



GOVERNMENT TRANSFORMATION PROGRAMME

# THE ROADMAP 2.0

CATALYSING TRANSFORMATION FOR A BRIGHTER FUTURE



JABATAN PERDANA MENTERI

The cover design reflects the vision for the GTP 2.0 as a blueprint for the building of 1Malaysia in accordance with the ambitious goals set in Vision 2020. As a catalyst for transformation, the GTP must dig deep into the nuts and bolts of the nation's structure, thereby explaining the engineering sketches used throughout the Roadmap.

In the cover design, every line drawn represents an implementation plan that guides the transformation process towards building a high-income and developed nation for all Malaysians. The 1Malaysia detail in the foreground expresses the concept's importance as the main pillar supporting the ideals of ethnic harmony, national unity and efficient governance.

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# MAINTAINING THE MOMENTUM

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## **DATO' SRI MOHD NAJIB BIN TUN ABDUL RAZAK** Prime Minister, Malaysia

The dramatic changes in the global economy in recent years have magnified the need for us to move swiftly with bold measures for the long-term benefit of all Malaysians. In this regard, I am pleased to say that the Government has put in place many of the reforms needed to more effectively and broadly improve the quality of life of our citizens.

The building blocks of the Government Transformation Programme (GTP) have thus far been able to deliver results at both the macro and micro levels, and address critical performance issues, whilst creating the right balance in terms of implementation approaches. The short- and long-term strategies as well as the quick wins from their implementation have been well communicated.

But the challenge of managing the transition has not been easy. We have had to make fundamental changes to our strategies as well as mindset. Let me assure you that this has not deterred us from delivering what we have set out to achieve. The Government's key priority remains in ensuring our transition to a high-income economy. Our policies and priorities have been driven by this overall objective.

While the seven National Key Result Areas (NKRAs) under the GTP 1.0 have ensured that all segments of the society - urban and rural - have been able to enjoy and benefit from the opportunities created, the achievements were by no means an easy feat. They were borne out of strategic planning and a relentless commitment from all parties to comprehensively overhaul the key areas that are

pivotal to Malaysia's future. Since 2009, we have made notable strides in poverty eradication, enhancing the living standards of the rakyat, reducing crime and corruption, improving student outcomes and rural infrastructure as well as improving the urban public transport system.

But as we move into the second phase of our nation's transformation, we need to sustain the momentum created by the GTP 1.0. We need to push the envelope further, and we need to set more ambitious targets. The GTP 2.0 Roadmap is a continuation of the initiatives from the GTP 1.0 as well as a plan for new tasks to further strengthen the transformation programme. These initiatives, which will carry the nation through to 2015, will give the programme a renewed sense of direction for

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the delivery of big, fast results and move the nation closer to Vision 2020. The NKRA and the Ministerial Key Result Areas (MKRAs) under the GTP 2.0, complemented by the National Key Economic Areas (NKEAs) of the Economic Transformation Programme (ETP) are important catalysts for the transformation of Malaysia for a brighter and more prosperous future for all Malaysians.

The Government has set in motion efforts to lift the nation into the ranks of those in the high-income bracket within the decade. The plan requires us to work with a greater sense of urgency to drive productivity, efficiency and innovation. However, critical decisions to bring about change will have to be made by all Malaysians. It is now more important than ever for the rakyat to participate in the nation's transformation

programme. Through your support and commitment, the Government will be able to effectively provide assistance to those who need it, when they need it. Hence, I urge all Malaysians to stand united to achieve that one goal of becoming a developed nation by 2020.



# STAYING THE COURSE

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## TAN SRI DATO' HAJI MUHYIDDIN BIN MOHD YASSIN

Deputy Prime Minister, Malaysia

The first three years of the Government Transformation Programme (GTP) have passed in quick succession, laying the foundation to herald a new era for Malaysia. As we embark on the next phase of the GTP, the road ahead will not be easy, but the Government remains committed to delivering change to achieve developed nation status by 2020.

As we enter the second horizon of the GTP (2013-2015), we recognise that the next three years is a crucial time to ensure that the momentum created thus far is maintained. In this regard, I am pleased to say that all the National Key Result Areas (NKRAs) have recorded major results and

in some cases overachieved their targets, which will help expedite continuing efforts in the next phase of the transformation programme.

While the second horizon of the GTP will focus on broadening and enhancing the initiatives that have been put in place, we must also be aware that the GTP is a dynamic programme of change. The Government must be able and willing to adapt to changes from lessons learnt in the GTP 1.0 so as to adopt the most efficient and effective measures to transform Malaysia.

At the core of the GTP's next horizon is to effect a more pervasive change within

the Government. Additionally, improvements in NKRAs and Ministerial Key Result Areas (MKRAs) should not only have taken root, but should also have begun to bear fruit by aligning the structure of Malaysia's economy with the New Economic Model. This will be evidenced by the presence of higher value-added sectors and enhanced government productivity.

In light of this, I appeal to the Ministries and to all my colleagues in the Government to continue with their hard work and commitment in ensuring the success of the GTP for the rakyat, and to maintain their unwavering support for the Government's initiatives. The

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GTP is proof that despite the diversity of our nation, we stand united in our ambition of achieving a higher quality of life going forward.

With 2020 now less than 10 years away, the GTP 2.0 is the next critical step taking us into the next leg of our journey. It is envisioned that the following three years will help ensure the creation of a better future for all Malaysians.







# OVERVIEW OF THE GTP 1.0

# HOW IT ALL STARTED

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

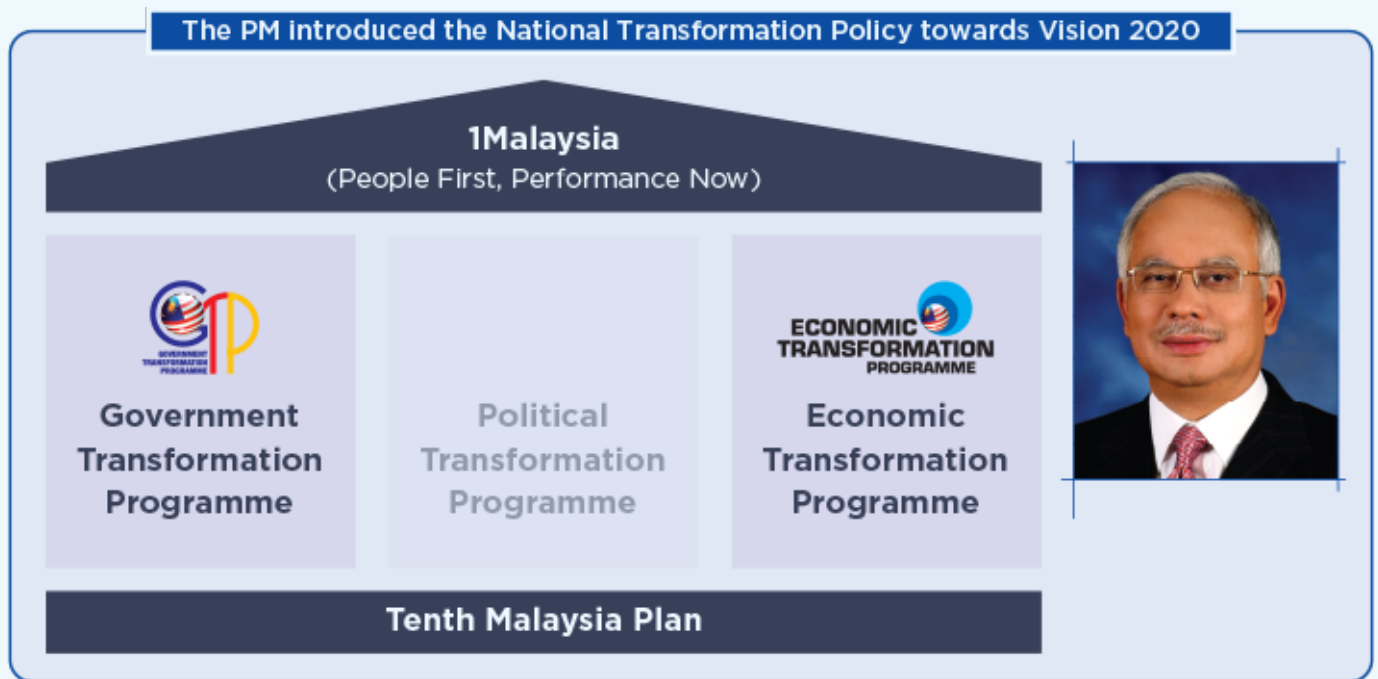
the Government worked, so that real issues could be tackled with real solutions, thus propelling the nation forward. The GTP focused on areas that needed the most attention from the Government and were grouped under seven National Key Result Areas (NKRAs), which were subsequently assigned targets and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

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

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

The GTP is anchored on two main pillars:

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



## National Key Result Areas

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

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

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

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

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

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

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

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

## Timelines

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

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

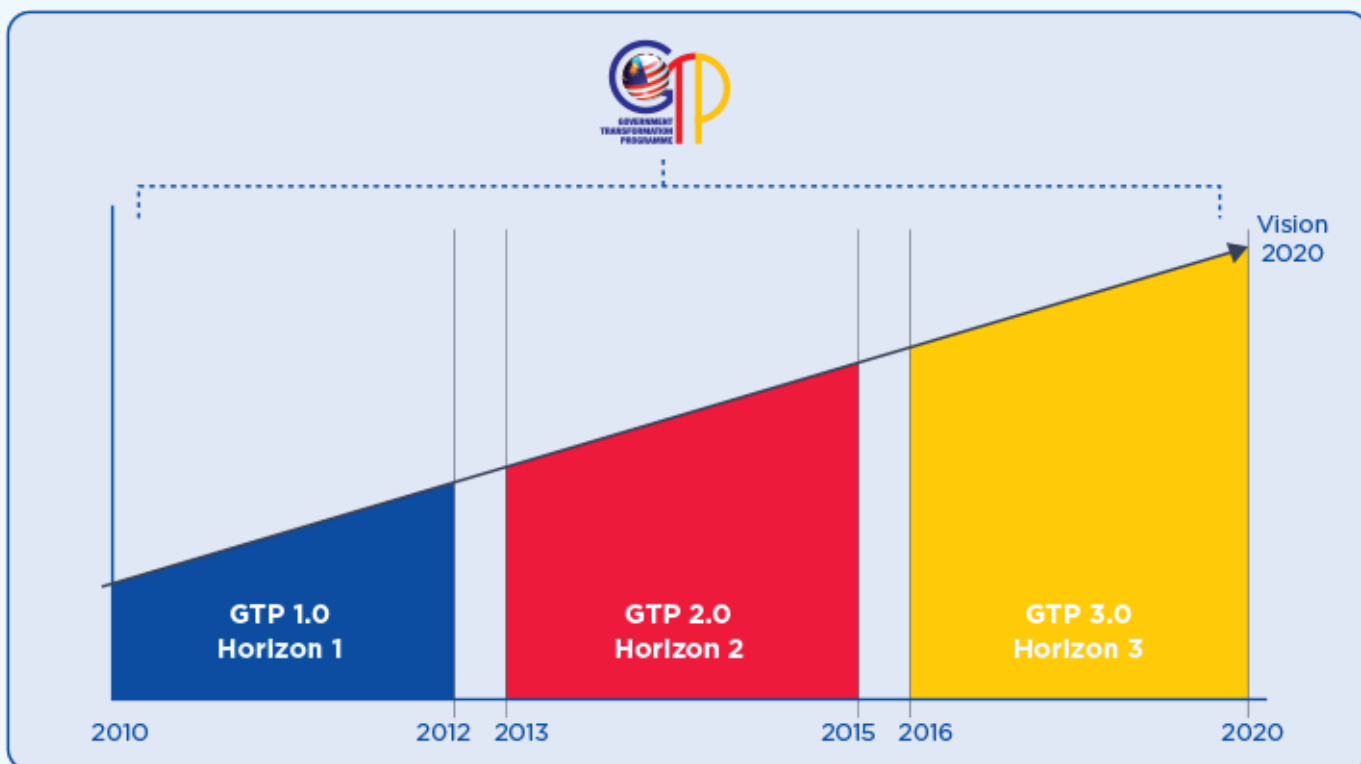
Horizon 1 is the first step in identifying and achieving targets within the NKRAs and MKRAs to deliver quick yet substantial results to the rakyat. Within Horizon 1, existing efficiency measures to improve the productivity levels of the civil service were introduced and will be continued over the next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

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

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

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

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



## Delivering the Results

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

### Addressing the Rising Cost of Living

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



### Reducing Crime

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



### Fighting Corruption

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



## Improving Student Outcomes

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



## Raising Living Standards of Low-Income Households

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



## Improving Rural Basic Infrastructure

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



## Improving Urban Public Transport

- 35 four-car train sets were introduced to the Kelana Jaya LRT line, increasing the daily passenger capacity to 258,156 passengers from 254,745 in 2010.
- Four six-car train sets came into operation in March 2012 for the KTM Komuter line, helping ease the morning rush by increasing the ridership capacity by an additional 32,000 passengers.
- 1,102 bus stops in Sepang, Subang Jaya, Ampang Jaya, Selayang, Shah

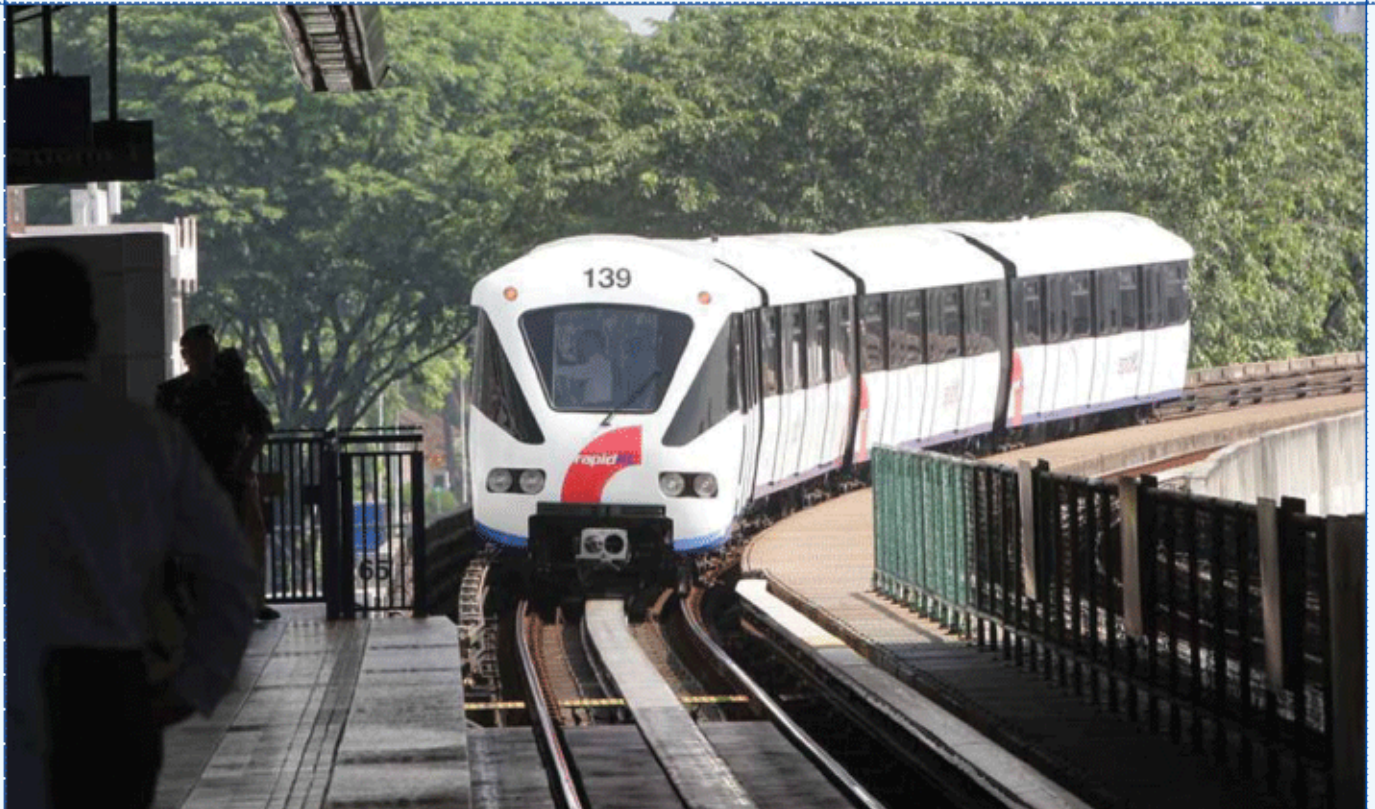
Alam and elsewhere were upgraded, while the design and planning of 306 new bus stops are currently underway. 470 RapidKL buses were introduced to increase the frequency of buses in the Klang Valley, resulting in 4.04 million more passengers using the service compared to the preceding year.

- The 35-year-old iconic landmark Puduraya Terminal was refurbished and transformed into an inter-urban use bus terminal. Renamed Pudu

Sentral, the air-conditioned bus terminal with 50 ticket counters, was officially opened on April 16, 2011.

- The Integrated Transport Terminal Bandar Tasik Selatan (ITT BTS) or Terminal Bersepadu Selatan comprising 55 bus platforms, 150 taxi bays, 1,000 parking bays and 1,800 seats for the public, started full operations on March 1, 2011.

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



## Measuring the Achievements of the GTP

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

## Independent Third Party Verification

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



## Achieving Vision 2020

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



# OVERVIEW OF THE GTP 2.0

# MOVING FORWARD (2013-2015)

## What's new in the GTP 2.0

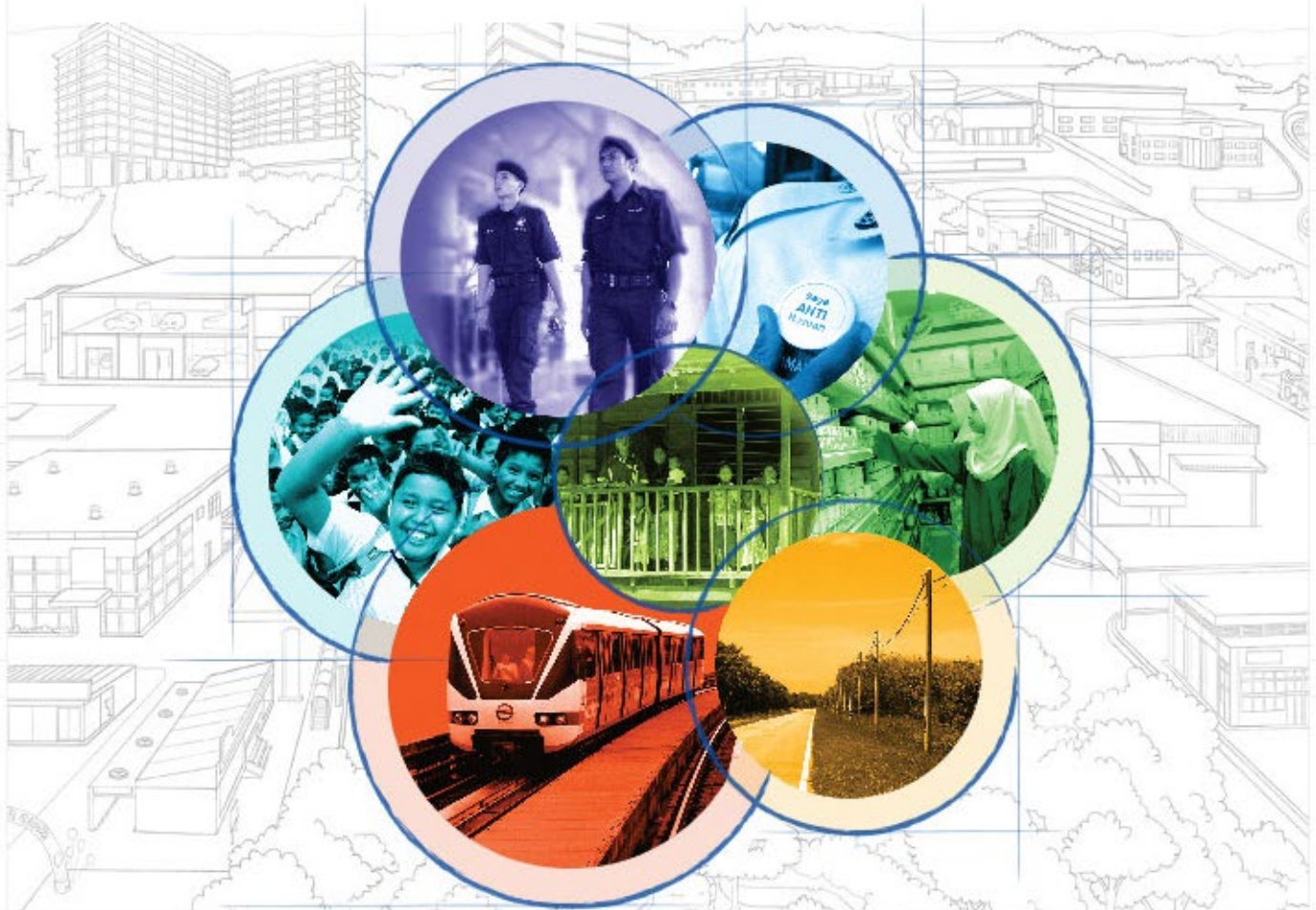
The Government Transformation Programme (GTP), set in motion in 2009, produced quick and tangible results felt by all layers of society. Through this comprehensive action plan, the rakyat's greatest concerns were heard and concrete measures taken to address them. However, the GTP 1.0 represents a mere building block: a foundation for the Government to continue paving the way towards realising

its dream of turning Malaysian into a high-income, developed nation by 2020. Despite the commendable results of phase one, it is important to remember that more can and must be done to move the nation forward.

This is where the GTP 2.0 steps in the picture. Designed to take the achievements of the GTP 1.0 up another level, it is focused on plugging gaps within the

system and refining delivery methods. The first phase produced powerful results by prioritising the rakyat's most pressing needs, and while the GTP 2.0 will see some of this work continue, it will also see further refinement and enhancement on the macro-level.

The GTP 2.0 will focus on a broader section of society, and



solicit greater involvement from non-governmental organisations and the corporate sector. This is in line with the Government's commitment to supporting private initiatives, which goals are in line with its National Key Result Areas (NKRAs).

This will be an exciting time for Malaysia as the new set of initiatives is rolled out. The rakyat can expect to see even

more significant changes take place on both the individual and community levels. These deeper changes will provide more than just temporary relief from their burdens, as the Government focuses on the economic empowerment of individuals and communities.

The GTP has always stayed true to its 'People First, Performance Now' pillars, which are aimed at

improving the rakyat's lives from every aspect with big results. The seven NKRAs will continue to serve as guiding posts for improving upon the milestones achieved so far. Each Ministry has identified new goals to strive towards for the GTP 2.0, which will forge a stronger framework in aligning itself with the Government's New Economic Model and Tenth Malaysia Plan.

### The Seven NKRAs

	<b>Addressing the Rising Cost of Living</b>
	<b>Reducing Crime</b>
	<b>Fighting Corruption</b>
	<b>Assuring Quality Education</b>
	<b>Raising Living Standards of Low-Income Households</b>
	<b>Improving Rural Development</b>
	<b>Improving Urban Public Transport</b>

## Structural Reform for Long-term Change

Having taken measures to alleviate the immediate concerns of the rakyat, structural reform now takes centre stage. The second phase of the GTP has identified key areas where reform is needed to improve efficiency, accountability and results. Structural reform is key in continuously shaping a government that serves its people in the best way possible. This means boldly incorporating cutting-edge methods, innovative solutions and creative ideas that will not just achieve, but exceed, all seven NKRA goals by 2015.

Structural reform is a critical and integral part of the GTP as it directly pinpoints and deals with weak areas that are hindering progress. Thus, each Ministry has placed itself under the microscope and public scrutiny to identify areas that must be improved and how it must change in order for the GTP 2.0 to succeed. The Ministry of Education, for example, will now zero in on providing targeted initiatives that will boost quality human capital and education methods, which are aimed at fundamentally transforming the country's education system.

Meanwhile, under the Low-Income Household NKRA, the GTP 2.0 will take a holistic approach in tackling poverty issues experienced by vulnerable groups in Malaysian society. Besides raising their income generation potential, initiatives will be implemented to ensure a more progressive and inclusive Malaysian society.

Further elaboration on the new NKRA initiatives is set out in later chapters.

## Distilling the GTP Roadmap 2.0

The initiatives set out in the GTP 2.0 were not created arbitrarily, and are the products of several intensive processes involving all stakeholders to ensure that the transformation plan is as comprehensive as possible. From small collaborative teams and informal teh-tarik public discussions to the large-scale Open Days, the initiatives of the GTP 2.0 have been thoroughly vetted and stands as a testimony to what Malaysians can achieve through co-operation.

Several of the engagement workshops done prior to the design and implementation of the GTP 2.0 are described here. Foremost among them are:

- **Pre-lab Surveys and Feedback**  
Two surveys were conducted by independent third parties on the public perception of the GTP 1.0 in order to gauge their feedback on the various initiatives implemented.



- **The Lab Process**  
Intensive six-week session where key stakeholders were corralled to brainstorm and come up with ideas that best fit the overall theme of the GTP.
- **Public Teh-Tarik Engagements**  
The NKRAs take to the streets, literally, to engage with the public and solicit input and feedback on initiatives of the GTP.
- **Cabinet Workshop**  
Cabinet Ministers and the Prime Minister are briefed on their respective responsibilities and the role of their Ministries over the next three years.
- **Open Days**  
Open Days encourage public

participation and feedback on all NKRA initiatives prior to implementation. These exercises are held to promote transparency as well as accountability.

The Government believes that the workshops described above have helped ensure that the initiatives of the GTP 2.0 have as much buy-in as possible, and will be further complemented by accountability workshops throughout the lifespan of the GTP 2.0. These sessions will ensure that the GTP 2.0 not only aims at initiatives with the greatest impact but that the various Ministries will be held accountable for its success or failure over the next three years.

## Pre-lab Surveys and Feedback

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In order to gauge the effectiveness of the GTP beyond the statistics and key performance indicators (KPIs) of the overall framework, PEMANDU has also engaged third-party researchers to assess public response and their reception of the outcomes delivered by the GTP 1.0. PEMANDU looked at two studies – one by international market surveyors Frost & Sullivan, and the other by Institute Integriti Malaysia (IIM) – to provide an overall picture of public sentiment.

Such studies prove extremely important to the Government as they help focus attention on the areas that are most deserving, and how the rakyat can be best helped via the GTP initiatives. For example, the survey by Frost & Sullivan had the following objectives:

- Assess general public awareness and perception of the GTP
- Assess the extent to which the public believes that the GTP is making a positive impact

- Assess general public awareness and perception of each NKRA
- Assess the extent to which the public believes that the relevant NKRA is making a positive impact

The survey, which polled 2,040 respondents, helped to illustrate the GTP's reception in the public sphere. More than half of the respondents were aware of the GTP's trajectory and goals, with many citing a positive perception towards its effectiveness.

On average, the rakyat's perception of the GTP came in at 7.4 out of 10 on Frost & Sullivan's perception index. Meanwhile, the survey by IIM, which measured the performance of the six NKRA's, excluding Cost of Living, turned in an average perception index rating of 7.2 out of 10, which is similar to the result of the Frost & Sullivan survey.

In the case of the IIM study, respondents declared themselves to be most

pleased with achievements in the Education NKRA (8.4 on the index), and least pleased with the Low-Income Households NKRA (5.3 on the index).

The GTP was never intended to be a quick-fix for every problem in the country, but rather looks to introduce long-term structural change, while scoring Big Wins when possible. The Government thus recognises that some public dissatisfaction is to be expected, and is not entirely unwarranted.

Feedback from the public acts as further impetus for the Government and PEMANDU to improve and broaden the transformation process in the GTP 2.0 so that a similar survey conducted in future will yield an improved set of results, in line with the GTP's People First, Performance Now philosophy.



## The GTP 2.0 Lab Process

The GTP has been hailed as a successful transformation story due to the initiatives taken to address the country's societal and economic concerns. But many are unaware of the reasons behind its success. PEMANDU's lab process forms the backbone of the GTP, a vital structural support system aimed at achieving immediate results. To this end, the intensive lab process, for each NKRA, analysed selected challenges and distilled them into the best solutions with concrete action plans.

Throwing conventional brainstorming or meeting sessions aside, the lab teams used a radically new open-minded approach towards problem-solving. Instead of setting down their expected goals, teams set out to discover what was truly needed only after going through the lab process. This enabled them to constantly evaluate and question their goals and requirements, discarding what turned out to be unnecessary and embracing previously unthought-of ideas. Every aspect of each problem was examined to identify weaknesses and strengths. Gaps and opportunities were noted down, while strategic plans were translated into on-the-ground projects with tangible implementation programmes to deliver desired results. Each lab process typically takes around six to eight weeks from conception to solution.

Staying true to the Government's goal of being a high-income, developed nation by 2020, the lab process functions as a compass to ensure initiatives made are constantly on the right track. The lab teams do not work in silos, but hand-in-hand with top level leaders and decision makers. This translates into Big Fast Results as constant input is exchanged to produce the most viable solutions. Such constant

co-operation with stakeholders also eliminates the need for time-wasting revision of ideas and solutions should top management reject what was produced.

Formulating powerful new initiatives requires the best brains as well as leadership qualities. Lab team members were selected for their ability to balance innovation with practicality, as well as strong work ethic and drive to succeed.

Each lab structure consists of a lab sponsor, leader, deputy leader, facilitators and members. Lab leaders play a critical part in ensuring the lab process achieves the intended progress. They demand ambitious, "impossible to deliver" targets that challenge their teams to break the status quo.

Challenge and review sessions are scheduled by the lab leaders. These sessions involve all stakeholders, including:

- **The Prime Minister, YAB Dato' Sri Najib Tun Razak**  
To engage in a challenge session with all seven labs during the review session
- **PEMANDU CEO, YB Dato' Sri Idris Jala**  
Weekly briefing/sharing sessions with lab leaders, rotations to the Labs.
- **Lab sponsor (Ministers)**  
Bi-weekly review/challenge sessions.
- **Lead Ministerial Secretary Generals (Ketua Setiausaha or KSUs) and private stakeholders**  
Weekly review/challenge sessions.
- **Formal workshop**  
For all lead Ministers, KSUs and lab participants to engage each other and discuss challenges and solutions.
- **Informal lab walk-ins**  
For all participants and stakeholders to view progress made via daily updates

The lab process works because the teams are constantly under pressure to deliver the highest quality output. They critically assess each other, pushing each team to deliver its best. Differences in opinion are welcomed, while both small and big successes are celebrated.

Non-participating stakeholders are brought on board through focus groups and recommendations, and during field and lab visits. Ideas are formulated into solutions, while solutions are refined and tested. Teams spend an exhaustive 300 hours in six weeks to deliver their output, compared to traditional committees that take several months or even years to produce solutions.

In summary, PEMANDU lab process has managed to produce radical and innovative ideas, which directly impact the rakyat. From intense open debates, breakdown of silos, experimentation of radical ideas and innovative methods, the GTP has so far achieved Big Fast Results.



## Public Teh-Tarik Discussions

The goal of the GTP is to improve the general welfare of all Malaysians, and it is therefore crucial that the rakyat are aware and are supportive of the plan's initiatives. Because formal and large-scale workshops may be intimidating events for the man-on-the-street, PEMANDU decided to take the workshops to the street instead.

Generally held in coffee shops and restaurants near urban centres that are easily accessible, the teh-tarik discussions are informal get-

togethers where the rakyat and NKRA stakeholders discuss initiatives and offer improvement suggestions to each other. This is also an opportunity for the NKRA teams to explain and further elaborate on initiatives, and to take questions and criticisms from the general public.

The discussions involving the initiatives of the GTP 2.0 were passionate and at times heated, as the participants engaged with not only the NKRA but also with each other on the way forward for the country. A number of diverse

views and suggestions emerged from these discussions, some of which were incorporated into the NKRA. At the end of the day, these were amicable occasions where concerned rakyat showed up to share their concerns.

Several teh-tarik workshops were held ahead of the implementation of the GTP 2.0 and more are planned in the future to ensure constant feedback on the execution of the programme.



## Cabinet Workshop

This exercise represents an important engagement of the GTP lab process, where new lab initiatives and ideas proposed will be presented and endorsed by the Cabinet.

Held at the Putrajaya International Convention Centre (PICC) on July 4, 2012, each lab team had the opportunity to hold an in-depth consultation with the Ministers. This brought about an even deeper refinement of the initiatives as the Ministers shared their points of view and recommendations with the teams.

Allowing the Ministers to have a thorough understanding of the new

initiatives is critical in ensuring they guide their respective ministries correctly during the implementation process. Cabinet Ministers were also allowed to give feedback on each of the initiatives using an online feedback system.

Cabinet Ministers and other key agencies including the Malaysian Anti-Corruption Commission and Attorney-General's Chambers were consulted to ensure comprehension and buy-in for the proposed NKRA initiatives prior to the Open Days. The Ministers and agencies were then given the opportunity to point out potential weaknesses in the

proposals as well as new suggestions to improve the initiatives.

The Cabinet workshop is also an important stepping stone before the public Open Day sessions are held. By this stage, the lab teams have taken into consideration the Cabinet's views and proposals, and have made suitable adjustments to improve upon for the GTP 2.0. This helps them to be even more prepared when educating the public and seeking its opinions on the new initiatives.



# Open Days

The Open Days for the GTP 2.0 were held at the Kuala Lumpur Convention Centre, Pullman Hotel Kuching and Sutera Harbour Kota Kinabalu in July and August 2012. From civil servants with questions about how the GTP 2.0 will change the way they work to the general public wandering in from the street, the Open Days were truly a public event for all Malaysians.

In the spirit of 1Malaysia, the Open Days were designed to put the rakyat first and is yet another measure of the commitment of this Government in catalysing transformation for a brighter future. The role of the

Open Day was not only restricted to information distribution, but served to further the cause of transparency and accountability by allowing the rakyat to truly appraise the performance of the NKRAs, and provide feedback on the new initiatives.

Information booths at the locations were set up to share information. Personnel were also on hand to answer questions about the NKRA and concerns from the rakyat. Break-out Q&A sessions were held by the respective NKRAs to provide more detailed information about their implementation programmes and to allay whatever concerns the rakyat may

have had. They also addressed questions on the successes and challenges of the GTP 1.0 and how the strategy will change in the GTP 2.0 to ensure that there is no repeat of any shortfalls over the next three years.

More than 8,000 people attended the three Open Days, with more than 2,000 feedback responses received.

The GTP remains an explicit contract between the Government and the rakyat in which the former pledges to effect these transformations so that the latter and their children may look forward to a brighter tomorrow.



## Lab Findings: A Summary Of All Seven NKRA's

### Addressing the Rising Cost of Living

The Cost of Living (COL) NKRA was introduced in July 2011 two years after the GTP was first launched to respond to the impact of the rising cost of living on the rakyat. The Government recognised the need to provide immediate relief and hence developed this NKRA to implement initiatives that would do so.

The various Government assistance programmes from the GTP 1.0 has helped over four million households, and over six million primary, secondary and tertiary students. In addition, through initiatives such as Klinik 1Malaysia, Kedai Rakyat 1Malaysia and Menu Rakyat 1Malaysia, the rakyat now have increased access to Government subsidised medical treatment, essential goods that are 30-40% cheaper than what is found in regular grocery shops and more affordable meals.

The GTP 2.0 will see the following initiatives carried out by the NKRA:

- Address issues on rising costs of food, transport and housing.
- Improving the agriculture supply chain to minimise losses from production and supply processes.

The Government will also continue with a number of assistance programmes such as:

- Klinik 1Malaysia, which provides affordable healthcare,
- Kedai Rakyat 1Malaysia (KR1M) –mini-markets that sell essential goods targeted at low-income rakyat in urban areas.
- Perumahan Rakyat 1Malaysia (PR1MA), which aims make more middle-cost homes available to middle-income earners and to encourage greater home ownership within that group.
- Kebajikan Rakyat 1Malaysia (KARISMA), a government welfare programme launched in 2011 for the underprivileged including senior citizens, the disabled, children, single mothers and widows of military



personnel and policemen.

- Menu Rakyat 1Malaysia, a programme to provide affordable breakfasts and lunches to low-income earners and students through voluntary participation from private restaurants and food operators.
- Kedai Buku 1Malaysia, a programme to complement the 1Malaysia Book Assistance Programme by helping to further defray the cost of education.
- Kedai Kain 1Malaysia (KK1M), which will set up textile shops that offer more affordable pricing for rakyat in the lower-income group.

### Reducing Crime

Despite the successes of the initial initiatives of the Reducing Crime NKRA, public perception on safety remains a concern. The GTP 2.0 addresses the perception challenges faced in getting Malaysians to believe that crime has been reduced, as well as sustaining crime reduction efforts. The framework for this phase revolves around intelligence-based policing. Its three goals are to:

1. sustain the rate of overall crime reduction,
2. significantly improve public safety perception and

3. forge a change in performance culture.

Big targets have been set up for 2015. Primary amongst these are a score of 85% in public satisfaction of police services and a score of 65% in the public safety perception index. This phase also aims to maintain a 5% annual reduction in reported index crime and to ensure that 35% of all investigation papers (IPs) opened are brought to trial. The GTP 2.0 will also introduce a new focus on to reduce incidences of house break-ins by 5% annually. The areas that



will be targeted by the Reducing Crime NKRA in the GTP 2.0 are:

- **House Break-Ins**  
Constituting 18% of property crime in 2011, house break-ins are particularly traumatising for victims as they violate the privacy and sense of security of the home.

- **Prevention of Vehicle Theft**

Vehicle theft remains a challenge. Greater focus on disabling the supporting infrastructure of the issue will be introduced.

- **Inmate rehabilitation**

Recidivism among former convicts continues to be an issue and despite some achievements in this area in the GTP 1.0, more can be done. The GTP 2.0 focuses on providing support to inmates during and after their release to help them become more employable and hence less likely to reoffend.

- **Rehabilitating drug addicts**

Recovering drug addicts are also potential candidates of recidivism, and similar programmes will be implemented to help them reintegrate into society.

The Crime NKRA will also see efforts made to improve the relationship between the rakyat and the police in order to form greater working relationships that will help the rakyat feel safer within their own neighbourhoods. From increasing policing presence in high crime areas

to enhancing police communications to provide accurate and timely data, the goal here is to provide the rakyat with peace of mind.

The GTP 2.0 will also seek to improve collaboration between the rakyat and police through several initiatives designed to seek public input such as the Black Spot initiative.

## Fighting Corruption

The building blocks introduced in the GTP 1.0 will be further enhanced through several new initiatives that address the issue of corruption from ranging from enforcement to public education.

Leakages due to corruption not only rob the country of wealth, but also act as a disincentive for foreign investment into the country. Both are crucial if we are to realise our goals of becoming a high-income nation and thus the fight against corruption must be ratcheted up. In the GTP 2.0, the Anti-Corruption NKRA will focus its initiatives and workstreams on:

- **Transforming the Malaysian Anti-Corruption Commission (MACC)**

The transformation of MACC is an ongoing process and the GTP 2.0 will see several aspects of the commission changed to promote greater reporting transparency and to help oversee change within the commission itself.

- **Corporate Integrity System Malaysia**

Efforts will be made to further develop this initiative introduced in the GTP 1.0 by seeking commitments from Malaysian corporates to combat

corruption issues within their own organisations.

- **Insertion of Corporate Liability Provision into MACC Act**

Currently, even if a corrupt practice is carried out on behalf of a company, only individuals can be charged for corrupt practices. An enactment of such a provision can be a powerful tool to deter corruption and provides an impetus for companies to strengthen their internal processes to fight corruption.

- **Transforming the Auditor General (AG) reporting process**

This initiative will speed up the delivery of the AG's performance audit thereby allowing the relevant agencies to prosecute instances of corruption in a more timely manner. It will also clear out the backlog of issues identified by the AG in previous reports.

- **Improving procurement processes**

The MyProcurement e-portal will be enhanced to become the definitive website for all the government's e-procurement services.



- **Education and public support**

Strives to inculcate strong anti-corruption values in Malaysian schoolchildren by introducing the subject in school textbooks. Also provides teachers with additional training to help deliver the message in schools.

## Assuring Quality Education

A highly educated workforce is one of the key ingredients of a high-income nation, which is why education remains a key component of the GTP 2.0. The goals in the Education NKRA are ambitious, namely to overhaul the national education system within a relatively short span of time to bring our students closer to international standards. The Government, via the Ministry of Education, has already embarked on an ambitious 13-year transformation process vis-à-vis the National Education Blueprint and the initiatives under the GTP 2.0 represent part of the first wave of the transformation. Unlike the Blueprint, the GTP initiatives are designed to address immediate short-term goals. Over the next three years, these initiatives will address the areas of:

- **Pre-school and early childcare**  
Enrolment in preschools will remain a focus for the NKRA. This initiative will be further complemented by the setting up of standards focused on assuring quality public and private pre-schools.
- **LINUS 2.0**  
The Literacy and Numeracy Screening

(LINUS) Programme enjoyed great success in the GTP 1.0, and will be further enhanced in the GTP 2.0 to provide monitoring and remedial support for the subject of English Literacy.

- **High Performing Schools (HPS)**  
The GTP 1.0 recognised the need to incentivise schools within the system to improve on performance, and implemented the HPS programme towards this end. The programme will be continued in the GTP 2.0 with a focus on ensuring that HPS maintain their standards.
- **District Transformation Programme (DTP)**  
The DTP will absorb the GTP 1.0's School Improvement Programme but with a renewed focus on transforming the District Education Offices (Pejabat Pelajaran Daerah or PPDs). Located at the frontlines of the education system, PPDs are best suited to coordinate change at the school level, and will be enhanced with greater powers and authority to intervene in local schools.
- **Principals**  
Principals will be presented with a



new career package that focuses on further developing the performance of the profession while the principal succession and appointment plan will be enhanced.

- **Teachers**  
The teaching profession will receive a boost in a similar fashion by the introduction of a new career package as well as a new evaluation instrument to ensure that high-performing teachers are fast-tracked career-wise.
- **Professional Development Course for English Language Teachers**  
This workstream aims to deliver one proficient English teacher in every classroom across Malaysia to better prepare students for the challenges and opportunities in their future.

## Raising Living Standards of Low-Income Households

The LIH lab identified several key areas that will help lower-income Malaysians, including those classified under the poor and extreme poor category. The lab found that there is still a segment of Malaysians requiring government aid. Targeted implementation will be paramount to ensure projects cater to the right groups requiring aid.

Specific vulnerable groups targeted include the homeless, disabled, ex-drug

addicts, ex-prisoners and communities such as the Penan people.

The lab revealed that 47,000 households need to be moved out of poverty to reduce the poverty incidence rate from 3.8% to 2% by 2015. Initiatives that will teach the lower-income group to become financially independent instead of just relying on government aid will be developed.



These economic empowerment initiatives will be carried out through the 1AZAM programme as well as through outreach programmes from NGOs and the private sector. The GTP 2.0 aims to

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transform the lives of some 100,000 low-income Malaysians with initiatives including:

- **Financial literacy education for 70,000 1AZAM participants by 2015**
- **Getting successful 1AZAM participants to serve as mentors to new participants**

- **Establishing a volunteer workforce to monitor projects in districts with insufficient resources**
- **Collaborate with NGOs, universities and the corporate sector for resources**

- **Career path and job profiling for low-paid jobs**
- **Providing insurance coverage for all 1AZAM participants**

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## Improving Rural Development

The Rural Development NKRA lab has embarked on several brand new initiatives to propel this area forward over the next three years. From merely ensuring that the rakyat enjoys access to basic infrastructure, i.e. roads, water and electricity, the GTP 2.0 targets are more ambitious with far-reaching positive outcomes for the rakyat. Besides ensuring continued development of basic infrastructure, the maintenance of these public resources, including 2,400km of roads, as well as continuous upgrades to cater for a booming population growth will be introduced. For this purpose, the lab has compiled a database with over 4,000 projects to be conducted all over Malaysia.

Of key importance to this NKRA is the establishment of the 21st Century Village, which is a pivotal economic turning point that will help almost 2.2 million people prosper. This means successfully creating a vibrant and healthy economy in rural areas that will provide a healthy income. In an effort to further develop the country, the 21st

Century Village concept is an initiative to ensure that rural areas are attractive and feasible places to work and live for youths, who are presently forced into urban areas in search of their livelihoods.

There are roughly 3.3 million rural youths, of which 2.4 million are still living in villages. Problems faced by rural youth include:

- lack of job opportunities, social amenities, youth activities as well as exposure and knowledge.
- scarcity of financial assistance.

There is therefore a vital need to revamp villages to retain youth, with three initiatives coming to the forefront:

- Introducing modern machinery and modern farming techniques to reduce labor intensity and add value to agriculture activities.
- Providing financial assistance and training to support youth in rural-based agriculture business.
- Raising awareness of opportunities and potential in rural areas to attract youth to start businesses in villages



These initiatives will be incorporated into the flagship 21st Century Village programme, which aims to transform the rural economy into a vibrant, attractive destination for urban youth.

## Improving Urban Public Transport

Public transport is a basic infrastructure necessity in any functional country and helps set the standards of the country's development. Forging a world-class public transport system will not only ensure a seamless and hassle-free journey for millions, but also transforms the entire public transport industry into one that serves the rakyat's best interests.

Through the implementation of past Government initiatives, a solid framework for urban public transport (UPT) has already been set in place. As a result, the UPT NKRA will not only focus on transforming the framework, but also on enhancing and refining, existing structures and initiatives.

To this end, the targets set include ensuring that 75% of the population resides within 400m of UPT nodes, 25% of Greater KL taxis are on par with the best-in-class of ASEAN cities, and 750,000 peak morning ridership is achieved by 2015. Reliability and quality in line with public expectations of a

world-class public transport system of will be the ultimate aim of the UPT NKRA. The initiatives proposed by the lab for this NKRA is set to impact 1.5 million public transport users daily and involve:

- **Revamping the Greater KL stage bus network:** The initiative looks to improve the feeder bus network and introducing intra-city buses to ease the problem of congestion.
- **Transforming the KL taxi industry:** Introducing a new, centralised model that provides additional aid and incentives for individual taxi drivers.

The NKRA will also look at several other performance indicators including:

- Completing of LRT Extension Project (LEP)
- Starting the City Bus Service by 2013
- Indexing 4,500 bus stops with information panels
- Centralising the Taxi Service System (CTSS) by Q1 2015
- Ensuring that 25% of all budget taxis (approximately 7,000) are within the ASEAN quality rating zone by 2015



- Building 4km of pedestrian linkages
- Building 6,000 parking bays across all key rail stations
- Reviewing rates and potentially eliminating DBKL parking bays by 2014.

The GTP Roadmap 2.0 details the full set of initiatives developed and deliberated from the GTP 2.0 labs held between April - May 2012. However, the implementation timelines and completion of these initiatives are subject to the quantum of budget approval received for all 7 National Key Result Areas, over the period of the next 3 years from 2013-2015.



**ADDRESSING  
THE RISING  
COST OF LIVING**

# MINISTER'S FOREWORD

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## Message by the Honourable **Tan Sri Dato' Haji Muhyiddin bin Yassin** Deputy Prime Minister

The Addressing the Rising Cost of Living National Key Result Area (COL NKRA) was introduced in July 2011, two years after the Government Transformation Programme (GTP) was first launched, making it the seventh NKRA. This was done in response to the rakyat's concerns over the rising prices of essential items, which is due to escalating global fuel and food prices. The government recognised the need for an immediate response to ease the financial burden and implemented various initiatives to provide relief.

The government has always played a pro-active role in

managing the rising cost of living, even before this NKRA was introduced. For 2011, the government spent a total of RM 20.3 billion in providing subsidy for fuel alone.

The GTP 2.0 will continue with the existing initiatives as it was introduced one year ago. Apart from that, in cases where the cost of living rises substantially and if the situation warrants, the government will further develop and introduce assistance programmes, not limited to financial assistance. We are committed to ensuring that all Malaysians enjoy a sustainable standard of living.



## Looking back at the GTP 1.0 (2010 - 2012)

Introduced in July 2011, the COL NKRA has already delivered fast results to the country's working and middle class. As global food and energy prices continue to increase and impact the living costs of average Malaysians, this NKRA seeks to offer immediate relief for the rakyat via immediate-term measures, while assessing strategies that will address the rising cost of living over the long term.

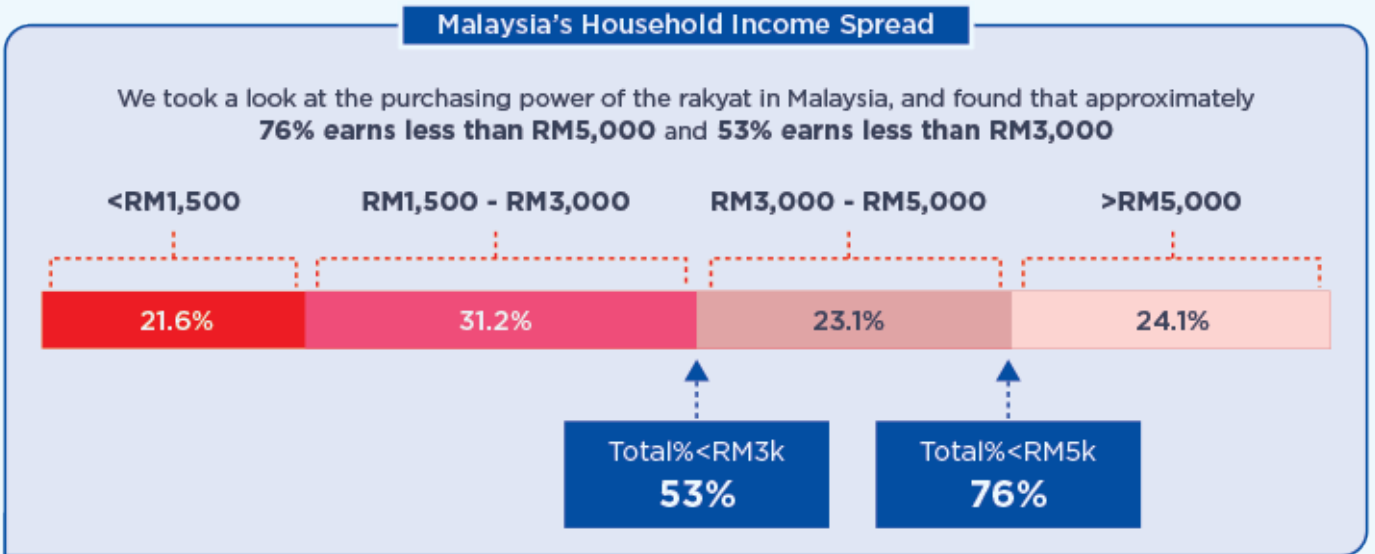
The various government assistance programmes have helped over 5 million

households and over 6 million primary, secondary and tertiary school students defray living costs in a variety of ways. In addition, through initiatives such as Klinik 1Malaysia, Kedai Rakyat 1Malaysia (KR1M) and Menu Rakyat 1 Malaysia, the rakyat now have access to virtually cost-free medical treatment, 30-40% cheaper groceries and affordable meals.

