >> The Attorney-General's Chambers works in close collaboration with the courts to ensure corruption case trials are completed within a year
- >> A public database of convicted corruption offenders, on the Malaysian



Anti-Corruption Commission website, has been up and running since March 4, 2010

Rural basic infrastructure

- >> Over the next three years, the government will build 11 times as many kilometres of roads, 2.5 times as many houses, provide five times as many houses with electricity and connect seven times as many houses to clean water, as compared to achieved between 2006-2008

- >> 40 rural roads nationwide completed - all 257km of it paved. Another 311 rural roads, spanning 940km to be completed by year-end

- >> 11 water treatment plants under construction and a package of 753 projects currently under way to connect clean water to 70,181 households. By September, 3,000 families are expected to be the first beneficiary of the programme
- >> Over 16,000 rural houses to be built or restored. In Sarawak, a restoration programme benefit 87 longhouses of 1,420 families

Urban public transportation

- >> Four new Bus Expressway Transit (BET) routes on two

corridors in early January 2010 - 800 bus stops upgraded to sheltered bus stops by the end of 2010 - mere walking distance of not more than 400m from home

- >> RLJ Line has procured 35 sets of four-car trains - the ridership increased by about 10% per day average i.e. 160,000 in 2009 to 170,000 passengers in January 2010

Integrated terminals provide connectivity, comfort and convenience for the users including construction of the Bandar Tasik Selatan terminal and Gombak Integrated Transport terminal

Education

- >> Increase the pre-school enrolment rate of both 4+ and 5+ year-olds and improve the quality of the system
- >> Ensure that all children have acquired basic literacy and numeracy skills after three years of education

Develop High Performing Schools and lift the performance of all schools in the system

- >> Significantly improve the performance of head teachers and principals via performance management

Feet on street as of December 31, 2009

Contingent	RELA	JPAM	TOTAL
Kuala Lumpur	683	112	795
Selangor	740	144	884
Johor	685	261	946
Penang	319	189	508
TOTAL	2,427	706	3,133
3 other contingents	0	23	23
TOTAL	2,427	729	3,156