As a result of the measures taken, the COL NKRA recorded a number of Big Wins. Additionally, the efforts taken have driven the government to



formulate further measures under the GTP 2.0 that will help ease the rakyat's burden in a sustainable manner.



**Figure 1: Malaysia's Household Income Spread**

SOURCE: Department of Statistics Household Income Survey, 2009

The Government has also expanded its assistance programmes to help students with the cost of education by providing them with book vouchers and a RM100 cash assistance payment.

While these short-term impact initiatives have helped the NKRA score a number of Big Wins in the GTP 1.0,

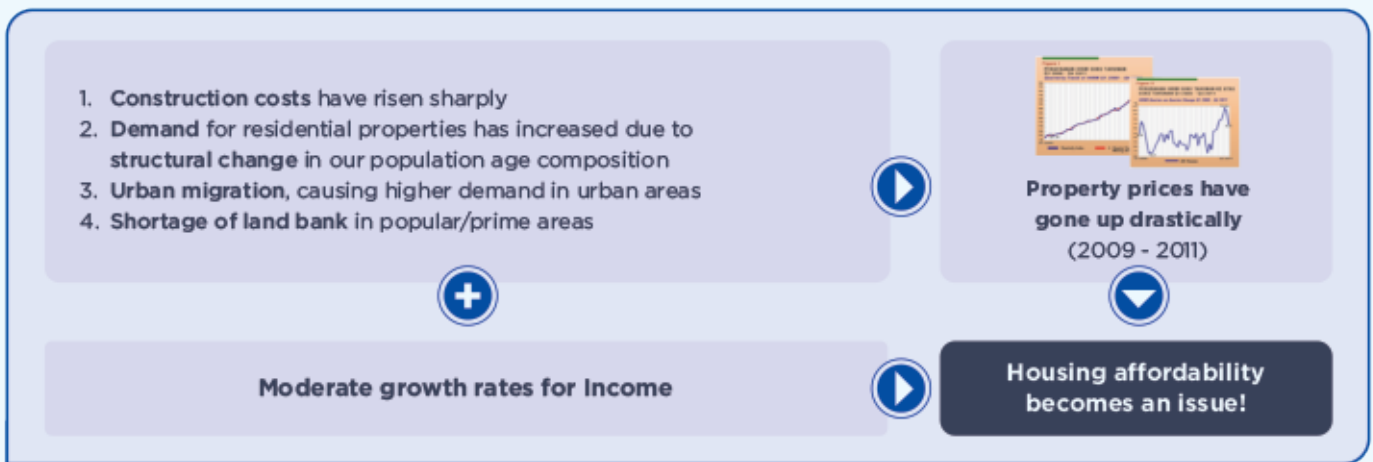
the Government has also started to look into long-term structural changes that will help address the cost of living issue in the long run. These include studying and addressing leakages in the food supply chain, factors contributing to skyrocketing prices of homes, as well as studying the country's subsidy programme.



For example, a drastic increase in the cost of building materials such as cement, steel and sand have contributed to the higher cost of

homes, which have made them forbiddingly expensive for low- to medium-income earners (See Figure 2 below). Other factors such as increased

demand for properties, and a lack of affordable housing is exacerbating the issue.



**Figure 2:** With rising property prices and coupled with moderate growth rates for income, housing affordability has become an issue

The Perumahan Rakyat 1Malaysia (PR1MA) programme, targets this issue by boosting the supply of affordable housing for middle-income earners thereby allowing greater home ownership and to fill the gap in supply. The programme is to be expanded in the GTP 2.0.

In the case of food items, such as cooking oil, leakages from illegal activities such as smuggling exacerbate already high prices caused by external factors. As goods are subsidised at the producer's level, goods that end up in the hands of non-Malaysian residents

directly translates into a lost subsidy as well, which is why the supply chain has to be tightened.

The same argument holds for fuel products in the country, such as petrol, diesel and natural gas where cross-border smuggling remains a pressing challenge. The subsidy bill for fuel alone in 2011 cost more than RM20 billion, which is not sustainable in the long term.

Since household incomes are not rising as fast as prices – and with the aspiration of a high-income nation still

several years away – the short-term measures need to be continued in the GTP 2.0 to ensure that all Malaysians have access to the basic necessities of home, food and medical services.

## **BIG WIN 1** Provided financial assistance to working class households

Under the Bantuan Rakyat 1Malaysia (BRIM) initiative, the Government offered a RM500, one-off financial aid to households earning RM3,000 and below. Announced in December 2011, the Government set aside a budget of RM2.6 billion for BRIM, reaching 5.2 million Malaysian households.



## **BIG WIN 2** Reduced education costs

A major success under the COL NKRA has been the abolishment of government school fees beginning in 2012. Public education in Malaysia is, for the first time, free. Other measures taken to reduce the burden of education costs are:

- RM530 million in funds channelled to 5.3 million primary and secondary students, providing RM100 in cash aid to fund back-to-school costs and other expenses
- RM260 million of RM200 Bantuan Buku 1Malaysia book vouchers distributed to 1.3 million students in public and private local institutions of higher learning, matriculation streams and Form 6



Another example is the Baucar Buku 1Malaysia (BBIM), the book voucher assistance for students of both public

and private local institutions of higher learning.

## **BIG WIN 3** Established affordable options for medical treatment and necessities

In order to provide the rakyat with affordable alternatives for necessities, the Government has established:

- Klinik 1Malaysia, providing affordable and virtually costless treatment at a charge of RM1, while senior citizens receive treatment for free
- Kedai Rakyat 1Malaysia, offering groceries at a 30-40% lower price than at conventional stores
- Menu Rakyat 1 Malaysia, a pre-packaged menu at a standard rate of RM2 for breakfast and RM4 for lunch in West Malaysia and RM2.50 for breakfast and RM5 for lunch in East Malaysia.

In addition to the Big Wins above, other initiatives such as the Menu Rakyat 1Malaysia, Perumahan Rakyat 1Malaysia, Kedai Rakyat 1Malaysia and Kebajikan Rakyat 1Malaysia were also implemented.

## Introduction to the GTP 2.0 (2013 - 2015)

### Case for Change

The COL NKRA was introduced in response to growing concern among Malaysians over the rising cost of living, which is due mainly to the rapid increase in commodities prices that reached new highs in 2011. The rising cost of living was also seen in similar developing nations, as cost of living increases in tandem with the growth in income level. Measures under this NKRA focus on food, transport and housing - the three categories that account

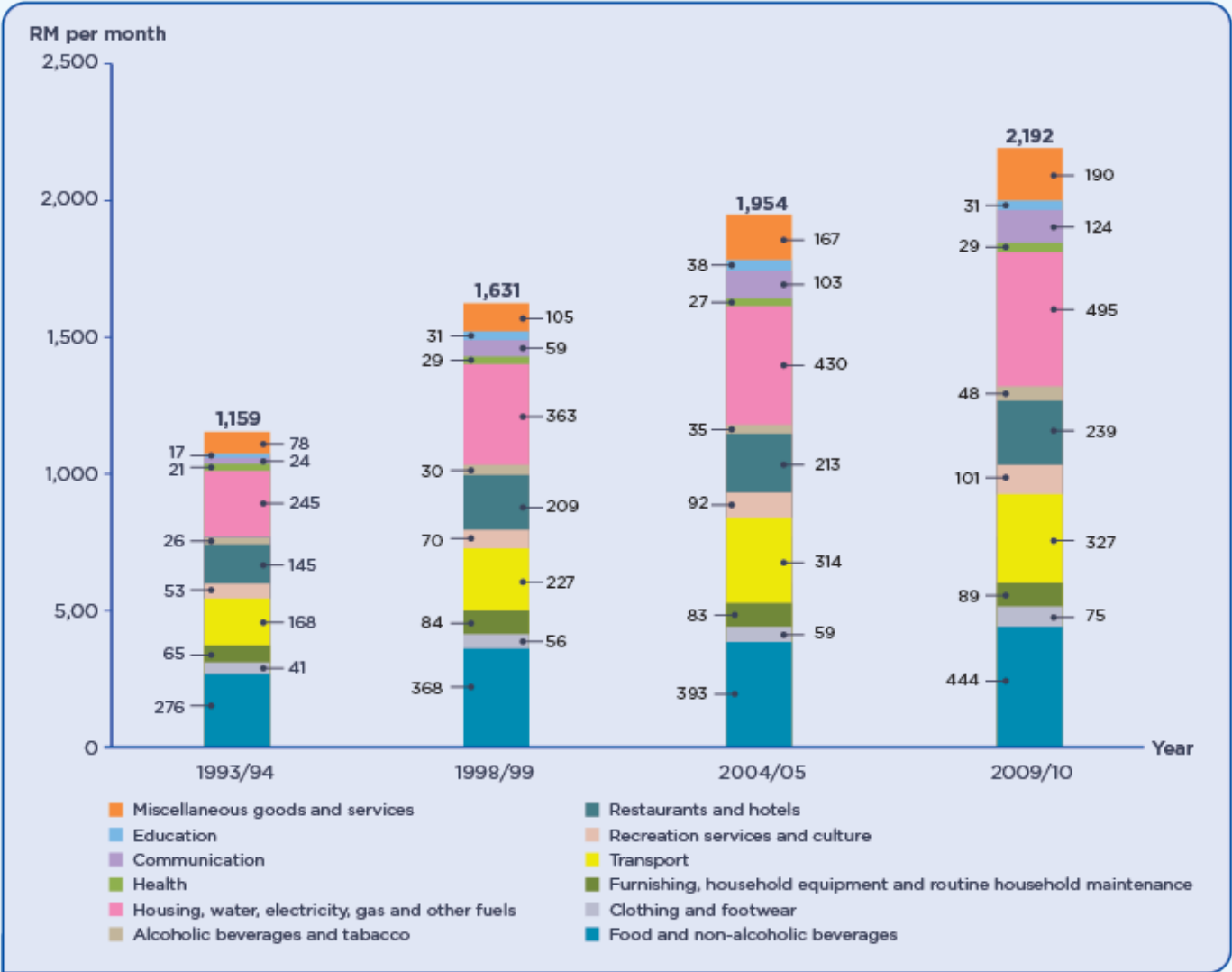
for 55.3% of Malaysian household expenditure.

This new addition to the GTP Programme takes a very different approach from the other six NKRA's. Where the other NKRA's were deterministic, laying out concrete pathways and outcomes, the COL NKRA is reactive in that its measures are borne out of a close study of the economic environment.

Going forward, the government will continue to monitor the situation and implement appropriate interventions as and when necessary. Despite the successes of the GTP 1.0, food and oil prices are only expected to further increase as the world remains highly dependent on these commodities. The COL NKRA must therefore make similar adjustments to ensure that impact of future price hikes will be minimised.



Housing, food and transport accounted for 55.3% of total average Malaysian household expenditure in 2009/10.



**Figure 1: The average household expenditure has been increasing since 1993/1994 with a CAGR of 4.06%**

While government subsidies have traditionally been used to mitigate cost pressures on the rakyat, these efforts have proved to be inefficient as subsidies mainly benefit producers

and not the households. In order to streamline the subsidy process, aid must be channelled directly to households, which is what the second phase of this NKRA proposes to do.

As such, the GTP 2.0 will see the COL NKRA reallocate subsidies as well as identify alternative initiatives that will provide households with greater purchasing power in the long term.

## Overview

Due to the reactive nature of the COL NKRA programme, the government will continue to further develop and introduce assistance programmes, which are not limited to financial assistance, should the cost of living rise substantially and only in appropriate situations. The Government is also prepared to reintroduce the flagship Bantuan Rakyat 1Malaysia (BR1M)

initiative if the situation calls for further intervention with regard to the price of essential goods and services.

This means the COL NKRA programme is dependent on how the situation develops and as such, efforts undertaken throughout the GTP will also be dependent upon them. We are committed to resolving roadblocks to

ensure initiatives are implemented in an effective and efficient manner.

Initiatives such as the Menu Rakyat 1Malaysia, PRIMA, Kebajikan Rakyat 1Malaysia, Kedai Buku 1Malaysia and Kedai Kain 1Malaysia will continue to be implemented in the GTP 2.0.

## Continuation of Government Assistance Programmes in the GTP 2.0

In just over a year since this NKRA's inception, initiatives tailored to bring immediate relief to the rakyat have helped over four million households and

over six million students. Government assistance programmes such as Klinik 1Malaysia, KR1M and MR1M have ensured that the rakyat now have better

access to basic necessities such as medical treatment, essential goods and affordable meals.

### Klinik 1Malaysia

Since 2010, 111 Klinik 1Malaysia have been established at a cost of RM4.5 million to start the clinics and RM18.5 million to operationalise the clinics. This programme will be continued and expanded in the GTP 2.0 to

ensure that all rakyat have access to affordable basic healthcare. The clinics provide basic outpatient treatment, and functions as information centres providing health notices such as dengue fever outbreaks, as well as general

medical advice. Since its inception, Klinik 1Malaysia have treated over 4.6 million patients.

The target in 2013 is to establish 80 Klinik 1Malaysia.



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## Kedai Rakyat 1Malaysia (KRIM)

The rationale for the establishment of these mini-markets is to provide essential goods to low-income rakyat located in urban areas. These mini-markets are operated by local superstore operator Mydin, and emphasises the delivery of basic essential needs such as rice, cooking oil, milk powder and diapers. Products sold in KRIM shops are produced by local small and medium enterprises and packaged under the KRIM brand.

The GTP 1.0 saw the introduction of KRIM as well as the preliminary

implementation of two enhancements, which will be completed in the GTP 2.0. The second phase of the KRIM programme will see 'Mom and Pop' stores from rural areas distributing KRIM goods in their own district in order to expand the reach of KRIM products to those who need them the most. The third phase will see the KRIM franchise open to the general public thereby creating more business opportunities for the country.

There are presently more than 45 KRIM stores nationwide, and the goal is to

reach 85 by the end of this year. More information on KRIM products and prices can be found at <http://www.1pengguna.com>, which is the Government's consumer information website.

The target for KRIM is to establish 50 stores every year until 2015.



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## Perumahan Rakyat 1Malaysia (PR1MA)

Perumahan Rakyat 1Malaysia (PR1MA) Bhd was established under the PR1MA Act 2012 to plan, develop, construct and maintain affordable lifestyle housing for middle-income households in key urban centres.

The Prime Minister is fully aware of the financial pressures faced by the urban, middle-income population due to Malaysia's rapid urbanisation. His vision is to rebalance assistance to the rakyat in both rural as well as urban areas. PR1MA is one of various initiatives implemented to help the rakyat manage the cost of living in urban areas. While other public housing providers are mainly catering for lower income groups, PR1MA will be the first that exclusively targets this middle segment

with affordable homes ranging from RM100,000 to RM400,000.

The PR1MA programme is also aimed at community integration and will be a catalyst for wealth creation for PR1MA home buyers at the end of the moratorium period.

Key eligibility criteria:

- Individuals or Families (husband and wife) with a household income of between RM2,500 and RM7,500.
- Those working or currently living near the development locations or those planning to live or work there.
- Individuals currently owning no more than one property

PR1MA homes will be allocated through an audited balloting process. A 10-year moratorium will be imposed and homes have to be owner occupied.

PR1MA's target is to build 850,000 homes over a period of 10 to 15 years. The first phase of homes will be launched in key urban areas such as the Klang Valley, Johor Bahru, Seremban, Kuantan, Kuching and Miri. The second phase will focus on suburban areas. For the next three years, PR1MA targets to launch a total of 60,000 units (home and commercial); six new 10,000-unit projects in 2013, seven 20,000-unit projects in 2014 and seven 30,000-unit projects in 2015.

## Kebajikan Rakyat 1Malaysia (KARISMA)

KARISMA is the Government's welfare programme launched in September 2011, and is targeted at the underprivileged, including senior citizens, the disabled, children and single mothers. Widows of policemen and military personnel are also eligible to receive the financial aid under this programme. The goal is

to provide financial assistance ranging from between RM100 and RM450 a month to the recipients.

In 2012 itself, a total of RM1.4 billion has been budgeted for KARISMA and will be distributed through existing programmes run by the Ministry for

Women, Family and Community Development, Yayasan Kebajikan Negara (National Welfare Foundation), and the National Population and Family Board (Lembaga Penduduk dan Pembangunan Keluarga Negara).

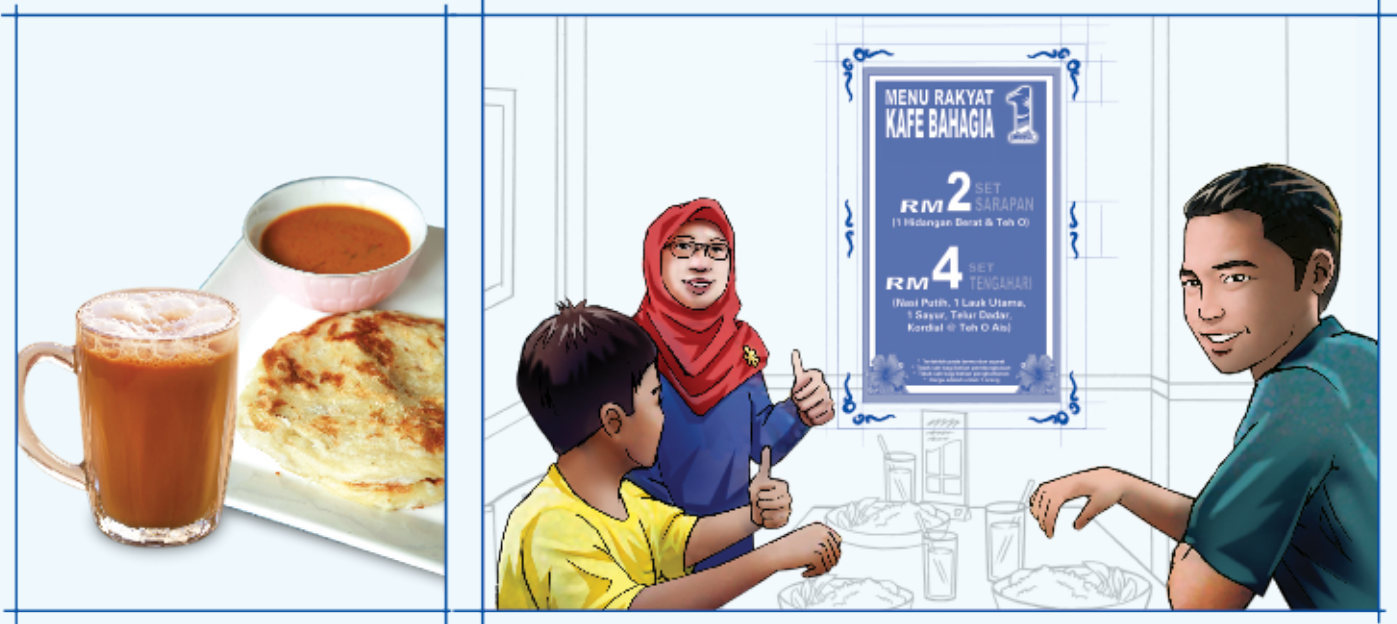
## Kad Siswa 1Malaysia

The Ministry of Domestic Trade, Co-operatives and Consumerism created the Kad Siswa 1Malaysia (KADS1M), or the Graduate's 1Malaysia Discount Card, to further help alleviate the cost of living for students in institutions of higher learning in both public and private sector throughout the country.

KADS1M is given free to all students in institutions of higher learning that fulfills these criteria:

- Enrolled in long term courses for a duration of 1 year and above (certificates, diploma, and degree);
- Full time students; and
- Citizens of Malaysia

Discounts offered by companies participating are for selected goods and services that are subjected to the rate and terms set by the individual companies. For full information on the company, discount rate and terms of discount, please visit <http://www.1pengguna.com/kads1m>.



### Menu Rakyat 1Malaysia

Menu Rakyat 1Malaysia aims to help low-income earners and students by providing affordable breakfasts and lunches not exceeding RM2 and RM4 respectively for West Malaysia and RM2.50 and RM5 for East Malaysia. This programme is implemented in collaboration with private restaurants

and food operators who participate on a voluntary basis. There are presently 2,400 participants of this programme, and the goal is to raise the number to 3,000 by the end of 2012. Information about the location of participating premises nationwide, food menu and price monitoring can be found at the

official website  
<http://www.1pengguna.com>

The target for MRIM is the introduction of 1,000 new locations every year until 2015.

### Kedai Buku 1Malaysia

This programme will be established in 2013 to further complement the Bantuan Buku 1Malaysia programme. It shares a similar objective with the

original programme, namely to alleviate the cost associated with education. The objective's coverage will be further expanded to include primary and

secondary students as well. Further details of the programme will be announced soon.

### Kedai Kain 1Malaysia (KK1M)

Similar to KR1M, KK1M will see textile shops set up under the KK1M brand to offer more affordable products to the rakyat. On July 14, 2012, the first outlet was opened in Hulu Langat,

Selangor. The target is to establish six more outlets this year and to set up another 30 outlets in 2013 in Peninsular Malaysia.



## Subsidies for Essential Items

The Government subsidy bill has been on an increasing trend since 2009 due to the global fluctuation of fuel and food prices. Presently, the Government subsidises two essential groups of items:

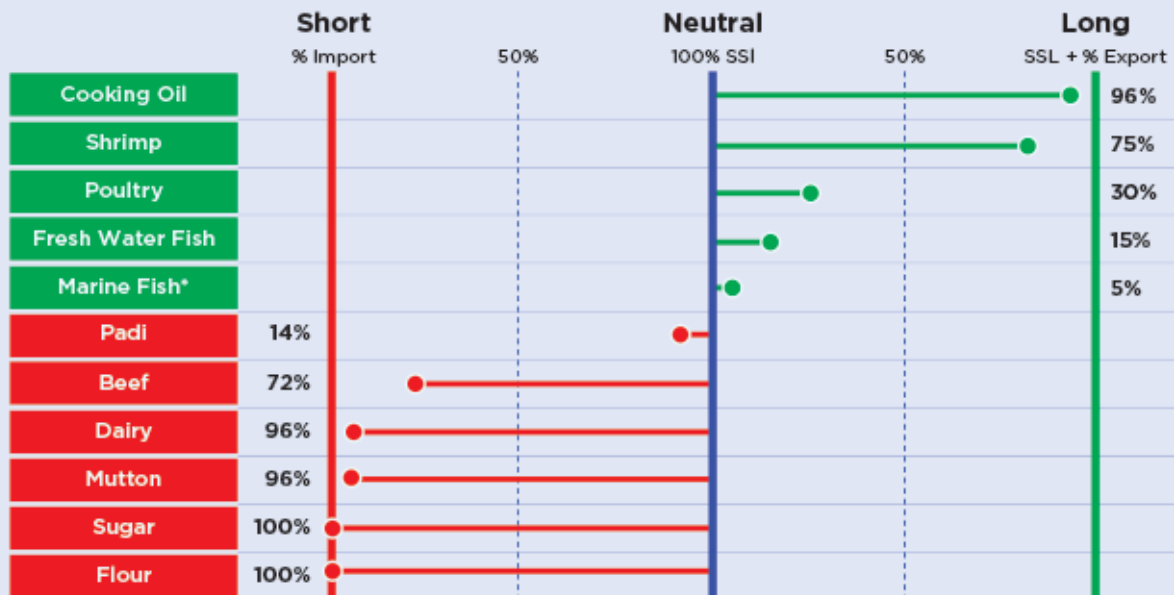
- **Food**  
Sugar, flour, cooking oil, rice
- **Fuel**  
RON95 petrol, diesel, cooking gas

For 2012, the subsidy for fossil fuel (petrol, diesel and LPG) is expected to cost RM19.5 billion. An estimated RM2.4 billion will go towards subsidising food products. Despite the high cost of subsidies, the Government is still committed to assist the rakyat by deferring the implementation of subsidy rationalisation.



## Food Security

### Recommended SSL 'positioning' to take for the key food items by 2020



\* Marine Fish position to be finalised after the completion of the Coastal Maximum Sustainable Yield Survey

Reliance on imported food items including raw ingredients has resulted in the increase of the food bill in overall household expenditure. Malaysia imported RM3.4 billion of processed food in 2011, and has only attained a self-sustainable level (SSL) for a handful of raw ingredients for cooking.

The Food and Security Lab has analysed Malaysia's supply and demand for each category of food, taking into account criteria such as the country's competitiveness in producing food against neighbouring farming countries, and made the following findings:

- Malaysia is able to produce high-quality poultry products at a competitive cost, and, in the long term the country should be able to produce a surplus over and above local demand. Similar studies were

#### **Increasing local productivity**

Under NKEA Agriculture, only well-run and top-performing private companies were selected to become anchor companies to market and distribute produce to supermarkets. These anchor companies play the role of vertically integrating the production process, i.e. from seed to production until marketing and export. It is the hope that existing farmers will be able to benefit from the transfer of skills and technology from the existing anchor companies when the initiative has been integrated with the NKEA.

conducted for other categories of food.

- Land allocated under the National Physical Plan needs to be reallocated to set appropriate allocation levels at both the federal and state levels.
- The food value chain, i.e. farming, wholesaling, retail distribution and sales of produce, need to be better coordinated to alleviate concerns that farmers further up the value chain do not benefit equitably.

The recommendations from the Food Security Lab were greatly considered, and the possibility of greater integration with the NKEA Agriculture Entry Point Projects has also been taken into account. This would subsequently allow the private sector to take the lead in implementing these projects via prudent public investments.

The scope of NKEA Agriculture will also be expanded to encourage local farmers to work as contract farmers for the anchor company's flagship. This will not only increase the revenue to the farmers but at the same time ensure cheaper farm produce due to increased farm production.

At the same time, existing small- and medium-scale processed food producers will be provided a common facility that allows them to gain access to equipment and improve standards



The initiatives are divided into two major components:

- Increasing local productivity
- Integrating the value chain

to increase consumer confidence in their produce. By adhering to strict food preparation procedures (i.e. Good Manufacturing Practice, HACCP) which will be set up through the anchor company, small-scale food producers can utilise their facilities for a reasonable fee. This initiative is an ongoing Entry Point Project under NKEA Agriculture.

**Integrating the value chain**

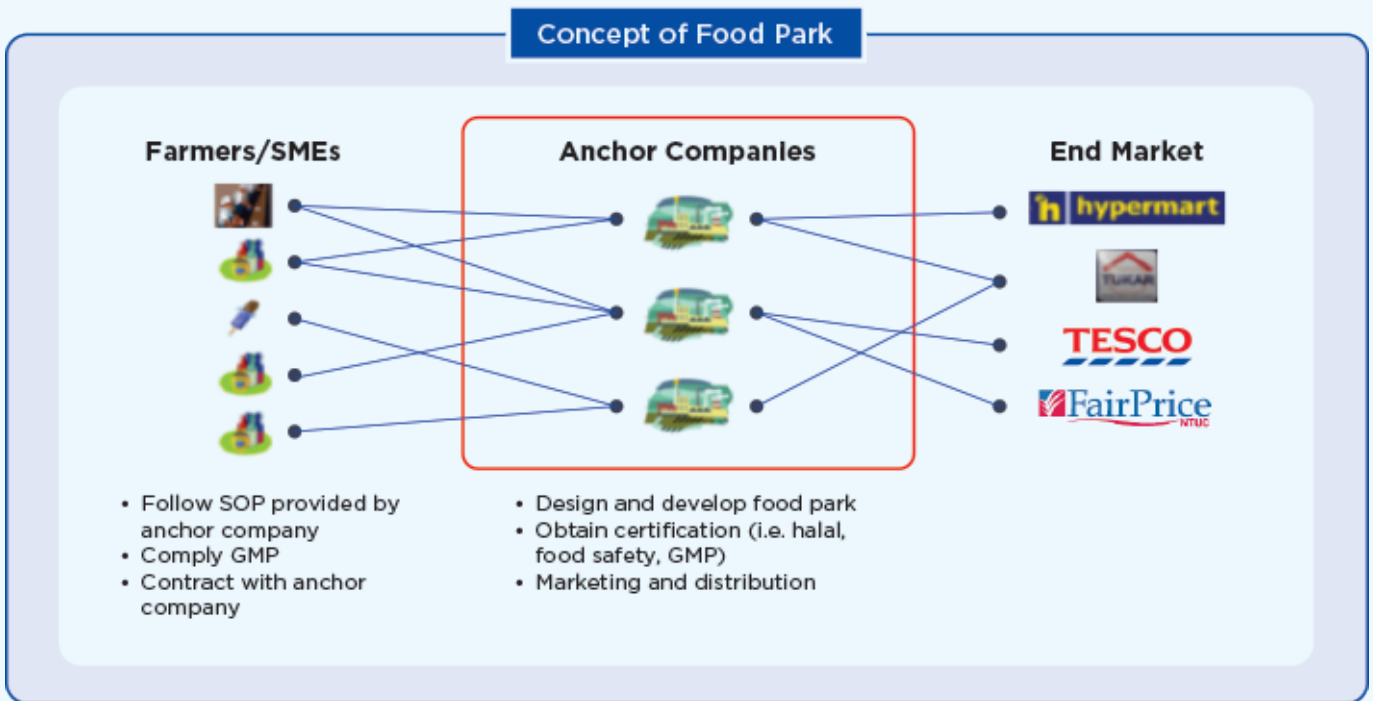
The goal is to reduce the price of raw ingredients by increasing their supply. Another factor that affects retail pricing is the number of middlemen within the supply chain who takes the products from the farm to the consumer. The Government has thus established multiple retail points such as Pasar Tani, Agro Bazaar and KRIM in an effort to mitigate handling charges.

With increased production from the farm, the anchor company will be

paired with government agencies such as FAMA and the Ministry of Domestic Trade, Co-operatives and Consumerism to market directly to the consumer. It is expected that retail prices will be reduced by 5% to 8%.

On processed food, initiatives such as Produk 1Malaysia will be further expanded. By establishing guidelines for 1Malaysia products, a greater number of rakyat will be able to enjoy access to cheaper food items. This effort, coupled

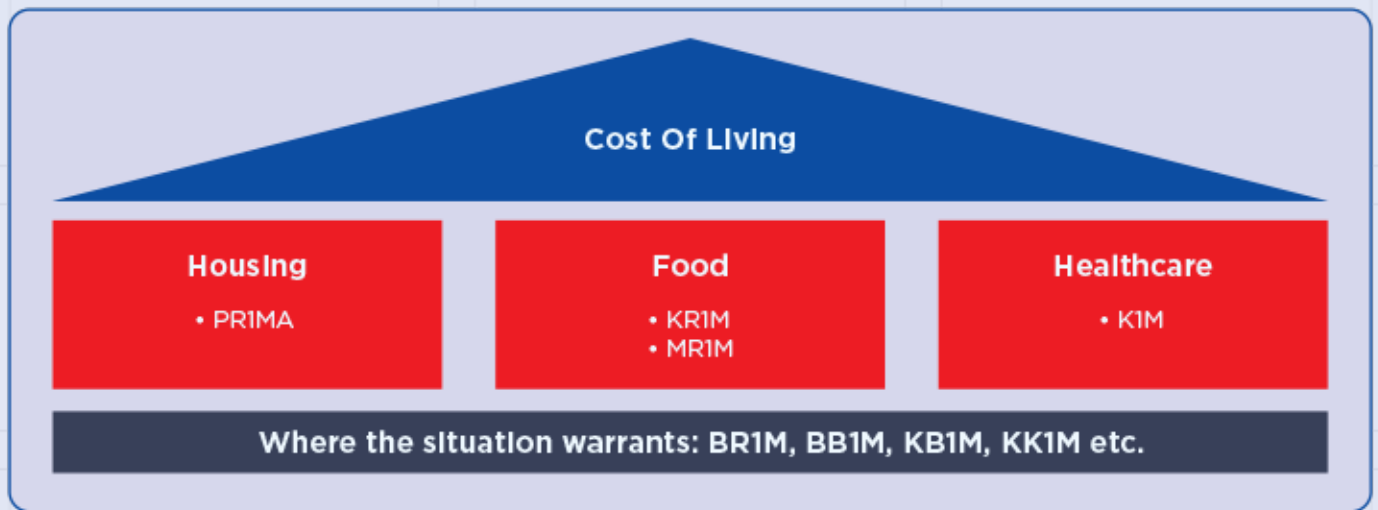
with the integration of small-and medium-scale food processors with an anchor company, will make a wider and cheaper selection of processed food available.





# Summary of Initiatives

Under the GTP 2.0, the COL NKRA will use a multi-pronged approach aimed at managing the impact of the rising costs of goods and services, and will continue to be reactive in nature. These efforts will look to contain household spending on food, housing and transport to about 50% of household income.



Targets for COL NKRA Initiatives				
		2013	2014	2015
<b>KR1M</b>	New KR1M shops	50	50	50
<b>MR1M</b>	New participating outlets	1,000	1,000	1,000
<b>K1M</b>	New K1M clinics	80		
<b>PR1MA</b>	New projects launched	6	6	7
	Number of home units	8,600	10,200	11,400
<b>KK1M</b>	New KK1M shops	30		





# REDUCING CRIME

# MINISTER'S FOREWORD

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## Message by the Honourable **Datuk Seri Hishammuddin Tun Hussein** Minister of Home Affairs

The right to personal safety and mobility, free from fear and abuse, is essential for all Malaysians irrespective of race, religion, gender or income levels.

The Government recognises that the current status quo does not meet this ideal, and hence we have embarked on our ambitious Government Transformation Programme (GTP), which seeks to ensure that crime becomes less than a footnote in our nation's path to progress.

We have already seen encouraging results and positive changes nationwide through our initiatives implemented in the GTP thus far, but the work is not yet done. Malaysians as a whole - be they the law enforcement agencies or the rakyat - must persevere if we are to realise our vision of a

safe and secure country for ourselves, our children and our children's children.

The next three years will see the Government take on a new set of ambitious targets under the rubric of the GTP 2.0, which will see us make even greater progress towards the goals outlined above.

As the Lead Minister of the Reducing Crime National Key Result Area (NKRA), I am personally committed to ensuring that we achieve those targets, and will be held accountable at the end of the next three-year period. I am hopeful that the Malaysian rakyat shares these same aspirations that we do and that there will be greater collaboration in future to help stamp out the problem of crime once and for all.



## Looking back at the GTP 1.0 (2010 - 2012)

According to a survey conducted in 2009, Malaysians identified crime as their second biggest concern after the economy. Crime reduces public morale and saps public confidence in the Government to maintain security and to keep the peace. Following these survey results, the Reducing Crime NKRA was implemented in 2010, and focussed on five key areas:

- Reducing reported index crime

- Reducing reported street crime
- Reducing the fear of becoming a victim of crime
- Improving the justice system
- Increasing public satisfaction with the Royal Malaysian Police (Polis Di-Raja Malaysia or PDRM) performance

As a result of 55 initiatives implemented in the GTP 1.0, Malaysia saw a drastic improvement in all five key areas,

with the following achievements noted in Table 1 below. The GTP 1.0 also saw the introduction of several banner programmes such as the Omnipresence Programme – a private, public and police partnership that saw personnel from other government agencies mobilised to create an omnipresence of troops patrolling crime prone areas.

NKPI	2010 achievement	2011 achievement	2012 targets
Reduce index crime	Reduction of 15% based on 2009 baseline	Reduction of 11% based on 2010 baseline	To reduce by 5%
Reduce street crime	Reduction of 35% based on 2009 baseline	Reduction of 39.7% based on 2009 baseline	To reduce by 45% based on 2009 baseline
Reduce fear of becoming a victim of crime	Reduced from 58.5% to 52.5%	No movement. Remained at 52.8%	To reduce to below 45%
Clear violent crime backlog cases	2,001 cases cleared	As the cases have been cleared, this KPI is no longer relevant and has been replaced by 'Increase charging rate' KPI	
Increase the charging rate of investigation papers opened	N/A	Charged 23.4% of investigation papers (IPs) opened	To charge 25% of IPs opened
Improve public satisfaction of PDRM services	Increased from 35.8% to 55.8%	Increased from 55.8% to 70.5%	To achieve a minimum of 70%

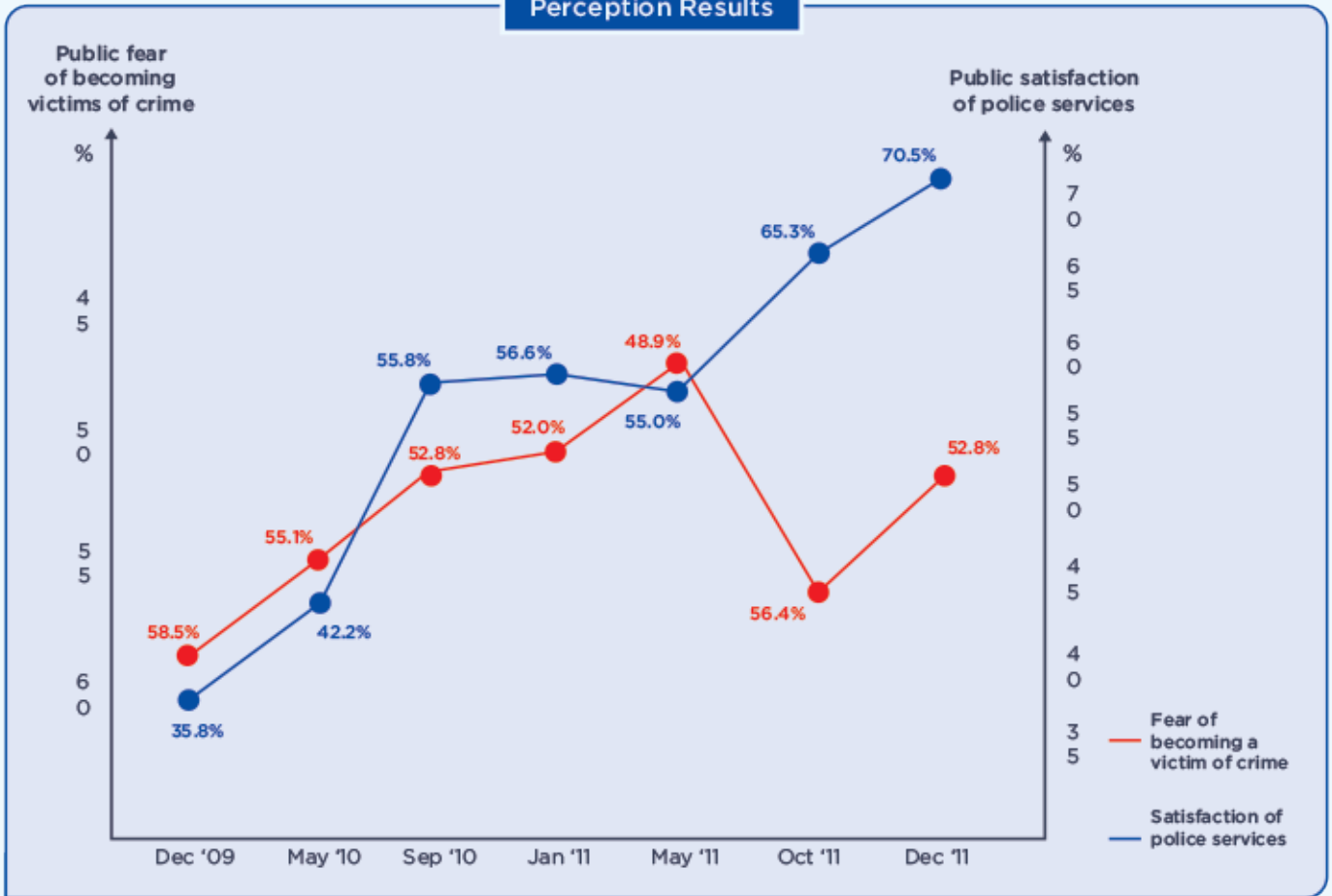
**Table 1: National Key Performance Indicators (NKPIs) and topline targets for 2010-2012**

As the table above indicates, improving public perception of safety remains the biggest challenge for the Reducing Crime NKRA. Despite positive results in

the other segments, this survey result held steady with 52.8% of the rakyat reporting that that they were still afraid of becoming a victim of crime. The

ratio came down in 2010 from 58.5% previously, but remained unchanged in 2011. The goal in 2012 is to reduce the ratio to below 45%.

## Perception Results



Graph 1: Chart showing the public perception of safety and satisfaction with police services

## BIG WIN! Steady reduction in index crime

The targeted goal of the GTP 1.0 was to achieve a 5% reduction in overall reported index crime annually from 2010 to 2012. Index crimes comprise 13 different categories and are deemed serious offences occurring with sufficient frequency and regularity to serve as a measure of the overall crime situation in the country.

surpassed the target to reduce index crime by 15% in 2010 and 11% in 2011. The aim is to further reduce index crime by 5% in 2012. Nine key initiatives were implemented in the GTP 1.0 that helped bring index crimes down. These initiatives focused on several key areas including motorcycle theft, house break-ins and car-thefts.

is credited as having significantly contributed to the improvement in this sector, after changing its focus from sector-based policing to crime hot-spot policing.

The Reducing Crime NKRA easily

The Omnipresence Programme

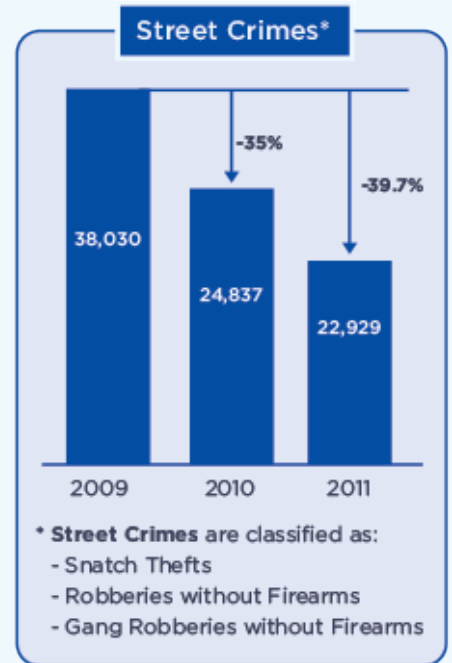
## BIG WIN 2 Reducing reported street crime

Street crime comprises three categories – snatch theft, robbery with firearms and gang robbery with firearms. Street crime has a direct and visible impact on the rakyat, which has a further negative consequence on public perception of safety as well as their satisfaction with the police force.

The initial goal was to reduce street crime by 20% in the first year of the GTP 1.0, and this figure was handily surpassed with the NKRA reporting a reduction of 35% in 2010 from 2009. The target for the second year was a reduction of 40% based on the 2009 baseline, which was narrowly missed

after the numbers from 2011 showed a reduction of 39.7%. The goal is to reduce crime by a further 5.3% in 2012.

The Safe City Programme, built on CPTED (Crime Prevention through Environmental Design) principles represents a cooperative effort between the police, local municipal councils and other government agencies to improve safety and security in cities. This has contributed greatly to the reductions in street crime, as did the Omnipresence Programme.



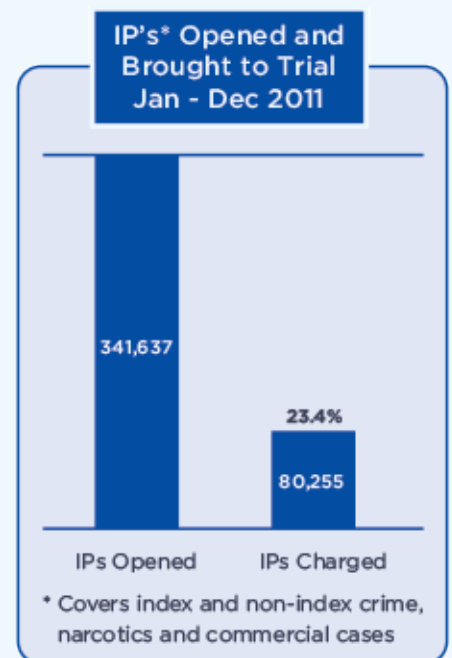
## BIG WIN 3 Improving the justice system

In tandem with the efforts to reduce the incidences of crime and to raise public confidence in the Malaysian justice system, the GTP 1.0 saw several initiatives directed towards improving the justice system.

The goal in the first phase of the GTP 1.0 was to clear the backlog of violent crime cases, and this was achieved in 2010 after 2,001 old cases were processed. As the initiative had accomplished its goal, the NKRA

changed its focus to increasing the ratio of charges made to investigations papers opened.

In raising the charging rate, the Reducing Crime NKRA again saw several major accomplishments. In 2011, the NKRA set a target bringing at least 20% of arrests to trial, and this target was surpassed, with the ratio coming in at 23.4%. The goal is to further improve this ratio to 25% of all investigation papers opened in 2012.



## **BIG WIN 4** Increase public satisfaction with police performance

Public satisfaction with police performance is a crucial component in reducing crime as the rakyat's trust and cooperation with the police can only be secured with increased satisfaction of the latter's performance. In line with this initiative, customer service rating (CSR) devices were rolled out to all 82 police stations in Selangor with the goal of expanding the initiative nationwide.

To further enhance relationships between the rakyat and the police, top leaders including the Inspector General of Police, Deputy Inspector General, Directors and Chief Police Officers undertook high-profile policing measures in strategic locations. The

police also stepped up interactions with the public, and took active steps to engage with NGOs to discuss new initiatives. A police station league table – the Balai League Table – was implemented to cultivate healthy competition within the police ranks.

As a result, public satisfaction of the police's performance rose from 35.8% to 55.8% in the 2010, and subsequently to 65.3% in 2011. The target is to raise this number to 70% in 2012.

Encouragingly, this change in perception was also mirrored in external studies conducted by both national and international bodies. The World Justice

project, for instance, named Malaysia the safest among 19 upper middle-income countries, and 12th safest overall, ahead of the United States and the United Kingdom.

The Global Peace Index ranked Malaysia the safest and most peaceful country in Southeast Asia, and 20th worldwide. Finally, Malaysia climbed 30 spots in the WEF Global Competitiveness Report ranking of the business cost of crime and violence for the year of 2011.



# Introduction to the GTP 2.0 (2013 - 2015)

## Case for Change

Despite the improvements in the country’s crime rate and its continued downward trajectory, public perception of safety is still a challenge as 52.8% of the rakyat say they still do not feel safe.

Meanwhile, proliferation of high-profile crime cases through new digital media channels, e.g. social media, has further raised public concerns about the effectiveness of police services.

There is therefore a need in the GTP 2.0 to address the root causes of the problem, and the Reducing Crime NKRA will expand its focus in the second phase of the transformation to focus on support for victims of crime.



**Figure 1: Expanding the GTP 2.0 focus to address victims of crime**

The GTP 2.0 also looks to change the very nature of policing. Prior to the GTP, the police was seen as a law enforcer associated with the following characteristics:

- Regimented
- Target (case-solving) oriented
- Present only when needed
- Prevention oriented
- Strict and disciplined

Today, the police are expected to be a community-oriented law enforcers. In addition to solving cases and helping prevent crimes, the police officer today

is expected to be proactive, interactive and approachable. Policing is evolving to be more rakyat-focused while retaining its discipline. The key here is for policing to be more empathetic to the needs of the rakyat.

Another issue that needs to be addressed is the issue of house break-ins, which has been identified as a key component of index crime. House break-ins have proved to be particularly traumatising as they tend to lead to other violent criminal acts including assault, kidnap, rape and murder. The

severity of criminal activities associated with house break-ins has led the Reducing Crime NKRA to place special focus on this category of criminal activity in the GTP 2.0.

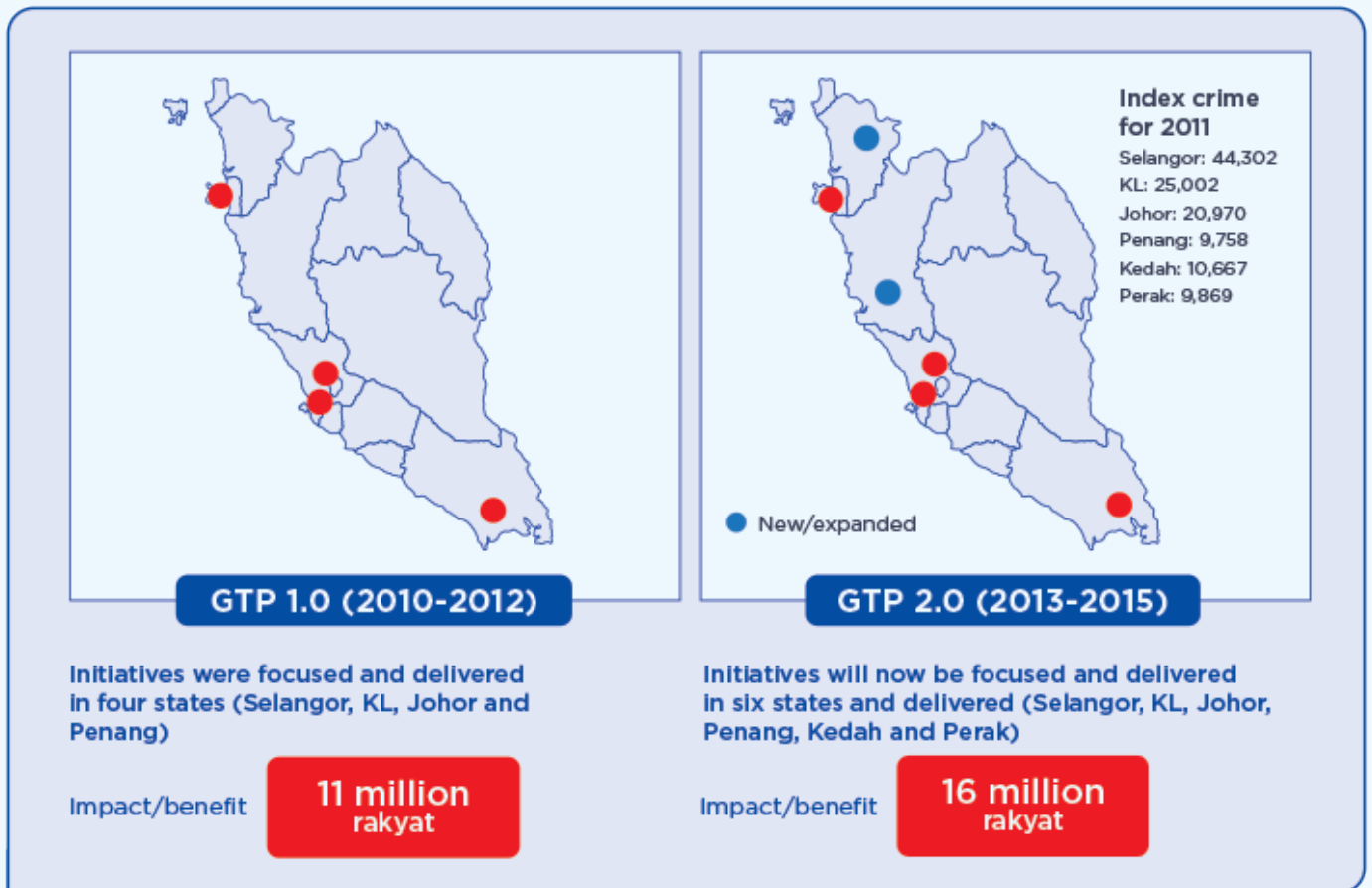
The big wins from the GTP 1.0 shows that the Malaysian criminal justice system can, and has indeed, improved. Nonetheless, more needs to be done.

What will be added in the GTP 2.0 is a fresh emphasis on increasing the capabilities of existing security

personnel, a reinvigorated approach to changing public perception of the police, and laying the building blocks for a World Class Policing (WCP) strategy that will transform the local police into a world-class police force.

The Reducing Crime NKRA will also expand the focus of the NKRA's initiatives to include Kedah and Perak in addition to the four hot-spot states of Johor, Kuala Lumpur, Penang and Selangor in the GTP 1.0.

The same high-impact police measures will be extended to the two states, which is expected to benefit some 16 million rakyat - 5 million more than the GTP 1.0.



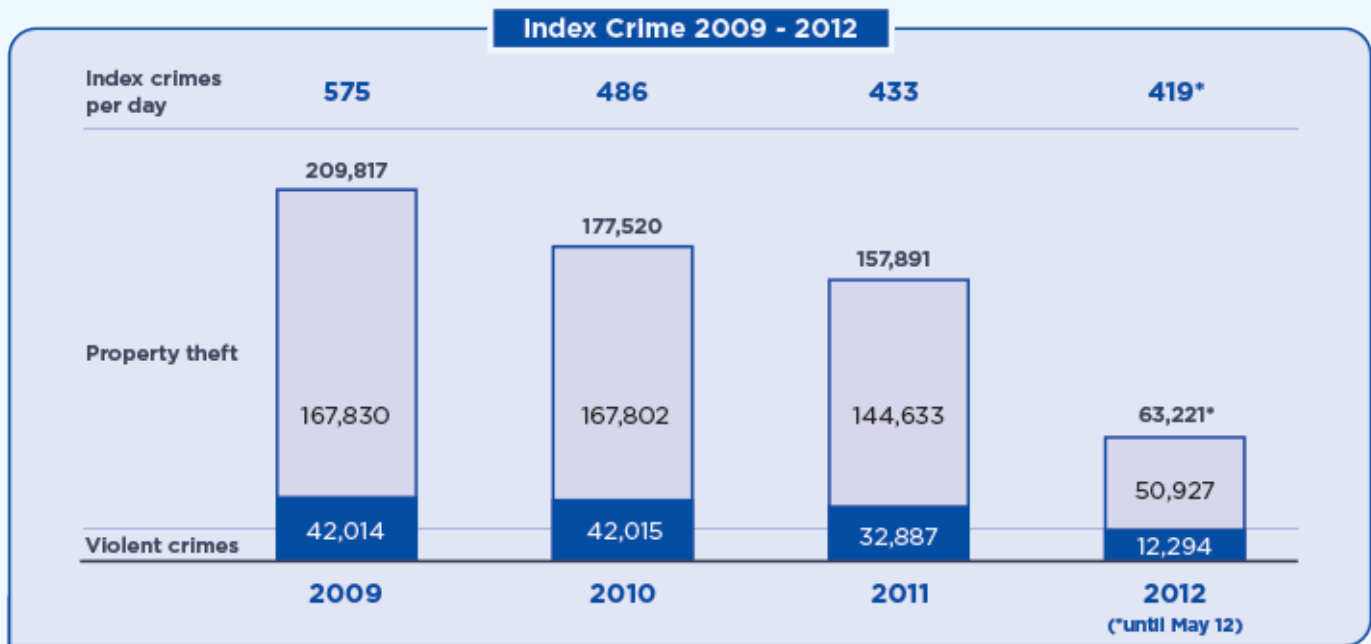
**Figure 2: The GTP 2.0's expanding focus to cover six states from four states**

The issue of crime has taken centre-stage with the rakyat of late owing to a recent consistent spate of criminal incidences reported in various media channels. The rakyat has, unfortunately, taken to interpreting this to mean that the initial initiatives undertaken

by the Reducing Crime NKRA have been ineffective, and that the level of criminal activity remains the same if not worse.

The Government agrees that crime remains an issue in Malaysia, but this

does not mean that there has been no improvement on statistical front. Data from the PDRM show that the number of crime incidences has dropped from 575 cases per day in 2009 to 419 per day in the first five months of 2012, which is an improvement of over 27%.



**Figure 3:** Though on the decline, there are 419 crime incidents reported every day (up until May 2012)

SOURCE: PDRM

At the same time, numbers from Insurance Services Malaysia (ISM), a body comprising external insurance and takaful agents, show that vehicle thefts have fallen 6.5% between 2010 and 2011, further reinforcing the PDRM’s data showing an improvement on the crime front.

However, the fact remains that there are still over 400 cases of crime per

day that need to be dealt with by the police, which forms a compelling argument for continuing the work of the NKRA.

Based on the collection of data from other developed countries, Malaysia’s crime situation is better than other nations such as the United States, South Africa, the United Kingdom, Hong Kong, and even Singapore, our

neighbours to the south (see Figure 4 on the following page).

The Government recognises that it is the right of every Malaysian to be safe within their own neighbourhood and country, and greater improvements will be made to ensure that the rakyat are better protected in future.

### Reported Crimes per 100,000 population across selected countries

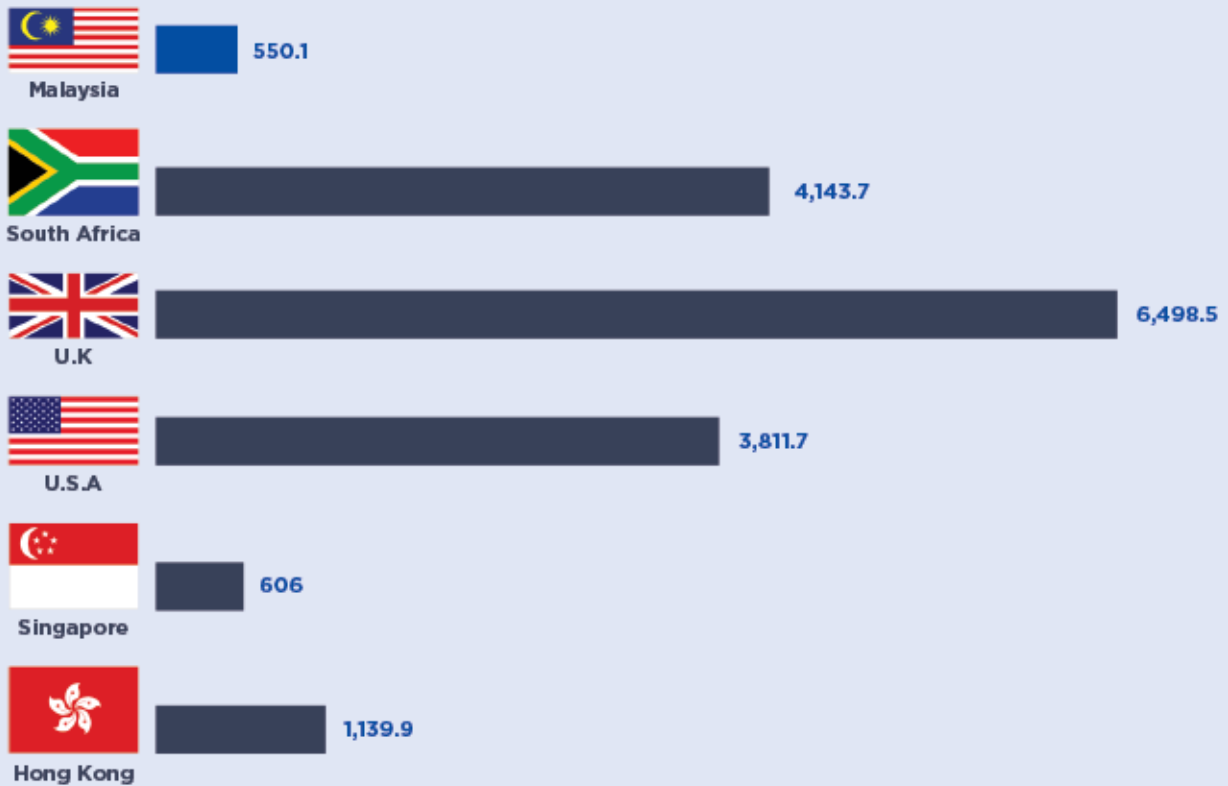


Figure 4: Recorded criminal incidents in Malaysia is lower than in most countries

SOURCE: Nationmaster: <http://www.nationmaster.com>; DOS Singapore; UK Home Office



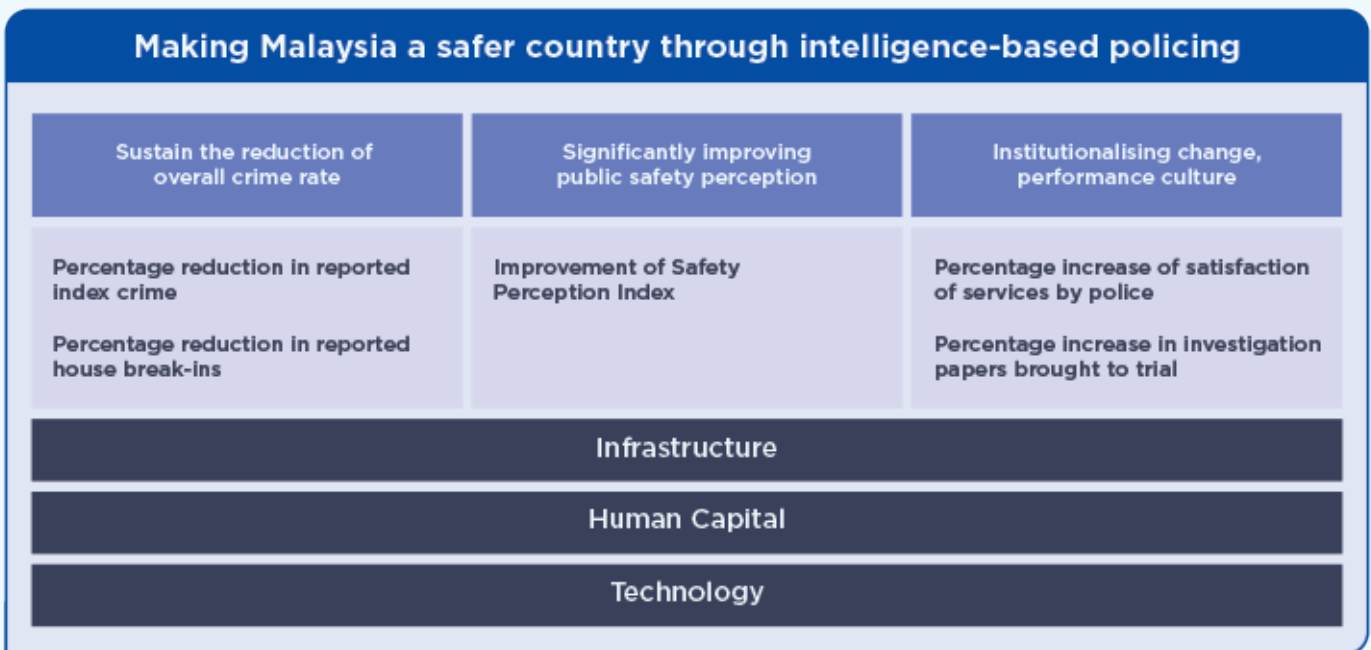
# Overview

The goal of the Reducing Crime NKRA in the GTP 2.0 is to further enhance and expand on the work already begun in the GTP 1.0. Whereas the first phase of transformation focused primarily on addressing the “opportunity” element in the crime life cycle, the GTP 2.0 will expand to emphasise the victim as well.

The ultimate goal of any criminal justice system is simple: to deter criminal behaviour and to prosecute perpetrators on behalf of the victims of crime. The NKRA’s ultimate goal is similarly straightforward: making Malaysia a safer country through intelligence-based policing.

The Reducing Crime NKRA has identified three pillars or aspirations that will help accomplish this goal, namely:

- Sustaining the reduction of the overall crime rating
- Significantly improving the perception of public safety
- Institutionalising change and building a performance-driven culture.



**Figure 5: Framework of the GTP 2.0 Reducing Crime NKRA**

These aspirations further drill down into various initiatives and more specific goals that provide necessary support by improving enablers such as the policing infrastructure, human capital and technology. Together, these aspirations and improvements will help make Malaysia a safer place through 35 initiatives to accomplish the following key results by the end of the GTP 2.0 in 2015:

- Reducing index crime by 5% annually
- Reducing reported house break-ins by 5% to 10% annually
- Raising the Safety Perception Index such that 65% of the rakyat feel safe within their own country
- Increasing the charging rate of IPs opened to 35%
- Increasing public satisfaction with police services to 85%

The 35 initiatives have been further grouped into four workstreams:

- Reducing index and property crime
- Increasing the Safety Perception Index
- Improving public satisfaction of police performance
- Increasing the number of IPs brought to trial

## Reducing Crime

NKPIs	Expected Outcomes
<b>Reduce Overall Crime</b>	<ul style="list-style-type: none"> <li>Annual 5% reduction in overall index crimes till Dec 2015</li> </ul>
<b>Reduce House Break-Ins</b>	<ul style="list-style-type: none"> <li>Annual 5% reduction till Dec 2015 [Stretch Target: 10%]</li> </ul>
<b>Safety Perception Index</b>	<ul style="list-style-type: none"> <li>Target more than 65% of the public feeling safe living in the country by 2015</li> </ul>
<b>Increase Charge Rate of IPs opened</b>	<ul style="list-style-type: none"> <li>35% of IPs opened brought to trial.</li> <li>Improve reputation of enforcement agencies in bringing offenders to justice (PDRM and AGC)</li> </ul>
<b>Increase Public Satisfaction of Police Performance</b>	<ul style="list-style-type: none"> <li>85% of the public are satisfied with services by PDRM</li> <li>Cultivate robust, high quality frontline performance management</li> </ul>

**Table 2:** NKPIs and Expected Outcomes for the GTP 2.0

## Workstreams & Initiatives

### 1 Reducing Index and Property Crime

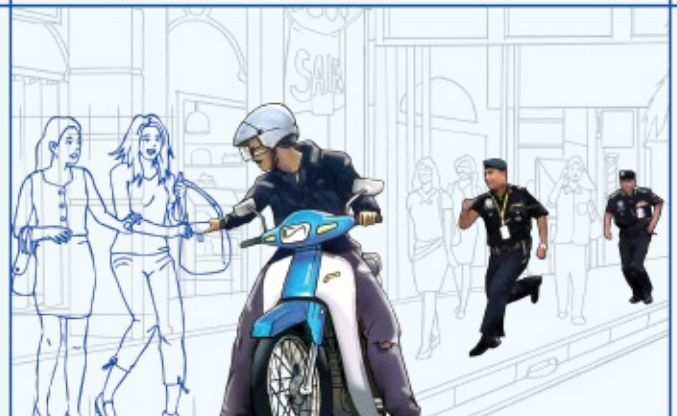
The GTP 1.0 has already seen a significant decrease in the amount of crime in the country, but there is still room for improvement. The Reducing Crime NKRA recognises that more can still be done to reduce incidences of crime, particularly in areas that continue to worry the rakyat. Towards this end, 12 initiatives will be implemented in the GTP 2.0.

The reduction of crime, however, is a complex process, which requires a holistic treatment beyond addressing the criminal offence itself. For instance, this workstream contains a special focus on prison enhancement that will ensure inmates receive the necessary support to prevent them from re-offending.

While the anti-crime measures of the GTP 2.0 will target specific types of crime, such as house break-ins and vehicle theft, these measures will also include indirect initiatives that will further address the conditions that give rise to criminal activity.

Before the GTP 1.0	2006	2007	2008
Index crime	196,780	209,582	211,645
Property crime	165,372	174,423	173,828
Violent crime	31,408	35,159	37,817
After the GTP 1.0	2009	2010	2011
Index crime	209,817	177,520	157,891
Property crime	167,803	144, 848	128,357
Violent crime	42,014	32,924	29,534

**Table 3:** Index crime rates before and after the Reducing Crime NKRA of the GTP 1.0



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## Focus Area: Prevention of house break-ins

House break-ins constitute 18% of property crime. In 2011, 28,020 house break-ins were reported costing homeowners over RM140 million in losses. The GTP 2.0 will see the implementation of a targeted effort to reduce incidences of house break-ins. Break-ins are especially traumatic for victims because they shatter the illusion of safety and privacy that their homes provide.

Initiatives from other workstreams as well as some specific to this one will be deployed with the aim of reducing house break-ins by 5% annually from 2013 to 2015.

Certain initiatives have already shown to be effective in the GTP 1.0 and will be extended in the GTP 2.0 such as

the Omnipresence Programme. The Omnipresence Programme, which is detailed under the Increasing the *Safety Perception Index* workstream, will be led by the police and targeted at focus areas. This programme also targets the recruitment of Police Volunteer Reserve (PVR) among residents to create more ownership of the break-in problem within their own neighbourhoods.

Secondly, the clamp-down on house break-ins will see smart partnerships formed between the police, business and commerce associations, as well as other organisations. The police will encourage businesses to set up more auxiliary police to assist in crime prevention while simultaneously working with NGOs, regional authorities and other partners to conduct volunteer

patrols around business and housing areas with high incidences of crime. Thirdly, the police will also form special dedicated teams to focus exclusively on house break-ins.

Finally Crime Prevention through Environmental Design (CPTED) principles will be leveraged to reduce the incidences and opportunity for crime. The plan is to develop liaisons with the building community to promote CPTED in all new developments in order to design and create crime-resistant environments. The Town and Country Planning Department as well as the Ministry of Housing and Local Government are the owners of this programme.

## Focus Area: Prevention of vehicle theft

Incidences of vehicle thefts have shown a slight decline over the past three years – down 15% to 68,579 thefts in 2011 from 80,438 in 2009. However, they still contribute to a large portion of property theft, making up 54% of the category in 2011. Furthermore, vehicle theft contributed to 43% of total index crime for 2011. The GTP 2.0 will see a greater collaborative effort from the private and public sector to combat this segment.

Despite the overall decrease of vehicle thefts, car theft has been on the rise the past three years, from 14,206 incidences

in 2009 to 16,129 in 2011 – an increase of 13.5%. Prevention of crimes of this nature requires collaborative efforts from various bodies including:

- PDRM
- Town and Country Planning
- Ministry of Housing and Local Government
- Malaysian Crime Prevention Foundation (MCPF)
- Owners of public parking area
- Insurance associations
- Immigration Department
- Customs Department

The Reducing Crime NKRA will implement four initiatives in the GTP 2.0 to address the issue of vehicle theft. Most of these initiatives will be focused on the six hot-spot states identified above, but others will be rolled out nationwide.

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**Initiative: Target hardening of public car parks**

One of the chief deterrents of car theft is to make it more difficult for would-be thieves to commit the crime. The goal here is to ensure that parking

areas in hot spots have sufficient theft-prevention measures such as proper lighting. Owners of public car parks will also be encouraged to improve

their security systems through the implementation of a Car Park League Table.

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**Initiative: Collaborative enforcement on illegal workshops**

This initiative will see the police work in collaboration with other bodies such as the Immigration Department to clamp down on illegal and suspicious

workshops. The aim here is to shut down workshops that cannibalise stolen vehicles.

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**Initiative: Container scanners**

Container scanners will be installed at entry points and ports to combat the illegal import and export of stolen

vehicles. This initiative will be supported by the Customs department.

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**Initiative: Increase availability and usage of Mobile Computerised Access Devices (MCADs)**

This initiative will see the greater deployment of modern technology and equipment to expedite vehicle checks,

which will help police personnel identify stolen vehicles or parts more efficiently. This initiative has helped identify and

track stolen vehicles in the GTP 1.0 through the use of the Mobile Card Acceptance Device (MCAD).

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**Initiative: Dedicated teams**

As with the Reducing Crime NKRA's efforts in combating house break-ins, dedicated teams will also be set up on

all levels of policing to help collaborate in the areas of intelligence gathering, information sharing and target profiling.

These teams will also be equipped with logistics support and the proper training to tackle the problem.



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## Focus Area: Inmate rehabilitation and upskilling

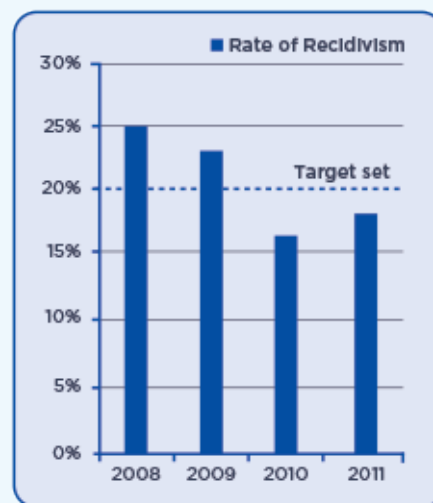
The GTP 2.0 will further enhance initiatives set in place during the GTP 1.0 directed towards helping inmates settle into their communities after completing their prison sentence. This programme will help detainees develop skills and provide them with support to reintegrate into society upon release thereby reducing the the risk of recidivism.

### Initiative: Industrial prison

This is a new initiative aimed at helping prisoners improve their skills and become more employable during their period of incarceration by setting up small industries within prison facilities where they can find employment. A pilot programme will be conducted in the Kajang Prison in collaboration with a bakery.

Since the implementation of the GTP 1.0 initiatives, the rate of recidivism has fallen from 25% in 2008 to 18% in 2011. The goal is to further reduce this rate in view of the larger objective of reducing Index Crime by 5% annually.

While the chief goal of the programme is to help inmates develop marketable skills, the programme also has a knock-on effect of helping the prison become more self-sufficient through the sale of products. Once the pilot programme is complete, four other bakeries will be opened in prisons in the northern and southern regions, and in the east coast.



SOURCE: Prisons Department

### Initiative: Development of an after-release programme

This initiative further expands and enhances the capacities of the halfway-house system developed in the GTP 1.0 to ensure that inmates are better equipped to reintegrate with society upon their release. The programme has

been expanded to ensure that similar reintegration help is granted to parolees as the present legal system does not allow former inmates and parolees to be housed in the same facility.

The employment rate of former inmates who participated in the halfway-house programme rose from 25% in 2010 to 70% in 2012.

### Initiative: Improvement of prison rehabilitation programme

This initiative is carried over from the GTP 1.0 where prisons and prisoners were categorised and classified according to three categories: first time

offenders, repeat offenders (recidivists) and hard-core offenders. The goal is to ensure that inmates from the different categories are not housed in the same

prison, and helps tailor rehabilitation programmes according to their needs.

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## Focus Area: Rehabilitating drug addicts and users

The Reducing Crime NKRA will implement three initiatives in the GTP 2.0 to help rehabilitate drug addicts and users who contribute to the overall

crime rate when they are forced to turn to criminal activities to fund their drug habit. The focus in this area is to again ensure that recovering addicts have

sufficient resources to reintegrate into society as full members of society upon their release from rehabilitation centres.

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### Initiative: Open access drug treatment and rehabilitation

Open access services in drug treatment and rehabilitation have been implemented since August 2010 through Cure and Care 1Malaysia Clinics (C&C 1Malaysia Clinic). This approaches drug addicts as ill patients rather than criminals, and focuses on providing

drug treatment and care to rehabilitate them. These clinics are presently supported by C&C Service centres, which will be upgraded to “Mini Clinics” through this initiative. The function of these mini clinics is to support the work of C&C clinics in areas where they are

not available. The target of this initiative, managed by the National Anti-Drug Agency, is to establish 16 mini C&C clinics in blackspot areas by 2015.

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### Initiative: Outsourcing drug rehabilitation to NGOs

NGOs and the public will be further marshalled to assist the government in rehabilitating drug addicts under this initiative. The National Anti-Drug Agency will provide the location,

financial incentives and guidance to the NGOs and public organisations to help treat patients thereby complementing existing government-run drug treatment and rehabilitation

programmes. Meanwhile, this initiative will also leverage NGO expertise in treating drug patients.

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### Initiative: Opening job opportunities for recovering addicts

This initiative is new to the GTP 2.0, which will provide opportunities and vocational training for recovering addicts. Cure and Care Vocational Centres will be established to develop

specific modules tailored to clients’ needs supported by trainers. The goal of this initiative is to ensure that recovered drug addicts are more employable upon completion of the

programme, thereby preventing them from going back to their old habits. This initiative also aims at helping recovering addicts reintegrate into society.

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### Initiative: Strengthening controls over import and distribution of precursor chemicals

An initiative carried over from the GTP 1.0, the SPIKES programme was used to integrate substance information between the various regulatory and enforcement agencies. In the GTP 2.0, SPIKES will be enhanced to provide control and training programmes to

chemical and pharmaceutical industries on precursor chemicals. This will address the 1,700 licence holders of type B License under the Poisons Act 1952.

The goal of this initiative is to prevent the distribution of precursor chemicals

to illegal syndicates to produce illicit drugs. It will also provide systematic control on the precursor chemicals trade and ensure legit use of the chemical in the country.

## 2 Increasing the Safety Perception Index

Despite the accomplishments of the GTP 1.0, public fear of criminal victimisation remains high, which in turn exacerbates concerns about safety and demoralises the rakyat in general. As part of the GTP 2.0 initiatives, the Reducing Crime NKRA will make a concerted and targeted effort to help the rakyat feel safer

through greater education, increasing police presence on the streets, improving community well-being and raising awareness.

In a nutshell, the goal of the NKRA in this particular workstream is to engage with the community to create

safer public spaces via initiatives that encourage people to come together and take ownership of the work that will make their communities more secure (see Figure 6 below).

The KPI of this workstream is to increase the Safety Perception Index to 65%.



**Figure 6:** The GTP 2.0 will focus on engaging with the community to create safer public spaces

### Focus Area: Increasing PDRM presence

A higher police presence helps increase the perception of safety, but more importantly, the rakyat must develop trust in the police. The increase in police presence under the GTP 2.0 will see the continuation of the Omnipresence Programme introduced in the GTP 1.0,

which was launched in response to the public call for greater police presence on the streets. Over the next three years, this initiative is to be further enhanced by providing additional emphasis on training and monitoring for police personnel.

This focus area will also see the expansion of police volunteers and the Rakan Cop programme, as well as the implementation of a 'Panic Button' app for smart phones.




## Initiative: The Omnipresence Programme

The chief goal of the Omnipresence programme is to deter crime and further reduce the fear of crime victimisation by increasing the visibility of police on the streets. An added bonus is that a higher police presence will help build trust between the rakyat and the police force to ensure greater cooperation in tackling

crime issues within the community. The Omnipresence programme, therefore, is not just a show of force by law enforcement personnel, but also a community-oriented programme to foster better relations between law enforcers and the general public.

The programme comprises three main components:

- High Profile Policing
- Stop and Talk (Traffic and MPV)
- Feet on the Street

	Under the GTP 1.0	Extension into the GTP 2.0
	<p><b>High Profile Policing</b></p> <ul style="list-style-type: none"> <li>• 3-5 hours weekly by senior police officer (Rank of Inspector and above).</li> <li>• To show support for junior police officers.</li> <li>• More concentrated in hotspot states (KL, Selangor, Johor and Penang).</li> </ul>	<ul style="list-style-type: none"> <li>• 4 hours monthly by senior police officers with rank of Inspector and above at the district and contingent level.</li> <li>• Should be carefully executed so as to not disturb the public.</li> <li>• To show support and motivate junior police officers.</li> <li>• Besides hotspot states, HPP in non hotspot states is to be intensified.</li> </ul>
	<p><b>Stop and Talk</b></p> <ul style="list-style-type: none"> <li>• Traffic and MPV officers act as a mobile information centre to create interest and awareness among the public when performing routine patrolling.</li> <li>• Police personnel to stop at designated locations to engage with public and share crime information.</li> </ul>	<ul style="list-style-type: none"> <li>• To enhance the existing initiative by distributing crime prevention pamphlets during patrolling.</li> <li>• Target to meet 200,000 people in a year.</li> <li>• Police personnel to be trained on effective communication.</li> </ul>
	<p><b>Feet on the Street</b></p> <ul style="list-style-type: none"> <li>• Increasing the presence of police in public areas to deter street crime and reduce the fear becoming a victim of crime.</li> <li>• A special programme through the Police Volunteer Reserve (PVR) by absorbing RELA / JPAM into PVR to conduct Patrol on Feet to combat crime in Crime Hotspot Areas identified.</li> <li>• RELA/JPAM are absorbed into the Police Volunteer Reserve (PVR) to conduct patrols in identified crime hotspot areas</li> </ul>	<ul style="list-style-type: none"> <li>• Feet on Street to be intensified in identified cities and housing areas where crime rate is high.</li> <li>• Active expansion to Perak, Kedah, Sabah and Sarawak.</li> <li>• Aggressive expansion of PVR.</li> <li>• Intensify collaboration with RELA/JPAM/SRS and other agencies.</li> </ul>

**Table 4: The Omnipresence Program will maintain its current strength with an emphasis on execution and training**

### • High Profile Policing

High Profile Policing (HPP) is a programme that sees senior police officers, i.e. Inspector rank and above, conduct walkabouts together with frontline personnel. The goal of this programme is to boost the morale of lower-ranking officers and to highlight the commitment of senior officers to community

safety. During the course of this walkabout, the public is encouraged to meet-and-greet with the senior officers to foster better community relationships.

The GTP 2.0 will see HPP further enhanced by holding them in conjunction with community

policing activities, and to encourage senior personnel from the police headquarters in Bukit Aman to join in. HPP will also be tweaked in the GTP 2.0 to ensure that HPP activities do not take away from police officers' core duties and to ensure that they do not become a hindrance to the general public.

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- **Stop and Talk**

Stop and Talk (S&T) is a programme directed at traffic police – those on foot and those patrolling in vehicles – to encourage them to interact with community members on a regular basis. The PDRM officers are also encouraged to use this opportunity to distribute information and make inquiries about crime and traffic in the area thereby functioning as a ‘mobile information centre’.

The end goal of the programme is to build closer ties between the police and public in an effort to promote greater public safety.

PDRM has been carrying out S&T operations since 2009, and they will receive further communications training in the GTP 2.0 under the Omnipresence initiative of the Reducing Crime NKRA. They will

also be given crime prevention pamphlets to distribute to the public and additional training on summons issuances.

The programme will also receive better monitoring and coordination to ensure that the police personnel are deployed in the most effective locations at the right time.

- **Feet on the Street**

As the title of this programme suggests, the goal here is to bolster police presence on the street to help deter crime and increase the perception of safety. The current goal is to maintain the current number of

personnel already participating in this programme and to enhance the training provided.

The goal in the GTP 2.0 is to further brace this pool of officers by

drawing personnel from other law enforcement bodies such as RELA, JPAM and the local government, and also to increase the pool of Police Volunteer Reserve (PVR).

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### **Initiative: Expanding the Police Volunteer Reserve (PVR)**

The goal of this initiative is to expand PVR’s involvement in crime prevention initiatives. The PVR will be used to help community volunteers, and will be stationed at hot spots to assist regular police officers in performing core duties. The PVR corps needs to be expanded because there is presently a lack of neighbourhood-level watch groups in

communities, and the PVR can help play that role.

This initiative will also further enhance the capacities of the PVR through targeted training courses so that they can better function as alternatives to regular police personnel in community policing initiatives.

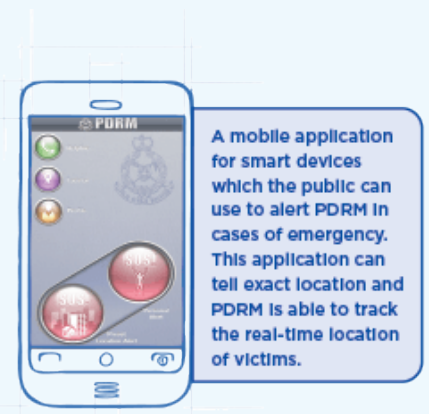
Presently, the PVR are being deployed to assist the police in their core duties but the end-goal is to have them involved in other crime prevention initiatives. They will also function as liaisons between the PDRM and the community during the course of their policing work.

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### **Initiative: Panic Button Smartphone App**

The Panic Button Smartphone app is a mobile application that can be used to alert the police in case of an emergency. The app not only alerts the police, but also sends vital information such as the location of the victim via GPS functionality of the phone. The goal of this initiative is to increase the efficiency of police responses to

criminal emergencies and help victims obtain the immediate police attention they need thereby creating a sense of security for the rakyat in general. This initiative, which was already rolled out in the GTP 1.0, will be given nationwide emphasis to increase its communication efficiency and eliminate communication errors.



## Initiative: Black Spot initiative

The GTP 1.0 showed that great success in the fight against crime could be had by focusing police resources on problem areas, i.e. areas with the highest crime index. By the end of the GTP 1.0, the crime index in these areas had reduced significantly due in large part to the introduction of the Safe City Programme. The Black Spot initiative builds on this success by engaging the help and cooperation of various bodies including the local authorities (Pihak Berkuasa Tempatan or PBT), PDRM and the public to identify problem areas.

Despite the reduction of the crime index in hot spots around the country, the public remain uncertain about their own personal safety. The GTP 2.0 calls upon the general public, together with local authorities, agencies and the media, to help identify problem areas – within their own neighbourhoods. The criteria in identifying Black Spots will be developed in accordance to CPTED principles.

Some of the general descriptions of these Black Spots include:

- **Environmental**

Unkempt and dirty surroundings, vacant units or buildings, lack of access control (to many exit/entry points/rat runs), lack of natural surveillance and building maintenance and lack of proper access road for police patrolling.

- **Social**

Concentration of illegal immigrants, presence of drug addicts and 'mat rempit', gangsterism.

- **Security**

Lack of police presence, no systematic police patrolling, high incidence of



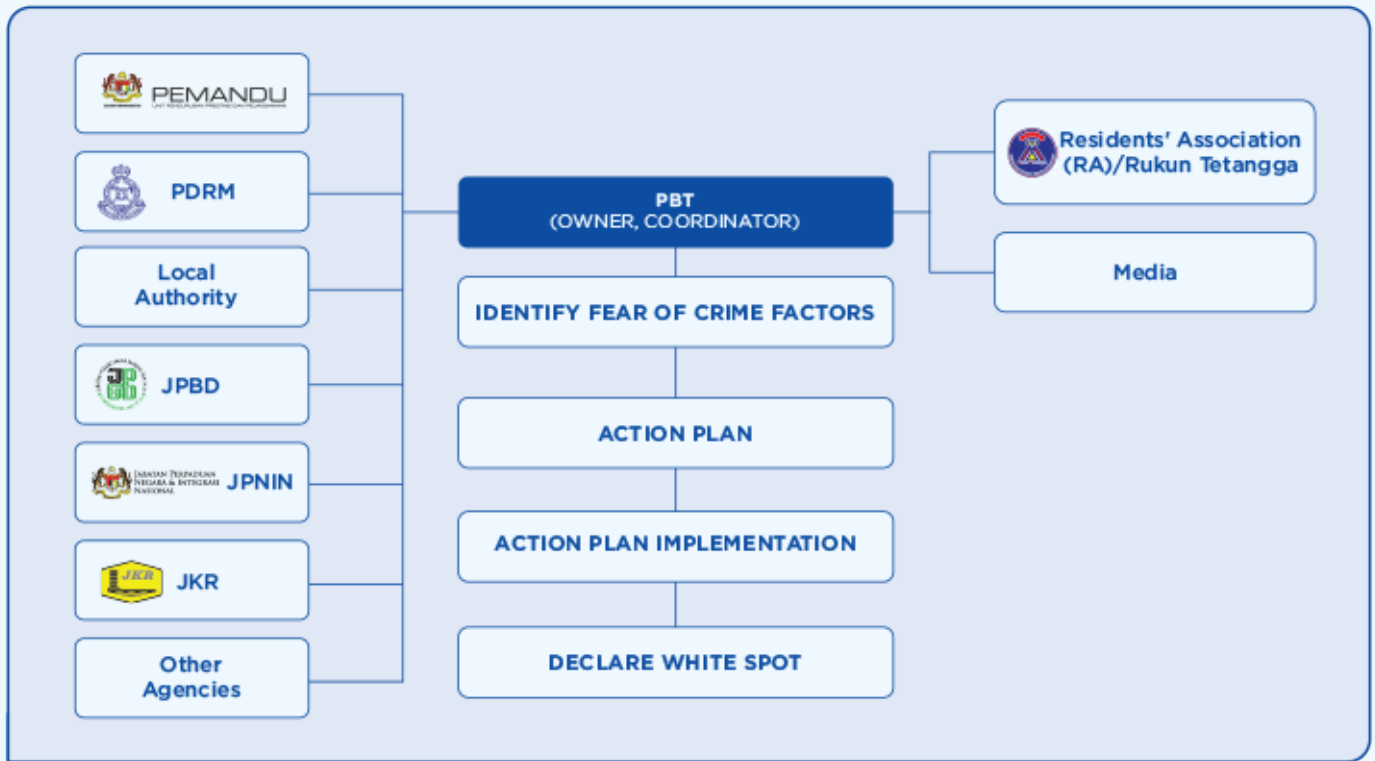
crime, lack of public cooperation and presence of victimless crimes e.g prostitution, gambling, manufacturing and sale of pirated CDs.

It is important to note that Black Spot areas do not necessarily have similar issues and their classification as a Black Spot must take into account the unique circumstances of their particular locations. The participation of residents in this initiative is crucial as it will empower them to reclaim their own neighbourhood to further reduce concerns over crime.

The goal is to reduce the fear of crime by 50% and the resolution of all issues identified in Black Spot areas. The planning and implementation of an action plan must be completed within

10 months of a black spot being identified.

In the first stage of implementation, 20 Black Spots will be identified with the help of PBTs and the local community, including residents' associations and the Rukun Tetangga. The latter group will be engaged through the communication plan, which will see the utilisation of media outlets, organisation of teaching sessions and workshops, as well as through the distribution of pamphlets and brochures (see Figure 7).



**Figure 7: Black Spot workflow and working committees**

The implementation plan will be led by mayors and the Yang Di Pertuas (YDPs) of PBTs along the following general lines:

- Determination of Black Spot by PBT and local police
- Site survey by PBTs, Local Police and RAs
- Collection of data and feedback by PBT, police, other agencies and residents.

- Establish working committee
- Carry out questionnaire survey
- Identify issues
- Prepare plan of action and set target for every issue and increase perception of safety (tabular and map) - manageable within budget, manpower, time (within 10 months)

The ultimate goal of this initiative past the identification process is to

implement an action plan that will see these issues resolved and the area declared a White Spot. As the problems are unique to each Black Spot, the actions to be implemented will also be as varied, ranging from increased police patrols to the utilisation of closed-circuit televisions (CCTV).

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**Initiative: Coordinating volunteerism through community policing**

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This initiative aims to address repeated calls by residents for increased police presence in their community. However, the NKRA believes that the public also needs to play an active role in maintaining safety and security, thus this initiative aims to create a partnership between community volunteers and enforcement agencies in the fight against crime.

The aim of this initiative is to encourage community involvement in the fight

against crime while raising awareness about the role of the rakyat. This initiative will not only help promote the spirit of volunteerism in the community, but also ensure that there is no redundancy in the crime coverage of an area. The police will be tasked with coordinating the various agencies – RELA, JPAM, JPNIN – to ensure there are no redundancies in law enforcement coverage.

**Focus Area: Communications**

The Reducing Crime NKRA recognises that one key reason that the rakyat remains fearful of being victims of crime is because of the number of skewed reports of criminal incidences being circulated through various media channels. The reports themselves may

be inaccurate for a number of reasons – misreporting by journalists, misquotes or sheer mischief – and there needs to be a more targeted focus by law enforcement authorities to address these issues as they crop up.

Meanwhile, the GTP 2.0 will also see law enforcement communication units play a more active role in helping educate the public – specifically women – about what they can do to prevent crime.

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**Initiative: PDRM corporate communications unit**

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This is a new initiative introduced for the GTP 2.0 aiming to improve the way the PDRM communicates with the media and public at large. Skewed and sensationalised reporting by media and bloggers have raised public concern about the nature and scope of criminal behaviour, and tarnished the image of the PDRM.

This initiative aims to help enforcement agencies better manage communications on all media types related to crime. The immediate outcome of this initiative

will see a closer and more coordinated working relationship between the police, public relations officers and journalists. The goal here is to develop a communications plan that will provide transparent and accurate information to the general public in a timely fashion so that they can make informed judgments about specific crimes or crime trends in general.

The initiatives will also help foster a closer relationship between the police and the public through regular and

direct communication via social media such as Facebook and Twitter. The first phase of implementation will see the enhancement of the communications unit at the police headquarters in Bukit Aman by 2013. In the second phase, communications units will be established at six main police contingents.

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**Initiative: Women's awareness campaign**

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Surveys by TNS Global show that women are consistently more fearful of being a victim of crime than men, and there is therefore a need to implement actions that will help assuage this fear.

The goal of this initiative is to help women keep themselves from being victims of crime through education and awareness workshops. These workshops are aimed at helping women

understand their rights, particularly women in rural areas who may be more sheltered as compared with their urban counterparts.



### 3 Increasing The Number of Investigation Papers Brought to Trial

A key component in restoring public faith in the Malaysian justice system is to show that criminal offenders can be brought to justice effectively and in an expedient manner. The goal of

**Initiative: Reducing the ratio of investigating officers to investigation papers to 1:5 per month**

This initiative continues the work started in the GTP 1.0. Presently, an investigating officer is burdened with other non-core duties and is thereby unable to cope with investigations given his or her multitasking nature. There is a danger that this may compromise the quality of investigation.

Prior to the GTP 1.0, investigating officers had to manage 20 investigation papers per month, which meant there was inadequate time and resources

the GTP 2.0 is to increase the charge-to-investigation-papers-opened ratio to 35% by 2015. In order to do so, law enforcement agencies will be supported by the addition of personnel and

for the officer to conduct thorough investigations. Through the initiatives of the GTP 1.0, the ratio has improved to 1:9. Nevertheless, the ratio needs to be further brought down to 1:5 per month in order to ensure better quality of work thereby increasing the charging rate.

Presently, there are 1,911 investigating officers in the country. In January 2012, 17,692 cases were reported, which means that each officer had to manage about 9.25 investigations. While better

sophisticated equipment and facilities.

than pre-NKRA conditions, these conditions are still not ideal.

This initiative looks to recruit an additional 1,000 Inspectors and 602 Sergeants as part of its overall recruitment plan, which will see 5,602 new police personnel admitted. The initiative calls for all 1,602 new Inspectors and Sergeants to be deployed as investigating officers throughout the country.

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### Initiative: Increasing the efficiency of investigating officers

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This initiative directly impacts the rate of charging by increasing the efficiency of investigating officers. The aim is to expedite the creation of comprehensive investigation papers as well as the collection of cogent evidence in order to charge suspects in a court of law.

The aim of this initiative is to manage several components of the investigative process. Investigating officers need to be quicker in executing their duties in order to better collect evidence and procure relevant information from the complainants and witnesses. This initiative also proposes to improve the witness management system by simplifying the process of taking down statements and to better ensure witness safety and security.

Finally, there needs to be adequate team support with sophisticated equipment and relevant facilities to ensure that evidence is not compromised during the gathering stages. The NKRA has identified the following issues hampering the investigation process:

- Investigating officers centrally stationed at IPDs (Ibu Pejabat Daerah) cannot respond to reports lodged at outlying stations immediately, and this may compromise the quality of investigation.
- The present statement recording process is time-consuming, and places the burden on witnesses to travel to the IPD to have their statements taken.
- Witnesses are reluctant to identify

perpetrators during the identification parade for fear of retaliation.

- The increasingly sophisticated nature of crime and criminals require the police to be similarly equipped with sophisticated equipment.
- Investigating officers who are unable to obtain the services of the forensics team have to conduct non-core field investigation tasks that may affect investigation time and quality.
- There is presently only one CSI team and it is unable to respond efficiently owing to where it is located and the volume of cases.

## 4 Improving Public Satisfaction of Police Services

The rakyat have raised several issues pertaining to the services of the PDRM, which includes poor response time to emergency calls and the inconvenience of having to go to the police station

to inquire about the status of ongoing investigations. Although key initiatives in the GTP 1.0 were able to address the majority of public grouses, further efforts are required to boost RMP's

performance and services. These initiatives are targeted to close the gap from the GTP 1.0 and aim to provide better services to the public.

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### Initiative: Triage counselling

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Victims of crime are often traumatised by the episode and require careful handling and support to reduce stress and shock. Triage rooms aim to help the victim by providing them some seclusion from the general public in a safe and secure environment.

The goal of this initiative is to further enhance and expand an initiative from the GTP 1.0 that saw 39 triage rooms established in police stations located

in hotspot areas. These facilities have been inundated with traumatised victims, receiving over 4,000 victims between January and March 2012. The overwhelming numbers suggest that more stations will benefit from having these triage rooms installed, and there will also be enhancements to these facilities to offer counseling to victims.

This initiative aims to improve on the triage facilities introduced in the GTP

1.0 detailed above. The plan in the GTP 2.0 is to have all major stations outfitted with these rooms. At the same time, qualified counsellors from other agencies and NGOs will complement police personnel in handling victims.

A pool of 2090 counselors from government agencies and NGOs are being identified for this task.

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### Initiative: Balai League Table

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The Balai League Table (BLT) initiative was introduced in the GTP 1.0 and proved to be an effective motivational tool to boost delivery of police services to the public. The objective of the BLT is to recognise and reward performing police stations that have the highest record of crime reduction within the area and their efforts in enhancing inter-relationship between public and police.

The GTP 2.0 aims to further enhance this league table by diversifying the members on its committee and seeing the introduction of qualitative evaluations.

Currently the 11 members of the BLT Committee are from the PDRM, and

the performance evaluation is prepared by the police. The initiative under the GTP 2.0 proposes the establishment of a new committee for the BLT. A total of 13 members will be appointed with 11 members coming from the PDRM and two from the Malaysian Crime Prevention Foundation (MCPF).

The MCPF have been conducting Anugerah Balai Cemerlang every two years and uses its own mode of evaluation in identifying the best-performing police station. Currently, PDRM uses a 'Scoring Card' to identify the best-performing police station. The integration of MCPF and PDRM will provide a systematic framework for identifying the best-performing police

station thus setting a new benchmark for the league table.

The BLT is conducted twice yearly; however, in the GTP 2.0, the BLT will be conducted annually. PDRM will shortlist all police stations for the BLT based on the 60% quantitative measurements from January till September followed by the MCPF's qualitative evaluation of the shortlisted police stations from October till November.



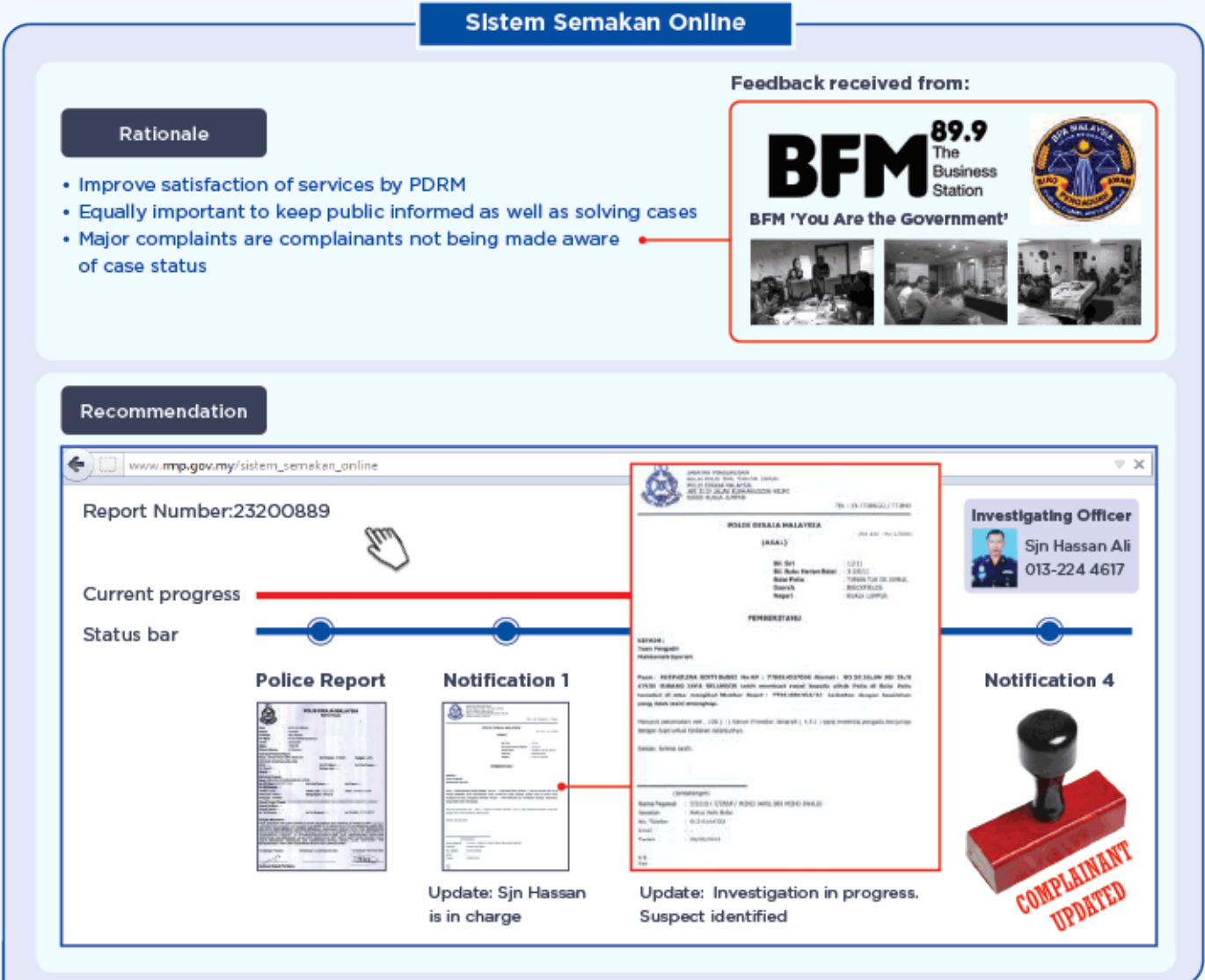
**Initiative: Sistem Semakan Online**

Section 107A of the Criminal Procedure Code (CPC) grants complainants the right to query the status of an investigation. However, there have been complaints about the time it takes for the status request to be fulfilled, especially when the system still employs a manual system to provide the update. This initiative aims to

automate the status-checking process through the establishment of an online system.

Sistem Semakan Online (SSO) is a facility that will help the public check on the status of their police reports, and other services such as traffic summons, general licence application and police

recruitment online. It aims to help make the police's feedback procedure more transparent, and facilitate easy checking of report statuses. The system also aims to collect feedback from the rakyat with respect to police services and performance.



**Figure 8: Sistem Semakan Online**

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### Initiative: Eight-Minute Response Time

The aim of this initiative is to reduce police response time from 15 minutes to eight minutes in 2015 by ensuring that the law enforcement officers have the appropriate resources to carry

out their jobs. The eight-minute mark is a world-class benchmark and ensures that police personnel are able to respond to distress calls as quickly as possible in order to apprehend the

perpetrator. The improved response time is expected to further raise public confidence in policing services.



## International Panel Review for Reducing Crime NKRA

The Reducing Crime NKRA held an International Panel Review (IPR) in July 2012 to solicit independent feedback from external policing experts. Among the participants of the two-day long programme were experts from Singapore, Hong Kong, the United Kingdom and the United States.

The panelists were briefed on the various measures undertaken in the GTP such as the Omnipresence and Safe City Programmes, Community policing measures and the High Visibility Patrolling Programme. They were also

briefed on the upcoming changes and enhancements to be introduced in GTP 2.0, and brought to the ground-level to observe the actual implementation of the initiatives.

The overall feedback received from the panelists was very encouraging. The panelists believed that Malaysia has made tremendous achievements in these past few years, which would have taken other countries a much longer time to achieve. The results demonstrated a clear mandate from the top-most leadership level, they said,

and demonstrated a high-degree of cooperation between the various agencies.

The panelists believed that the Malaysia model would prove an interesting example for other countries to consider in dealing with similar issues. The panelists agreed that the key thrusts of the Malaysian policing transformation programme - improving and enhance performance, and trust-building - vitally necessary components in modernising the police force.





## Summary of Initiatives

# Reducing Index and Property Crime



- Prevention of house break-ins
- Prevention of vehicle theft
  - Hardening public car parks
  - Collaborative enforcement on illegal workshops
  - Dedicated teams
  - Container scanners
  - Increased usage of MCADs
- Inmate rehabilitation and upskilling
  - Industrial Prison
  - Development of after-release programme
  - Improvement of Prison Rehabilitation Programme
- Rehabilitating drug addicts and users
  - Open access drug treatment and rehabilitation
  - Outsourcing drug rehabilitation to NGOs
  - Opening job opportunities for recovering addicts
  - Strengthening controls over import and distribution of precursor chemicals

# Increasing the Safety Perception Index



- Increasing PDRM presence
  - Omnipresence programme
  - Panic Button smartphone app
  - Black Spot initiative
  - Coordinating volunteerism through community policing
  - Police Volunteer Reserve (PVR)
- Communications
  - PDRM corporate communications unit
  - Women's awareness campaign

# Increasing investigation papers brought to trial



- Reducing the ratio of investigating officers to investigation papers to 1:5 per month
- Increasing the efficiency of investigating officers

# Improving Public Satisfaction of Police Services



- Expansion of triage counselling in police stations
- Balai League Table for police stations
- Sistem Semakan Online
- Eight-minute Response Time





# FIGHTING CORRUPTION

# MINISTER'S FOREWORD

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Message by the Honourable  
**Dato' Seri Mohamed Nazri bin Abdul Aziz**  
Minister in the Prime Minister's Department

The fight against corruption remains crucial one for the nation if it is to achieve its ambitious goals set out in Vision 2020. Though we have covered much ground in the first phase of the Government Transformation Programme (GTP), much more can and will be done in the GTP 2.0.

The GTP 2.0 is a step change from the GTP 1.0. As part of the GTP 2.0's overall theme of enhancing and broadening the transformation, the Anti-Corruption National Key Result Area (NKRA) will similarly draw from our past experiences in the GTP 1.0 to ensure that the next three years will see greater efforts on our part to stamp out corruption in all its forms.

We faced specific hurdles and challenges in implementing our initiatives in the GTP 1.0, but we are determined to improve on our performance in the coming three years. Successful initiatives, meanwhile, will be continued as we believe that they are still important and relevant to the NKRA.

These old initiatives will complement the new ones we will be introducing in the GTP 2.0 to ensure that we have a firm and solid structure in place from where we can combat corruption. We will continue to rally together with agencies such as the Malaysian Anti-Corruption Commission (MACC), the Malaysian Institute of Integrity (IIM), the Ministry of Finance, Transparency International, Bursa Malaysia and the Auditor General's Office in the GTP 2.0 to ensure that we tackle the issue of corruption from all angles.

I am absolutely convinced that through our mutual co-operation and with a committed will to enforce the initiatives correctly, we will be successful in our journey towards eliminating corruption and graft in our country. In doing so, we will ensure that there is greater equity and justice in the distribution of our country's wealth, thereby helping us on our ambitious journey of becoming a high-income nation by the year 2020.



## Looking back at the GTP 1.0 (2010 - 2012)

Corruption is a key focus of the overall GTP as it is seen to be one of the main obstacles that could prevent Malaysia from becoming a high-income nation by 2020. Corruption erodes public confidence in the ability of the Government and other key institutions in maintaining a fair playing field for all participants, thereby dissuading greater private investment, which is expected to contribute 92% of the country's investment needs by 2020.

Corruption also generally saps the morale of the rakyat, thereby discouraging greater participation in the

national economy. Public dissatisfaction with corruption has also led to greater emigration, which further drains Malaysia's talent pool. That the rakyat has identified corruption to be their biggest concern about the country, second only to the economy, is further evidence that this problem has become endemic.

There is also a growing concern that corruption is siphoning resources away from the local economy, with reports noting that small enterprises were tapping into between 8% and 9% of their revenue base just to pay bribes

for business licences and permits. PEMUDAH, a special government taskforce established to facilitate greater efficiency in government, estimates that the country loses about RM10 billion every year due to corruption.

In view of these pressing concerns, the Anti-Corruption NKRA embarked on a number of initiatives to immediately arrest the problem by addressing key structural issues, and scored the following Big Wins over the past three years.



## **BIG WIN 1** Establishment of compliance units in key enforcement agencies

One reason that corruption proliferates is because the agencies tasked to monitor proper conduct are themselves not completely free from corruption. The fight against corruption begins from the top, which is why the GTP 1.0 focused key transformation initiatives on the five key enforcement agencies, namely The Royal Malaysian Police Force (Polis DiRaja Malaysia or PDRM), the Immigration Department, the Royal Malaysian Customs Department, the Road Transport Department (JPJ) and the Malaysian Anti-Corruption Commission (MACC). Each of these agencies now has units that monitor and ensure proper conduct among their officers.

Meanwhile, closed-circuit television cameras were introduced at Customs and Immigration “Hot Spot” checkpoints to provide better monitoring of practices by both enforcement officers and the general public.

## **BIG WIN 2** Whistleblower Protection Act

In addition to efforts directed at the enforcement agencies, initiatives were also taken to ensure that the people best positioned to report corrupt practices would receive proper support and protection. This saw the introduction of the Whistleblower Protection Act in 2010 as well as the development of guidelines for the implementation of the Act.

## **BIG WIN 3** Reward and recognition guidelines

In June 2011, government departments were issued guidelines on rewarding civil servants who reported instances of corruption that led to successful prosecutions. Civil servants received up to RM500 for reporting instances of corruption that were successfully prosecuted.

## **BIG WIN 4** Public Service Reform booklet

Published in 2011, this booklet is a collation of all the changes made by all the Ministries and agencies in the way of reforming bureaucratic processes and procedures. The booklet was distributed nationally to promote awareness of the correct systems, processes and procedures to deter abuse.

## **BIG WIN 5** Expedition of corruption trials

Trials, especially for corruption, can take an inordinately long time, which leads the public to believe that the Malaysian judicial system does not take such cases seriously. To address this issue, 14 Special Corruption Sessions Courts were implemented in the GTP 1.0, which processed over 424 cases and completed 249 cases by the end of 2012.

## **BIG WIN 6** Name and Shame Database

As a corollary to the expedition of the judicial process, a Convicted Corruption Offenders Database was also developed by 2011. The initial target for the ‘Name and Shame’ database was 84 persons, but this modest aim was surpassed easily with 284 persons listed by the end of 2011.

In addition to having to bear with public humiliation, offenders listed on the database also faced more practical consequences. The United States embassy, for example, decided to use the list to bar the issuance of travel visas to listed offenders, thereby curbing their mobility. Other embassies are expected to follow the lead of the US government in this regard.

## **BIG WIN 7** Government procurement

The development of the MyProcurement portal helped increase transparency of government procurements and thus raised confidence in the government tender process. The portal lists more than 5,000 contracts on its website to date, and provides other pertinent information such as advertised and awarded tenders and dates, values of contracts and winners of tenders.

## **BIG WIN 8** Implementation of integrity pacts

Vendors and suppliers to the Government often assume that bribery and corruption is part and parcel of doing business, but the Anti-Corruption NKRA is looking to stamp out that assumption. In 2011, the Ministry of Finance's Integrity Pact was implemented and over 132,000 vendors and suppliers signed the pact with the Government.

## **BIG WIN 9** Corporate Integrity Pledge

Under the Anti-Corruption NKRA, a Corporate Integrity Pledge (CIP) was developed to secure the cooperation of corporates to develop their own anti-corruption programmes to ensure that the Malaysia in corporate sector strives to eliminate corruption within its ranks. By the end of 2011, 64 companies had signed the pledge, including some of the largest capitalised companies in the country, as well as those involved in Entry Point Projects (EPP) under the Economic Transformation Programme.



Signing of the CIP by Air Asia Berhad, as witnessed by YAB Prime Minister

# Introduction to the GTP 2.0 (2013 - 2015)

## Case for change

Despite the successes of the GTP 1.0 initiatives, it is clear that more work has to be done to stamp out corruption and change public perception about the effectiveness of Government in this effort. In this regard, the Government must lead the change in perception by example, rather than address the issue of perception itself. Perception is nonetheless important as corruption proliferates when the

rakyat believe that corruption is part and parcel of doing business in Malaysia.

Surveys such as the Global Corruption Barometer (GCB) and by independent international market analyst Frost & Sullivan further indicate that a significant number of Malaysians do not believe that corrupt practices in this country have improved over the

past three years. According to the surveys:

- 25% of the public think that the government effort in fighting corruption is ineffective (GCB 2011, Transparency International)
- Only 23% of the public feel that the corruption level in Malaysia for the past 3 years has improved (GCB 2011).

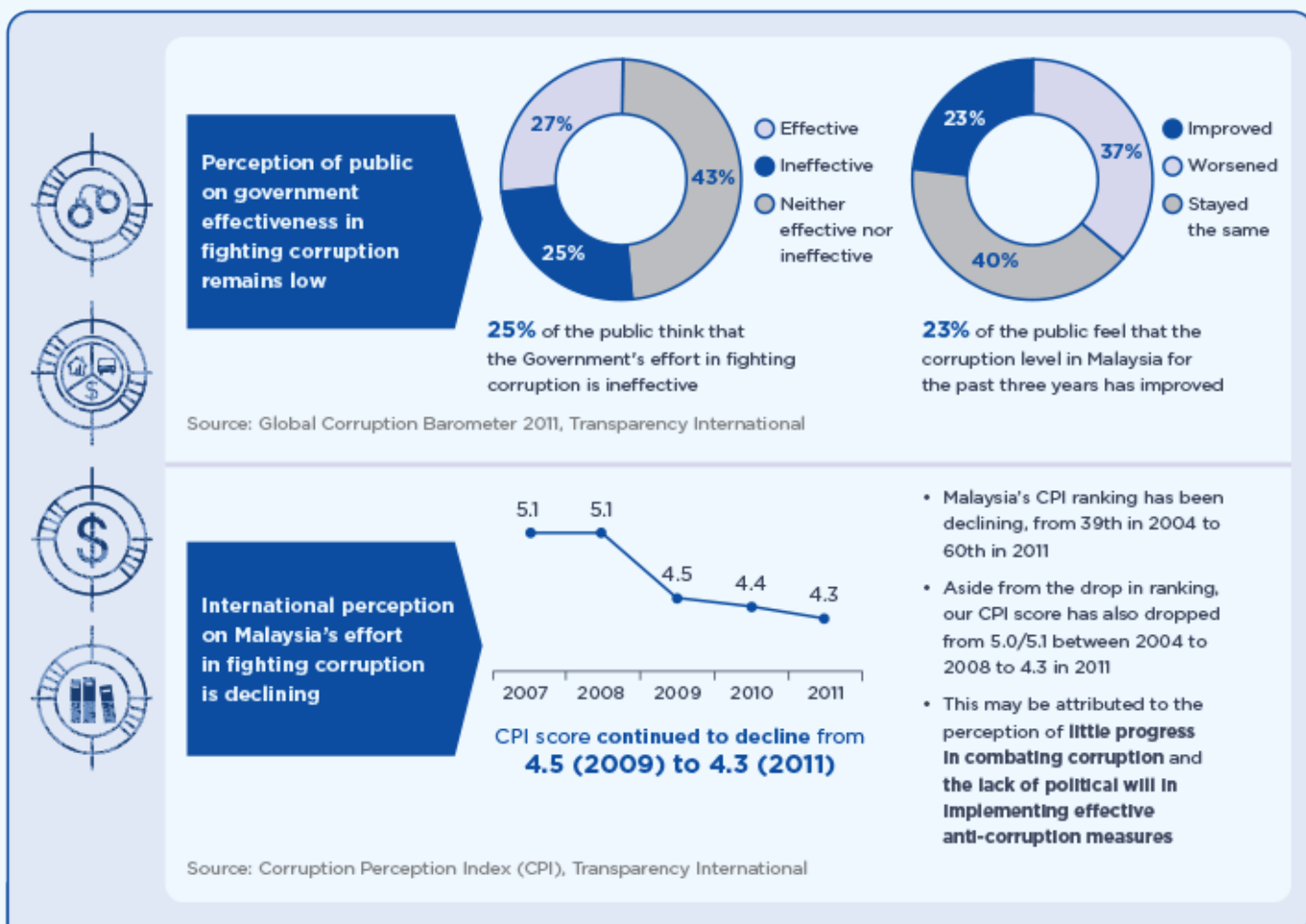


Figure 1: Why do we continue to deal with corruption after the GTP 1.0?

Moreover, despite the achievements of the GTP 1.0, a survey conducted by Transparency International showed that Malaysia's CPI continued to slide from 4.5 in 2009 to 4.3 in 2011.

The poor public perception of the Anti-Corruption NKRA initiatives have led to the implementation of a new workstream in the GTP 2.0, which is aimed at educating the public and raising awareness of the initiatives. The latter workstream is crucial in the coming years as the fight against corruption requires continued support from the public to be successful.

Meanwhile, initiatives from the GTP 1.0 will be enhanced and expanded to further reduce incidences of corruption in the various government structures. All initiatives in the GTP 2.0 will work

towards three long-term aspirations that expand on aspirations listed in the first GTP, namely:

**Aspiration 1: Develop a credible, effective and reputable Anti-Corruption Commission**

In the GTP 1.0, the Anti-Corruption NKRA committed itself to reduce corruption through enforcement and compliance, and in the GTP 2.0, this has crystallised into a more definitive goal, namely to attain corruption reduction through a world-class Anti-Corruption Commission.

**Aspiration 2: Enforce a zero-tolerance policy on corruption at all levels**

Tackling corruption on all levels – from the highest government level to the rakyat on the ground – will require strong political will to support all

identified initiatives. In doing so, the nation's Transparency International CPI ranking will improve.

**Aspiration 3: Increase transparency and improvement of the handling of public funds**

The Anti-Corruption NKRA is committed to ensuring that the opportunities to mismanage public funds are limited and that the strictest procedures govern all processes involved including the procurement process. The increased transparency will also improve the rakyat's perception of the integrity of the government and civil service, and help reach the aspirations detailed in the GTP 1.0.



**Figure 2: Aspirations of the Anti-Corruption NKRA**

# Overview

Initiatives outlined in the GTP 2.0 for the Anti-Corruption NKRA were tailored with all three aspirations previously mentioned in mind, and are divided into four separate workstreams. Three of those workstreams have been brought over from the GTP 1.0, while a new Education and Public Support workstream has been introduced in the GTP 2.0 to raise public awareness and support for the NKRA's efforts.

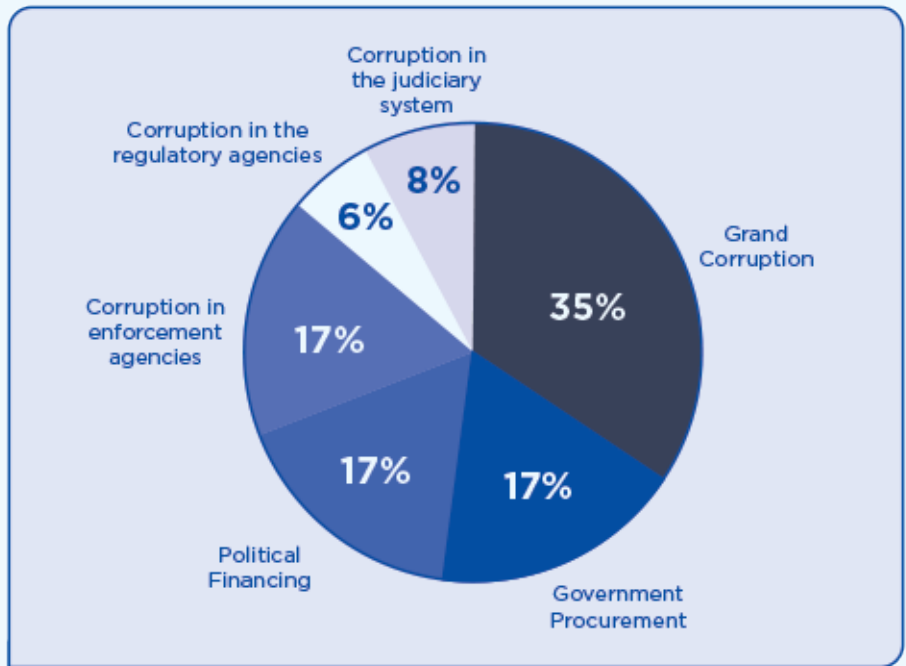
As with the GTP 1.0, the workstreams and initiatives here have been tailored to deliver short-term, high-impact results to arrest and prevent corruption from worsening in the country. The initiatives from the GTP 1.0 have laid the initial building blocks in the fight against corruption, and the GTP 2.0 intends on using that foundation to further enhance the transformation process.

The four workstreams for the Anti-Corruption NKRA in the GTP 2.0 are as follows:

- **Enforcement Agency**
- **Grand Corruption**
- **Government Procurement**
- **Education and Public Support**

The first three areas described above are specifically targeted in the GTP 2.0 because surveys show that these were the areas of biggest concern for the rakyat with respect to corruption.




The workstreams together work towards the three aspirations mentioned previously and will contain a number of initiatives under each that detail specific plans of action during the course of the GTP 2.0.



**Figure 3: Rakyat perceived Grand Corruption, Government Procurement and Enforcement Agency as their Key Concern**

SOURCE: Study of GTP Impact Assessment in Malaysia, 2012, conducted by Frost and Sullivan

## Workstreams and Initiatives

 <b>Enforcement Agency</b>	 <b>Grand Corruption</b>	 <b>Government Procurement</b>
<ol style="list-style-type: none"> <li>1. Special Committee on Corruption to answer questions concerning MACC Annual Report in Parliament</li> <li>2. Executive Review Committee in MACC</li> <li>3. Project Management Office on Prevention</li> <li>4. Monitor compliance unit activities*</li> <li>5. Monitor 'Name and Shame'</li> <li>6. Corporate Integrity System Malaysia (CISM)*</li> <li>7. Streamline oversight committees</li> </ol>	<ol style="list-style-type: none"> <li>8. Complete prosecution of corruption cases within one year*</li> <li>9. Improve political financing governance framework *</li> <li>10. Insertion of Corporate Liability Provision into MACC Act</li> </ol>	<ol style="list-style-type: none"> <li>11. Fast-tracking access to the Auditor General's (AG) Performance Audit Report for immediate action</li> <li>12. Action Committee on AG report</li> <li>13. Auditor General's online dashboard</li> <li>14. Putrajaya Inquisition</li> <li>15. Implementation of comprehensive Integrity Pact for PPP projects*</li> <li>16. Upgrading MyProcurement and integration with related procurement portals*</li> <li>17. Guidelines for middle-men/ lobbyist</li> </ol>
 <b>Education and Public Support</b> <span style="float: right; border: 1px solid black; padding: 2px 5px;"><b>NEW</b></span>		
<ol style="list-style-type: none"> <li>18. Setting up of Corruption Prevention Secretariat in Teacher's Training College</li> <li>19. Training of Members of Parliament</li> <li>20. Incorporate anti-corruption element in textbooks in primary and secondary schools</li> </ol>		
<small>*GTP 1.0</small>		
<p><b>Table 1:</b> To achieve our aspirations, we need to address key corruption areas and strengthen the public support through education and training</p>		

An overview of the workstreams and initiatives contained within the three aspirations is shown in the table above. These initiatives have been specifically tailored to deliver high-impact results over the next three years.

## 1 Enforcement Agency

Special emphasis will be placed on the MACC as scandals and operation lapses have continued to occur. The MACC will be transformed through this workstream while the functions of its oversight committees will be revisited at the same time. Meanwhile, the NKRA will continue to monitor the key performance indicators (KPIs) set for other enforcement agencies as well. Seven initiatives have been outlined and put in motion for the next three years.





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### **Initiative: Special Committee on Corruption to answer questions concerning the MACC annual report in Parliament**

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Every year, MACC's annual report is tabled in Parliament. Subsequent questions raised by Members of Parliament regarding this annual report are answered by a Minister in the Prime Minister's Department. This present procedure has contributed to allegations that the MACC is not independent and is subject to executive bias.

The Anti-Corruption NKRA intends to address this concern by delegating the duty of responding to questions to the Chairman of the MACC's Special Committee on Corruption, which is one of five existing oversight committees for MACC. The Special Committee consists of seven Members of Parliament and Senators from both sides of the bench.

As at 2012, its chairman is Dato' Seri Haji Mohd Radzi bin Sheikh Ahmad.

This initiative will help reinforce the independence of the MACC in the eyes of the rakyat.

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### **Initiative: Executive Review Committee in MACC**

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Currently, MACC and the Attorney General's Chambers (AGC) look only at specific sections in handling a case with the former conducting the investigation while the latter decides whether to proceed with prosecution. However,

without a common platform where the case can be discussed by both bodies, delays may occur. The Anti-Corruption NKRA will set up an Executive Review Committee where cases can be jointly evaluated by the investigating officers

and the Deputy Public Prosecutor. Presently, the files are moved along from person to person, creating redundancies and delays, especially when further investigation or action is required.

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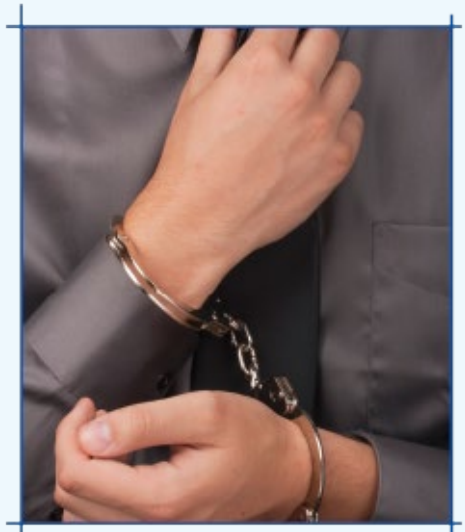
### **Initiative: Project Management Office on Prevention**

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A recent Royal Commission report on the investigation methods of the MACC found the corruption agency to have "serious weaknesses in attitude". Allegations include brutality in interviews, arrogance and generally having a poor relationship with the public and other agencies. These allegations are further borne out by the declining CPI ranking of the country.

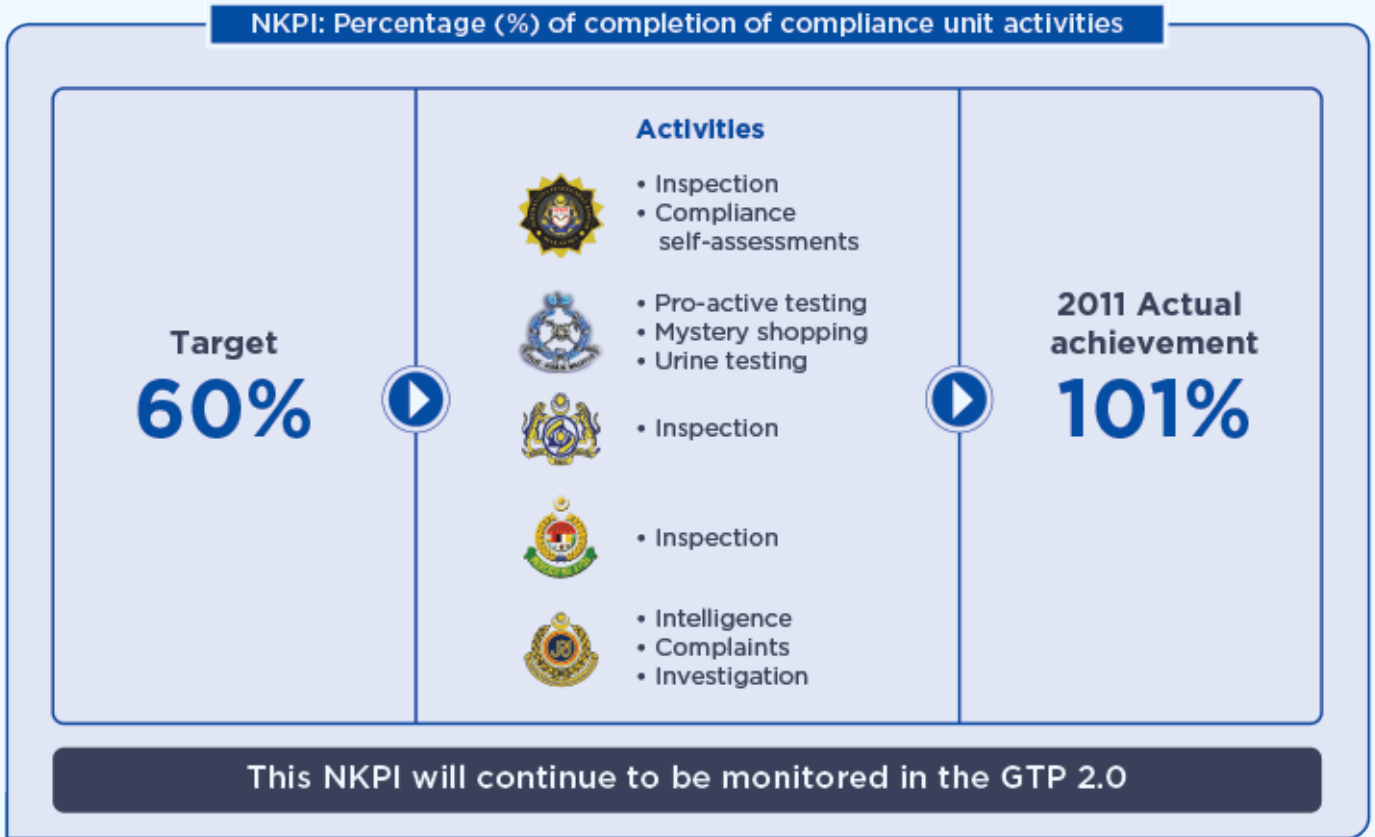
This initiative is the next phase in the plan to transform the MACC into a more formidable agency.

A Project Management Office on Prevention will also be set up under the MACC under a proposal by the Executive Transformation Committee (Jawatankuawa Eksekutif Transformasi or JET). The goal of the Prevention Office is to further specify and improve preventative measures to be undertaken by the MACC, which includes community outreach programmes, inspection and consultancy, and also management integrity programmes.



**Initiative: Monitor compliance units of the enforcement agencies**

The GTP 1.0 had established compliance units in all five key enforcement agencies, and the work going forward is to ensure that those compliance units are meeting their performance targets.



**Figure 4:** A new NKPI was introduced in 2011

**Initiative: Monitor 'Name and Shame' database**

The 'Name and Shame' database will be continued the names of all persons convicted of corruption will be uploaded on the website within two weeks of their conviction. The publicly viewable website is to serve as a further

deterrent to those considering taking the easy way out. Furthermore, as per the example already set by the US Embassy, other embassies are considering using the Name and Shame database in deciding whether or not

to issue travel visas to listed offenders. There is therefore a very practical, negative consequence of being listed in the database.

**Initiative: Corporate Integrity System Malaysia (CISM)**

One of the key components of the comprehensive Corporate Integrity System Malaysia is the Corporate Integrity Pledge (CIP) introduced in the GTP 1.0. In addition to the various codes of conduct and best practices in Malaysia, the CIP is an additional tool encouraging companies to develop their own anti-corruption programme.

The CIP is a document that pledges a company to upholding the Anti-Corruption Principles for Corporations in Malaysia in the conduct of its business and in its interactions with business partners and the Government. By signing the Pledge, a company is declaring that it will not commit corrupt acts and will work towards creating a business environment that is free from corruption.

Companies that sign the CIP will be listed in the register of signatories on the CISM’s website at [www.cism.my](http://www.cism.my). Once the company has signed the Pledge, companies must endorse the Anti-Corruption Principles which sets out do’s and don’ts for corporations that demonstrate their continuous commitment towards creating a business environment that is fair, transparent and free from corruption.

Although the Pledge is signed on a voluntary basis, companies will be strongly encouraged to sign it as there is a plan to incorporate corporate liability in the legal framework of fighting corruption. The MACC will also be tasked with investigating incidences of corruption in the corporate sphere

(please see **Grand Corruption Workstream**), which provides an additional impetus for companies to take the issue of corruption more seriously.

On a broader scheme, the GTP 2.0 will see the CISM streamlined, with roles and responsibilities for roundtable members realigned. The process of becoming a signatory will also be improved to streamline eligibility, assessment and reporting. The target is to have approximately 150 government-linked companies and private companies representing 90% of Bursa Malaysia’s market capitalisation sign integrity pledges.



**Figure 5: Corporate Integrity Pledge Value Chain**

The signing of the CIP is only the first step for the corporations as they will then have to take several steps to ensure that they comply with the pledge. The first stage is a self-assessment process

where companies will develop an assessment and improvement plan to strengthen their own integrity systems. The plan is then implemented, which includes the establishment of the

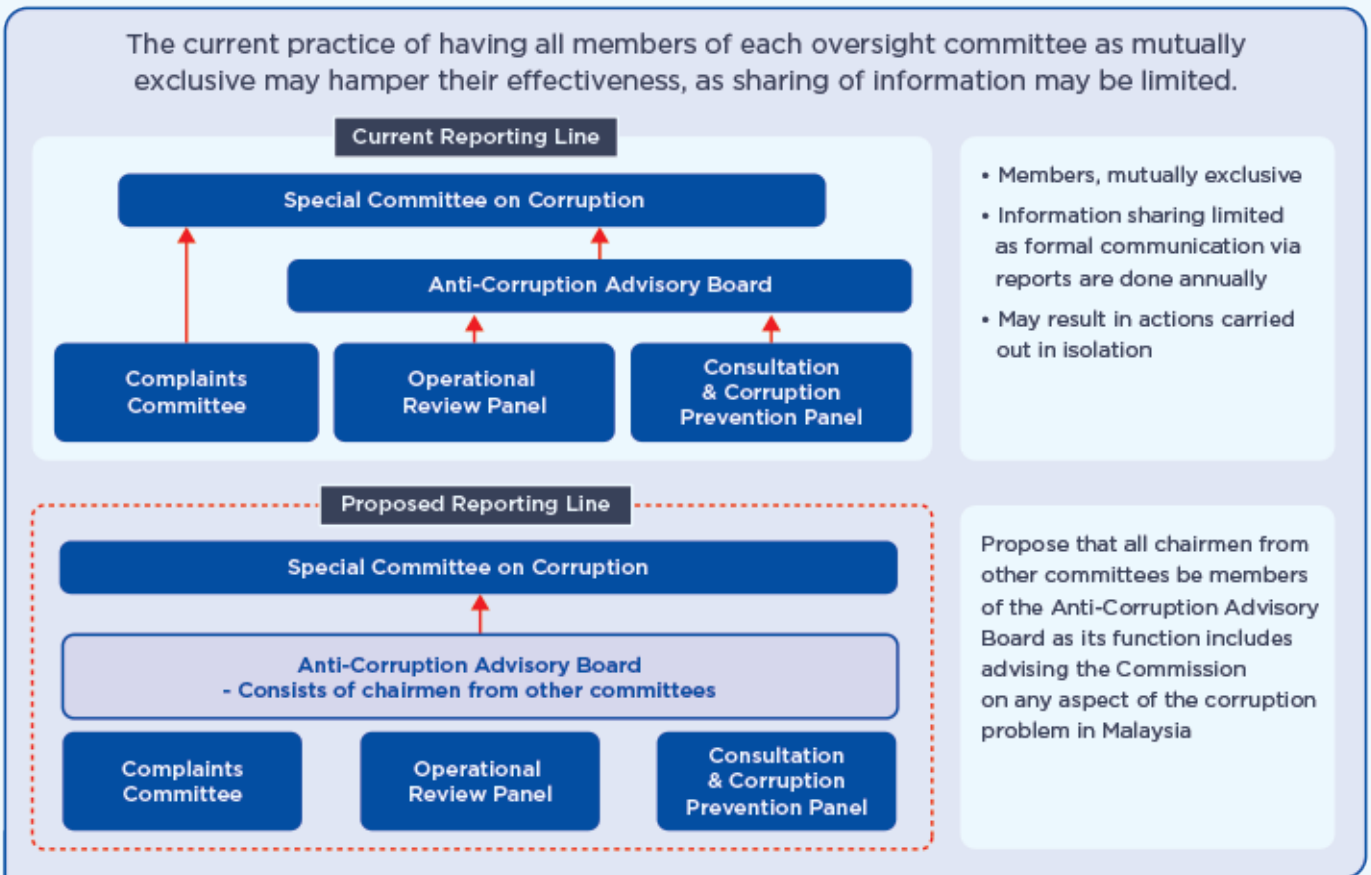
appropriate infrastructure and training for staff. Finally, the companies will include these anti-corruption elements in their audits, as well as highlight them in their annual reports.

**Initiative: Streamline oversight committees**

Five external oversight committees – the Special Committee on Corruption, the Operations Review Panel, Consultation and Corruption Prevention Panel, Anti-Corruption Advisory Board and the Complaints Committee – were

established to function as the check-and-balance for the MACC. However, as independent bodies, their effectiveness has been limited owing to a lack of information sharing. To remedy this situation, the reporting

lines will be funnelled through an Anti-Corruption Advisory Board, which will comprise of the chairmen from all other bodies, and the Board will then report directly to the Special Committee.



**Figure 6: Changing the reporting lines of the corruption oversight committees**

In addition to the initiatives mentioned, MACC will review the need for it to be a Service Commission to ensure independence and competency.

## 2 Grand Corruption



Surveys show that the rakyat perceives Grand Corruption to be the biggest corruption issue facing the country, and the GTP 2.0 will build on the work already started in the GTP 1.0 to further combat corruption in this area. The initiatives will put up further deterrent measures to combat grand corruption and may posit legal reforms such as the amendment of the MACC and the Registrar of Societies Act.

### Initiative: Complete prosecution of corruption cases within one year

This is a continuation of the initiative set in the GTP 1.0 to expedite corruption cases through the establishment of special corruption courts in the judicial

system. The initiative will be monitored to ensure that corruption cases continue to be speedily resolved. The KPI for this initiative is to have 85% of all corruption

cases tried in 2013 to be completed within a year. This benchmark will be further raised to 90% and 95% for the following two years.

### Initiative: Improve political financing governance framework

Presently, in many cases, a portion of donations meant for political parties are siphoned by middlemen. Due to a lack of guidelines, donations meant for political parties may be kept in individual accounts instead of party accounts. When caught or questioned by enforcement agencies like the MACC, for example, these middlemen often say that they were merely 'holding' the money for political parties.

This initiative aims to prevent internal leakage of funds meant for parties:

- First, all political financing meant for political parties must be held in party accounts, not individual accounts.
- Second, the immediate issuance of receipts upon point of reception of all contributions to political parties will be mandatory.
- Third, all donations must be properly recorded and accounted for in enough detail and according to Generally Accepted Accounting Standards. Party accounts will be externally audited.

- Fourth, when donations are collected or held by third parties on behalf of political societies, all funds must be transferred to party accounts within 14 days of collection.

The Registrar of Societies (ROS) will lead this initiative. The ROS will draft an amendment to the Societies Act 1966 on specific procedures to govern the financing of societies. The ROS will also study the possibility of this initiative being enforced on societies in general. This amendment is aimed to be tabled in Parliament by June 2013.

Effectively, this means that donors and parties will have a system to track leakages of political donations. The MACC and other enforcement agencies will be able to press charges against middlemen who cannot now "hold" money meant for political parties.

The ROS must take proactive measures to prove its independence and effectiveness as an enforcement agency

to the rakyat. Ultimately, the most important factor for the success of this initiative is political will.

Going forward, there is still a need for a more comprehensive approach to regulate Malaysia's political financing framework. The ROS and other government agencies will also look into introducing a new political financing law that will include elements of public disclosure.

In future, the ROS will need to review Section 10(2) of the Societies Act to ensure that the existing legal framework supports public disclosure. Further study is needed for this legal framework to govern donations to individual politicians and other non-profit organisations that are linked to politicians. The Government will also look into state funding for all elected representatives (Members of Parliament and state assemblymen).

**Initiative: Insertion of Corporate Liability Provision into the MACC Act**

Currently, the MACC Act 2009 does not have any special provisions for corporate liability, hence only individuals are charged for corrupt practices even when the action was carried out on behalf of a company. A recommendation from the United Nations Convention against Corruption (UNCAC) as well as the Organisation

for Economic Co-operation and Development (OECD), the extension of liability to the corporate body can be a powerful legislative tool to deter corruption.

The enactment of this provision will provide companies with an impetus to strengthen their internal processes to

fight corruption as the company itself could be punished if its employees are found guilty of corruption. At present, only individuals and persons can be charged under the existing MACC Act, although Section 11 of the Criminal Code does define a corporate entity as a “person”.

This initiative, however, will make explicit the liability of companies, even if the corrupt practices do stem from their staff. Ultimately, the initiative looks to motivate companies to implement the measures contained within the Corporate Integrity System Malaysia initiative.

Tools to help companies in strengthening anti-corruption measures

Guidelines for Best Business Practices on Corporate Integrity



Corporate Integrity Pledge Signatories will undergo stringent assessment of anti-corruption measures



Sign

▼




Self assessment

▼



Action plan

▼



Reporting

**Figure 7:** Corporate liability provision will motivate companies to strengthen their anti-corruption measures

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### 3 Government Procurement



The establishment of the MyProcurement portal is a good first step but there is still a significant way to go in the fight against graft and corruption in the area of government procurement. The Auditor General's (AG) Report notes that there are possible loopholes in the management of public funds, and initiatives under this workstream will aim to close those loopholes.

#### Focus Area: Transforming the AG reporting process

The AG Report is an important document keeping tabs on the Government's financial transactions, and is a key tool in identifying possible cases of corruption involving the Government. The report, which is presently tabled to Parliament once a year, does not only audit the Ministry's finances, but also raises issues and questions on the performance of government projects.

Although the report is a crucial check-and-balance tool, delays and government inaction in addressing

concerns or recommendations arising from the report have led to unfavourable public perception over the ability of the Government to act on cases of corruption and fraud. As most of these problems pertain to the current reporting process, the Anti-Corruption NKRA has proposed the implementation of four new initiatives in the GTP 2.0 to streamline the AG reporting process.

Furthermore, as a once-a-year report, the AG report contains an overwhelming amount of information, with more issues

that can be discussed in Parliament. Hence, the *Fast-tracking access to AG Performance Audit Report for Immediate Action* initiative will highlight the importance of separating the Financial Audit from the Performance Audit to create a more digestible Performance Audit, which will be tabled at every Parliamentary sitting, or at a minimum of thrice a year.



**Figure 8: The value chain of initiatives under the Auditor General's report**

When implemented, these new initiatives will ensure that there are speedy and timely responses to the findings of the AG report. They will also ensure that the backlog of old cases are cleared up as quickly as possible,

putting to rest cases that may have tied up parties for years.

Meanwhile, new measures will be put in place to ensure that such a backlog of cases does not build up again, assuring the public that cases of corruption

identified by the AG are given the necessary attention they deserve. The goal of transforming the AG reporting process is to renew faith in the efficiency and effectiveness of the AG Report as a check-and-balance tool.

### Initiative: Fast-tracking access to AG Performance Audit Report for Immediate Action

Every year, the AG tables a report in Parliament that contains two components: a Financial Audit and a Performance Audit, which addresses the activities and processes of the Ministries. However, under the secrecy provisions under Section 8 of the Audit Act 1957, the AG cannot release any information prior to the report's tabling in Parliament. This means any evidence of corruption or abuse of public funds cannot be shared with relevant enforcement agencies beforehand thereby further delaying the prosecution of corruption cases.

Moreover, the AG's report is only tabled once a year – usually in October – preventing any action to be taken against culpable parties or individuals until that date has passed. Meanwhile, those under investigation can take the opportunity to tamper with evidence or otherwise influence circumstances such that when the investigation does take place, the MACC will find their work all that much more difficult to do.

This initiative calls for the AG's performance audit report to be fast-tracked so that the report is tabled

every time Parliament sits, or a minimum of thrice yearly. In doing so, cases of corruption and misconduct can be more easily identified, and the period between the issuance of the audit and the investigation process of enforcement agencies can be fast-tracked by up to 12 months. The target set for the delivery of the first Performance Audit Report to Parliament is between March and April of 2013.

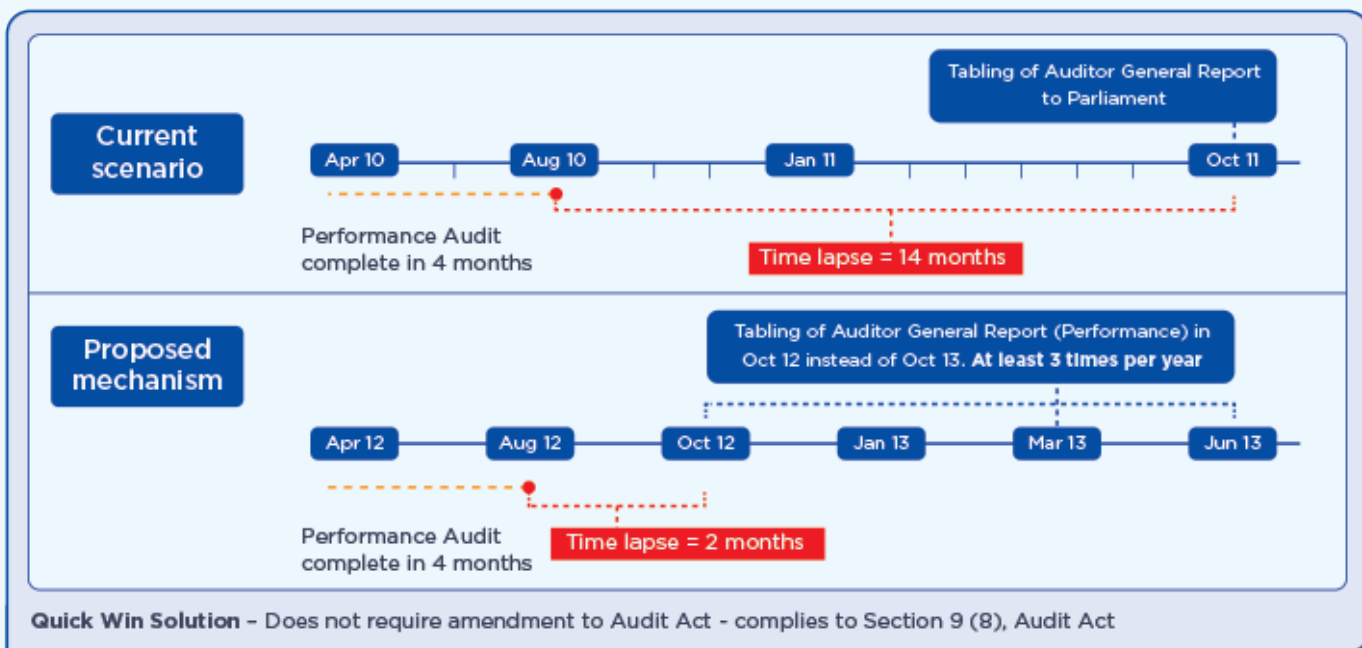


Figure 9: Fast-tracking access to AG Performance Audit Report for immediate action

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### Initiative: Action Committee on AG Report

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This initiative calls for the establishment of an Action Committee chaired by the AG's office, which will be convened after every Performance Audit report is tabled at Parliament. This committee will be formed by the auditors involved as well as MACC officers and related enforcement agencies in order to better facilitate the investigation process.

This committee enables the sharing of information between the AG and MACC and relevant enforcement agencies so that decisions on cases can be made quickly and decisively. Moreover, the AG can also use this committee to better provide direction to the MACC and other enforcement agencies in the matters'

investigation, thereby increasing the efficiency of the investigation process.

The Action Committee will be convened for the first time after the tabling of the first Performance Audit Report to Parliament, expected between March and April of 2013.

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### Initiative: AG's online dashboard

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Public sentiment about the follow-through on the recommendations of the AG report is disheartening, with much anecdotal evidence from blogs and online news portals suggesting that the rakyat is unhappy with the lack of action taken. The establishment of an online dashboard serves to:

- Update the public on outstanding issues in AG's Report

- Promote transparency
- Induce pressure to expedite resolution of issues
- Improve public perception

The dashboard is essentially a status report on outstanding cases that are currently undergoing investigation or have yet to be investigated by the relevant authorities. Reports will be

submitted to the AG on a weekly basis using a Traffic Light system and will be published online for the rakyat's benefit.

The dashboard was implemented in June 2012, and the first formal review of its effectiveness will be conducted at the end of 2013.

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### Initiative: Putrajaya Inquisition

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Given the large backlog of cases identified by the AG that have yet to receive any action, the NKRA is calling for the establishment of an inquisitorial committee chaired by the Prime Minister and other relevant ministries and agencies to expedite the investigation

of old cases. The Anti-Corruption NKRA believes that a focused look at these old cases, particularly under the oversight of the Prime Minister, will provide the impetus to the various agencies to consider the recommendations seriously and take the necessary action. The

Inquisition's main goal is to clear the backlog of cases, and is expected to be held for two or three years. It will cease to function once the backlog has been cleared.

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### Other supporting Initiatives

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In order to ensure continued independence of the Auditor General's Office, the AGO is currently reviewing the need for it to be a service commission.

Also, in the short term, there are plans to introduce a new Ministerial Key Performance Indicator for all Ministers to monitor outstanding issues in the AG's report.

## Other procurement initiatives

### Initiative: Upgrading MyProcurement and integration with related procurement portals

The establishment of the MyProcurement web portal in the GTP 1.0 was a good first step towards greater transparency, but it has quickly become evident that more could be done to further reduce the incidences of corruption in the area of government procurement. The GTP 2.0 will see new

initiatives that will further enhance the procurement web portal.

Despite the successes and laurel awarded to the country's MyProcurement website implemented as part of the GTP 1.0, there remains scepticism on the part of the rakyat

regarding the efficacy of the portal. For instance, only 26% of the rakyat think that the web portal has improved transparency in the government procurement process, while only 32% are aware that government contracts are published online.



**Figure 10: Increasing transparency in the government procurement process**

SOURCE: Study of GTP Impact Assessment in Malaysia, 2012, conducted by Frost & Sullivan

Furthermore, the diverse number of existing procurement portals implemented by other government bodies creates inefficiencies as they are each designed with different operating systems that cannot communicate and hence 'sync' with one another. For instance, the Ministry of Finance presently utilises four different procurement portals, which were designed with different systems that cannot communicate with one another.

The plan is to enhance MyProcurement to be the "Landing Page" for government procurement by integrating it with the various other portals. This






will turn MyProcurement into a one-stop site that will provide an umbrella view of all the government's e-procurement practices.

The GTP 2.0 will also see improvements made to MyProcurement, namely to publish results on direct negotiation deals and details of government procurement, such as advertisement of quotation and tender as well as tender documents and tender results for the public's view, and hence allow greater transparency in the government's procurement process. In addition to that, a database on market price will be made available to assist Ministries

in benchmarking product prices. Ministries will also be asked to publish procurement plans to allow for better monitoring of Ministry procurements.

The enhanced site will also provide information on past procurement records, sourcing and contractual information, and services such as invoicing and payment advice (see figure on following page). The integration process of MyProcurement with other portals should be completed by 2014, and the rollout to the public in 2015.

## Other issues related to online government procurement portals

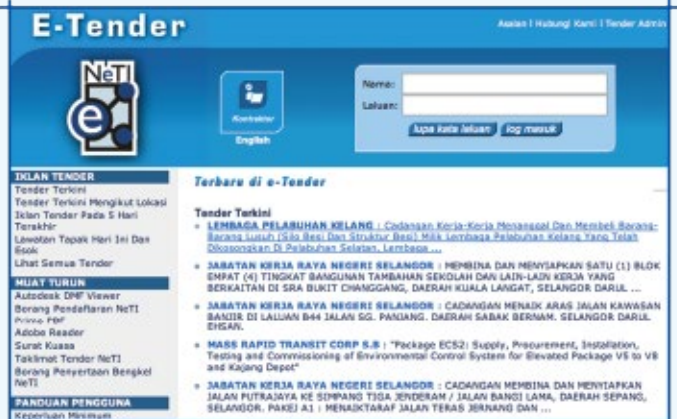
	Owner	Tender Result	Database on market price	Procurement plan	Advertisement
	MoF	●	●	●	●
	MoF	●	●	●	●
	MoF	●	●	●	●
	KKR	●	●	●	●
	MoF	●	●	●	●

● Available    ● Not Available

**Table 2:** A comparison of government procurement portals

Procurement Cycle	Procurement Strategy	Sourcing	Contract	Fulfillment	Invoice	Payment Advice
	Procurement Strategy provides past records of supply and demand trends and budget analyses, which help Government purchasers buy the right products and services at the right time	Sourcing processes in the procurement cycle are the activities that solicit from potential suppliers. The type of sourcing processes are quotations, tenders, eBids, and purchase enquiries	Contractual terms that govern the procurement relationship between Government purchasers and suppliers are stored in a central repository which manage, monitors and tracks the utilisation of the contract	The Fulfillment process covers fulfilment of Ministry Contracts, Central Contract, Panels and fulfillment for values less than 50K. Fulfillment is the operational part of the procurement cycle	The Invoice generation process is triggered once the supplier has fulfilled his obligation in delivering the goods and services as stipulated in the procurement terms	Payment Advice is issued once all related checkpoints are met. Checkpoints are procurement, delivery and payment terms
Government Procurement Processes	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Supplier Management deals with registration, maintaining and monitoring supplier data/status for both suppliers that are registered with MOF and KKR.</div> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 30%;"></div> <div style="width: 70%; text-align: center;"> <p>Contract Management</p> <p>Supplier Management</p> <p>eCatalogue &amp; eMarketplace</p> <p>Audit</p> <p>Reporting (MIS &amp; EIS)</p> <p>Codes (Product &amp; Accounting)</p> </div> </div>					

**Table 3: Government Procurement System 2.0 Enhanced Application Flow**



#### 4 Education and Public Support

This new workstream introduced in the GTP 2.0 was tailored specifically to address the lack of understanding and the issue of corruption among students. Independent surveys show that students have become more tolerant of corrupt practices, which does not bode well for the long-term fight against corruption. This workstream aims to catch them young and to inculcate correct values during their formative years.

##### Initiative: Incorporate anti-corruption education into the textbooks for Primary 4 to Form 5

A comparative study conducted by Universiti Kebangsaan Malaysia (UKM) and MACC showed that a growing percentage of students are internalising

and becoming more accepting of corrupt values and practices. As such, the Anti-Corruption NKRA feels that proper remedial action must be taken at

these formative levels to inculcate right habits in the country's future.



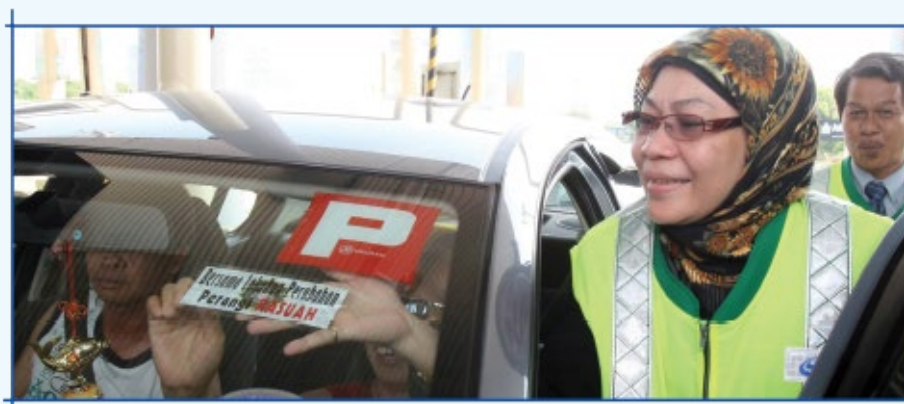
Experience	2002	2007
Have given something to 'smoothen' transactions	4.2%	16.1% ↑
Have been offered a bribe	N/A	11.2%
Have witnessed bribes being offered/asked for	21.2%	26.7% ↑
Value	2002	2007
It is OK to give bribes to 'smoothen' transactions	15.0%	26.8% ↑
It is OK to accept bribes	5.1%	16.3% ↑
It is OK to accept bribes if people don't find out	8.7%	23.5% ↑
It is OK to accept bribes if you have the power to approve contracts and tenders	10.4%	21.1% ↑
It is not wrong to accept gifts from people who apply for tenders or contracts	37.6%	48.9% ↑

**Table 4: Results of a comparative study on student attitudes towards corruption**

SOURCE: Joint study between UKM and the MACC (2002 and 2007)

The chief goal here is to help groom a future generation that not only understands the need to not be corrupt, but to also arm them with the proper tools and mentality to support government efforts to stamp out corruption in future. This means also ingraining a sense of ownership over the problem of corruption in our students, stressing the need for them to cooperate with the MACC in combating corruption in the future.

The MACC is tasked with identifying key messages on anti-corruption, which can then be integrated into existing primary and secondary school textbooks. This will then be followed by an awareness-creating session within the Curriculum Development and Textbook Divisions



of the Ministry of Education where the current attitudes of students towards corruption will be discussed.

The session will outline fully the key messages that the MACC has identified, after which these messages will be

included in Primary 4 to Form 5 textbooks based on discussions with the Ministry of Education.

The targeted date for the inclusion of Anti-Corruption education into the curriculum is November 2013.

<b>What is corruption?</b>	<ul style="list-style-type: none"> <li>• To define corrupt practices and the types of offences.</li> <li>• Differentiate between gifts and corruption.</li> </ul>
<b>Why does corruption happen?</b>	<ul style="list-style-type: none"> <li>• Able to identify why corruption exists.</li> </ul>
<b>What is the impact towards the individual and society?</b>	<ul style="list-style-type: none"> <li>• Able to understand the impact/consequences of corrupt practices on the individual, family, society and country.</li> <li>• Use of real case studies to ensure comprehensive understanding of the impact of corruption.</li> </ul>
<b>What can you do to stop corruption?</b>	<ul style="list-style-type: none"> <li>• Able to understand that every individual plays a part in stopping corruption; saying no to corruption.</li> <li>• Promote moral courage; to stand up for what is right.</li> <li>• Report corruption cases to authorities.</li> </ul>
<b>What is the role of the MACC?</b>	<ul style="list-style-type: none"> <li>• Able to understand the role of the MACC in fighting corruption.</li> <li>• Able to promote support for the MACC towards fighting corruption by introducing the MACC Hotline and Agent Lang.</li> </ul>

**Table 5: Key messages to be included in the anti-corruption curriculum**

### Initiative: Establishing Corruption Prevention Secretariats in Institutes of Teacher Education

This initiative will see the establishment of Corruption Prevention Secretariats in all institutes of Teacher Education after an earlier pilot programme, which established the secretariat in 20 public universities since 1997, was found to be delivering results. A study

in 2011 in those schools showed that the percentage of attendees who had a better understanding of corruption increased to 80.4% from 48.6% after attending programmes organised by the secretariat. This initiative is geared towards the introduction and training

of teachers who will become key communicators to students in the fight against corruption. Secretariats will be established in all 27 teaching institutes by October 2012.

### Initiative: Training for Members of Parliament

The Perception of corruption in politicians has remained very high among the rakyat, with 42% of the public believing that political institutions are corrupt. In an effort to remedy this problem, an initiative has been set up in the GTP 2.0 to create further awareness and improve the understanding of Members of Parliament in corruption related offences, penalties and impact.

It will be mandatory for MPs to attend the annual training event in order to remind them and to improve their own understanding, which will hopefully translate into action. The training will be conducted by the Malaysian Anti-Corruption Academy three times a year. The first training session will commence after the 13th General Election.





## Summary of Initiatives

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### Enforcement Agency



- Special Committee on Corruption
- Executive review committee in MACC
- Project Management Office on prevention
- Monitor compliance unit activities
- Monitor 'Name and Shame'
- Corporate Integrity System Malaysia
- Streamline oversight committees

### Grand Corruption



- Complete prosecution of corruption cases within one year
- Improve political financing governance framework
- Insertion of Corporate Liability Provision into MACC Act

# Government



## Procurement

- Fast-track access to Auditor General's Performance Audit Report
- Action committee on AG report
- Auditor General's online dashboard
- Putrajaya Inquisition
- Implementation of comprehensive Integrity Pact for PPP projects
- Upgrade MyProcurement and integration with other procurement portals
- Guidelines for middlemen/lobbyist

# Education and



## Public Support

- Setting up of Corruption Prevention Secretariat in Institutes of Teacher Education
- Training of Members of Parliament
- Incorporate anti-corruption element in Primary 4 to Form 5 textbooks





**ASSURING  
QUALITY  
EDUCATION**

# MINISTER'S FOREWORD

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## Message by the Honourable **Tan Sri Dato' Haji Muhyiddin bin Yassin** Minister of Education

Providing access to quality education is fundamental to the process of nation-building and ensuring that Malaysia is globally competitive. We remain steadfast in our commitment to enable a decent start for children and helping them fulfil their potential. The GTP 1.0 was a success story which concluded with the achievement of most of the targets set out and has laid the foundations for further development and improvements. For example, there has been a 40% drop in the number of schools in Bands 6 and 7, High Performing Schools identified, improvement in literacy and numeracy rates through the LINUS programme and many more. We are now one step closer to closing the education gap and raising the bar.

With the GTP 2.0, the good work carried out previously will be continued and enhanced. These enhancements include the introduction of LINUS 2.0

to improve English literacy, upskilling of pre-school teachers and many other improvements to the GTP 1.0 initiatives. In addition, the GTP 2.0 will also include two additional initiatives – the Teacher Career Package and Professional Development Course for English Language Teachers. The Teacher Career Package provides a new career package to transform the teaching profession, allowing faster progression for high performing teachers and transition support for non-performing teachers. The other additional initiative, the English professional development programme, aims to put one proficient English teacher in every class. In order to achieve the Education National Key Result Area (NKRA) targets, all stakeholders involved need to be innovative, step up to the challenge and be supportive of one another. We will be intensifying our efforts to ensure that we



meet the ambitious targets set. Ultimately, we want our students to have access to the schools they need and secure the future of generations to come, concurrently securing the future of our nation. This chapter lays out the plans to achieve our aspirations of assuring quality education.

## Looking back at the GTP 1.0 (2010 - 2012)

Education initiatives outlined in the GTP 1.0 and implemented over the last three years have made significant changes to the Malaysian education system. The initiatives targeted Big Wins, i.e. with immediate and sweeping changes that would best benefit the rakyat and arrest the decline in student outcomes.






	Result 2011	Target 2012	Target for the GTP 2.0 (2013-2015)
<b>Pre-school</b>	<b>77%</b> enrolment	<b>87%</b> enrolment	<ul style="list-style-type: none"> <li>• <b>92%</b> enrolment by 2015</li> <li>• <b>100%</b> public pre-schools and 50% private pre-schools assessed by 2015</li> <li>• <b>TBD%</b> of in-service private pre-school teachers upskilled to diploma level</li> </ul> 
<b>LINUS</b>	<b>97.5%</b> literacy <b>98.6%</b> numeracy	<b>100%</b> literacy <b>100%</b> numeracy	<ul style="list-style-type: none"> <li>• Maintain the <b>90%</b> (Y1), <b>95%</b> (Y2) and <b>100%</b> (Y3) targets</li> <li>• Introduce <b>LINUS 2.0</b> - English Literacy</li> </ul> 
<b>High Performing Schools (HPS)</b>	<b>52</b> HPS	<b>100</b> HPS	<ul style="list-style-type: none"> <li>• Continue focus on a minimum of <b>100</b> HPS</li> <li>• Focus on quality since <b>4</b> HPS dropped to Band 2 (from the first cohort)</li> </ul> 
<b>New Deals</b>	<b>5.2%</b> of primary school head teachers <b>4.2%</b> of secondary school principals	<b>4%</b> of primary school head teachers <b>3%</b> of secondary school principals	<ul style="list-style-type: none"> <li>• Improved New Deals by adding instructional leadership</li> <li>- target <b>70%</b> of Band 1 &amp; 2 schools</li> <li>time on instructional leadership</li> </ul> 
<b>School Improvement Programme</b>	<b>40.25%</b> reduction in Band 6 & 7 schools <b>21.86%</b> increase in Bands 1 & 2 schools	<b>20%</b> reduction in Band 6 & 7 schools <b>8%</b> increase in Bands 1 & 2 schools	<ul style="list-style-type: none"> <li>• <b>Zero (0)</b> Bands 6 &amp; 7 schools by 2015</li> </ul> 

Figure 1: Education NKRA initiatives

## **BIG WIN 1** Increasing pre-school enrolment rates

Pre-school and early childhood education improves cognitive development leading to stronger learning outcomes throughout a child's life. Access to pre-school is also critical to ensuring an equal head start for all children irrespective of socio-economic background. To foster greater enrolment rates, the Education NKRA undertook a number of activities including providing tuition fee assistance, increasing the number of pre-school classes through

collaboration between the Ministry of Education (MoE), government agencies such as KEMAS, JPNIN, SeDIDIK and the private sector. Grants were provided and the quality of teachers was improved. In the GTP 1.0, the Education NKRA set for itself a goal to raise the pre-school enrolment rate of children aged 4+ and 5+ to 80% by 2011. The actual rate in 2011 fell slightly short of the 80% mark at 77%. The target has since been stretched to 87% for 2012.



## **BIG WIN 2** Basic literacy and numeracy skills

In order to ensure that all primary schoolchildren passing through the education system have basic mastery of numeracy and Bahasa Malaysia, the Literacy and Numeracy Screening (LINUS) programme was established to screen skill levels as the students passed through the first three years of primary school. The programme also provided remedial action for students who fell below the benchmarks of the programme, thereby diagnosing and arresting the problem early on. The

goal set at the initial stages of the programme was to ensure that 95% of schoolchildren in Primary 2 would meet basic literacy and numeracy benchmarks by 2011, but the actual data surpassed this target. In 2011, 97.5% of the screened students in Primary 2 were shown to possess basic literacy skills, while 98.6% possessed basic math skills. The goal for 2012 is to ensure that all (100%) Primary 3 students screened under LINUS will meet both basic requirements.



## **BIG WIN 3** Identifying and rewarding high-performing schools

The goal of this initiative is to encourage and motivate educators by identifying the best-performing schools in the nation through a stringent assessment that looked at the school's academic and non-academic achievement, strength of alumni and success at international competitions and linkages. The identified high-performing schools (HPS) were rewarded with a

RM700,000 grant as an incentive to maintain their performance and to encourage other schools to improve their own performance. The original target of this initiative was to recognise and reward 50 HPS by the end of 2011, but the actual number of schools identified - 52 - slightly exceeded this target. The goal is to increase the number of HPS to 100 in 2012.



## **BIG WIN 4** New deals for principals and head teachers

The New Deals initiative targets school leaders who are key drivers of change in the school system. Eligibility for New Deals is determined by a stringent set of requirements that look at the performance of the school as a whole as well as the individual school leader's accomplishments. The stated goal for

2011 was to offer the New Deals award to 3% of primary school head teachers and 2%<sup>1</sup> for secondary school principals. The actual percentages came in at 5.2% and 4.2% respectively. The plan is to reach out to an additional 4% of primary school head teachers and 3% of secondary school principals in 2012.



## **BIG WIN 5** Closing the gap in school quality

Underperforming schools need greater support and accountability measures in order to improve the delivery and provision of education to students, and also to close the gap with HPS to reduce the disparity in student outcomes. To facilitate the improvement of the weaker schools in the country, the Education NKRA introduced the School Improvement Programme (SIP), which analyses and provides support for schools falling in Bands 6 and 7. The SIP also helps schools that may not be underperforming, but are not designated high performing either. The programme therefore works in two directions to

raise the bar on standards by increasing the number of HPS, as well as to close the achievement gap by reducing the number of under-performing schools. In 2011, the initiative targeted a 20% reduction in Bands 6 and 7 schools and an 8% increase in Bands 1 and 2 schools, but the programme greatly outperformed the target, reducing Bands 6 and 7 schools by 40.25% and increasing Bands 1 and 2 schools by 21.86%. The goal for 2012 is to further reduce the number of underperforming schools by 20% and increase the number of high performing schools by 8%.



<sup>1</sup> The target of 2% for secondary school principals in 2011 was based on 2010 targets as the New Deals results for 2011 for secondary schools were only made available after the SPM results were published in May 2012.

## Introduction to the GTP 2.0 (2013 - 2015)

### Case for change

Despite the successes of the GTP 1.0 initiatives, more needs to be done to further improve student outcomes in Malaysia, especially if the country is to realise its development goal of becoming a high-income nation by 2020.

There is a strong case for change along three dimensions in the current education system to support Malaysia’s development goals. These three dimensions of improving access, strengthening quality and enhancing equity

provide the aspirations for the education system. These aspirations will inform and guide the education initiatives for the next three years, although the GTP 2.0 initiatives alone will not achieve all three aspirations in full.

	Access	Quality	Equity
<b>Education Blueprint (2013 - 2025)</b>	<p>Universal enrolment across all levels from pre-school to upper secondary by 2020</p> <p>From stagnant enrolment today to developed nation levels</p> <p>98% Primary 90% Lower Secondary 85% Upper Secondary</p>	<p><b>Top third</b> of countries in international assessment like PISA, TIMSS in 15 years (from bottom third today)</p> <p>Malaysia as one of the fastest improving systems ever in the world, in 15 years</p>	<p><b>50% reduction</b> in achievement gaps (urban-rural, socio-economic, gender) by 2020</p> <p>Malaysia as one of the world’s most equitable school systems</p>
<b>GTP 2.0 (2013-2015)</b>	<p><b>92%</b> Pre-schools</p>	<p><b>At International average</b> in international assessments like PISA, TIMSS*</p>	<p><b>25% reduction</b> in urban-rural achievement gaps across Malaysia*</p>

**Figure 2: Three aspirations have been identified**

\* The targets are to be achieved by initiatives under both the Education Blueprint and the GTP 2.0.

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### Aspiration 1: Universal Enrolment

Inequities in the education system do still exist despite near universal enrolment at the primary and lower secondary levels. At present, approximately 95% of primary school-aged children and 90% of lower secondary school-aged children are enrolled in the school system.

Unfortunately, growth of these numbers has stagnated, and there are signs suggesting that it may be very difficult to reach the last 5% to 10% of non-school attending children. These are typically students who fall into

### Aspiration 2: Improving Education Quality

Numbers aside, another pressing concern for the Malaysian education system is the quality of education that our students are getting. An international assessment of math and science, the Trends in International Mathematics and Science Study (TIMSS), revealed that Malaysian students have slipped from 16th (out of 38 countries) and 22nd to 26th and 28th in mathematics and science respectively. What is more worrying is the fact that up to a fifth of Malaysian students failed to meet the minimum benchmarks in science and math, increasing from 5% to 7% between 2003 to 2007.

the at-risk categories, which include indigenous and other minority groups and hardcore-poor families.

This present state of affairs is not good enough as regional peers such as South Korea and Japan have almost full enrolment on the primary level. Meanwhile, upper secondary participation in Malaysia has grown – 78% compared with 45% in the 1980s – but the overarching concern again is that the number is not growing as fast as our regional peers, where enrolment consistently exceeds 90%.

This declining assessment of Malaysian student abilities was further reinforced by the country's results from its maiden participation in the Organisation for Economic Cooperation and Development's (OECD) Programme for International Student Assessment (PISA) 2009+. Malaysia ranked in the bottom third of 74 participating countries, below both the international and OECD average.

Furthermore, almost 60% of Malaysian students failed to meet the minimum benchmarks in mathematics, while 44% and 43% failed to meet the standards in reading and science respectively.

Education is an area where there can be no compromise, and even a single child left behind can be construed as a failure of the system. The Education NKRA's GTP 2.0 initiatives will continue its focus on pre-schools and early childcare over the next three years, while the Ministry of Education will also undertake targeted retention initiatives to further improve primary and secondary enrolment rates.



Reading			Math			Science		
Rank	Country	Mean score	Rank	Country	Mean score	Rank	Country	Mean score
1	Shanghai-China	556	1	Shanghai-China	600	1	Shanghai-China	575
2	Korea	539	2	Singapore	562	2	Finland	554
3	Finland	536	3	Hong Kong	555	3	Hong Kong	549
4	Hong Kong	533	4	Korea	546	4	Singapore	542
5	Singapore	526	5	Taiwan	543	5	Japan	539
42	Russian Fed.	459	41	Croatia	460	40	Greece	470
<b>International Average</b>			<b>International Average</b>			<b>International Average</b>		
43	Chile	449	42	Israel	447	41	Malta	461
53	Thailand	421	52	Thailand	419	51	Thailand	425
<b>55</b>	<b>Malaysia</b>	<b>414</b>	<b>57</b>	<b>Malaysia</b>	<b>404</b>	<b>52</b>	<b>Malaysia</b>	<b>422</b>
62	Indonesia	402	68	Indonesia	371	68	Indonesia	383

■ Regional peers

**Figure 3: Malaysia ranks among the bottom third of 74 participating countries across all subjects in PISA**

SOURCE: PISA 2010

Thus, the second aspiration for the education sector is quality, where the goal is to belong to the top one-third of countries participating in international

### Aspiration 3: Narrowing Disparity

The third aspiration for the education system is to close the gap between Malaysians from opposite ends of the socioeconomic and geographic spectrum, thus making quality education more equitable and accessible for all Malaysians. There are significant disparities in student outcomes in Malaysia between urban and rural settings, between students of high-or middle-income homes and low-income homes, between different states, as well as between genders.

assessments such as TIMSS and PISA. The Education NKRA will therefore introduce initiatives aimed at improving the quality of teaching and learning

For example, urban schools, on average, perform 4 percentage points better than rural schools in the UPSR national examinations though the gap is decreasing over time. In the matter of students from differing socioeconomic status, the variation remains high. The disparity has been observed via three proxies: parents' highest level of educational attainment, state average household income, and the percentage of students receiving basic financial assistance (KWAPM). For all three proxies, the evidence consistently

in classrooms (teachers), and raising standards in core literacy and numeracy skills (LINUS 2.0 and English).

demonstrates that students from poor families are less likely to perform as well as students from middle-income or high-income homes.

A more equitable delivery of education in Malaysia will ensure a more cohesive and economically viable workforce, ensuring equitable participation in the country's future and prosperity. It will also contribute to the overall welfare of the nation and ensure the continued development of the country be it in the urban city centre or the rural kampung.

## Overview

The GTP 2.0 Education NKRA initiatives were designed with the three aspirations described above in mind and are a subset of initiatives in the National Education Blueprint – a 13-year transformation programme beginning in 2013. The National Education Blueprint will be the result of a comprehensive review of the education system in Malaysia by the Ministry of Education and will take on its final form by the end of 2012.

Further information on the results of the review, including details on how Malaysia fares in the issues of access, quality and equity, as well as other measures the Ministry is undertaking, will be made available through the preliminary document to be published

by the Ministry in September this year for public consultation. The Blueprint draws from multiple resources for its conception including international reviews from UNESCO and the World Bank, results from international assessments such as TIMSS and PISA, research from six local universities, and input from thousands of teachers, principals, parents and students via town halls, roundtable discussions, surveys, interviews and focus groups.

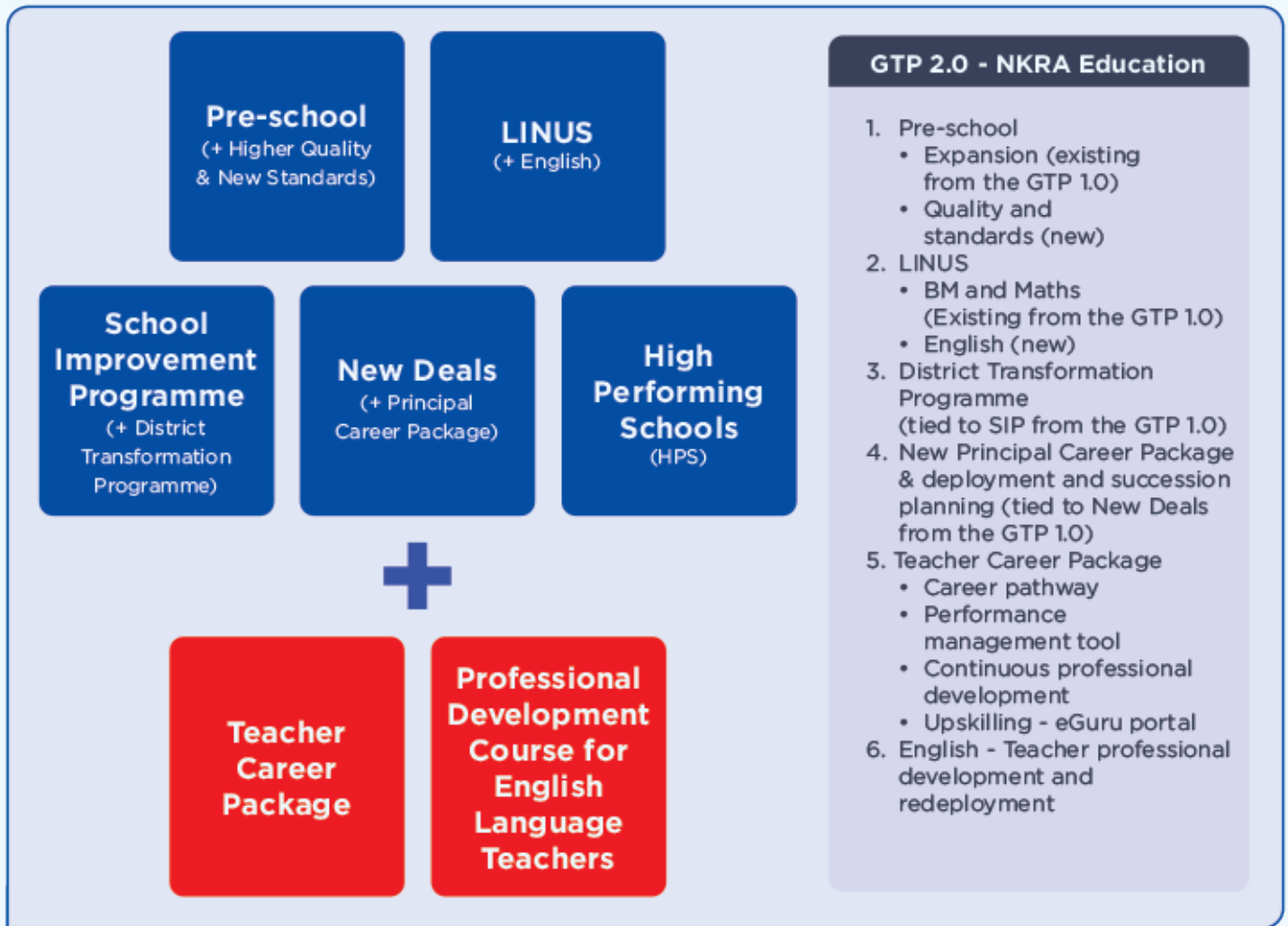
The new National Education Blueprint will guide and shape the long-term goals of the overhaul of the education system, as well as address critical short-term goals. These short-term, high-impact projects will directly benefit the rakyat and the current

batch of students, and will also provide additional impetus for the long-term improvement of education. These issues will be tackled under the GTP 2.0 Education NKRA, which will also represent part of the first wave of reform under the overarching roadmap of the National Blueprint.

The initiatives of the GTP 2.0 continue the work already started with the GTP 1.0, and will again be guided by the aspirations documented above. The GTP 2.0 will see the continuation of existing initiatives implemented in the GTP 1.0 and new ones introduced, and will together be encapsulated under seven workstreams:

<b>1. Pre-school and Early Childcare</b>
<b>2. LINUS 2.0</b>
<b>3. High Performing Schools</b>
<b>4. District Transformation Programme (enhancement of School Improvement Programme (SIP))</b>
<b>5. New Principal Career Package (enhancement of New Deals)</b>
<b>6. New Teacher Career Package</b>
<b>7. English Language: Professional Development Course for English Language Teachers</b>

## Workstreams and Initiatives



**Figure 4:** The GTP 2.0 will include two additional programmes on top of the enhancements to the current programmes

As the figure above shows, the GTP 2.0 will see the continuation of five existing programmes from the GTP 1.0 with enhancements in the next three years. Meanwhile, the Teacher Career Package and the Professional Development Course for English Language Teachers will be introduced as well.

As with the overall theme of the GTP 2.0, the Education NKRA is also working towards broadening and deepening the transformation process using the achievements of the GTP 1.0 as the starting point. The enhancements to the five existing programmes that will be carried over are detailed in the following table:

	The GTP 1.0 focus	The GTP 2.0 focus
<b>Pre-school</b>	<ul style="list-style-type: none"> <li>• Harmonise support for government pre-schools</li> <li>• Improve and harmonise quality of teachers and teacher assistants across all government pre-schools</li> <li>• Increase the number of pre-school classes in urban (poor neighbourhoods), rural and remote areas via Public-Private Partnerships</li> </ul>	<p><b>Enhancements</b></p> <ul style="list-style-type: none"> <li>• Continue to increase the number of classes</li> <li>• Review and revise fee assistance and launching grant and extend similar benefits to childcare (catering to children from the age of 0-4)</li> </ul> <p><b>NEW</b></p> <ul style="list-style-type: none"> <li>• <b>Focus on Quality - Ensure national standards</b> for pre-school and childcare; and <b>upskilling</b> of pre-school teachers</li> </ul>
<b>LINUS</b>	<ul style="list-style-type: none"> <li>• LINUS Bahasa Malaysia</li> <li>• LINUS screening (9 screenings held from Years 1-3, with 3 screenings per year)</li> <li>• Training of remedial teachers</li> <li>• Students assessment levels - Construct 8 (Literacy) and Construct 10 (Numeracy)</li> </ul>	<p><b>Enhancements</b></p> <ul style="list-style-type: none"> <li>• <b>Screening:</b> 6 screenings held from Year 1 -3 with 2 screenings per year</li> <li>• <b>Training:</b> Align LINUS modules with KSSR and add skills training for remedial teachers</li> <li>• <b>Assessments:</b> Achieve 12 constructs to re-enter mainstream curriculum (Arus Perdana)</li> </ul> <p><b>NEW</b></p> <ul style="list-style-type: none"> <li>• <b>LINUS 2.0:</b> Add English literacy from Years 1-3 (aligned to Kurikulum Standard Sekolah Rendah "KSSR"), with training of English remedial teachers</li> </ul>
<b>New Deals</b>	<ul style="list-style-type: none"> <li>• Annual reward for principals and teachers in top performing schools and most improved schools</li> <li>• Rewards tied to school overall and individual performance</li> <li>• Principals receive RM7,500, the top 5 % teachers receive RM1,600 &amp; the remaining 95% of teachers receive RM900</li> </ul>	<p><b>Enhancements / New</b></p> <ul style="list-style-type: none"> <li>• Continue annual reward for schools (principals and head teachers) under New Deals</li> <li>• Link with <b>new Principal and Teacher career package</b> (and performance management)</li> </ul>

**Figure 5:** The GTP 2.0 Education NKRA initiatives are linked to the GTP 1.0 initiatives

	The GTP 1.0 focus	The GTP 2.0 focus
<b>SIP</b>	<ul style="list-style-type: none"> <li>• School rankings and banding</li> <li>• Teacher coaches (SISC) and Principal (SI Partners) coaches</li> <li>• School improvement action plans</li> </ul>	<p><b>Enhancements / New</b></p> <ul style="list-style-type: none"> <li>• Extend SiPartner+ and SISC+ coaches to be full time in District (PPD) Improvement Programme: <ul style="list-style-type: none"> <li>- Strengthen PPDs to support schools (more resources and decision rights)</li> <li>- Standard dashboards and KPIs for all states, districts and schools (integrated with SAPS system)</li> <li>- Tailored set of interventions for different schools (focusing on access, quality and equity)</li> </ul> </li> </ul>
<b>HPS</b>	<ul style="list-style-type: none"> <li>• Expand number of HPS (66 currently)</li> </ul>	<p><b>Enhancements</b></p> <ul style="list-style-type: none"> <li>• Focus on quality control of HPS (prevent decline to Band 2) and ensure autonomies are fully utilised</li> <li>• Continue to focus on a minimum of 100 HPS.</li> </ul>

SAPS: Sistem Analisis Peperiksaan Sekolah (School Examination Analysis System)

## 1 Pre-school and Early Childcare

While the GTP 1.0 stressed on the importance of increasing pre-school enrolment, the goal in the GTP 2.0 is to further enhance the programme by introducing minimum pre-school standards and to extend the programme to cover early childcare as well. In-line with the GTP 1.0, the focus going forward will continue to be on improving access and enhancing the overall quality of pre-schools by making all government and private pre-schools part of the national education system.

The revision of the programme is aimed at the following objectives:

- Further increase the enrolment and quality of services of pre-schools and childcare service providers
- Continue providing access to affordable and quality childcare and

pre-schools for low-income groups

- Ensure that enrolment is made in legal and established centres.

Specifically, the execution of the plan will involve the following actions:

- Increase the number of classes from both private and public providers
- Review and revise eligibility requirements for fee assistance and grants in pre-schools, and the disbursement mechanism
- Harmonise pre-school teacher and teacher assistant qualifications
- Expanding fee assistance and launching grants for childcare (for children in the age group of 0 - 4 years)
- Put in place National Early Childcare Education (ECCE) Standards and professional standards for teachers.

The plan is to execute these initiatives immediately, with the aim of achieving 92% and 10% enrolment in preschools and childcare by 2015 respectively.

There is also a secondary target of ensuring that all government pre-schools and at least 50% of private pre-schools are inspected and rated by the Ministry of Education and ECCE Council respectively by 2015, and that 30% of all pre-school teachers hold minimum Diploma qualifications by the same deadline.

These initiatives should also shift some of the cost from the public to the private sector by encouraging more participation of private providers of early childcare in the country.



## 2 LINUS 2.0

The success of the LINUS programme in the GTP 1.0 showed the enormous impact early literacy and numeracy education can have on ensuring that all school children have a basic command of Bahasa Malaysia and Mathematics. To further build on the success of the LINUS programme, the GTP 2.0 will see the programme further expanded

to ensure school children also achieve basic English literacy standards.

Meanwhile, the basic structure of the programme will also be enhanced to ensure that there is a more comprehensive assessment of all Year 1 to Year 3 school children. In the GTP 1.0, as the chart below shows, only

school children adjudged to be falling behind in Year 1 were enrolled in the LINUS programme, and subsequently monitored over the next three years. The GTP 2.0 will improve on this screening process ensuring that every child, from Year 1 to 3, is screened twice a year.



**Figure 6: LINUS 2.0 will continue efforts in improving BM literacy and numeracy, as well as address English literacy issues**

The incorporation of English literacy screening in LINUS 2.0 will be implemented over two phases. In the first phase, a baseline screening test will be conducted to assess the existing levels of English literacy of school children in Year 1 to 3. The second phase will then determine the targets and KPIs

for the English component of LINUS 2.0 upon completion of that baseline test.

The GTP 2.0 will similarly see the cohort of LINUS facilitators, the FASILinus, expanded to include coaching for English language basic literacy. They will also be given further training

to increase their responsibilities beyond pedagogy to support teachers on curriculum implementation and assessments. This initiative will be further discussed in the District Transformation Programme initiative.



### 3 High Performing Schools (HPS)

This initiative from the GTP 1.0 will carry over to the GTP 2.0, but the focus over the next three years will also be on maintaining the standards of all HPS. Simply put, this means ensuring that HPS do not decline in performance, and

that the HPS fully utilise their additional autonomies to continue to innovate and raise standards.

All schools should continue to strive to significantly improve their performance

levels and to aspire to eventually become HPS. In the GTP 2.0, the target will continue to focus on creating a minimum of 100 HPS, and on ensuring they maintain their high quality standards.

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## 4 District Transformation Programme

The successes of the School Improvement Programme (SIP) from the GTP 1.0 revealed the importance of targeting weaker schools and helped improve them through a coordinated effort. This initiative will be continued in the GTP 2.0, and further expanded under the rubric of the District Transformation Programme.

District education offices (Pusat Pelajaran Daerah or PPDs) are key in narrowing the performance gap between schools within the district as they are at the frontlines and are best placed to support schools across the country. In this workstream, initiatives are channelled to improve the coordination and sharing of best practices such that individual PPDs are empowered to provide direct support and accountability to schools. There are three elements in this transformation programme:

- Revise the role of the State Education Department (Jabatan Pelajaran Negeri or JPN) and PPDs to provide more frontline support to schools.

- Create standard KPIs at the school, district, state and national levels via new dashboards and rankings.
- Target interventions at schools that need it the most. For example, more full-time teacher coaches deployed to district offices to support teachers in schools; parent engagement programmes to encourage involvement and participation in student learning; targeted initiatives to address issues such as truancy in specific schools.

This programme will see PPDs fundamentally transformed by granting them greater powers and authority to support schools within their jurisdiction. In order to do so, the Education NKRA will help create a basic foundation that will strengthen the PPDs by providing training and resources, as well as a platform for PPDs to share best practices. This will in turn embed a strong performance-based culture within the PPDs that can then be devolved down to schools within their jurisdiction.

The District Transformation Programme is an extension of the SIP, with PPD strengthened to better support schools in their districts, especially schools that need it the most. Important elements of the SIP under the GTP 1.0 will be enhanced, such as the expansion of the School Improvement Specialist Coaches (SISC+) programme to support teachers with curriculum, assessment methods and pedagogy. The enhancement will see these full-time coaches, including FasiLINUS teachers, deployed to the district education offices to support and intervene in faltering schools to help improve education outcomes.

## 5 Principal Career Packages

The New Deal initiative from the GTP 1.0 that rewarded high-performing school principals and head teachers proved to be an effective mechanism to further motivate and incentivise school leaders, and will be continued in the GTP 2.0. School leadership is one of the key drivers of school performance and student outcomes; hence there will be even greater focus over the next three years to provide better support to

principals and head teachers, including better succession planning, career progression and development.

The Education NKRA found several areas for improvement in the principal and head teachers professions, and has taken steps to remedy these problems in the GTP 2.0. One of the biggest problems that the education system faces is ensuring a healthy succession

plan for retiring principals/head teachers. A corollary problem is the lack of a clear set of consistent criterion for promotion to principal and head teacher roles.

The GTP 2.0, therefore, sees the introduction of two new initiatives in addition to the continuation of the New Deals for this workstream.

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### Initiative: Principal Succession Planning and Fast-Tracking

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The present succession planning pathway for principals that do not clearly specify requirements and criteria may mean that there could be a lack of top candidates to fill the shoes of some 4,000 principals retiring over the next five years.

Presently, the appointment and deployment process for principals can take up to a year, which means that schools may be left without a leader for extended periods of time. Indeed, some schools have reported difficulties in appointing principals and head teachers, particularly those in rural areas.

The goal of this initiative is to increase the efficiency of the succession planning process by putting in place a clearer process to identify principal-candidates

based on performance. Moreover, the large number of principals set to retire in the near future also presents an opportunity to appoint principals that are better qualified by raising the recruitment bar. This is further detailed in the new principal career package explained below.

The implementation of this initiative will:

- Optimise and shorten the selection process in order to identify successors for an outgoing principal, ideally six months before the actual retirement date.
- Create a centralised system to recruit from a candidate pool, with a traffic-light system to determine readiness of a candidate.
- Revise incentives to attract quality candidates to rural and/or under-performing schools.

- Provide support to help a principal transition into a new school.

This initiative will result in the identification of a pool of candidates for all principals retiring in the next five years and will also create a more efficient selection and deployment process. As an added benefit, the initiative will create an advanced planning system that will determine upcoming principal vacancies and identify suitable candidates at least six months prior to the vacancy.

The selection process itself will be optimised by stressing a target of “back-to-back transition” which will reduce the current time frame of up to a year to just five months.

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### Initiative: New Principal Career Package

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In line with the New Teacher Career Package outlined in this section, the new Principal Career Package will establish new standards, competency framework, career pathways, performance assessment tools and a continuous professional development (CPD) plan. Presently, the selection of school leaders is primarily tenure based, and no clear pathway for interested candidates. The present performance assessment instrument does not effectively differentiate between performing and non-performing principals, as there are cases of high scores for principals despite continually low or declining overall school performance.

The New Principal Career Package will establish a minimum criteria and competency framework to ensure the quality of principals while defining career paths for candidates interested in the job. The establishment of an objective metric will help the Ministry assess and identify qualified candidates, and also help principals determine their own levels of performance.

In doing so, the goal is to speed up the career progression for good principals – via incentives and the availability of better prospects – while consistently underperforming principals will be moved out of the principal track. Though appropriate support will be

given to underperforming principals to help bring them up to speed, their principal ship could be removed if they consistently underperform despite the support.

This initiative supports and dovetails with the first initiative by providing an objective standard of measure to help identify and appoint principals to vacancies as quickly as possible. Presently, career progression is based more on tenure than performance, but the GTP 2.0 aims to reverse this situation to prioritise performance and competencies.

<p><b>4,000 principals retiring in 5 years</b> with no succession plan in place</p> <p><b>No differentiated performance management approach</b></p> <p><b>States and districts report difficulty</b> in securing principals for rural areas</p> 	Initiative	Key deliverable
	<p><b>New Principal Career Package</b></p>	<ul style="list-style-type: none"> <li>• Raise minimum criteria to ensure quality of principals</li> <li>• Advocate for Skim Perkhidmatan Pegawai Pendidikan (Pengetua and Guru Besar)</li> <li>• Define career pathways for principals and create a new performance assessment tool in line with the proposed New Teacher Career Package</li> <li>• Design targeted Continuous Professional Development plan based on principal performance</li> </ul>
	<p><b>Proactive Deployment Process &amp; New Incentives Focused on Rural Schools</b></p>	<ul style="list-style-type: none"> <li>• Optimise &amp; shorten selection process for early identification of successors for principal (&gt;6 months before retirement)</li> <li>• Identify schools with retiring principals or without principals</li> <li>• Create centralised and interconnected system to recruit from candidate pool, with traffic light system on readiness</li> <li>• Revise incentives to attract quality candidates to rural schools</li> <li>• Provide transition between outgoing principal and incoming principal with a special programme</li> </ul>

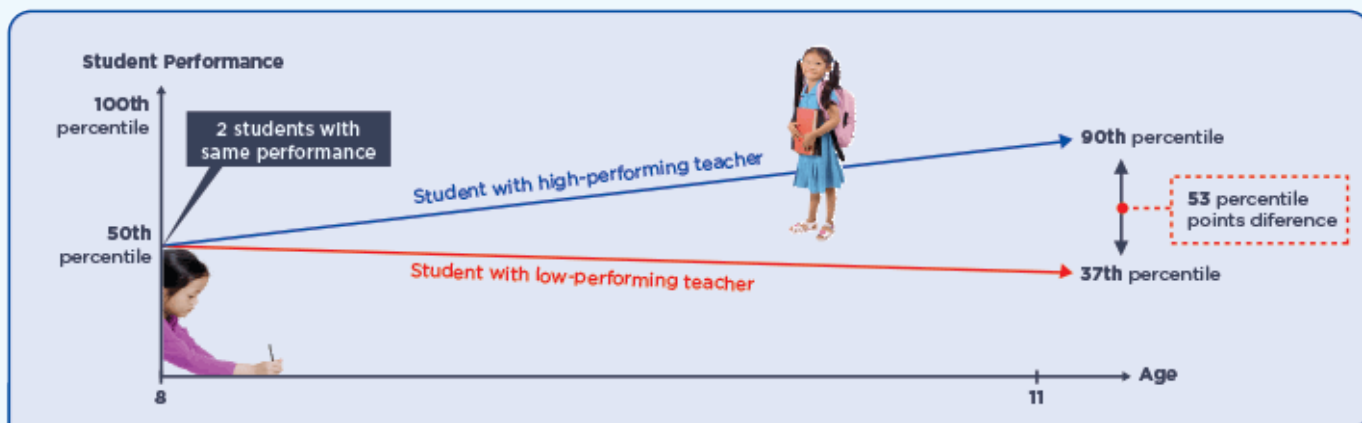
**Figure 7: The GTP 2.0 New Principal Career Package**

## 6 Teacher Career Packages

Teaching quality is the most important school-based determinant of student-outcomes, with significant data showing that a student’s performance

is hindered or enhanced by a low- or high-performing teacher respectively. A core thrust of the Education NKRA is to better equip and reward teachers for

enhancing student outcomes, and two initiatives have been introduced in the GTP 2.0 towards this goal.



**Figure 8: Teachers matter: teaching quality is the most important school-based driver of student outcomes**

SOURCE: Sanders and Rivers 'Cumulative and residual effects on future student academic achievement', 1996

### Initiative: New Career Package for Teachers

This initiative aims to boost career opportunities for all 410,000 teachers all over the country, and will introduce a single evaluation instrument focused on teaching and learning competencies. This initiative will also cut down the amount of time – from 25 years – that high-performing teachers will take to progress from being a beginner teacher to an expert teacher.

In addition, teachers will benefit from a new comprehensive continuous professional development programme that can be individually tailored to their needs. Finally, this initiative will also provide extensive development and, eventually, transition support for consistently non-performing teachers who will be redeployed from classroom teaching roles to other roles.

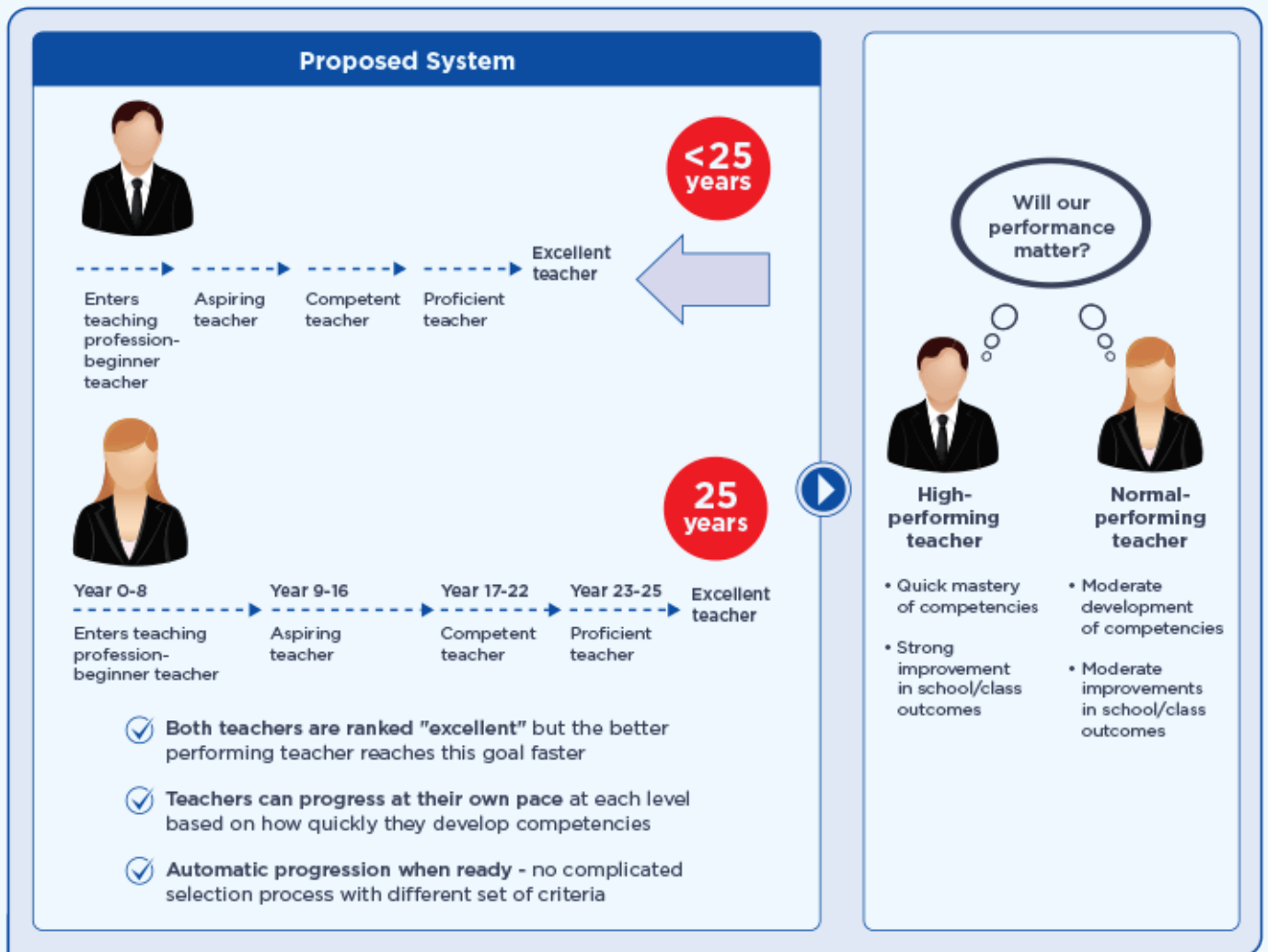
While the Ministry of Education has already taken steps to raise entry requirements for new teachers, existing teachers must also be incentivised to continually boost their performance. This initiative will clearly spell out what is expected of teachers, how to get

there, and also provide the support to help them progress in their career. This new career progression and reward system aims to motivate teachers to upskill themselves and enhance their own performance throughout their careers.

The new continuous professional development (CPD) programme will be formalised under this initiative, and a better structure put in place to track what individual teachers have been doing. In the first phase of CPD deployment, the main focus will be on pedagogical skills that will translate directly into better classroom performance. As part of the CPD offering, teachers will also be exposed to best teaching practices via EduWebTV, an interactive online video training programme. The subsequent phases will also provide CPD training for teachers that are deployed in the Ministry, the State Education Departments and District Education Departments to help them progress in their chosen career pathways.

The implementation of this initiative will help enhance the attractiveness of the teaching profession and ensure only the very best teachers in the country are recruited and retained by the Malaysian education system. The new Teacher Career Package, in summary, comprise four main elements:

- New competency-based pathways to create exciting career opportunities for teachers, including fast-tracking for high performers
- The creation of a single unified evaluative instrument focusing on teaching and learning, combining best elements from the five existing evaluation instruments and incorporating student outcomes
- CPD Masterplan to provide tailored support to each teacher
- New standards for CPD and monitoring mechanism for recruitment of new teachers, and career-long support and evaluation of teachers



**Figure 9:** Faster progression for high performing teachers

## 7 Professional Development Course for English Language Teachers

The standard of English proficiency of Malaysian students remains a major concern of parents and employers. The Education NKRA aims to help remedy this by improving the way the language is taught in schools, and by focusing on enhancing the English language proficiency of English teachers.

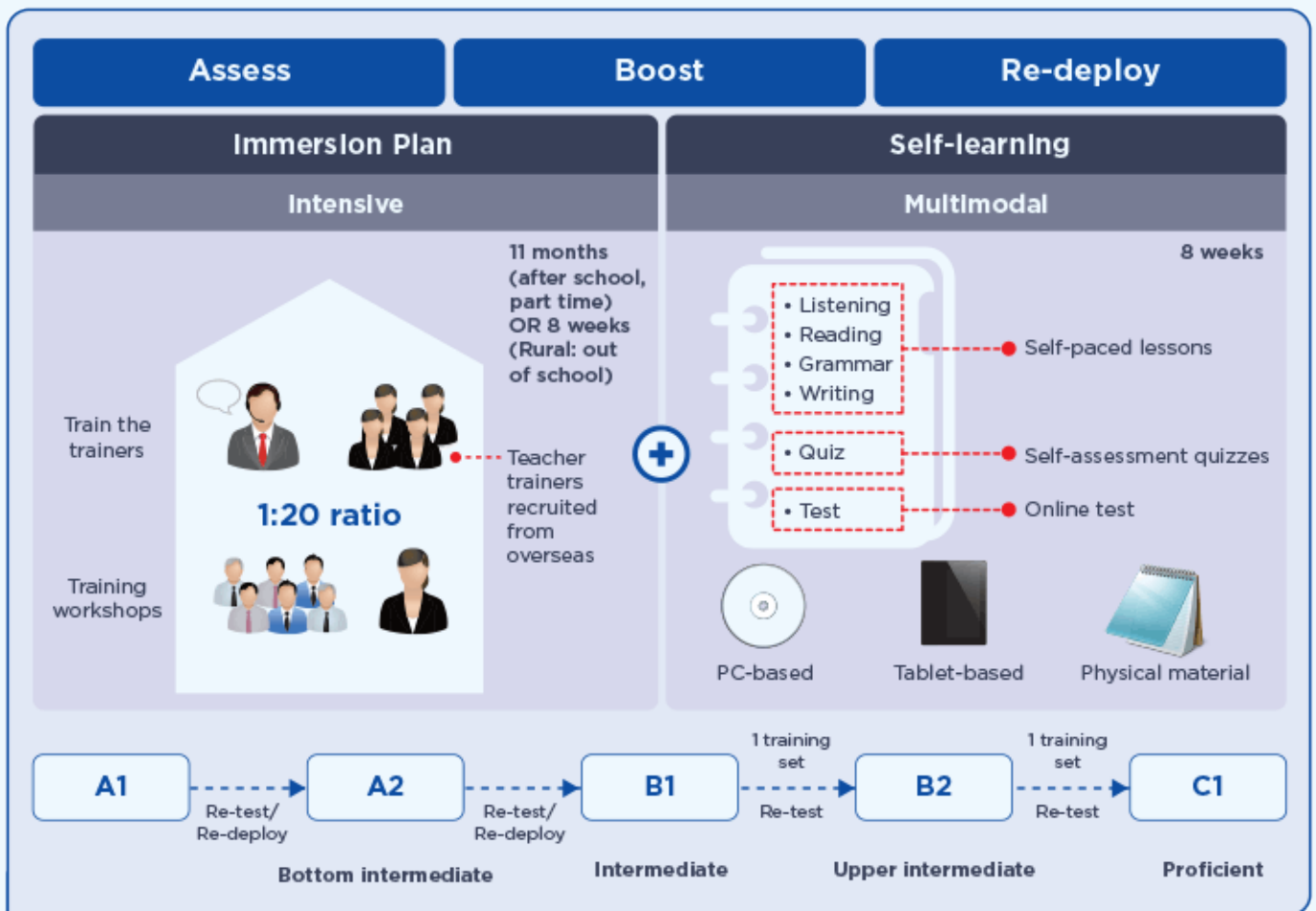


Figure 10: Intensive professional development and immersive learning

This workstream will rapidly upskill the English teaching force to meet the target of delivering one proficient English teacher in every classroom across Malaysia, and to eventually bring Malaysian students closer to international standards for English education. A pilot programme was launched in 2012 to rapidly enhance the English proficiency levels of English teachers, beginning with a proficiency test in May 2012 for 7,000 English teachers across four states. This programme will be rolled-out to all English teachers across all states in Malaysia.

A three-pronged approach will be used, which will assess, boost and re-deploy non-proficient teachers. The first step is Re-testing and Re-deployment, where the proficiency levels of existing teachers will be determined, to be followed by the Intensive professional

development initiative. The goal was to screen all 52,000 English teachers. This exercise was completed in July 2012.

A remedial programme has also been put in place, with a pilot programme aiming to retrain approximately 5,020 non-proficient English teachers expected to be completed by December 2013. The goal is to retrain all non-proficient teachers by 2015.

The government recognises that building a workforce with a high proficiency in the English language is necessary if Malaysia is to compete on the international stage and to transform itself into a high-income nation. Language mastery begins in the earliest years of formative education, and there is therefore a very crucial need to address the shortcomings in the way English is presently taught.

The hope for the GTP 2.0 is to have new language initiatives complement the developmental work of LINUS 2.0 to build a stronger foundation of basic education that will better prepare Malaysian students for the challenges and opportunities in their future.

In conclusion, the support of all stakeholders involved is critical in order to achieve Education NKRA targets. The Government needs to escalate its efforts; teachers, who form the backbone of the education system, need to adapt and evolve; and parents need to be fully supportive of the initiatives. The Education NKRA will be focused and committed in our efforts towards providing access to quality education for all Malaysian students.





# Summary of Initiatives

## Pre-School



- Increase the number of classes from both private and public providers
- Review and revise eligibility requirements for fee assistance and grants in pre-school, and the disbursement mechanism
- Harmonise pre-school teacher and teacher assistant qualifications
- Expand fee assistance and launching grants for childcare (for children in the age group of 0 - 4 years)
- Put in place National Early Childcare Education (ECCE) Standards.

## LINUS 2.0



- Incorporate English Literacy screening along with Bahasa Malaysia and Mathematics
- Expand screening to cover every student from Primary 1 to 3

## High Performing Schools



- Continue initiative to establish list of 100 HPS
- Focus on quality to ensure existing HPS do not falter

# District Transformation Programme



- Revise the role of the State Education Department (Jabatan Pelajaran Negeri or JPN) and District Education Departments (Pejabat Pelajaran Daerah or PPDs) to provide more frontline support to schools
- Create standard KPIs at the school, district, state and national levels via new dashboards and rankings.
- Target interventions at schools that need it the most

# Principal Career Packages



- Principal succession planning and fast-tracking of appointments
- New principal career package that raises minimum principal requirements to raise performance

# Teacher Career



## Packages

- New competency-based pathways to create exciting career opportunities for teachers, including fast-tracking for high performers
- The creation of a single unified evaluative instrument focusing on teaching and learning, combining best elements from the five existing evaluation instruments, and incorporating student outcomes
- Continuous Professional Development (CPD) Masterplan to provide tailored support to each teacher
- New standards for CPD, new standards and monitoring mechanism for recruitment of new teachers, and career-long support and evaluation of teachers

# Professional Development



## Course for English Language Teachers

- Provide remedial support and training for non-proficient teachers
- Ensure that every classroom will have a proficient English teacher by 2015





**RAISING LIVING  
STANDARDS OF  
LOW INCOME  
HOUSEHOLDS**

# MINISTER'S FOREWORD

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Message by the Honourable

**Dato' Sri Mohd Najib bin Tun Abdul Razak**

Prime Minister and Acting Minister of Women,  
Family and Community Development



The goal of this National Key Result Area (NKRA) is to reduce the poverty rate amongst Malaysians to 2% by 2015 from 3.8% currently. These are Malaysians who are classified as poor and extreme poor, and whose quality of life has not improved despite the country's economic progress over the past 55 years.

To reduce the disparity between this disadvantaged group and the rest of Malaysians, the federal government and its related agencies, working closely with state governments through the 1AZAM programme, are helping the poor earn higher incomes. The Government is also providing low-income households with other forms of financial assistance, and with the appropriate entrepreneurship and employment skills needed for them to start businesses and otherwise pull themselves out of poverty.

However, the needs of the poor go beyond just financial aid,

and extends to care, assistance and support. Under the GTP 2.0, the Ministry will foster close collaboration with the private sector and non-governmental organisations to deliver programmes such as home help services for the elderly, distribution of food baskets, transport aid for kidney patients and shelter for the homeless.

Helping the poor break out of the cycle of poverty needs the support of everyone. As Malaysia progresses towards becoming a developed nation by 2020, our success should not only be measured by how much we have helped improve the quality of life of the advantaged Malaysians, but by how we have treated the less fortunate and what we have done to help them to be self-reliant and to stand on their own feet.

Let's work together to effectively implement the initiatives set out in this plan and to make a better Malaysia for everyone.




## Looking back at the GTP 1.0 (2010 - 2012)

Under the GTP 1.0, the Raising Living Standards of Low Income Households (LIH) NKRA achieved great strides in meeting its objective of reducing the disparity between the economically advantaged and the disadvantaged. Above and beyond moving affected households into higher income categories, initiatives under the LIH NKRA paved the way for the start of a new cycle of a better quality of life for the country's poor<sup>1</sup> and extreme poor<sup>2</sup>. At the end of 2010, in just the first year of the NKRA's three-year poverty

eradication programme, only 0.2% of the nation's population remained in the extreme poor category, with 44,535 households successfully moved out of this bracket.

The measures implemented under the GTP 1.0 resulted in a number of Big Wins. Additionally, the programme kicked off efforts aimed at achieving long-term change for the low-income demographic, for which the LIH NKRA's initiatives will continue in the GTP 2.0.

The implementation of the initiatives under the GTP 1.0 has not been without its challenges. Some of the 1AZAM initiatives could not be implemented due to geographical and financial constraints, especially in the remote areas of Sabah and Sarawak. The GTP 2.0 will also see better coordination between the key players involved in poverty eradication to better deliver targeted programmes.

Year	Strategy	Outcome
<b>2010</b> <b>Move out of Poverty</b> 	Cash assistance to move them out of extreme poverty	99.67%, or 44,535 out of 44,643 Extreme poor out of extreme poverty
<b>2011</b> <b>Participate in Income Generating Programmes</b> 	Participate in an income generating programme	Target of 57,793 Households registered in e-Kasih
<b>2012</b> <b>Measure the Outcome</b> 	Measure the outcome, increase in income	20,717 (35%) participants to increase their income

**Figure 1: Overall strategy of the Low Income Household NKRA in the GTP 1.0**

<sup>1</sup> Poor households have average monthly incomes of less than RM760 in Peninsular Malaysia, less than RM1,050 in Sabah and less than RM910 in Sarawak.

<sup>2</sup> Extreme poverty is defined as households with average monthly incomes of less than RM460 in Peninsular Malaysia, RM630 in Sabah and RM590 in Sarawak.

## BIG WIN 1 Effective management of poverty cases

In order to ensure effective delivery of aid and support of low-income households, the e-Kasih programme was established. e-Kasih is the only designated database to monitor and manage these households. An extension of e-Kasih is the 1AZAM (Akhiri Zaman Miskin) programme, which focuses on

providing economic opportunities that enhance the productive capacity of low-income households to move them out of this category in a sustainable manner.

The initiatives under 1AZAM aim to build capacities through a combination of employment and entrepreneurship. The

1AZAM programme is a collaborative effort which involves multiple ministries/agencies to provide services related to their core functions such as job placement, small business start-ups and micro-credit, and self-employment opportunities to help target groups move out of the poverty trap.







Type	Description	Implementing Agencies
 <b>AZAM Tani</b> <small>KEMENTERIAN PERTANIAN DAN INDUSTRI ASAS TANI</small>	Agricultural and agro-based activities	<ul style="list-style-type: none"> <li>Ministry of Agriculture &amp; Agro-based Industry</li> </ul>
  <b>AZAM Niaga</b> <small>Kementerian Pembangunan Usahawan dan Koperasi</small>	Small businesses	<ul style="list-style-type: none"> <li>Amanah Ikhtiar Malaysia;</li> <li>Ministry of Women, Family &amp; Community Development</li> </ul>
 <b>AZAM Kerja</b> <small>Centra Negara Duali (Kementerian HRD)</small>	Job matching/ Job placement	<ul style="list-style-type: none"> <li>Ministry of Human Resources</li> </ul>
  <b>AZAM Khidmat</b> <small>Kementerian Pembangunan Usahawan dan Koperasi</small>	Services (self-employment)	<ul style="list-style-type: none"> <li>Amanah Ikhtiar Malaysia;</li> <li>Ministry of Women, Family &amp; Community Development</li> </ul>
 <b>AZAM Bandar</b> <small>Kementerian Wilayah Persekutuan dan Kerajaan Bandar</small>	Skill training, small business, kiosk	<ul style="list-style-type: none"> <li>Ministry of Federal Territories and Urban Wellbeing</li> </ul>
 <b>1AZAM Sabah</b>	AZAM Tani, Niaga, Kerja, Khidmat	<ul style="list-style-type: none"> <li>Sabah State Government &amp; agencies</li> </ul>
 <b>1AZAM Sarawak</b>	AZAM Tani, Niaga, Kerja, Khidmat	<ul style="list-style-type: none"> <li>Sarawak State Government &amp; agencies</li> </ul>

Figure 2: 1 AZAM Initiatives Description & Implementing Agencies

Some of the highlights of the e-Kasih and 1AZAM programmes include:

- Processing 317,359, or 96%, of the cases registered with e-Kasih
- Facilitating the participation of 63,147 poor households in the 1AZAM programme, exceeding the target of 57,793 households.
- In addition to the initiatives under 1AZAM, other initiatives under the GTP 1.0 include the affordable Insurance scheme for LIH including the poor/extreme poor, covering

death and critical illnesses.

- Housing assistance was also granted to the poor that provided the rental and sale of low-cost units under Projek Perumahan Rakyat (PPR) and Perumahan Awam (PA) in urban areas, and under the Rural Basic Infrastructure (RBI) NKRA in rural areas.

Funds were also made available to restore/rebuild houses under RBI. Initiatives in the health sector include

50 1Malaysia Clinics and four 1Malaysia Mobile Clinics to provide basic medical care to LIH and provision of food baskets to children from low-income families. In the education sector, funds were granted to repair and upgrade dilapidated schools (sekolah dhaif). Other initiatives included support for the Anjung Damai Halfway House for marginalised groups (including former drug addicts, HIV-AIDS patients, ex-convicts and juvenile delinquents).

## BIG WIN 2 Moved households into higher income categories

A key achievement for this NKRA is the number of households moved out of the extreme poor and poor categories. With over 90,000 households identified in these

categories in 2010, this initiative succeeded in:

- Reducing households in the extreme poor category by 99.9%, moving 44,535 households out of

this bracket

- Reducing the number of poor households by 15,868

## BIG WIN 3 Provided entrepreneurship and skills training to achieve economic empowerment

Entrepreneurship and skills training represents a vital factor in gaining economic empowerment and is crucial towards achieving poverty alleviation. In an effort to build entrepreneurship

skills among affected households and specifically, women, the LIH NKRA has trained 6,904 women entrepreneurs, exceeding the initial targets set for the GTP 1.0.



## BIG WIN 4 Increased home ownership amongst poor households

Housing is another key issue in determining a community's standard of living. To this end, providing access to home ownership amongst poor households represents a crucial measure for the LIH NKRA. Under this transformation programme, 35,095 low-cost homes under Projek Perumahan Rakyat (PPR) and Perumahan Awam (PA) under Dewan Bandaraya Kuala Lumpur were offered for sale to its current tenants. Home ownership by



poor households increased by 4,865, or almost double the previous



ownership numbers.

## Introduction to the GTP 2.0 (2013 - 2015)

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### Case for Change

The measures under the GTP 1.0 laid the foundations for the ultimate goal of poverty eradication. The first phase of the poverty eradication program, spanning three years from 2010-2012, recorded tremendous progress, but more can be done to ensure that incidences of poverty are eliminated in a sustainable manner.

Eradicating poverty is a learning process and most of these lessons come from direct, hands-on experience in working with the poor. For instance, under the GTP 1.0, the LIH NKRA encountered the following obstacles:

- Lack of clarity of purpose among 1AZAM recipients
- Low job opportunities or economic activities in rural areas
- High cost of delivery services in remote Sabah & Sarawak
- Challenges of verifying the poor and extreme poor through e-Kasih

The challenges are many: It is projected that 190,000 households will be registered with e-Kasih by 2015, there are still cases of undernourished children in this country and 12,600 households still earn less than RM670 a month. As such, efforts at poverty eradication and reduction must take on a holistic approach, targeting long-term change and achieving the transformation of lifestyles.

However, there will be key differences between the initiatives of the GTP 1.0 and the GTP 2.0. While the GTP 1.0 initiatives were primarily led by the

government, the goal for the next transformation phase is to get broader engagement from corporate entities, NGOs and individuals.

Many programmes organised by the NGOs have an effective delivery system due to its strong grass-roots support and on-the-ground network. Therefore, the Government is committed to supporting and enhancing NGO programmes that are aligned with the GTP 2.0 scope.

Secondly, while the GTP 1.0 focused on the individual, the GTP 2.0 will expand its scope to tackle poverty on the community level as well. Initiatives of the GTP 2.0 will target specific communities where poverty levels are higher than the national average. Examples include the Penan tribe in Sarawak and Orang Asli communities in Peninsular Malaysia.

As a whole, the GTP 2.0 will emphasise the economic empowerment of individuals and communities through productive welfare, and this effort will require the establishment of basic facilities and the right environment. In order to achieve this objective, the LIH NKRA will work more closely with the various ministries and other relevant NKRAAs – Rural Development, Urban Public Transport and Education, for example.

In essence the GTP 2.0 is aligned with the 10th Malaysia Plan by helping to raise the income generating potential

of the bottom 40% households as well as building a more progressive and inclusive society. Nonetheless, the LIH NKRA will remain primarily focused on helping the poor and extreme poor, and vulnerable groups.

Vulnerable groups that will be targeted for economic empowerment include the disabled, ex-drug addicts, single parent households, and ex-convicts.

The LIH NKRA aspires to achieve two goals by 2015:

- Reduce poverty to 2% from 3.8% currently
- Ensure that every poor and extreme poor household registered with the e-Kasih database gets the opportunity to economically empower themselves, either through 1AZAM or other programmes organised by corporate partners and NGOs.

The key focus areas in the GTP 2.0 are quite diverse, but are anchored primarily on the 1AZAM programmes. Targets have been set for each sub-programme measuring participation rates and how effective the programme has been for the participants. The aim is to raise the incomes of participants by RM400.

# Overview

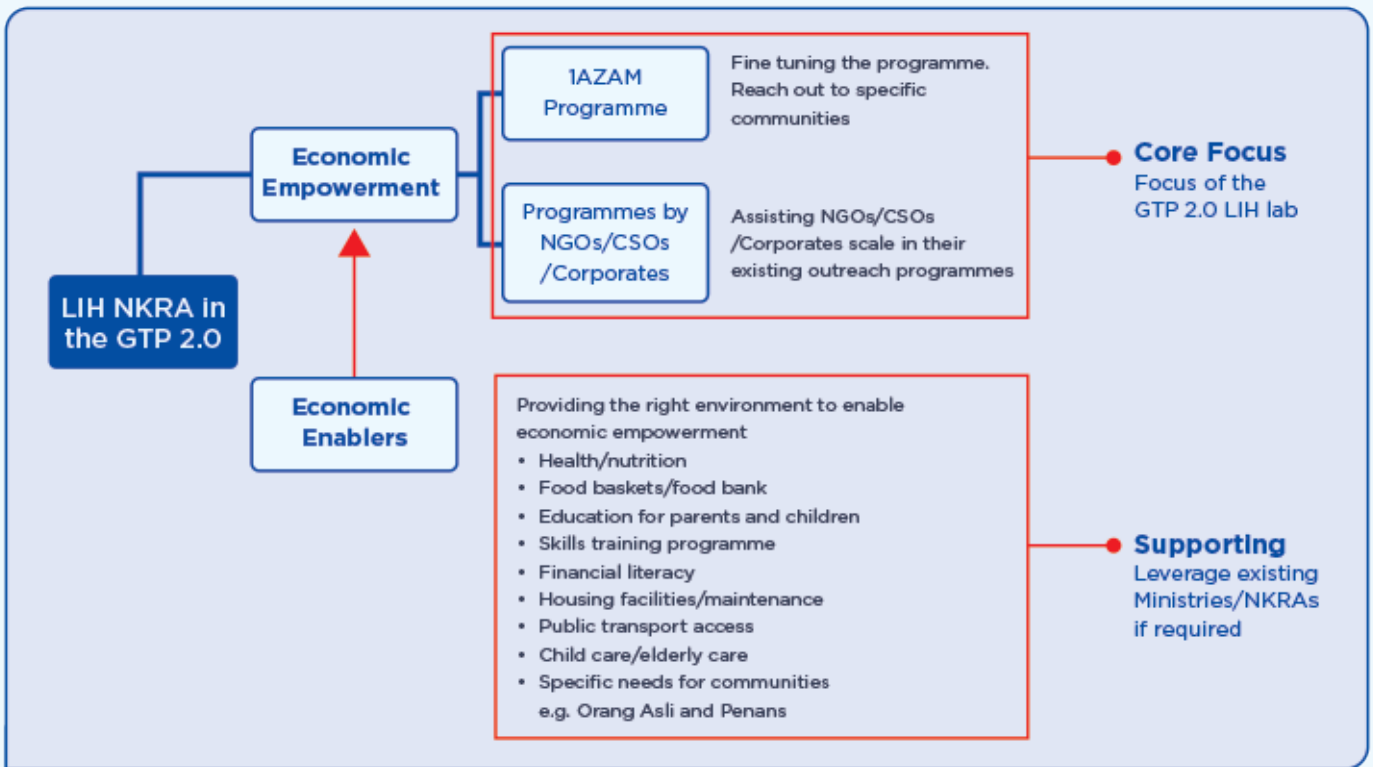
In order to realise the aspirations outlined above, the approach to the GTP 2.0 will be different from the GTP 1.0. The journey out of poverty will be different for each individual and community. Therefore whilst the 1AZAM Programme will be the Government's central programme of economic empowerment for the poor and extreme poor; the Government realises that there are many existing programmes managed and led by NGOs, CSOs (Community Services Organisations) and corporates that contribute

significantly to transforming the lives of the poor and vulnerable groups.

The Government recognises that providing the tools of economic empowerment is insufficient unless the basic needs of the individual and community are met. For example, a mother in the city cannot have peace of mind in the workplace if she worries about providing basic shelter or if her children are not provided with proper daycare facilities. Similarly, a farmer cannot tend to his land productively if

his children are not in school and are undernourished.

Therefore, in the GTP 2.0, there will be better coordination across other NKRA's of Rural Development, Education, Cost of Living, Urban Public Transport and Crime to ensure all needs of the communities are met. On top of this, the GTP 2.0 will also implement specific and targeted programmes that provide support such as health/nutrition-based programmes, child care and elderly care.



**Figure 3: Key Principles of the LIH NKRA in the GTP 2.0**

The GTP 2.0 will target three main segments. Firstly, it will continue to target the poor and extreme poor. These families are found across the nation in each state and in urban and rural areas.

Secondly, the GTP 2.0 will look at specific communities that have higher incidences of poverty as well as communities that have not been provided sufficient support due to the environment and circumstances that

they are in. For instance, 80% of the Penan communities are classified as poor and extreme poor. Approximately 30% of the Orang Asli Communities are poor and extreme poor. These communities have a significantly higher

incidence of poverty, which is above the national average. The GTP 2.0 recognises that due to the rising cost of living, greater emphasis in supporting the urban poor, particularly the elderly poor and homeless is necessary.

Thirdly, the Government will not neglect vulnerable groups. These groups, whilst they may not be clearly classified as poor and extreme poor, are in need of support due to their circumstances. In the GTP 2.0, the specific groups targeted are ex-prison convicts, ex-drug

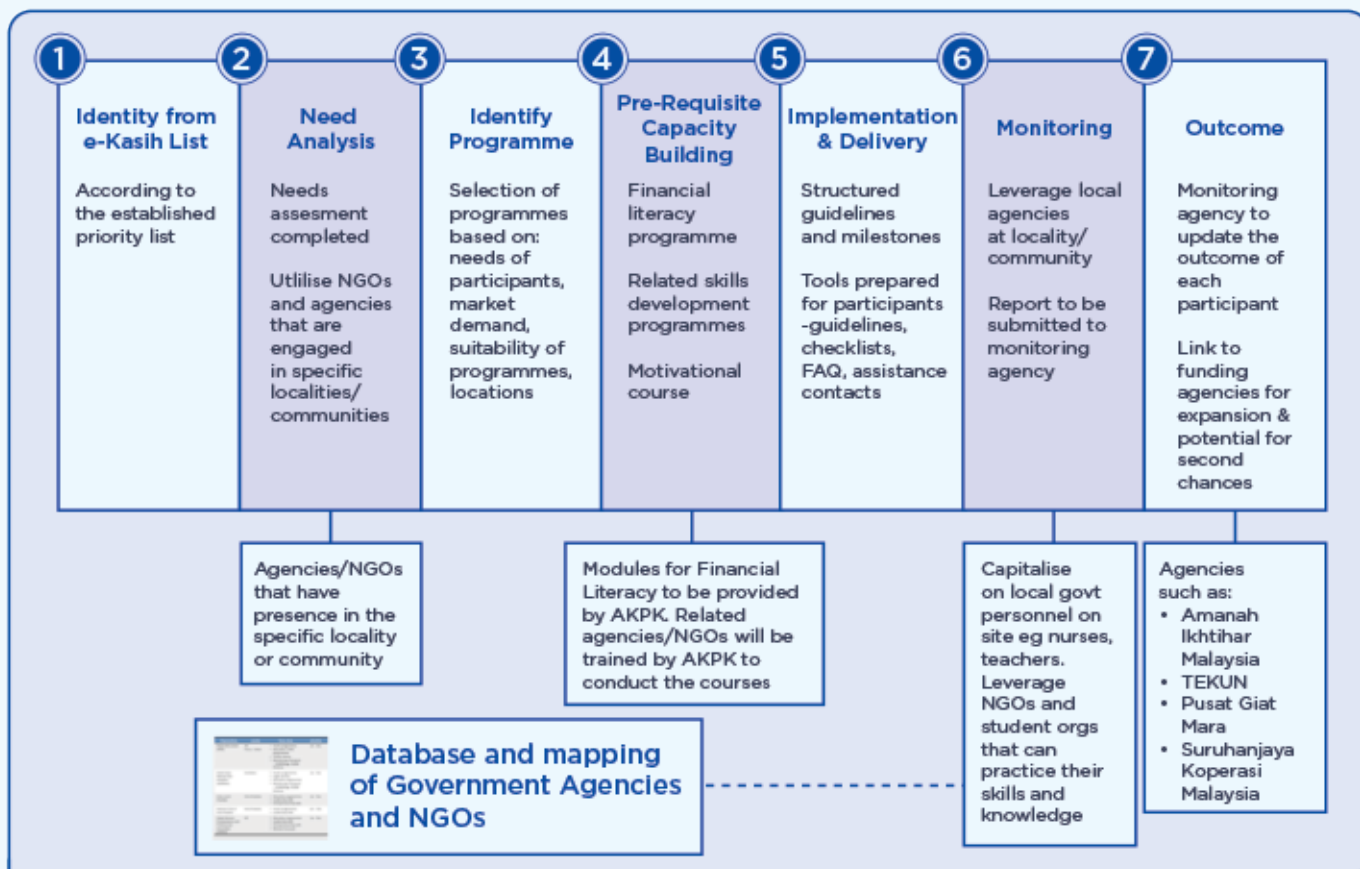
addicts, disabled persons (OKU), the elderly and single parents. In addition to reaching out to these individuals, the Government recognises that support must be provided to their families as well in order to ensure a sustainable journey out of poverty.

## Economic Empowerment

The LIH NKRA recognises that the permanent solution of poverty is through economic empowerment and productive welfare. There needs to be a shift in mindset so that the recipient of aid adopts a proactive approach through greater self-commitment

and responsibility to pull themselves out of poverty. The road to economic empowerment is unique for every individual and community, and there is therefore a need to create and facilitate alternative paths. The emphasis of economic empowerment is to fine

tune the existing 1AZAM programme implemented in the GTP 1.0, and support programmes by NGOs, CSOs and the corporate sector to enable them to upscale and expand their respective outreach programmes.



**Table 1: Improved mechanism of implementation for 1AZAM initiatives**

## Government-Led Initiatives

### Initiative: Expanding the e-Kasih Database

An improved version of e-Kasih, the database managed by the ICU (Implementation Coordination Unit of the Prime Minister's Department) maintaining records of Malaysia's poor and vulnerable, called Greater e-Kasih will be implemented with broader data sources to accurately reflect the social and productive welfare support provided to each person.

Currently, ICU, government ministries, agencies and a selection of NGOs contribute to the e-Kasih database. Going forward, more NGOs and CSOs will be engaged to provide and update information on e-Kasih.

To do so, the e-Kasih database will be simplified and training provided to help NGOs to upload information onto e-Kasih. ICU, through the district focus

groups and State Development Offices, will filter and verify the information to avoid duplication and ensure consistency.

Furthermore, to ensure information is updated frequently, an email alert system will be put in place to remind relevant agencies and NGOs to update their information at least semi-annually.



### Initiative: Granular and targeted 1AZAM programme

1AZAM provides cash-in-kind assistance comprising training and development and provision of equipment to help participants generate income. The GTP 2.0 will continue to provide 1AZAM support to poor and extreme poor e-Kasih participants.

Over the next 3 years, the LIH NKRA aims to add 100,000 1AZAM participants and also further improve income levels of existing 1AZAM participants from the GTP 1.0.

In the GTP 2.0, the 1AZAM programme targets will be more granular and state-

specific to target under-served districts and place greater emphasis on urban areas.

The selection of 1AZAM participants will also be more stringent under the GTP 2.0, and selection priority will be given to participants who fall into one

- or more of the following categories:
- Extreme poor and poor households registered with e-Kasih that have not received any assistance
  - Extreme poor and poor households that have not received any income-generating assistance.
  - Participants from districts where

there is a high number of poor and extreme poor households but without a corresponding number of 1AZAM participants.

The Government's goal is to ensure that all poor and extreme poor households registered in e-Kasih will

have an opportunity to participate in the 1AZAM programme by 2015. The LIH NKRA will also look at ensuring that the outcomes of existing 1AZAM participants are improved.

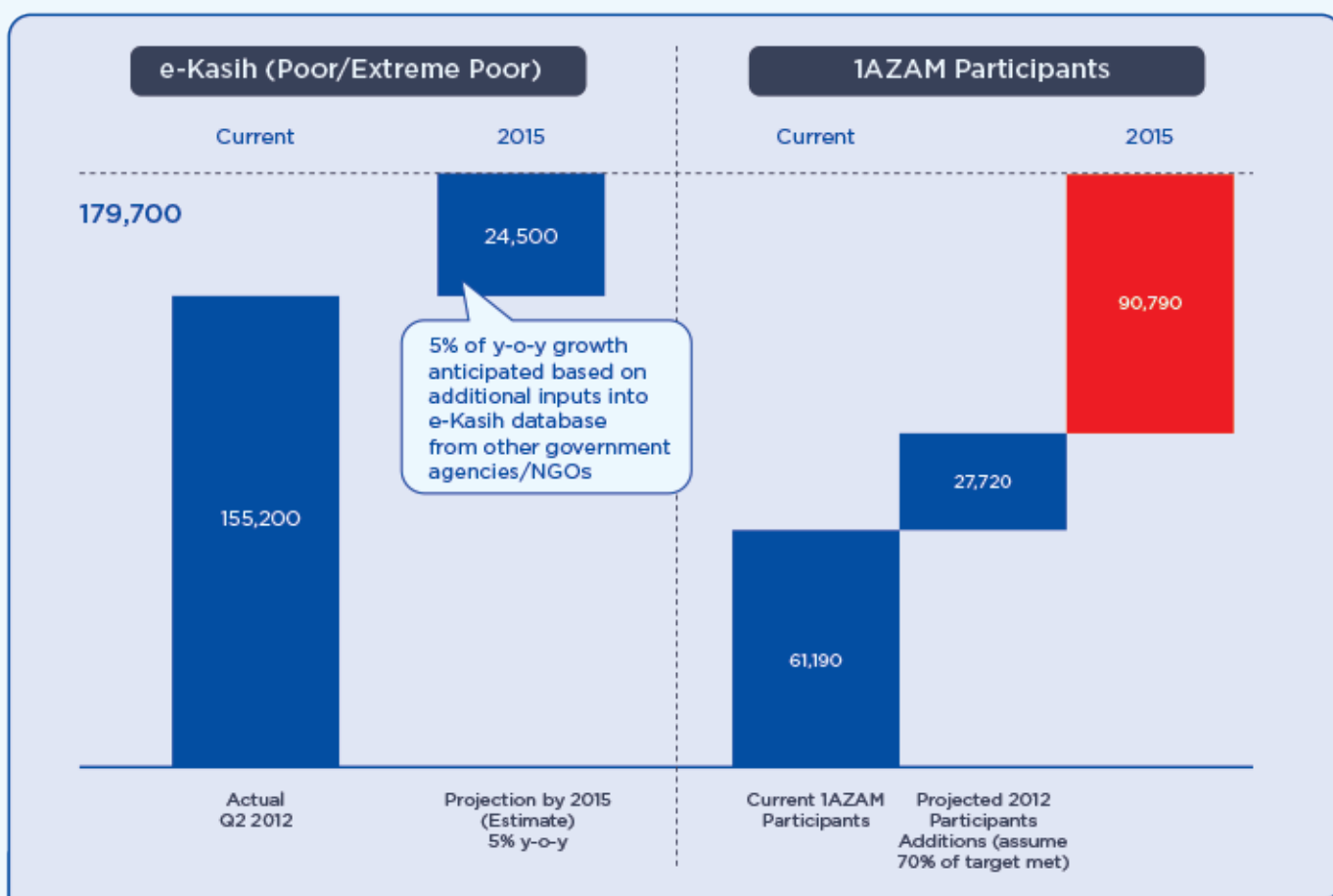


Figure 4: Projections of e-Kasih and 1AZAM programme participants by 2015

A more stringent approach will be taken in data collection and analysis to ensure that deserving individuals from the poor and extreme poor or vulnerable

categories are selected for participation. Furthermore, the GTP 2.0 will look to select individuals from under-served districts, namely those that have

reported high incidences of poverty, based on e-Kasih, but with low 1AZAM participation rates (see figure below).

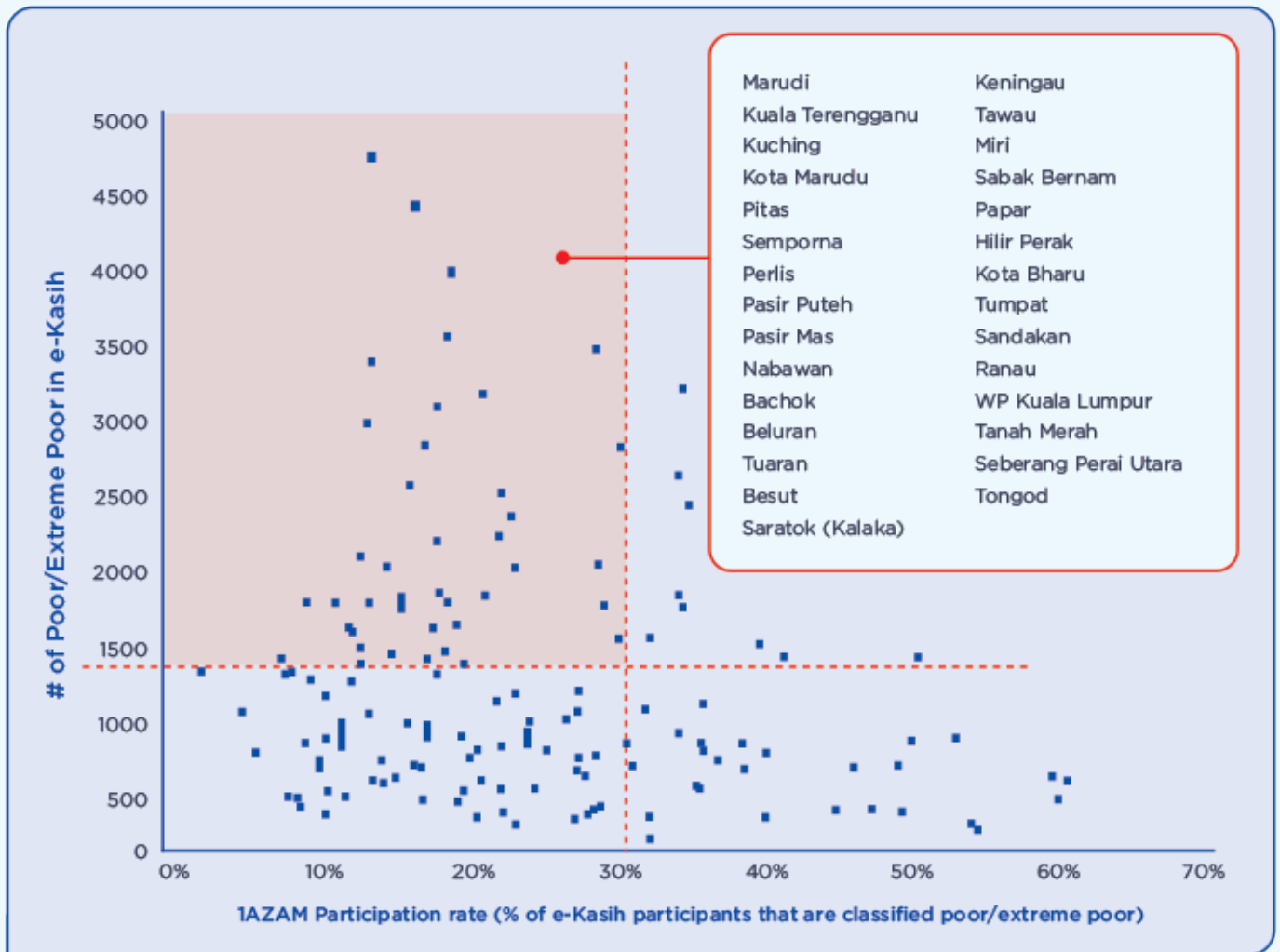


Figure 5: e-Kasih participants vs. 1AZAM participation rate

1AZAM Programme	Champlon	2013	2014	2015	Total
AZAM Tani	Ministry of Agriculture	3,500	3,500	3,500	10,500
AZAM Kerja	Ministry of Human Resources	5,000	5,000	5,000	15,000
AZAM Khidmat/Niaga	Ministry of Women, Family and Community Development	5,000	5,000	5,000	15,000
AZAM Khidmat/Niaga	Amanah Ikhtiar Malaysia	5,000	5,000	5,000	15,000
AZAM Bandar	Ministry of Federal Territories and Urban Wellbeing	1,600	1,600	1,600	4,800
1AZAM Sabah	Sabah State Government	7,500	10,000	12,500	30,000
1AZAM Sarawak	Sarawak State Government	7,500	10,000	12,500	30,000
<b>Total</b>		<b>35,100</b>	<b>40,100</b>	<b>45,100</b>	<b>120,300</b>

**Table 2: Number of 1AZAM participants by year**

### 1AZAM in Sabah and Sarawak

An explicit goal of the GTP 2.0 is to improve the quality of life of the poor and extreme poor households in Sabah and Sarawak. Based on the Economic Planning Unit's (EPU) Malaysia Quality of Life Index, the areas that require improvement are education, health, infrastructure and transport, and income-generating activities.

Sabah and Sarawak will see the continuation of the four main 1AZAM

programmes carried over from the GTP 1.0. These programmes are AZAM Tani, AZAM Niaga, AZAM Khidmat and AZAM Kerja.

The main difference in LIH NKRA's efforts in Sabah and Sarawak in the GTP 2.0 compared to the GTP 1.0 is in the scope of the work. The GTP 2.0 will take on a more holistic approach compared to the first transformation phase, and will address the needs of the

poor and extreme poor households as a community.

Thus, the effort in Sabah and Sarawak will also be directed at addressing community requirements, while providing economic assistance via 1AZAM programmes.

<p>Selection Criteria: <b>Prioritising 1AZAM Participants</b></p> 	<ul style="list-style-type: none"> <li>• Extreme poor and poor households that <b>have not received any assistance</b></li> <li>• Extreme poor and poor households that have not received any <b>Income generating</b> assistance</li> <li>• Mapping of distribution of poor households and number of 1AZAM participants by districts</li> </ul>
<p>Addressing needs of participants: <b>Customised assistance</b></p> 	<p>AZAM TANI funding based on locality:</p> <ul style="list-style-type: none"> <li>• Urban : <b>RM10,000</b></li> <li>• Rural : <b>RM12,000</b></li> <li>• Remote : <b>RM15,000</b></li> </ul> 
<p>Pre-requisite for 1AZAM participation: <b>Capacity Building</b></p> 	<p>Preparatory sessions for 1AZAM participants:</p> <ul style="list-style-type: none"> <li>• <b>Financial Literacy Education</b></li> <li>• <b>Skills training and development</b> directly related to 1AZAM projects.</li> </ul>

**Figure 6: Key differentiators between the GTP 1.0 and the GTP 2.0**

A further enhancement to the GTP 2.0 are efforts made to seek active engagement and collaboration from NGOs, who will work hand-in-hand with the implementation agencies to mentor and support 1AZAM participants. They will also play a crucial role in delivering community programmes.

Apart from government initiatives, in the GTP 2.0, Sabah and Sarawak will also engage non-governmental agencies and organisations in addressing community requirements. To kick-off the programme, representatives of both

states have conducted profiling and analyses of their localities.

Moving forward, a set of tools is being developed for the use of respective implementing agencies to ensure coordinated management of the engagement of NGOs, a database is also being established to capture all relevant information to assist agencies in implementing initiatives, especially at the district levels.

The database will capture the following information:

- Successful programmes/initiatives by districts, e.g. successful government/commercial agriculture projects
- Community requirements and services that are high in demand by specific locality – profiled locality and requirements
- List of successful 1AZAM initiatives and participants by districts
- Existing projects at each locality by NGOs/commercial projects
- Appointed local leaders/champions to lead 1AZAM projects
- List of NGOs and full contacts

Organisations	Locality	Focus Area
<b>Majlis Belia Sabah (MBS)</b>	All Focus - Urban	<ul style="list-style-type: none"> <li>• Youth programmes</li> <li>• Education/Skills programmes</li> <li>• Tuition classes</li> <li>• Monitoring of projects - AZAM Niaga, AZAM Khidmat</li> </ul>
<b>Kelab Sukan Rekreasi dan Kebajikan (KERMAH)</b>	Sandakan	<ul style="list-style-type: none"> <li>• Youth programmes</li> <li>• Legal services</li> <li>• Education programmes</li> <li>• Monitoring of projects -AZAM Niaga, AZAM Khidmat</li> </ul>
<b>Intan Junior Chamber</b>	Kota Kinabalu	<ul style="list-style-type: none"> <li>• Education programmes</li> <li>• Leadership skills</li> <li>• Entrepreneurship skills</li> </ul>
<b>Rotaract Club of Kota Kinabalu</b>	Kota Kinabalu	<ul style="list-style-type: none"> <li>• Youth programmes</li> <li>• Leadership skills</li> </ul>
<b>Sabah Women Entrepreneurs and Professionals Association (SWEPA)</b>	All	<ul style="list-style-type: none"> <li>• Education programmes</li> <li>• Leadership skills</li> <li>• Entrepreneurship skills</li> <li>• Women - Focused</li> </ul>

**Table 3: An example of the database development in East Malaysia**

### Sabah and Sarawak

The training and reskilling initiative in Sabah and Sarawak will leverage collaboration with existing training providers such as:

- Institut Kemahiran MARA
- Pusat Giat MARA
- Sabah Economic Development Corporation (SEDCO)
- Local universities and colleges:
  - Universiti Malaysia Sabah

- Universiti Teknologi Mara (UiTM)
- Universiti Tun Razak (UNITAR)
- Kolej Yayasan Sabah, Masterskills
- ASEANA College
- University Malaysia Sarawak
- Local agencies:
  - Kementerian Belia dan Sukan
  - Jabatan Pembangunan Sumber Malaysia
  - Jabatan Hal Ehwal Wanita

Specific training and reskilling programmes packaged with 1AZAM initiatives will be delivered in collaboration with the above trainers for 1AZAM participants. Moreover, each participant will be required to complete the mandatory training before receiving 1AZAM assistance.

This initiative, carried out via AZAM Kerja, will map out the career path and job profile for key jobs for 1AZAM participants who need help developing their career paths to ensure they are equipped with the right skills and development to move up the career ladder and out of poverty.

Through these job profiles and career paths, participants will acquire a better understanding of the expected salary, job tasks and the required skills and experience to pursue a specific career. The profiles will help 1AZAM participants understand the specific skills they need to advance in their chosen careers.

An estimated 21,000 AZAM Kerja participants over the next three years will have their career paths reviewed.

## Initiative: Innovative and sustainable opportunities

This initiative dovetails with the previous career profiling initiative as it will provide 1AZAM participants with unexplored career options, while the previous initiative will teach them how to go about succeeding in their chosen field.

The opportunities under this initiative involve the following schemes and programmes:

- Work voucher scheme
- Branchless banking scheme
- Micro Sourcing

- Agriculture support for Orang Asli communities
- Department of Women's Home Manager's programme

### Work voucher scheme

This scheme is a groundbreaking initiative under AZAM Kerja that will help participants break away from government-funded social assistance. This scheme will be introduced as a pilot project in suburban areas and will involve local councils, district offices, fast food restaurants, and supermarkets. This scheme is open

to all, especially those receiving JKM assistance (productive list) and to the poor and hardcore poor registered with e-Kasih, JKM or JKOA's eDamak. Jobs on offer include cleaning, gardening and administrative, and a payment of RM35 is made on a daily basis. Work done is recorded, and claims can be made once the task is completed.

Job opportunities will be advertised through various media and at district offices on a monthly basis for up to a year. In the long term, the cost to JKM will reduce significantly as welfare recipients become active workers earning an income.

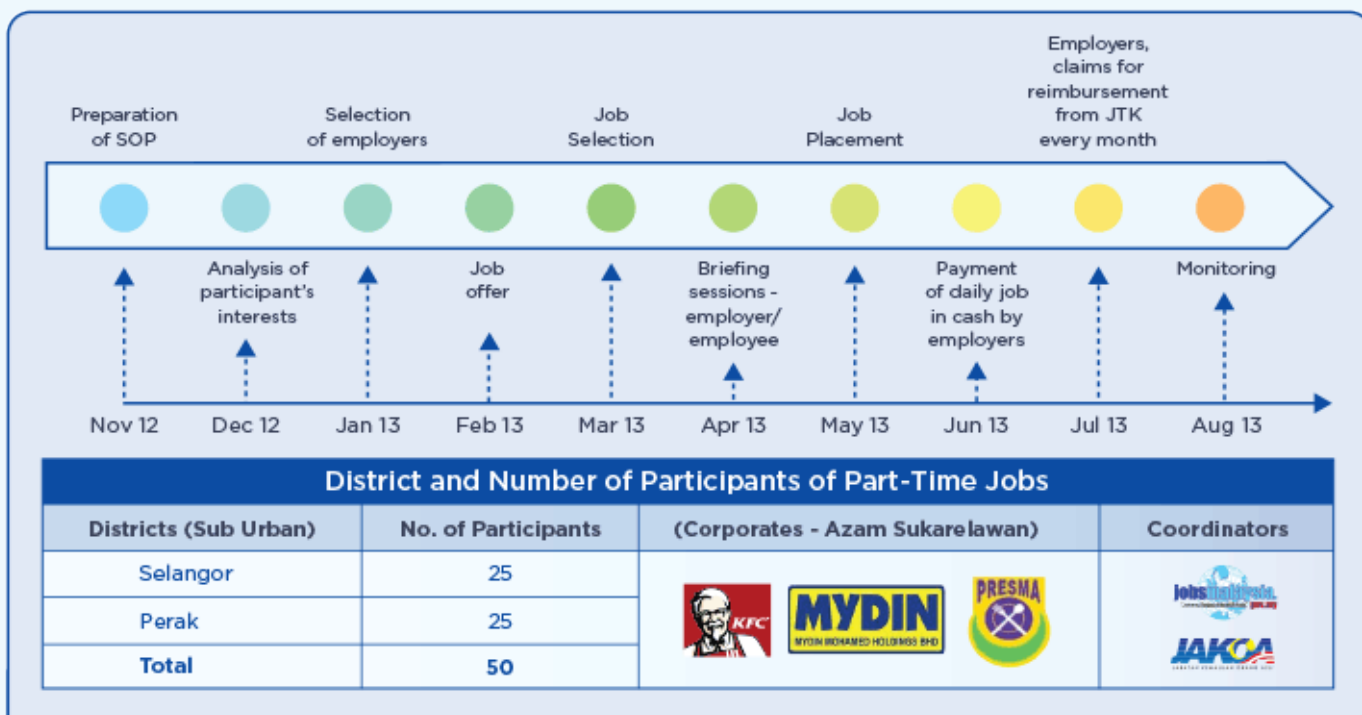


Figure 7: Implementation Plan For Azam Kerja Programme by using the Part Time Job Programme (Work Voucher)

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### Department of Women's Home Manager's programme

Developed under the 1AZAM programme, the Department of Women's Home Manager's programme will address single parents in urban communities. Participants will learn

practical skills such as household management that will enable them to pursue careers as an au pair, governess or nanny. The 1AZAM programme will provide the financial assistance

for training and development, while training companies will assist with job placements.

### Branchless Banking

This scheme will provide access to financial services and banking conveniences to under-served communities especially the poor/extreme poor in areas without banking facilities. Developed by Bank Simpanan Nasional (BSN), banking agents are appointed in the local community to provide banking services such as deposits, withdrawals, bill payments, cashless payments via a wireless GPRS

connection using a Point-of-Sale (POS) terminal.

This initiative will be beneficial to the poor because it will establish banking services in areas where it is not viable to open a bank. This will in turn help cultivate a savings mentality among the poor, and will help support smaller businesses conduct their operations. Furthermore, 1AZAM participants can

supplement their income by working as banking agents. BSN will be responsible for training them, and will also provide the day-to-day support. The goal is to ensure that all mukims and districts in Malaysia are serviced by branchless banking agents by 2015. A further target is to ensure that at least 20% of 1AZAM participants possess a bank account by the same deadline.



### Micro Sourcing (Subject to Pilot Project conducted by MDeC)

This initiative comes under the AZAM Kerja programme and targets the urban poor. The initiative leverages the MDeC platform and its sourcing companies under the Business Services and Communications, Content & Infrastructure NKEA. Micro sourcing, also called crowd sourcing, is the distribution of well-defined discrete tasks through the internet. Micro

sourcing makes use of a distributed workforce to complete tasks under flexible circumstances requiring only a basic internet connection. While anyone can participate as a task worker, it is designed to offer opportunities to people outside the traditional workforce looking to increase their income including homemakers, retirees and

senior citizens, unemployed graduates, recently laid-off and part-time workers, the disabled, prison and institution inmates and the under-employed.

The target is to recruit 1,000 participants in 2013, 1,500 participants in 2014 and 2,000 participants in 2015.

### Agriculture support for Orang Asli communities

This initiative, under AZAM Tani, helps wean Orang Asli communities from relying on the Government for assistance. The pilot project for this

initiative will take place in Grik, Hulu Perak, where the villagers will be encouraged to grow crops with a short maturity cycle. They will also be

encouraged to develop a barter trading system (see Figure 8 below).

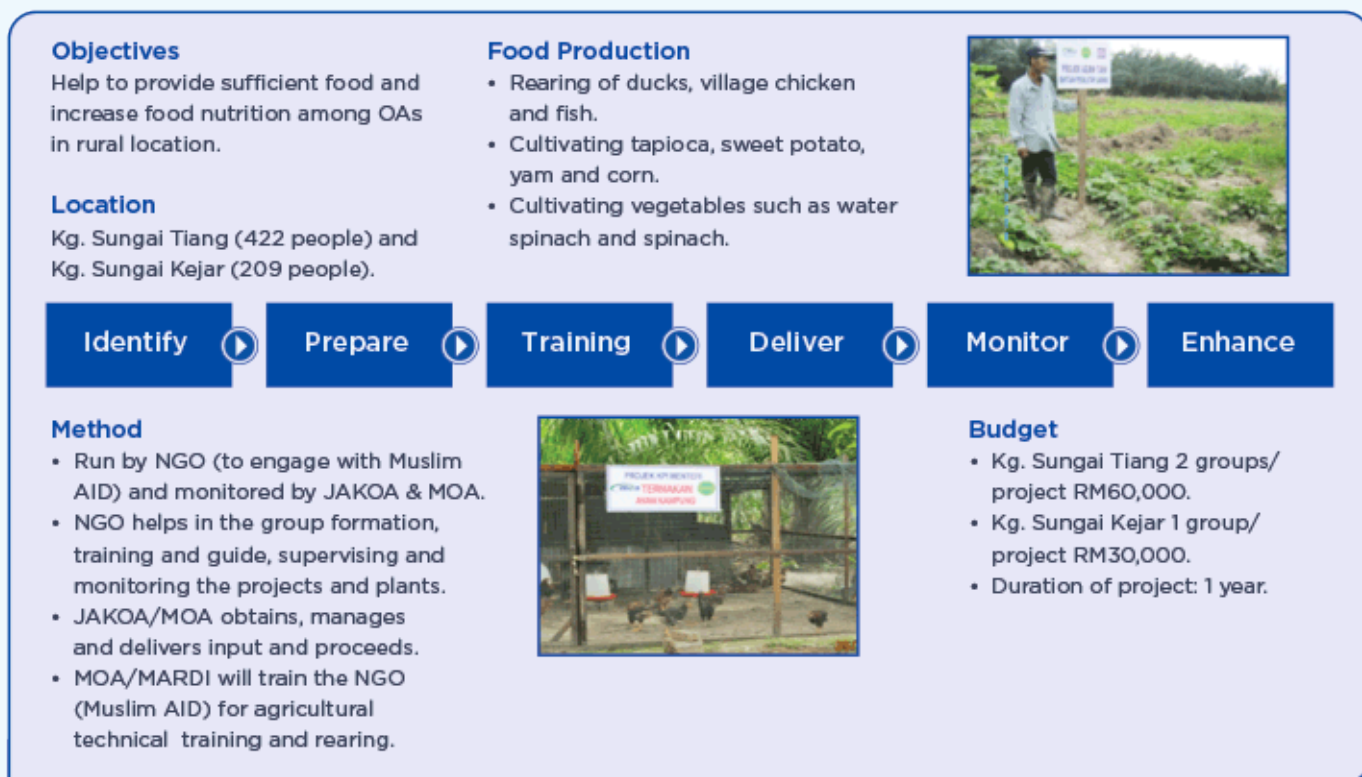


Figure 8: Implementation framework of agriculture support for OA communities

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## Initiative: Economic empowerment of vulnerable groups

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In addition to poor and extreme poor households, the 1AZAM programme in the GTP 2.0 will target specific vulnerable groups and communities, namely ex-drug addicts, ex-prison convicts and communities such as the Orang Asli groups in Peninsular Malaysia and the Penan communities in Sarawak.

The 1AZAM programme will continue to emphasise the development of women as they are typically the backbone of the family unit, especially in single parent homes or when their partners are not in a position to provide financial support. In the GTP 2.0, there is committed support for these vulnerable groups through the various 1AZAM

programmes. For instance, over the next 3 years, 2,400 ex-drug addicts and 2,250 ex-prison convicts would receive 1AZAM support. However, it is important to proactively reach out to the families of these disadvantaged groups by offering the necessary social and productive welfare support.

As such, stronger coordinated efforts between NGOs and the Prisons Department and AADK (Agensi Anti Dadah Kebangsaan) will be formalised to ensure that support is provided to both the individual and his or her family.

Vocational skills training and economic independence has to be balanced by a

strong support mechanism to ensure that these individuals do not relapse. During the rehabilitation stage, cottage industries will be established within the facilities to encourage small-scale industrial and farming activities in collaboration with the private sector.

The focus will be on ex-drug addicts first. The AADK facility will see small industrial activities being carried out for the private sector within the drug rehabilitation centre. The plan is to begin the development of the first facility adjacent to the CCVC (Cure and Care Vocational Centre) at Sepang by 2014.



### Poverty Eradication in Urban Communities

Poverty eradication in urban communities falls within the jurisdiction of the Ministry of Federal Territories and Urban Well being (KWPKB). Based on input from NKRA lab members, the training and re-skilling programmes can be strengthened by evaluating existing programmes.

Key changes are as follows:-

- Programme Sejahtera Bandar or AZAM Bandar will include Programme AKRAB (Mentor - Mentee) and Programme RELA (NGOs). This programme is in line with the rest of 1AZAM programmes in terms of monitoring and ensuring sustainability of the programmes.
- Replace NGOs that are not capable of delivery, monitoring and execution for AZAM Bandar and eliminate programmes that are not successful in urban poverty eradication.
- KWPKB will incorporate a financial literacy module in all their training and skilling programmes beside providing basic skills and business opportunities to their target groups.
- The target for each year is 1,600 participants from 2013 to 2015.

### Business kiosk

Existing initiatives can be expanded with additional income-generating activities such as providing FAMA's *Gerai Buah Buahan Segar* (GBBS) alongside other kiosks in selected local council areas. KWPKB, together with local councils, will help choose the site and ensure they are located in areas with high visibility and curb appeal. These kiosks will be manned by poor or extreme poor households registered with e-Kasih. This initiative will be implemented by the Ministry of Federal Territories and Urban Well being, and targets 200 kiosks annually from 2013 to 2015.

### Employability Programme

To increase the employability of Orang Asli candidates participating in the labour market, three-day two-night Career Clinic Programme will be implemented to help them develop several key skills including:

- Job Search Skills
- Resume Writing
- Interviewing
- Self-Grooming
- Self-Motivation
- Labour Rights Awareness

Figure 9: Training And Reskilling To Uplift Economic Participation

### Initiative: Broader and Deeper Monitoring

Monitoring is an essential function for ensuring the success of the 1AZAM programme. With limited resources available, it is important to leverage alternative agencies to provide support in monitoring 1AZAM.

One of the goals of the LIH NKRA in the GTP 2.0 is to engage and enroll civil society to help monitor the 1AZAM

programme with greater regularity. A key tool is the AKRAB Programme, which is a mentor-mentee programme that employs successful 1AZAM participants to be mentors monitoring the projects of 1AZAM participants.

Successful 1AZAM participants are those with consistent income levels and the right attitude and behaviour

to inspire new 1AZAM participants. Each respective 1AZAM Lead Ministries will provide the necessary guidance and training to ensure the mentors are sufficiently equipped to guide new participants.

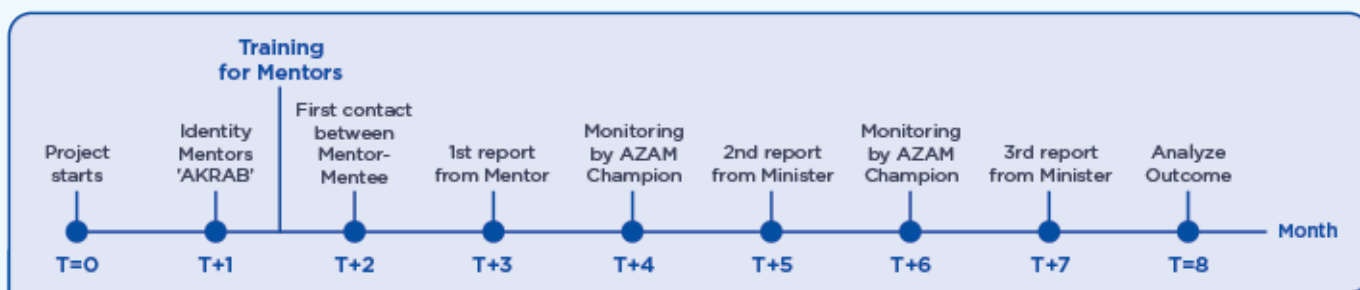


Figure 10: Monitoring Tool (Mentor-mentee Programme)

Top performing mentors will be rewarded with cash-in-kind assistance to further expand and grow their businesses. Pilot programmes will be undertaken by the AZAM Tani and AZAM Kerja programmes in 2012 focusing on under-served districts. The target is to have 1,500 mentors mentoring 4,500 1AZAM participants over the next three years.

The second monitoring tool is the AZAM Sukarelawan volunteer programme, which encourages civil societies to help monitor 1AZAM participants within their individual segments. Civil society covers a broad spectrum, from student groups to NGOs to concerned individuals. With the increased participation of civil society in helping monitor progress, there is a greater awareness of the need to focus on economic empowerment

towards providing productive welfare for the poor.

Each 1AZAM Lead Ministry will manage their respective volunteer programmes engaging with organisations ranging from student-based societies to NGOs e.g. SIFE and NISA. The target is to recruit 4,000 volunteers by 2015 covering 40 of the most under-served districts.

### Initiative: Second Chances

At present there is no formal second chance policy that covers 1AZAM participants that are close to dropping out of the programme due to circumstances that are beyond their control. This policy will identify

participants who are clearly deserving of a second chance.

In the GTP 2.0, clear criteria will be developed with recommended assistance to ensure consistency across

the different 1AZAM programmes. A committee in the appropriate ministries and agencies overseeing the 1AZAM programmes will be established to approve the requests.

# Non-Governmental Organisations, Community Services Organizations And Corporate-Led Initiatives

## Initiative: Expediting tax exemptions for NGOs

NGOs in Malaysia play a crucial role in helping individuals rise up from poverty, but many of these organisations face challenges in expanding their projects to reach a larger audience. One of the main

challenges is financial limitation, thus many NGOs rely on financial support from the corporate sector for their operations. This initiative proposes to expedite the tax exemption process for

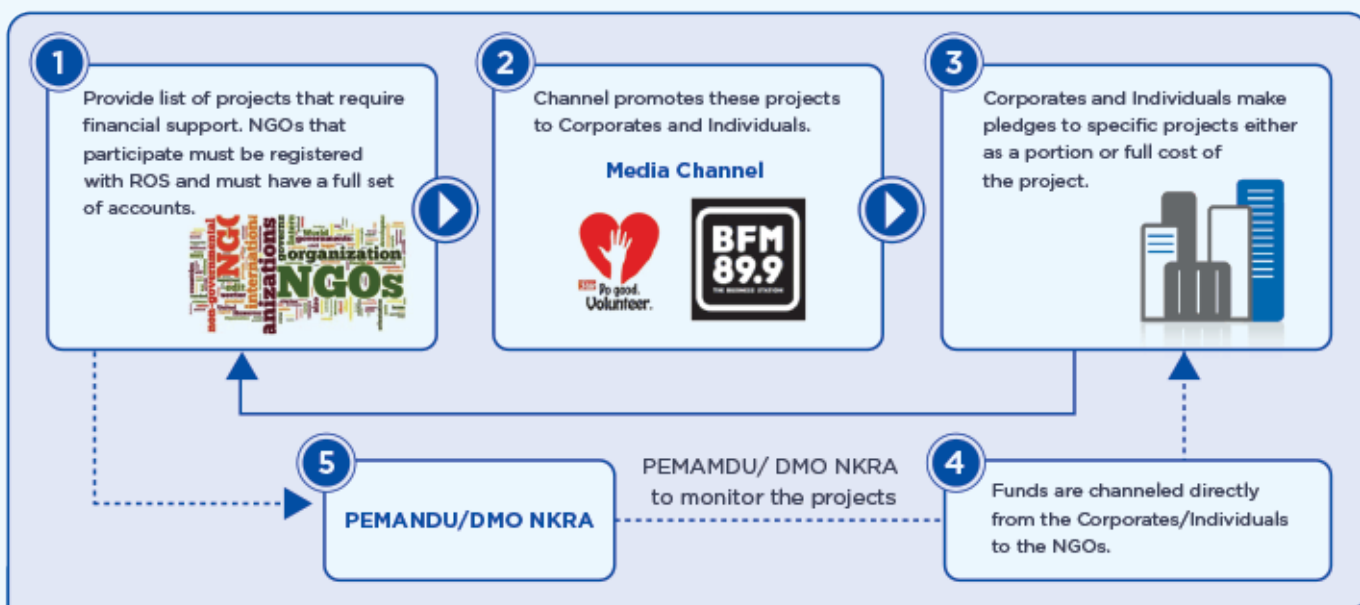
NGOs focused on fighting poverty and those that provide support in healthcare, shelter, education and others.

## Initiative: Awareness and Corporate/Individual - NGO resource matching

In addition to financial constraints, many NGOs also face manpower constraints, i.e. they are unable to find sufficient volunteers or staff to run their projects and operations. Business and

individuals present a good opportunity to help in the form of financing and human resource, but there is insufficient awareness of these NGOs and their projects. This initiative aims to help

NGOs publicise themselves better with the end-goal of finding appropriate corporate/individual donors.



**Figure 11: Process flowchart for raising NGO awareness**

In the immediate term, ad-hoc campaigns will be run in collaboration with major media channels such as The Star daily newspaper and BFM radio station. For example, projects by NGOs that require financial and human resource support will be highlighted by the appropriate ministry through The Star's "Do Good, Volunteer" Campaign.

In the longer term, a permanent micro-site will be established to promote these projects and channel funds directly from businesses and individuals to the respective NGOs. The NKRA teams, with the support of PEMANDU and appropriate agencies and Ministries, will set up the necessary governance and reporting structures to ensure

transparency of accounts and consistent progress reports from NGOs.

The goal is to raise RM15 million in funding in 2013, and to RM50 million by 2015.

# Economic Enablers

## Healthcare and Nutrition

### Initiative: Food baskets and feeding programme

#### Urban communities

This initiative addresses the high portion of household income that the urban poor spend on food. The food basket programme will leverage the MyKasih Foundation by adopting its cashless food aid programme to distribute

the aid where needed. Recipients identified by ICU under e-Kasih system will receive a monthly contribution of RM80 stored in his or her MyKad to be used to purchase essential food items. The distribution network will see the

involvement of several hypermarkets that have wide coverage in urban areas such as Giant stores, Eonsave and retail shops potentially under TUKAR programme established under the Economic Transformation Programme.

- High financial constraints for urban poor with 40% of household income goes to food & beverage expenditure
- Urban extreme poor families receiving income generating 1AZAM initiatives also receive a monthly supplementary food basket for one year

1

- A substantial amount of income (40%) is spent on food & beverage among other necessities
- Residual income insufficient to cover savings and health
- Highly susceptible to economic and financial uncertainties

2

#### Food Basket Initiative



1. Collaborate with MyKasih Foundation and adopt their cashless food aid programme to distribute the food basket.
2. Recipients identified by ICU will receive a monthly contribution of RM80 (This is standard amount pledge by corporate donors in the MyKasih Foundation programme)



3. The distribution network will involve various hypermarkets which have a wide coverage in urban areas - Giant/Eonsave etc.
4. Essential food products that can be obtained - rice, sugar, flour, cooking oil, bread, eggs, biscuits, beverages: Milo & condensed milk, canned sardines.

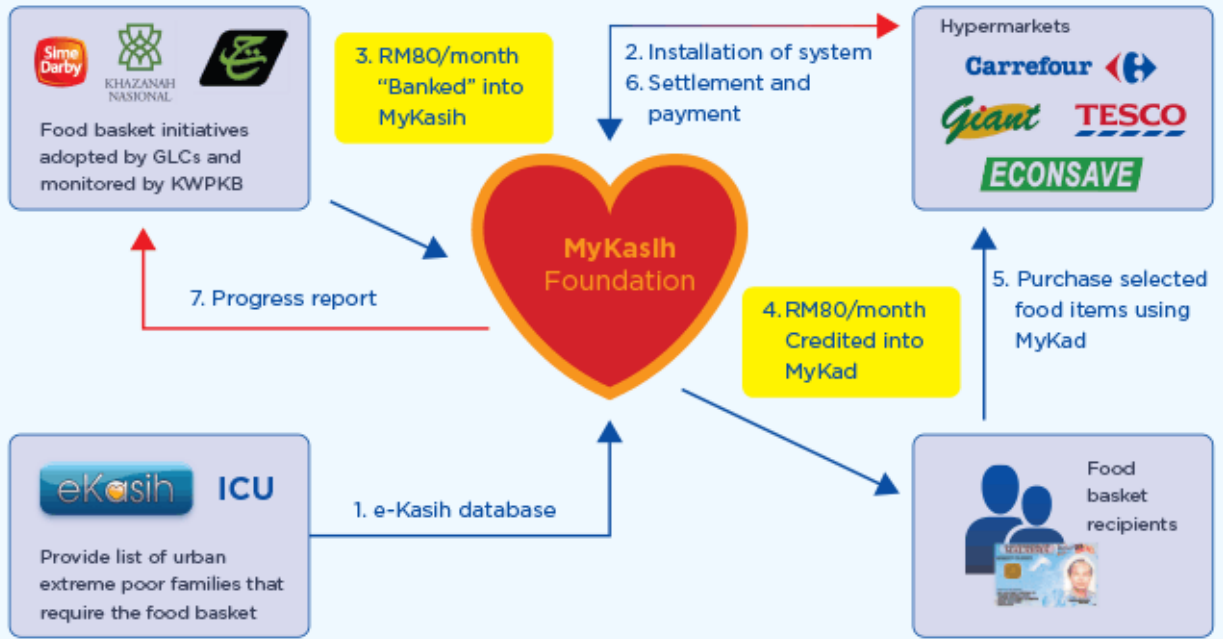


5. Food basket initiative to be adopted by GLCs.
6. KWPKB to lead the initiative and monitor progress by MyKasih Foundation, GLCs and ICU.

Figure 12: Process plan for the Food Basket Initiative

3

### Process flow

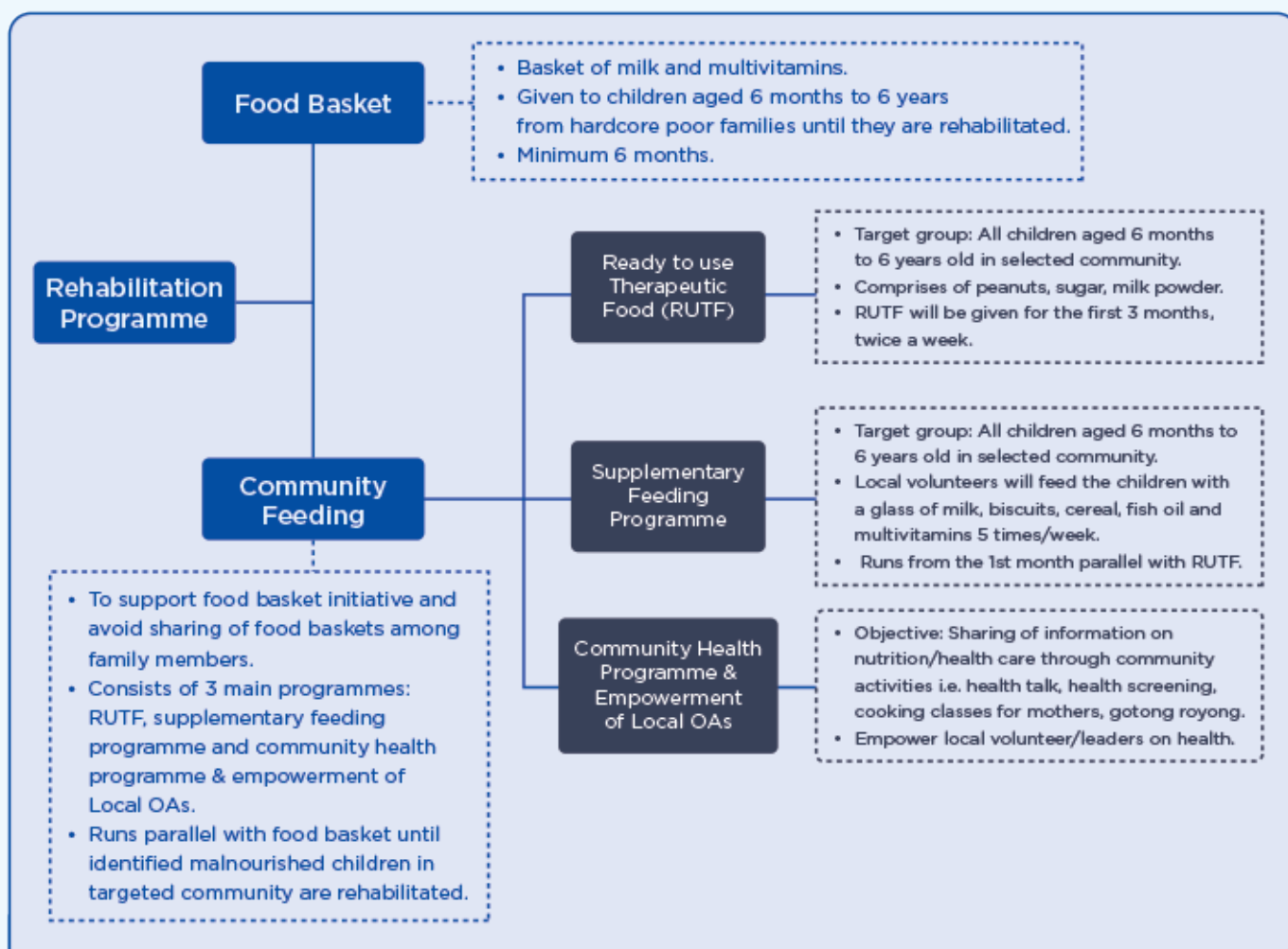


## Orang Asli Communities

The Ministry of Health presently helps Orang Asli Communities by distributing a RM150 food basket per month for malnourished children between six months to six years of age. In the past, Jabatan Kemajuan Orang Asli

(JAKOA) also provided a RM200 food basket per month for the hardcore poor and poor families on an ad-hoc basis. However, this has been discontinued due to budget constraints and changes in policy. Two enhanced initiatives have

been identified to reduce malnutrition among interior Orang Asli children by 25% in 2015 through a rehabilitation programme.



**Figure 13:** Focused initiatives through rehabilitation programmes

## Penan Community

The GTP 2.0 will also see the LIH NKRA implement initiatives to address the issue of malnourished children in Penan communities. The initiative will not only supply provision of nutritious food, but also contains an education component to develop parental knowledge on nutrition and basic healthcare. The food provision for the malnourished children programme known as the “Food Basket Programme” is an existing initiative led by the Ministry of Health.

The objectives of the initiatives are as follows:

1. Increase the level of knowledge and practice of parents/guardians of Penan children in healthcare and the provision of nutritious food for children
2. Improve the health status of the Penan children through multi-disciplinary approach and community involvement
3. Provision of nutritional food basket consisting of selected food

items to encourage growth of the malnourished children

However, due to the accessibility challenge to the remote areas in Sarawak, some of the cases identified by the Mobile Health Team and Flying Doctors Service are not provided the monthly supply of the food basket.

To address this challenge, in the GTP 2.0, the Ministry of Health will work alongside identified NGOs to deliver



the food baskets to the identified malnourished cases in the remote areas of Sarawak, especially within the Penan communities.

Each NGO participating in the health screening and monitoring of nutritional

status of the food basket recipients are required to submit periodic reports to the Ministry of Health. A reporting mechanism and established process flow will be in place to assist in the coordination of the engagement with NGOs.

Components of the food basket are:

1. Rice vermicelli (3kg)
2. Full cream powdered milk (2kg)
3. Sweet biscuits (3kg)
4. Fish sardine (7 small tins, 155g/tin)
5. Cooking oil (1kg)
6. Multivitamins (30 capsules)
7. Special Milk (800g, 400g/tin)

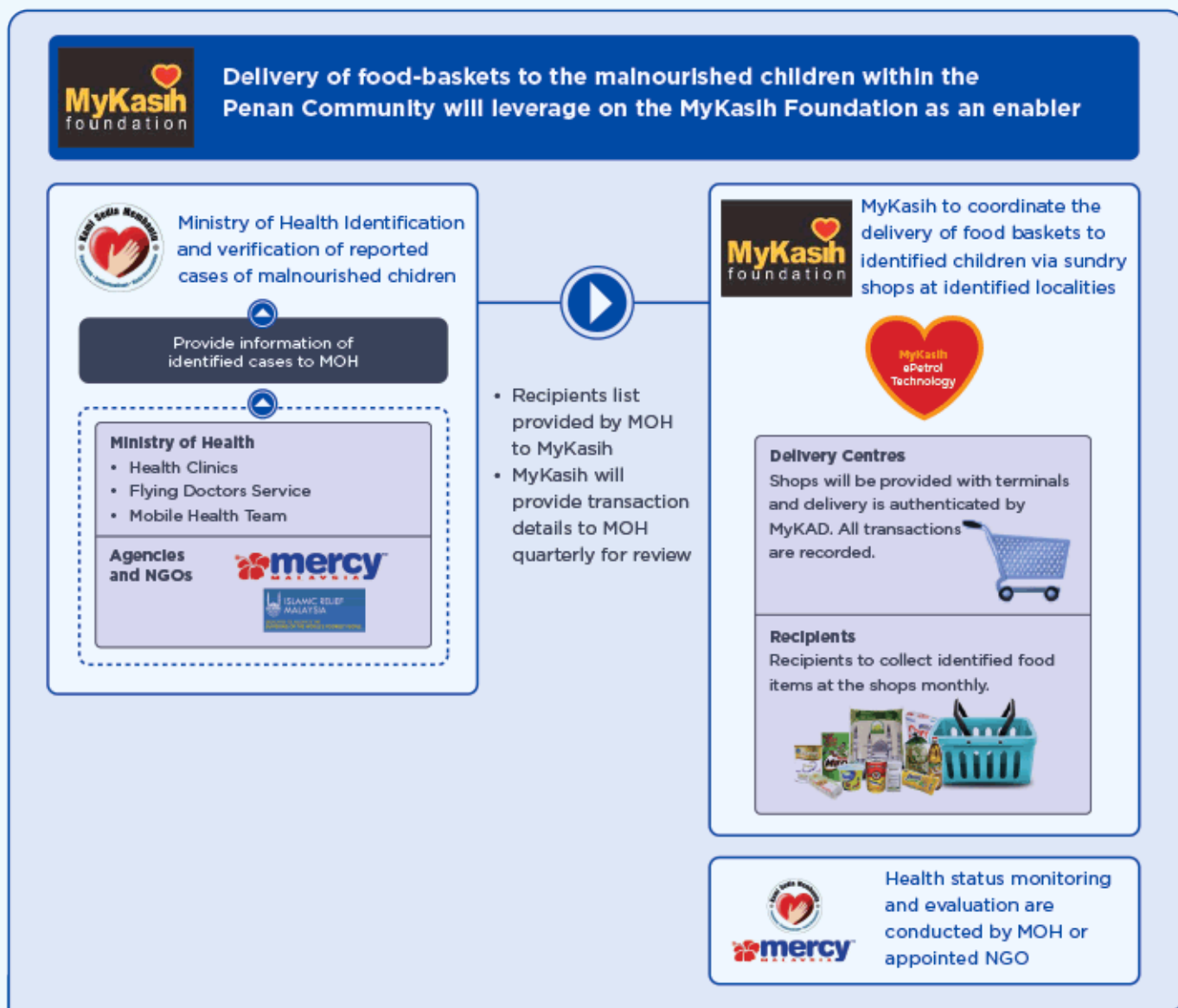
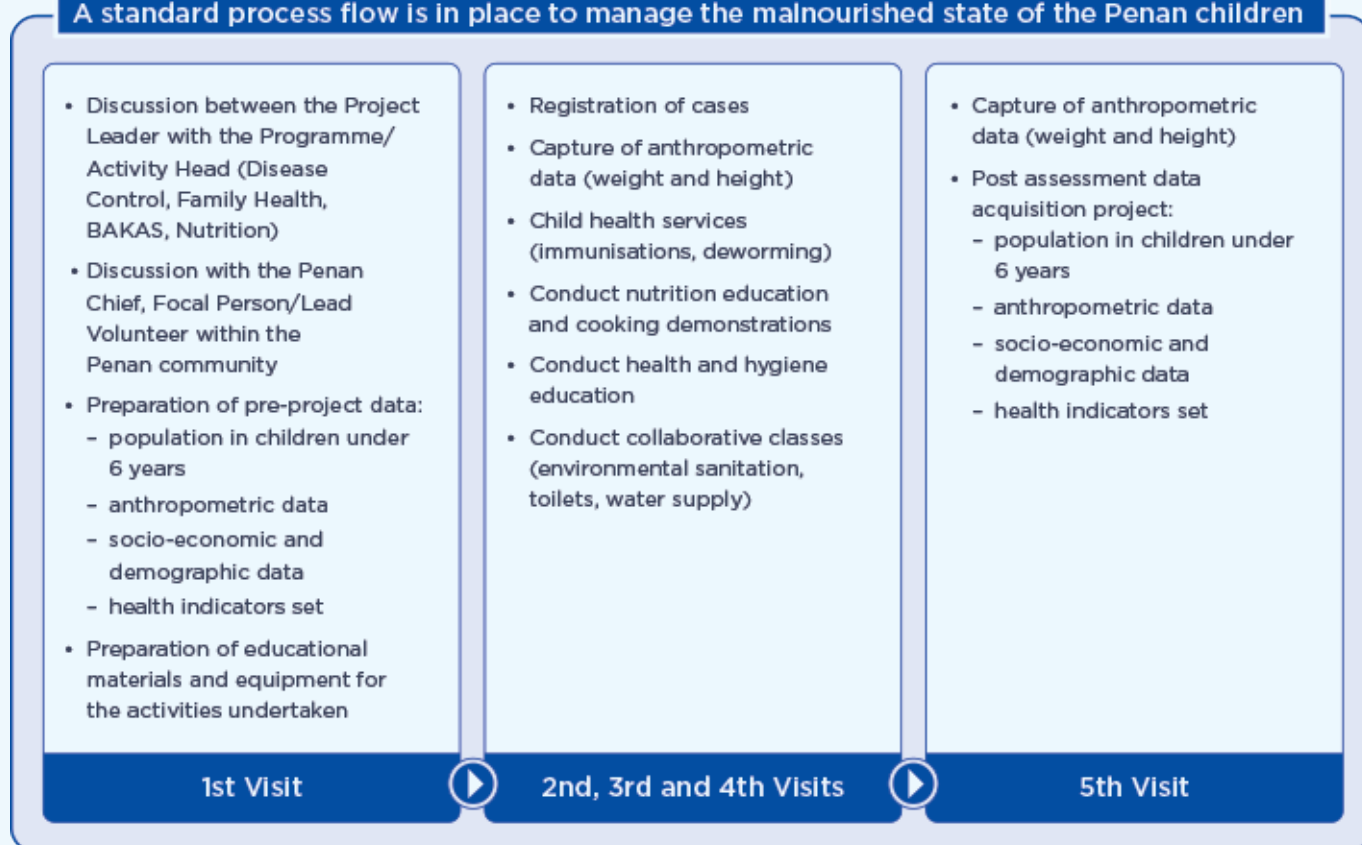


Figure 14: Process flowchart for Penan Food Basket Initiative

**A standard process flow is in place to manage the malnourished state of the Penan children**

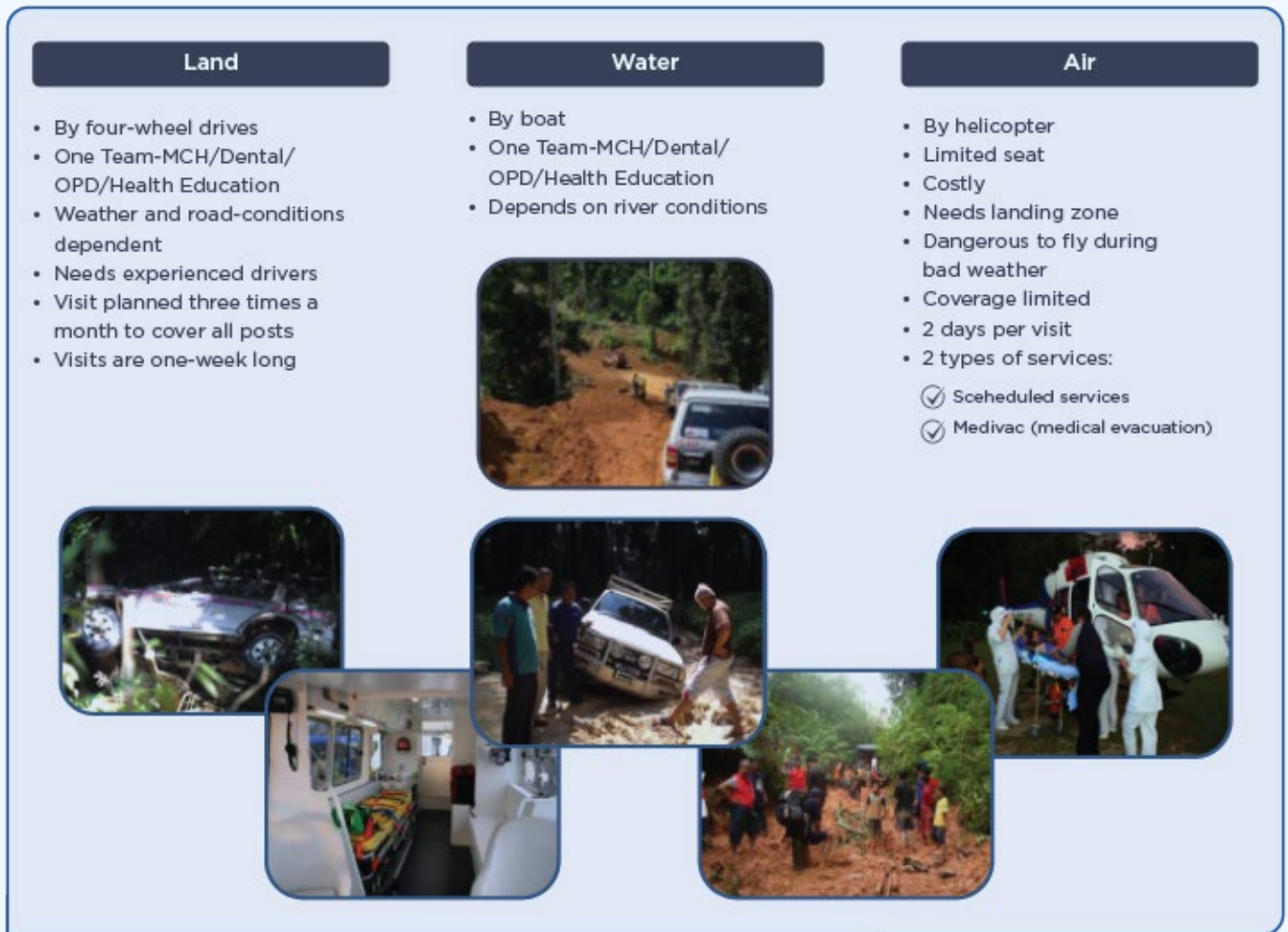


**Initiative: Health services and facilities in the interiors**

**Orang Asli Communities**

Orang Asli communities have poor access to health services, and as a result suffer from a number of health issues including higher morbidity and mortality for communicable diseases such as tuberculosis, malaria and filariasis. The infant mortality rate is also much higher than the national average.

In order to provide better healthcare services for Orang Asli in the interior, both short- and long-term measures are required. At present, mobile clinics visit the interior communities once a month, but the GTP 2.0 aims to increase the coverage to a wider area. In the long-term, the LIH NKRA calls for the construction of five static clinics: three in Gua Musang, Kelantan, and two in Kuala Lipis, Pahang. These static clinics will be built in 2014 and 2015.



**Figure 16: Mobile Clinics Through Land, Water and Air and their respective challenges**

The improvement of healthcare delivery to Orang Asli in the interior will require a multi-party approach involving the Ministry of Health, Department of Orang Asli Development (JAKOA), Malaysian Armed Forces (ATM), Fire and Rescue Department, (BOMBA) and the Royal Malaysian Police (PDRM). NGOs will also be invited to collaborate to help with medicine, transport, training and to provide support for the Orang Asli Health Volunteer Team, known as *Sukarelawan Kesihatan* Orang Asli.

# Housing Facilities

## Initiative: Improving housing facilities

### Orang Asli communities

At present, only 12% of the Orang Asli population has been given help under the Hardcore Poor People Housing Project (PPRT) housing while the remaining 82% live in traditional or self-built houses that are in poor condition. In the GTP 2.0 the housing development programme for Orang Asli will be jointly undertaken by Program Bantuan Rumah (PBR) and Syarikat Perumahan Negara Bhd (SPNB) to provide more and better homes for their community.

### SPNB

RMR1Malaysia (Rumah Mesra Rakyat 1Malaysia) is a programme to ensure

those in the low-income group (household below RM3,000 per month) are able to afford their own comfortable homes with the IBS method; at RM65,000 per house

- SPNB believes that in order to make sustainable impact there needs to be collaboration between the Government and civil society.
- SPNB will focus on providing houses to hard core poor Orang Asli who are in the low-income group (household below RM3,000) and located in the Interior, Sub-urban and Urban areas.
- Through RMR1Malaysia SPNB, JAKOA / PBR's implementation capacity for

building new homes will be increased by 15%.

### Collaboration with NGOs

- Currently PBR is limited by budget and therefore its capacity to deliver
- NGOs are able to provide significant support as they are able to tap into resources from the private sector and civil society.
- Moreover, it has a new building method that speeds up the building of a house by 10 times.

NGOs modular housing allows for rapid building of sustainable houses in three days to suit the specific size of a family.



Figure 17: Modular housing construction process

### Modular Housing

- Ease and speed of construction
- Ability to suit differing needs
- Transportability especially for interior regions
- Adaptable to accommodate myriad of materials and site conditions

This initiative calls on the Housing Aid Programme (PBR) to re-design internal governmental processes to better communicate and collaborate with NGOs, government bodies and agencies, and to engage the former in housing development projects.

## Social Support Enabling Economic Development

### Initiative: Insurance scheme for 1AZAM participants

This initiative will ensure that all 1AZAM participants are covered under an income protection plan that serves as a safety net in the event of accidents. The insurance plan is designed to provide financial coverage when 1AZAM participants are unable to provide for their family due to accident and injuries.

To foster the spirit of accountability, 1AZAM participants who have succeeded in increasing their incomes over the year will be asked to contribute a portion of the premiums. Furthermore,

Corporate-NGO joint pilot projects will provide further income protection at selected PPRs in Kuala Lumpur. For example, PRU Kasih will be encouraged to scale up further to widen coverage.

PRU Kasih's model of working closely with the local community leaders and where the payout is in the form of cash-in-kind assistance via meals and rental payments is a model that the Government is willing to support in replicating across local communities nationwide.

AgroKasih-i, Agro Bank's Customer Accident Protection Scheme, will provide the initial coverage for all participants by 2013, with a more holistic programme engaging a wider group of insurance providers designed for the following years. The adoption of the insurance plan is part and parcel of the overall rollout of the financial literacy education programme as well as fulfilling the Economic Supporting/Enablers mandate.

### Initiative: Shelter homes for the homeless via Anjung Singgah

A carry-forward from the GTP 1.0, this initiative will continue through the GTP 2.0 and be further expanded to provide shelters in major cities such as Penang, Johor Bharu and Kuching. In Kuala Lumpur, Anjung Singgah has served more than 1,000 homeless people since its inception. Anjung Singgah, besides

providing food and shelter, medical services, counseling and other social assistance, also helps its clients find jobs and provides them with the support to do so. Under this initiative, the homeless are provided with business opportunities to increase their incomes. The target for 2013 is to set up and

render operational the homeless centres in the cities of Johor Bharu, Kuching and Penang. The owner of this initiative is Yayasan Kebajikan Negara (YKN), Kementerian Pembangunan Wanita Keluarga dan Masyarakat (KPWKM).



Figure 18: Initiatives under the Anjung Singgah programme

### Initiative: Home help services for vulnerable people

This initiative, which was a pilot project under the GTP 1.0, will be further expanded in the GTP 2.0. Its main objective is to provide support to individuals who are unable to adequately care for themselves at home. This program funds helpers/

NGOs to assist these vulnerable individuals with daily activities, so they can remain independent in their own homes rather than be forced into a nursing home.

to provide home help services for 2,500 people/elderly. This initiative is implemented by NGOs and coordinated and monitored by Jabatan Kebajikan Masyarakat (JKM).

The target under this initiative is

Key Outcome	2013	2014	2015
	1,500 elderly to receive help daily	2,000 elderly to receive help daily	2,500 elderly to receive help daily
NGOs	300 volunteers	400 volunteers	500 volunteers

### Initiative: Orang Asli infrastructure accessibility ferry in Temenggor

The ferry service will provide Orang Asli living deep upstream with access to education, health and economic opportunities; thus improving their quality of life. This initiative will involve:

- The selection of an appropriate candidate by the JAKOA to drive

and maintain the ferry. The candidate must undergo training, such as MARA's programme for boatmen.

- Size of boat : 20ftx6ft with 200HP and able to transport cargo, such as agriculture products
- Ferry to be made available during

school hours and for return trips to the nearest town, Banding

- Ferry to be made available to Orang Asli at a nominal fee

### Initiative: Expanding Education Initiatives to Improve Orang Asli Well being

The goal of this initiative is to strengthen the current training and skills programmes, including the syllabus of the KEDAP (Kelas Dewasa Asli dan PELAN) Programme which is overseen by the Ministry of Education (MOE). KEDAP will be revised to raise awareness among Orang Asli parents to help reduce the school dropout rate.

Another component of the programme is to improve the infrastructure for Orang Asli education. The Government has recently announced 7 initiatives to transform Orang Asli education. The Government has agreed to add 4 K9 special model comprehensive schools.

K9 model schools are a combination of primary and lower secondary education up to Form 3 that come with boarding facilities.

Ferry services to connect 3 Orang Asli communities to the nearest town, Pekan Banding for access to education, health services and economics

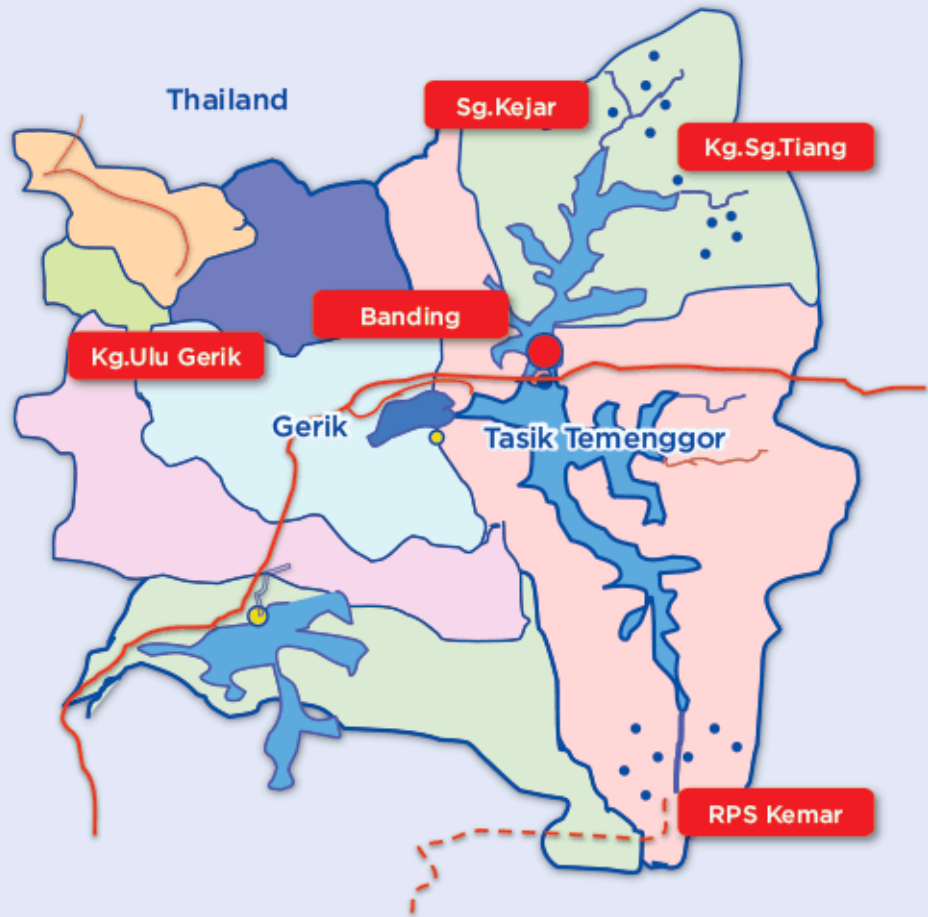


Figure 19: Feri 1Malaysia



# Summary of Initiatives

## Government-led initiatives



- Granular and targeted 1AZAM programme to ensure aid is directed at households and rakyat that need it the most
  - Focus on e-Kasih registrants that have yet to receive aid
  - Focus on poor/extreme poor households that have not received income assistance
  - Focus on districts with high number of poor/extreme poor households without corresponding participation in 1AZAM
  - More stringent data collection to identify 1AZAM participants
  - Community focus on Sabah and Sarawak localities
  - Greater engagement with NGOs to keep databases up to date to better profile poor and extreme poor in Malaysia
- Financial literacy education programme to help 1AZAM participants and their children develop smart money management skills
- Career path development and job profiling to help 1AZAM participants to be more employable
- Innovative and sustainable opportunities for 1AZAM participants through programmes such as a work voucher scheme, home worker's programme, branchless banking and micro sourcing
- Economic empowerment of vulnerable groups including former drug addicts, ex-prison inmates, Orang Asli groups and the Penan community
- Broader and deeper monitoring of 1AZAM programmes with the help of NGOs via a mentor-mentee programme
  - Second chances: develop a more comprehensive evaluative mechanism to assess 1AZAM participants that are deserving of second chances

# Private sector-led initiatives



- Expediting tax exemptions for NGOs to help them make better use of limited funds
- Awareness campaign and matching corporates/individuals with NGOs
  - Initiative to help channel funds directly from private sector to NGOs via various mechanisms including a dedicated website in future
  - Help NGOs with their human resource needs by matching them with interested private sector parties

# Healthcare and nutrition



- These programmes are tailored to help poor/extreme poor groups and vulnerable groups with their healthcare and nutrition needs
  - Food basket initiative to help offset the high cost of food prices for urban poor participating in IAZAM programmes, as well as the Orang Asli and Penan communities where malnourishment is a constant threat
- Improved delivery of healthcare services to interior areas where access is difficult with a longer-term aim of building two permanent clinics
- Improving delivery of housing facilities for Orang Asli communities where a large majority continue to live in traditional or self-built houses that are in poor condition

# Social support enabling economic development



- Expand on an insurance scheme for 1AZAM participants that will create a safety net should they or their families meet with accidents
- Increase the number of Anjung Singgah shelter homes for the homeless in major city centres including Johor Bahru, Kuching and Penang
- Deliver home help services for vulnerable groups such as the elderly and disabled enabling them to live independently in their own homes
- Develop a ferry service for Orang Asli community living in Temenggor to help them connect with the nearest township of Banding





**IMPROVING  
RURAL  
DEVELOPMENT**

# MINISTER'S FOREWORD

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Message by Honourable  
**Dato' Seri Mohd Shafie bin Haji Apdal**  
Minister of Rural and Regional Development

By any measure, the 2011 achievements of the Ministry of Rural and Regional Development in infrastructure enhancements are noteworthy.

The improvements in rural basic infrastructure and amenities include 1,013km of new and upgraded roads, 27,004 households supplied with electricity, 73,227 rural houses with clean piped water supply and over 14,350 homes built or restored. All this is in addition to the record development performance of 2010.

All these initiatives add to my conviction that the aim

of rural development must involve holistic infrastructure development that leads to increased economic activity, resulting in rural wealth creation and greater per capita income and spending power.

To this end, the process of rural development must involve empowering rural communities to take ownership of and participate in their social and economic development which they could not do before because of poverty. It is for this reason that the Ministry has already taken steps to encourage economic development in rural areas.



## Looking back at the GTP 1.0 (2010 - 2012)

The Rural Basic Infrastructure National Key Result Area (RBI NKRA) accomplished much in the GTP 1.0 with the Ministry of Rural and Regional Development scoring a number of successes in terms of improving and enhancing the lives of Malaysians in rural communities. The development of infrastructure has improved quality of life and enabled greater access to markets, which will in turn serve to redress socio-cultural and socio-

economic disparities. Some 4.5 million Malaysians have benefited from the GTP 1.0 initiatives by the end of the three-year programme.

The initiatives under the GTP 1.0 were aimed towards high-impact and immediate goals, and resulted in the following Big Wins. Despite these successes, the RBI NKRA had initially targeted much higher achievements, but an unscheduled budget cutback

of RM3 billion meant that only 75% of the GTP 1.0 targets were attained. As a result, some of these key development plans will be continued in the GTP 2.0.

Nevertheless, there has been drastic improvements in providing access to roads, water and electricity, especially in Sabah and Sarawak, where there was up to a 30% increase in coverage in some instances from 2009 - 2012.

### **BIG WIN 1** Increased access to paved or gravel roads

The benchmark test for this initiative was measured by the percentage of Malaysians living within five kilometres of a paved, gravel road and laterite roads. By the end of 2012, some 3,147 kilometres of road was completed under this initiative, and the following percentages of Malaysians now meet the standards set above:

- 98.6% of Peninsular Malaysia's rural population
- 87.0% of Sabah's rural population
- 86.0% of Sarawak's rural population



The key performance indicator (KPI) for 2011 was to complete the construction of 905km of road, which was easily

surpassed with 1,013km of roads completed.

### **BIG WIN 2** Increased access to clean or treated water

Access to clean water is one of the fundamental needs of any community, and ensuring that all homes in rural Malaysia have access to this basic facility was a top priority for the RBI NKRA. Owing to the initiatives of the GTP 1.0, by end of 2012, 310,742 homes will have access to clean or treated water. The geographic breakdown is as follows:

- 99% of Peninsular Malaysia's rural population

- 79% of Sabah's rural population
- 90% of Sarawak's rural population

In addition to health and hygiene reasons, access to water is also a key requirement for industry and the rural economy. The target in 2011 was to ensure utility connection to 58,087 homes, but the number of actual homes connected came in at 73,227.



## **BIG WIN 3** 24-hour access to electricity

Similar to clean water, all-hours electricity is a vital component necessary for improving the general quality of life for rural Malaysians. It is also an important component of industry and economic growth. By 2012, the RBI NKRA will ensure that an additional 93,712 houses have been connected to the grid and now have 24-hour power access. Geographically, the

breakdown is as follows:

- 99.8% of Peninsular Malaysia's rural population
- 88.7% of Sabah's rural population
- 82.7% of Sarawak's rural population

The RBI NKRA surpassed the 2011 target of wiring 26,882 homes to the grid after hooking up 27,004 homes to the grid.



## **BIG WIN 4** Building and restoring houses for the rural poor

Cases of the hardcore poor living in poor and potentially dangerous homes still occur in Malaysia, and the RBI NKRA took cognisance of this issue in the GTP 1.0. To address this problem, the RBI NKRA implemented an initiative that would provide financial aid to the rural hardcore poor.

However, because resources are limited, the RBI NKRA had to ensure that only

truly deserving households received this support. Over the last three years, the RBI NKRA's Housing Assistance Programme restored and built 50,000 homes for rural Malaysians. The target in 2011 was to build and restore 9,146 homes, which was surpassed by the actual total of 14,365 homes.



## **Introduction to the GTP 2.0 (2013 - 2015)**

### **Case for Change**

The GTP 1.0 saw much done for rural Malaysians but the work is not yet complete. The enhancement of basic infrastructure in rural communities is a crucial first step, which prepares them for the second phase of development which will see the development and revitalisation of their local economies.

The goal is to ensure that rural economies can provide its population with attractive incomes and amenities to discourage diaspora and provide reasons for rural youth to remain in the kampungs.

There is also another reason: Malaysia has ambitious goals to become a high-income nation by 2020, and a significant part of this accomplishment depends on the development of vibrant rural economies. In order for rural economies to contribute, they must first flourish, and this means transforming them into attractive places for people to live and work.

Towards this end, the Ministry of Rural and Regional Development (Kementerian Kemajuan Luar Bandar dan Wilayah or KKKLW) will take on

the new 21st Century Village (21CV) programme, which will bring the rural Malaysian kampung to the forefront of the nation's economic story.

The aspirations that the RBI NKRA have for rural Malaysia are straightforward: First, provide universal access to utilities and infrastructure, and second, ensure the development of their economies under the rubric of 21CV, which is a new workstream introduced in the GTP 2.0. Because of this shift in focus, the RBI NKRA will be renamed the Rural Development NKRA.

## Overview

The GTP 2.0 Rural Development NKRA will focus on two key workstreams: the continuation of the Rural Basic Infrastructure Programme (to finish the work of the GTP 1.0), and the implementation of the 21CV, which is focused on economic development. The Government's existing programmes of providing social amenities, such as the provision of broadband Internet connectivity, clinics, schools and proper waste management in rural areas, will continue alongside the two workstreams.

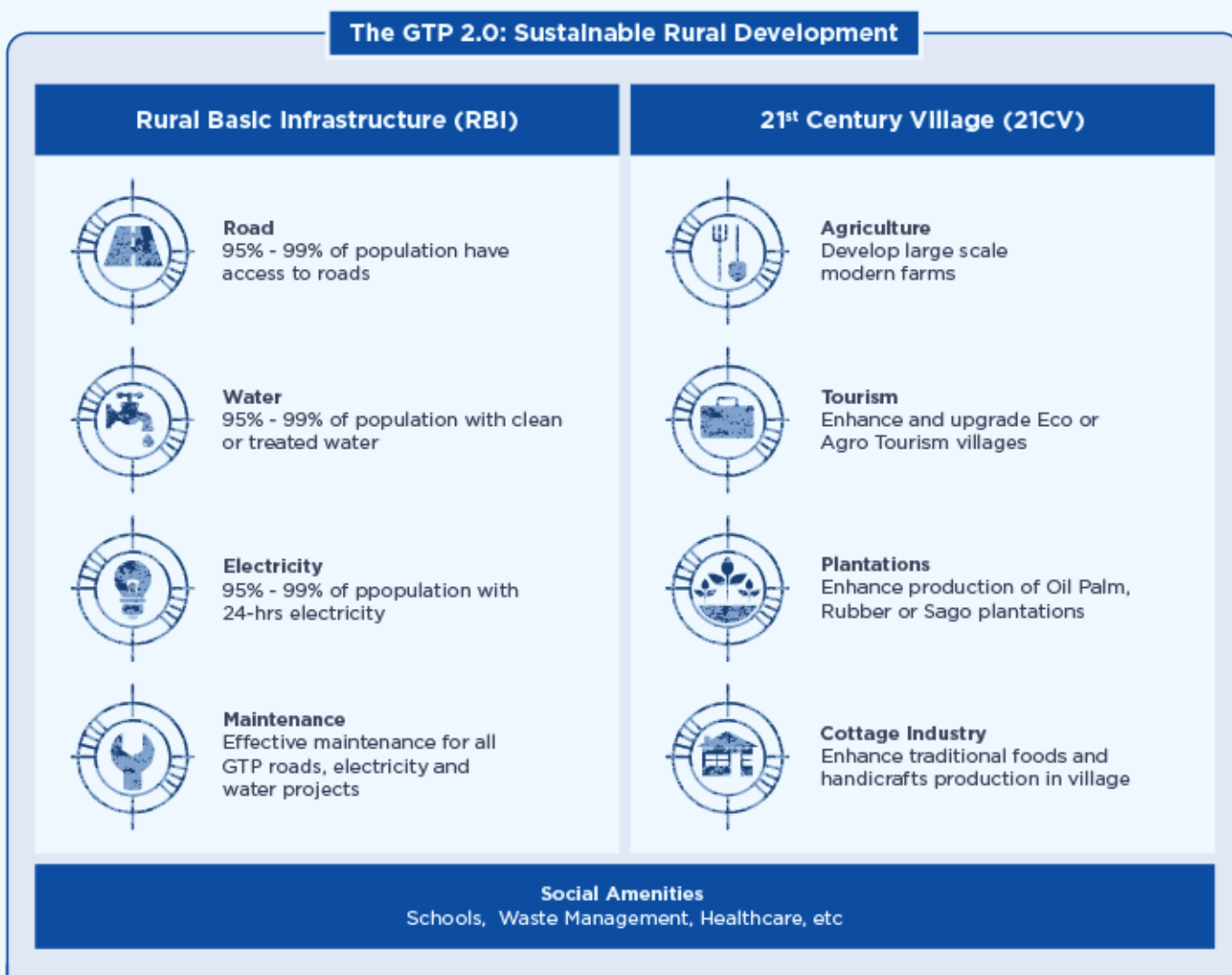


Figure 1: NKPIs for workstreams and their supporting infrastructure

# Workstreams & Initiatives

## 1 Rural Basic Infrastructure

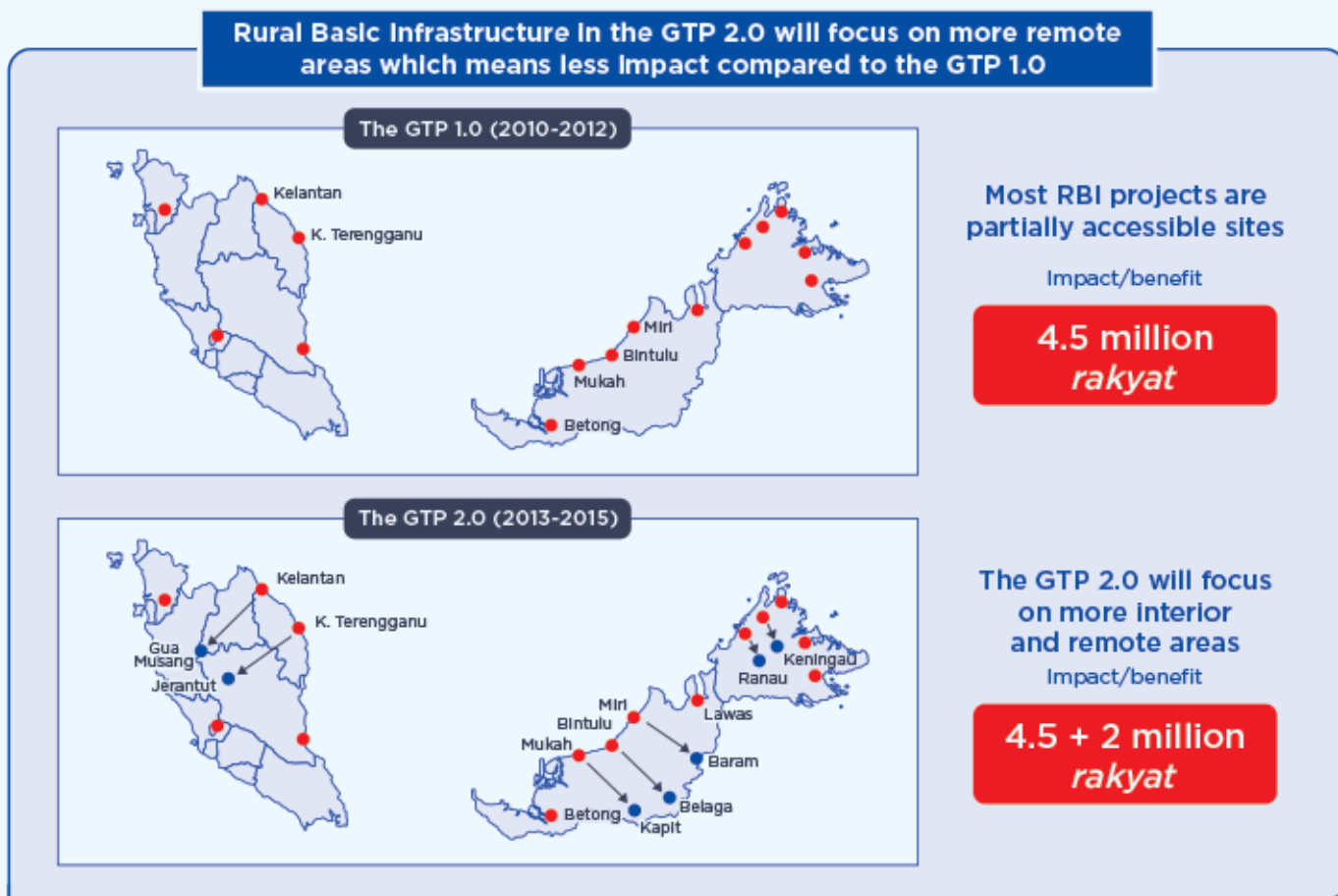
More still needs to be done to complete the rural basic infrastructure programme, especially since the budget setback in the GTP 1.0 meant that only 75% of the development plan was attained. Upon completion of the development plan, 99% of households in Peninsular Malaysia will have access to clean or treated water, 24-hour electricity and be located within 5km of a road. Likewise in East Malaysia, 95% of households in Sabah and Sarawak will have access to the same facilities.

The targets were set based on the capacity of the existing resources such as manpower, machinery and materials in the various regions as well as the need to balance spending between rural and urban developments.

The aspiration also calls for the maintenance and upkeep of existing facilities such as roads and power generators. Towards these ends, four initiatives – enhanced and expanded from the GTP 1.0 – will be implemented to drive this vision forward:

- Road improvement
- Access to clean or treated water
- 24-hour electricity
- Infrastructure maintenance

Another enhancement over the GTP 1.0 will be the geographic scope of the GTP 2.0 initiatives. Previously, under the GTP 1.0, most of the RBI projects focused on the development of partially accessible sites. The GTP 2.0 will now focus on remote and interior areas in Sabah and Sarawak.



**Figure 2:** Initiatives in the GTP 2.0 will be enhanced to cover remote interior areas

Another two million rural residents are expected to benefit from these initiatives upon their completion in 2015.

Beneficiaries from the GTP 1.0 and the GTP 2.0			
	The GTP 1.0 (2010 - 2012)	The GTP 2.0 (2013 - 2015)	Total Beneficiaries
Peninsular Malaysia	2,214,000	677,000	2,891,000
Sabah	1,107,000	615,000	1,722,000
Sarawak	1,178,000	758,000	1,936,000
<b>TOTAL</b>	<b>4,499,000</b>	<b>2,050,000</b>	<b>6,549,000</b>

Figure 3: Beneficiaries of completed development plan

#### Initiative: Road improvement

An adequate road network is essential for industry and to reduce the burden of rural rakyat who have to commute in rural areas. While the GTP 1.0 has already made significant steps towards improving this facility, the job is not yet complete. By the end of the GTP 1.0, the percentage of Peninsular Malaysian residents living within 5km of paved roads rose to 98.6%, and road access to 87% and 86% for Sabah and Sarawak for Sabah and Sarawak, respectively. The aspiration is to raise the percentages for the latter two states to 95% by 2015.

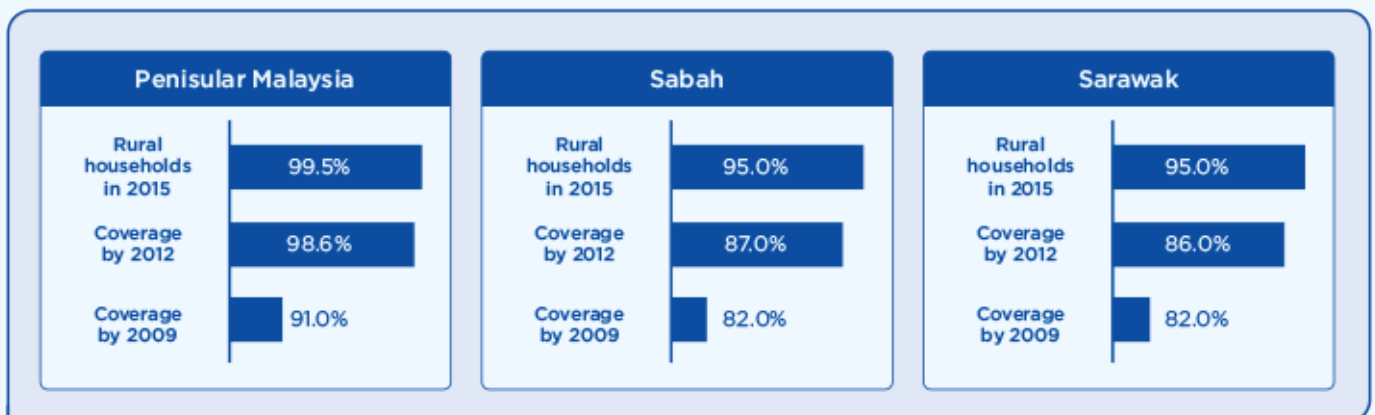


Figure 4: Road coverage expectations for the GTP 2.0

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To do so, KKLW will take a number of actions including adopting former logging roads, building new roads and upgrading existing ones.

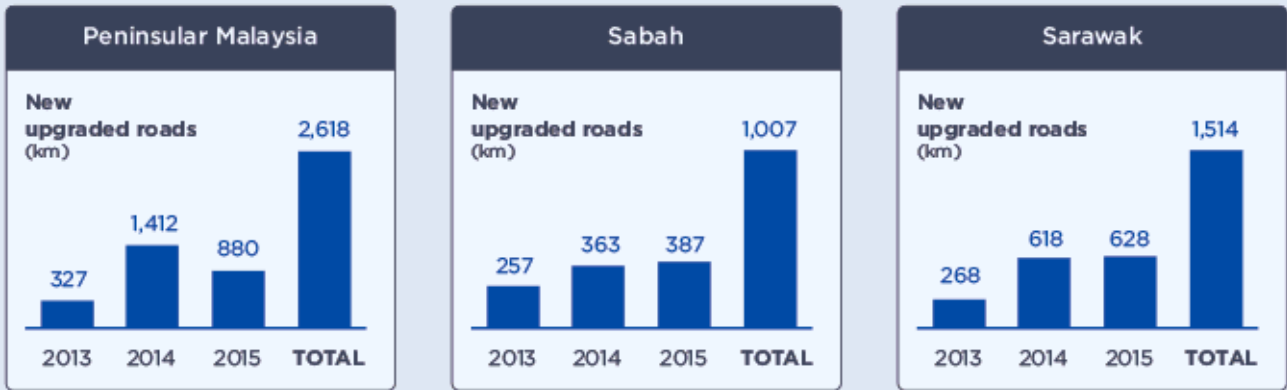
Ex-logging roads play an important role in improving connectivity to rural interior areas, but the roads are generally in bad shape after the loggers are done using them. The GTP 2.0 will see remedial action taken on these roads, with an estimated 59,560 rural people to benefit from this improvement. A total 826 km of logging roads to be adopted and upgraded have been identified.



**Figure 5: Poor conditions of logging roads needing remedial work**

This initiative will deliver 5,139km of roads in rural areas in total, of which 3,948 km will be paved roads, 365 km of gravel roads and the upgrading of 826 km of gravel roads. These roads will be constructed by KKLW and handed over to JKR Malaysia, JKR Sabah and JKR Sarawak by the end of 2015.

**Achieving the road target requires building or upgrading 6,339km of roads in Malaysia**



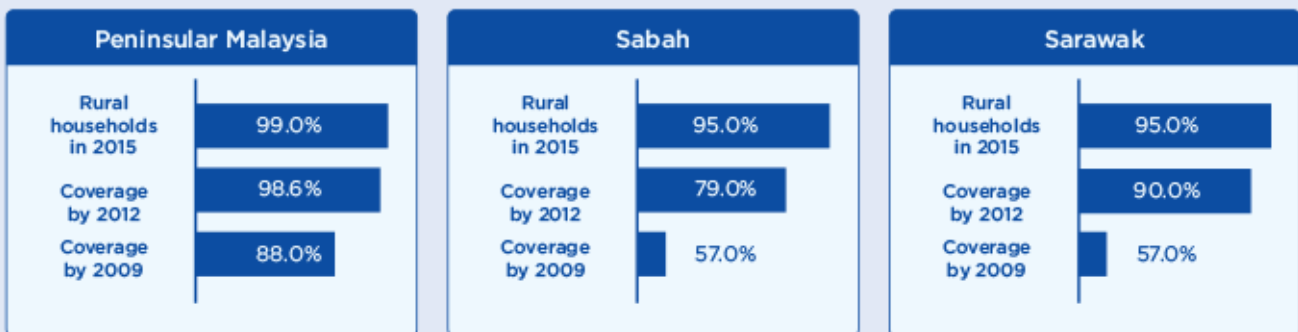
**Figure 6: Roads required (in km) to meet KPIs**

**Initiative: Access to clean or treated water**

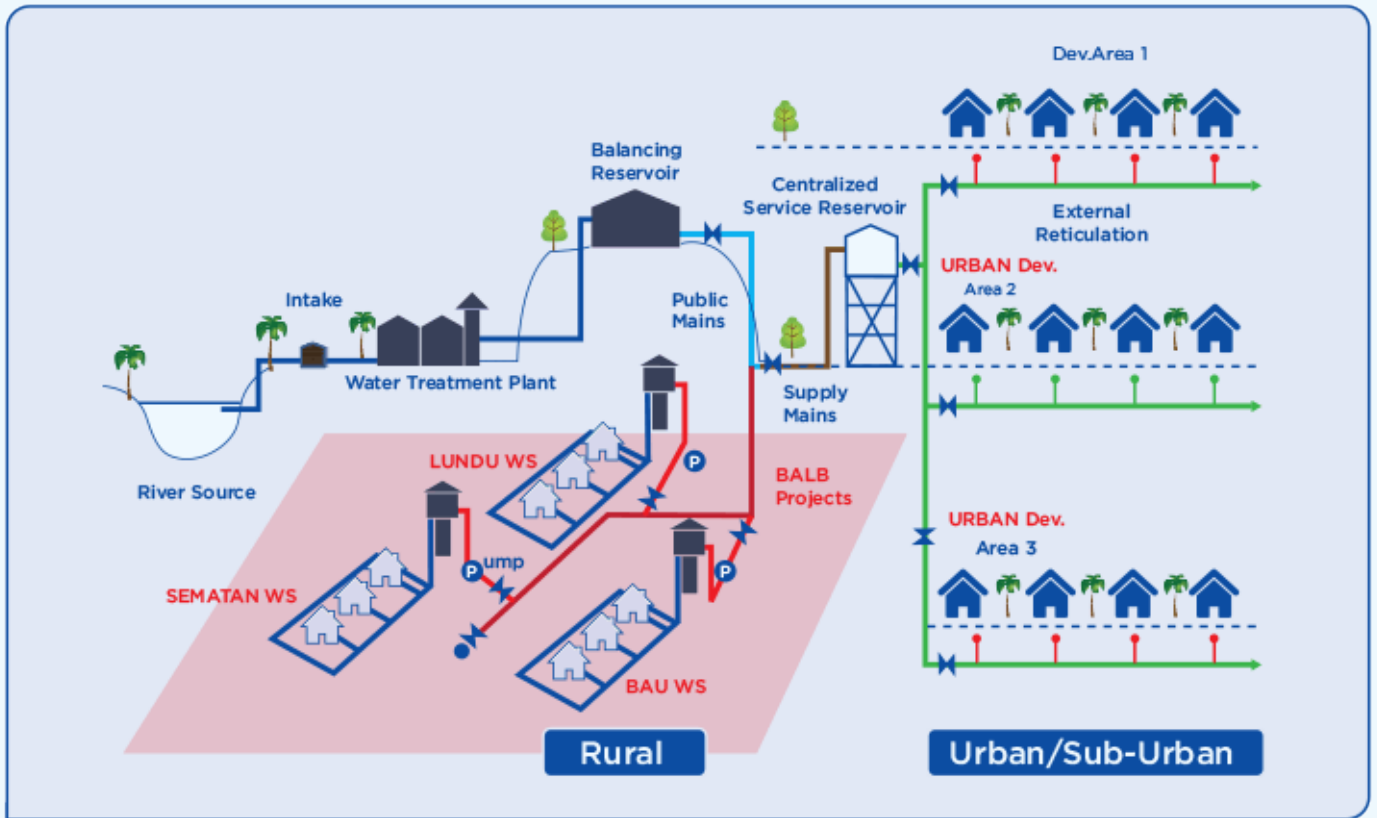


The United Nations has declared access to clean or treated water a basic human right and the Malaysian Government is committed to ensuring that all Malaysians will meet this criterion. Furthermore, clean water is an essential need for industry to flourish and the GTP 2.0 is committed to ensuring that all Malaysians will have access to this resource.

By the end of the GTP 1.0, 99% of Peninsular Malaysia residents possess access to clean or treated water, while 79% and 90% of Sabah and Sarawak residents respectively enjoy the same access. Given the insurmountable importance of clean water, the NKRA aims to raise the latter two percentages to 95% by 2015. This will be achieved via building new connections and alternative water supply to rural areas, and upgrading existing treatment systems in urban and rural areas to cater for expansions.



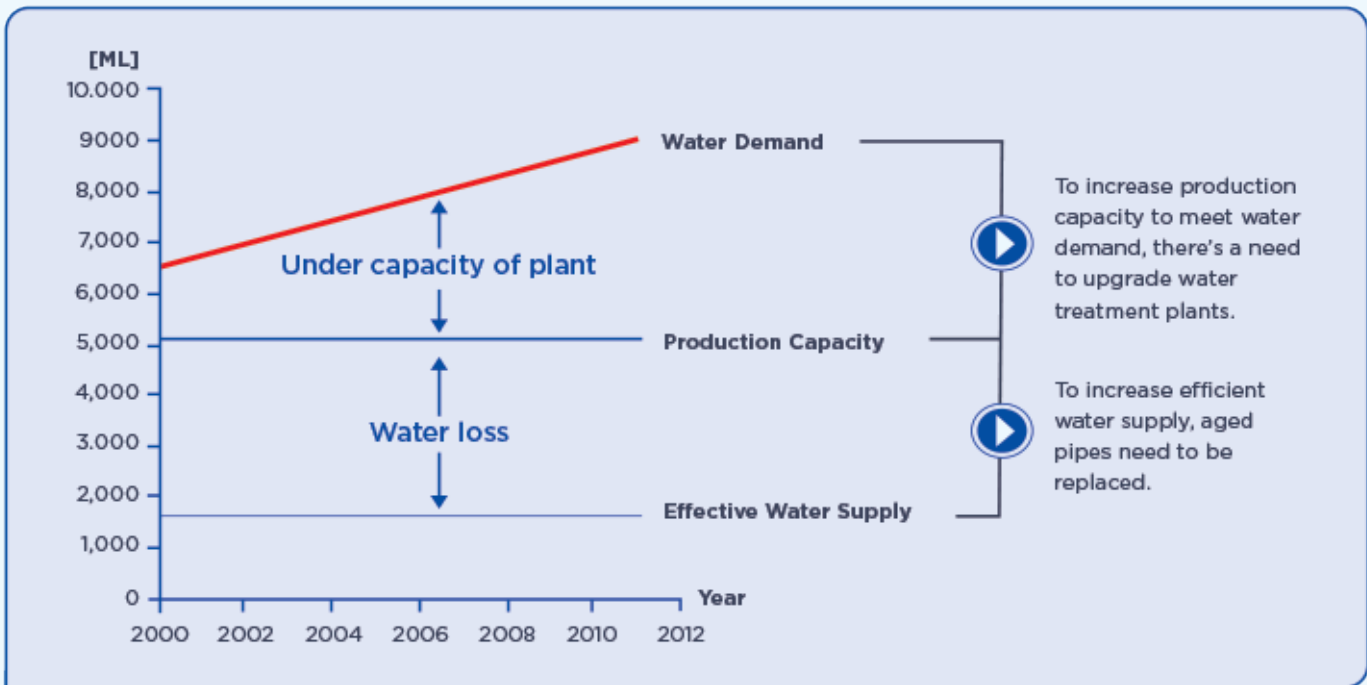
**Figure 7: Access to clean water by households after the GTP 2.0**



**Figure 8:** Enhancement of water supply distribution system

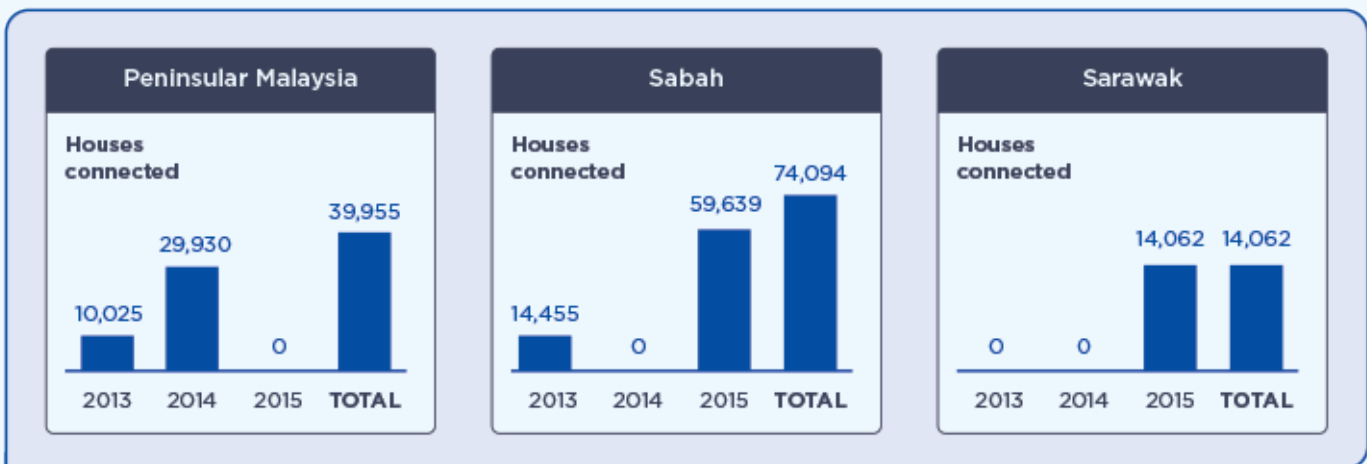
Presently in certain areas, new water sources for rural communities are routed through urban treatment plants due to insufficient treatment capacities in rural areas. However, the urban water system was not designed to cater to this additional demand, which has stressed the system. The GTP 2.0 will see work carried out in both rural and urban areas to ease the pressure on the existing system.





**Figure 9: Supply system upgrade for water program**

In the Implementation Plan/Roadmap for the GTP 2.0, KKLW will construct over 4,000 km of water pipelines across the country, which will be handed over to local water authorities, Jabatan Air Negeri Sabah (JANS) and JKR Sarawak, by the end of 2015. In order to reach the 95% access mark for East Malaysia, some 128,111 additional houses will have to be connected to the water system.



**Figure 10: Achieving the water target requires providing clean or treated water to 128,111 additional houses**



## Initiative: 24-hour electricity

In line with improving access to clean water, the Rural Development NKRA is also committed to ensuring that Malaysians will have constant access to reliable electricity, which again continues the work that was started in the GTP 1.0.

Electricity, like clean water, is an important component for industry, and the development of rural economies is highly dependent on reliable power access.

By the end of the transformation initiatives of the GTP 1.0, 99.8% of Peninsular Malaysians have gained access to 24-hour electricity, while 88.7% and 82.7% of Sabah and Sarawak residents will have the same coverage. The target is to attain 95% coverage in East Malaysia by 2015.

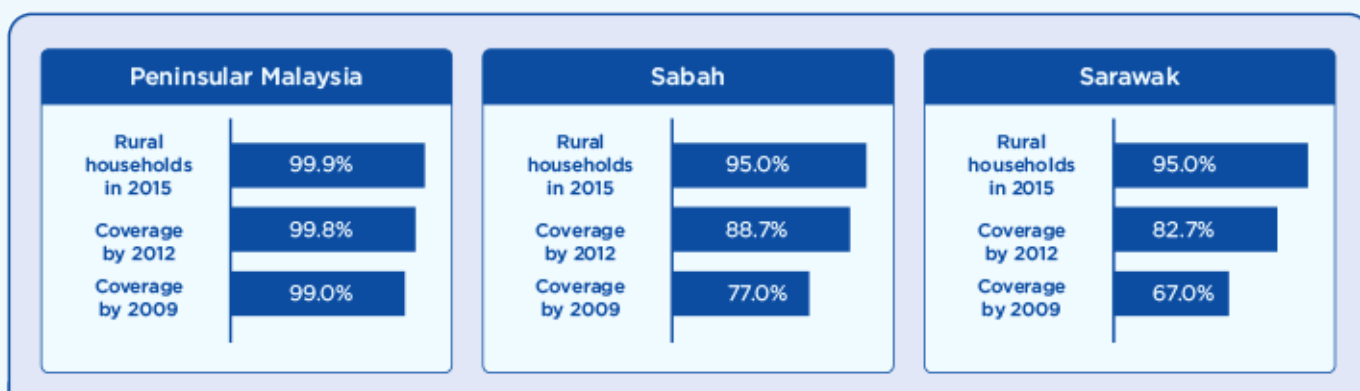


Figure 11: Access to 24-hour electricity after the GTP 2.0

The rural electrification programme will see also rural schools that presently use diesel generators for their electricity needs connected to a 24-hour electricity supply. The GTP 2.0 will see 33 rural schools in Sarawak connected to the main grid, benefitting some 9,417 school children and 856 school employees. It will also reduce the cost of diesel used for power generators from RM25 million a year to RM4.5 million.

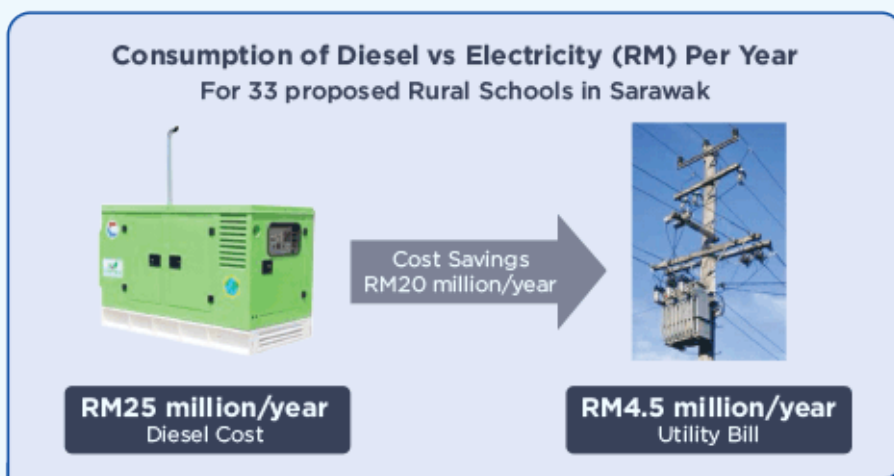


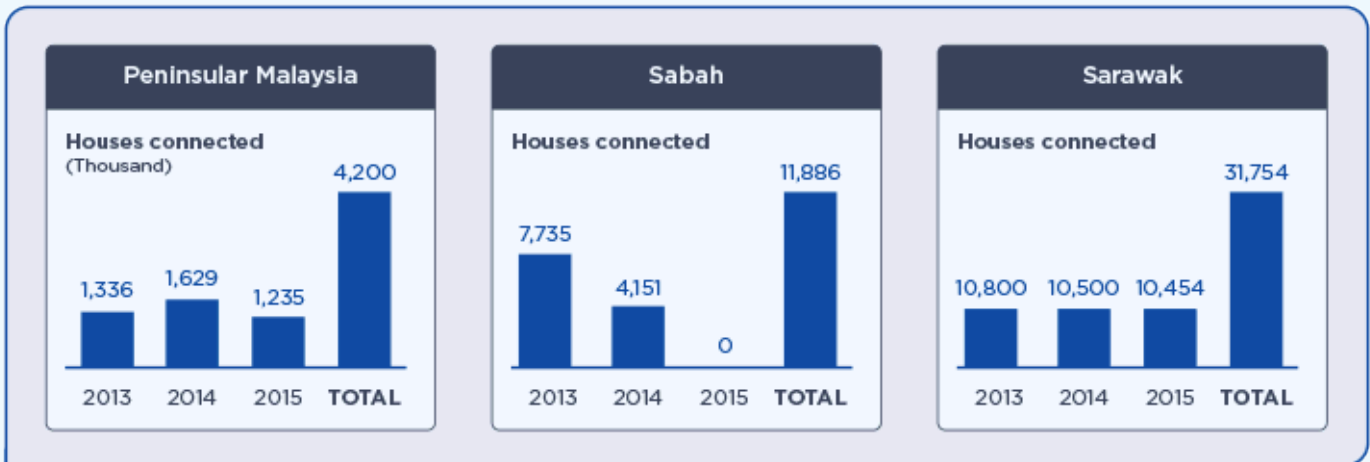
Figure 12: Electrification of rural schools

The GTP 2.0 will see the delivery of 24-hour electricity supply to a total 54,012 households (hh).

The breakdown is as follows:

- Connection to existing grid – 46,608 hh
- Solar hybrid systems – 1,107 hh
- Micro hydro systems – 125 hh

The Ministry will construct gridlines and alternative power stations in rural villages across the country, and projects will be handed over to TNB, SESB and SESCO by the end of 2015. More than 47,840 new houses will have 24-hour access to electricity by the end of the GTP 2.0.



**Figure 13:** With the proposed delivery plan, there will be more than 47,840 houses connected to 24-hour electricity





## Initiative: Maintenance of infrastructure

A key part of developing rural areas is to ensure that existing infrastructure do not deteriorate to the point of obsolescence. Towards this end, a new initiative has been introduced in the GTP 2.0 to monitor and maintain roads and power generators in rural areas.

Presently in Malaysia, the maintenance of roads is handled by the respective state governments and the Department of Public Works (Jabatan Kerja Raya or JKR). Both these bodies receive funds from the Treasury to maintain roads under their jurisdiction, which has been registered under the Malaysia Road

Record Information System (MARRIS). Roads registered with MARRIS will receive a maintenance fund of RM1,900 per month per km for state roads and RM2,300 per month per km for federal roads.

connecting the rural areas that are not registered with MARRIS, and thus do not receive funding for their upkeep. To ensure the proper upkeep of these roads KKLW will adopt these roads and maintain them in the GTP 2.0.

However there are 2,400km of roads



Solar-hybrid systems will also require maintenance in the coming years. The diesel generators need to be serviced every 10,000 hours or 6 months with regular, oil and filter change and wear and tear replacements. The battery storage for the solar panels will also need to be replaced every five years. Solar modules and panels, meanwhile, need to be cleaned every three months to provide optimum charge rate to batteries.

## 2 21<sup>st</sup> Century Village Programme

A crucial element of rural development is to ensure that a sustainable and vibrant economy is put in place. Infrastructure alone cannot provide wealth or income, and with the lack of real opportunities, rural youth are encouraged to move away from the kampung and to the city to find their livelihoods.

The ultimate goal for the 21CV programme is to encourage youths to remain in kampungs, and to work and start businesses there. The overall target of the programme is to create 132 21CVs. Economic activities in those villages will





cover a number of economic subsectors including agriculture, tourism, plantations and cottage industries. An estimated 37,800 households or 189,000 persons are expected to benefit from this programme.

The selection of 21CVs will be based on villages that have available land, villages with successful cooperatives operating businesses or villages that have potential or unique resources that can be developed into a sustainable rural business.

The 21CVs will be developed using the following four initiatives:

- State-driven modern integrated farms
- Private sector-driven fruit and vegetable farms
- Enhancement of village cooperatives
- Driving youth entrepreneurs

A summary of the 21CV programme's initiatives and the number of people it will reach out to is detailed Figure 14 on the following page.

Initiatives	Target (2015)	People benefiting
 Modern integrated farm with housing	39	58,000
 Large-scale fruit and vegetable farm	15	15,000
 Tourism, plantation and cottage industry villages	39	58,000
 KKLW Rural business challenge	39	58,000
<b>TOTAL</b>	<b>132</b>	<b>189,000</b>

**Figure 14:** Table detailing 21CV initiatives and target audience

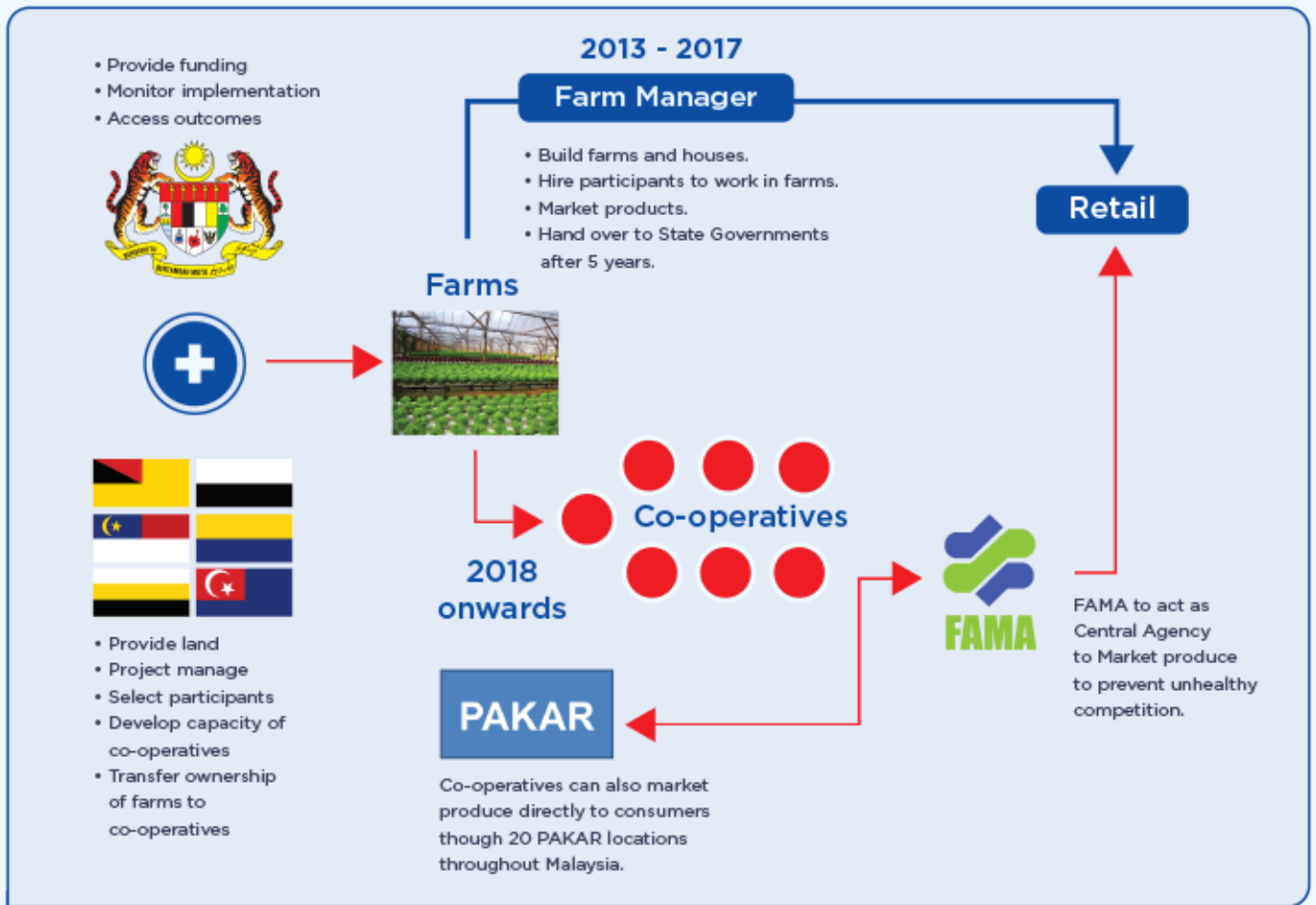
#### Initiative: State-driven modern integrated farms

State governments and their appointed agencies will develop modern integrated fertigation farms under this initiative. Each development will have a housing and farm component which will employ approximately 100 villagers. Around 39 farms will be developed using this

approach.

This initiative is funded by the Federal Government, and managed by the State Governments and their appointed agencies. This initiative seeks to develop sustainable economic activities while

providing gainful employment and housing for the poor in rural areas. It will also ensure stable monthly remuneration for participants of this programme.



**Figure 15: State Driven Modern Fertigation Farms**

The Federal Government will provide the funding for six pilot sites in 2012 and will engage a farm manager to manage and implement this program for the first five years. After that time, the farm manager will hand over the management of the farms to the State Government or its appointed agencies and the Farm Cooperative.

The Farm manager will be expected to complete the integrated housing and farming infrastructure within six months of starting work. During the construction phase, the State Governments and their appointed agencies will identify 100 participants (per site) to stay in the homes and work on these integrated farms.

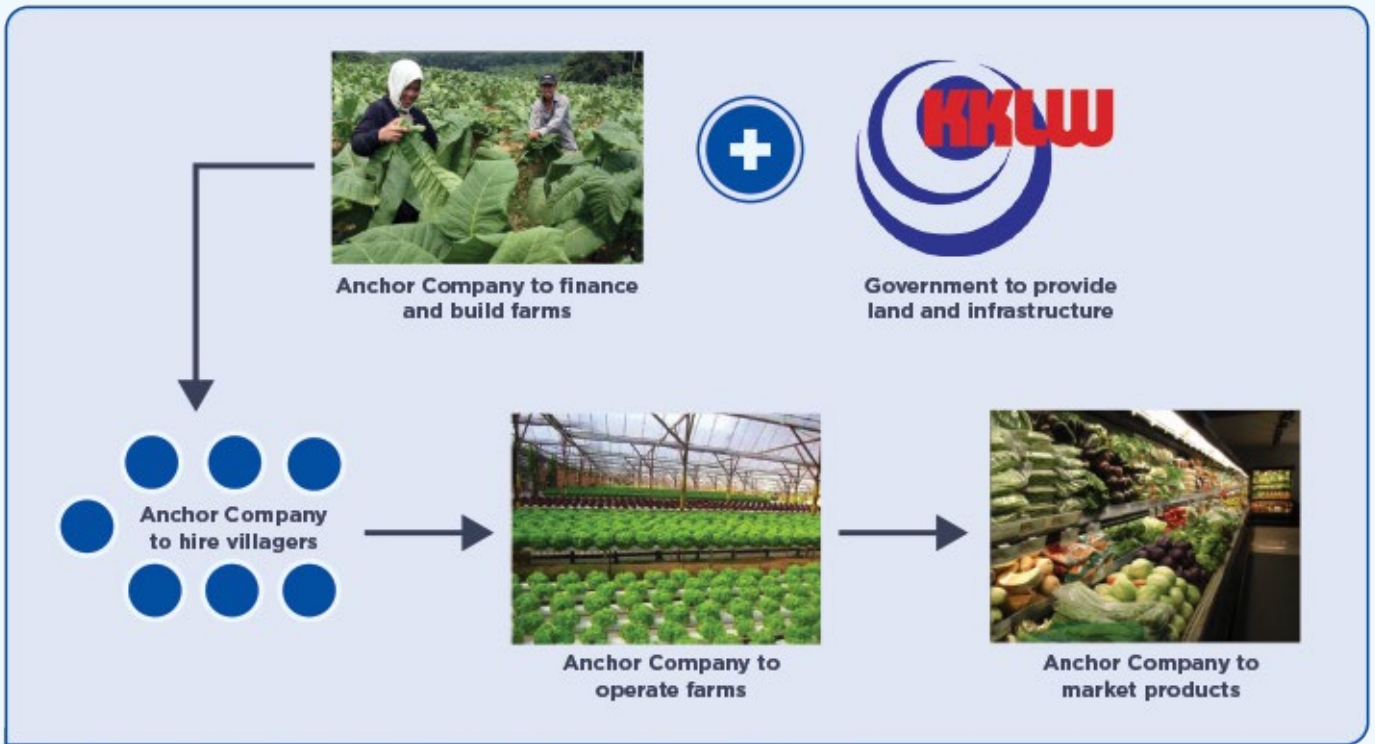
Eight State Governments and their appointed agencies have identified appropriate sites for this programme. Development will commence in 2012 and be complete by 2013. This initiative aims to complete 39 farms by 2015 and also targets to harvest and market the produce annually.

**Initiative: Private sector-driven fruit and vegetable farms**

These farms will be developed on state or federal land in rural areas, and will be linked to anchor companies listed under *EPP 7: Premium Fresh Fruit and Vegetables* contained within the ETP's Agriculture NKEA. Around 15 villages will be developed using this approach.

Large-scale fruit and vegetable farms will be jointly developed by the KKLW and the private sector anchor companies listed in EPP 7 of the Agriculture NKEA. While KKLW will provide the land and infrastructure costs for the growing fruits and

vegetables, the anchor company will develop and operate the farms as well as market the produce.



**Figure 16: Private Sector Driven Large Scale Fresh Fruits or Vegetable Farms**

KKLW will identify a large-scale fruit planter cum exporter to develop large-scale fruit farms. Fifteen farms are expected to be completed by 2015 under the GTP 2.0.

**Initiative: Enhancement of village co-operatives**

Existing co-operatives within rural communities will be further developed and see the enhancement of their existing economic activities. Four pilot villages will be developed and a further four identified in 2012.

Under this initiative, the Government aims to expand the operations of industries and factories that currently exist in rural areas. Some villages and kampungs currently possess core competencies in agriculture, fisheries, eco-tourism or in cottage industry. Many of these are still small-scale

businesses with potential to grow and expand. This initiative leverages the core competencies and existing business ventures and looks to further develop them.

KKLW through the Economic Empowerment Division will provide the funding for the implementation of this initiative and will work with implementing agencies such as Jabatan Kemajuan Masyarakat (KEMAS), and South East Johor Development Authority (KEJORA).

Once funding is approved, the implementing agency will have to manage the purchase and construction of assets, set up a maintenance fund for the co-operative, and monitor the implementation of the projects. The villages selected for this programme will need to have an existing and functional village co-operative that is active and which has a track record of implementing projects successfully.



**Figure 17: Business model for cooperative drive tourism, plantations and industry support villages**

The villages will be identified by KKLW with the help of State Governments and their respective Development Authorities. 39 villages around Malaysia are set to benefit from this initiative within 2013-2015, and a total of 12,000 villagers will benefit from these sustainable economic activities in these initial four sites. This initiative is targeting the successful completion of 39 villages by the end of the GTP 2.0.

## Initiative: Driving youth entrepreneurs

Malaysian youth will be encouraged to develop modern agriculture businesses in rural areas via an annual business model plan competition facilitated by University Kuala Lumpur. Winners of the competition will receive financial assistance, and unutilised land. Around 39 villages will be developed using this approach.

KKLW to fund and organise a business plan competition for all Malaysian

youths. Competition will be advertised in major Malaysian print, broadcast and online media. University Kuala Lumpur (UniKL), an education institution within KKLW, will manage this competition.

The goal of the competition is to motivate Malaysian youth to focus on developing agricultural solutions for rural areas. The successful agribusinesses will facilitate creation of employment opportunities and

increased incomes for farmers and villagers in the rural areas.

Ideas will be evaluated for their potential to become a viable venture and to make a meaningful contribution to the rural community. Each winner will receive financial assistance and choice of unutilised land located near rural communities in Malaysia.



**Figure 18: Youth Entrepreneur Driven Rural Based Modern Agriculture Businesses**

This initiative aims to implement 39 rural-based agriculture businesses by 2015. It is also targeting 200 business plan submissions for every annual competition.

The Ministry of Rural and Regional Development (KKLW) held its inaugural Rural Business Challenge this year that calls on youths to develop business plans for rural areas. The goal of this challenge is to encourage youth entrepreneurship that focuses on industries for rural settings.

Youth participants between the ages of 18 and 40 were challenged to come up with a business plan that was targeted for rural settings, and received up to RM2 million in financial assistance to execute their plan if they won. The plan had to address one of four categories, i.e. agriculture, services, manufacturing or rural tourism.

This is a key component of the NKRA's 21st Century Village Programme, which aims to revitalise the economies of rural areas as part of the GTP's overall plan to transform Malaysia into a high-income nation. The Government recognises that the rural community remains an important component of the country, and hence aims to bring wealth and income into their society.

Under the 21st Century Village concept, the Ministry aims to

**rbc**  
rural business challenge

**We are looking for energetic and ambitious youths who have a passion in business**

Good idea, business plan and passion is enough to...  
**WIN** a business grant from RM500,000 to RM2,000,000

**ARE YOU UP FOR THE CHALLENGE???**  
Irfan Khairi  
Entrepreneur & Business Transformation

**Rural Youth Transformation**

**TERMS AND CONDITIONS:**  
 • Open to all Malaysian youths (age 18-40 years old)  
 • Individuals, Groups or Enterprises and Private Companies are invited to participate  
 • Participants are required to submit two (2) copies of the Business Plan together with the completed Entry Form to the RBC Secretariat  
 • Only complete submissions will be evaluated  
 • All entries are made on a first-come, first-served basis

**Closing date 31 AUGUST 2012**

\*Terms and conditions apply  
 For full details, please log on to: [www.rurallink.gov.my/rbc](http://www.rurallink.gov.my/rbc)

improve infrastructure in villages, create a conducive, empowering environment and provide access to equal employment opportunities for rural people. In the long run, the goal is to reverse the trend of the young generation in villages going to cities to look for jobs and eradicate poverty in rural areas.

The Rural Development NKRA is committed to the transformation of the rural economy and this annual challenge is a component amongst many towards that end.



## Summary of Initiatives

### Rural Basic



#### Infrastructure

- Road improvement: raise percentage of East Malaysians living within 5km of a paved roads to 95% from 87% and 86% in Sabah and Sarawak respectively
- Access to clean or treated water: increase access for East Malaysians such that 95% of Malaysians in Sabah and Sarawak have access to clean water from 79% and 90% respectively
- Enhance water treatment facilities to cater for increased clean water demand
- Access to 24-hour electricity: Raise percentage of Sabah and Sarawak residents with access to 24-hour electricity to 95% from 88.7% and 82% presently
- Infrastructure maintenance: Adopt roads to ensure they do not fall into disrepair and provide funding to upkeep roads and power generating facilities in rural areas

### 21st Century Village



#### Programme

- Develop state-driven modern integrated fertigation farms with housing
- Develop private-sector driven fruit and vegetable farms
- Enhance existing economic activities of village co-operatives
- Drive youth entrepreneurs through a business plan competition that focuses on developing industries in rural areas





**IMPROVING  
URBAN PUBLIC  
TRANSPORT**

# MINISTER'S FOREWORD

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## Message by the Honourable **Dato' Seri Kong Cho Ha** Minister of Transport

In the last three years, we have taken some bold steps to improve the urban public transport system in Greater Kuala Lumpur/Klang Valley. Extra trains were brought in for the KTM Komuter service and the Kelana Jaya LRT line, which brought some relief to commuters, while the opening of the Integrated Transport Terminal Bandar Tasik Selatan and the refurbished Pudu Sentral helped to ease the congestion in the central business district.

While there has been some success in these areas, our work is far from over. Commuters expect more from us. Hence,

over the next three years, we will continue to work towards our goal of achieving 25% public transport modal share. Though our focus will remain in Greater Kuala Lumpur/Klang Valley, we will roll out a mechanism to ensure some initiatives are also implemented in areas within the economic corridors.

We are confident that the measures identified under the GTP 2.0, when fully implemented, will put us on track to provide a public transport system that is efficient and effective, taking us closer to becoming the high-income nation that we all aspire to be.







## Looking back at the GTP 1.0 (2010 - 2012)

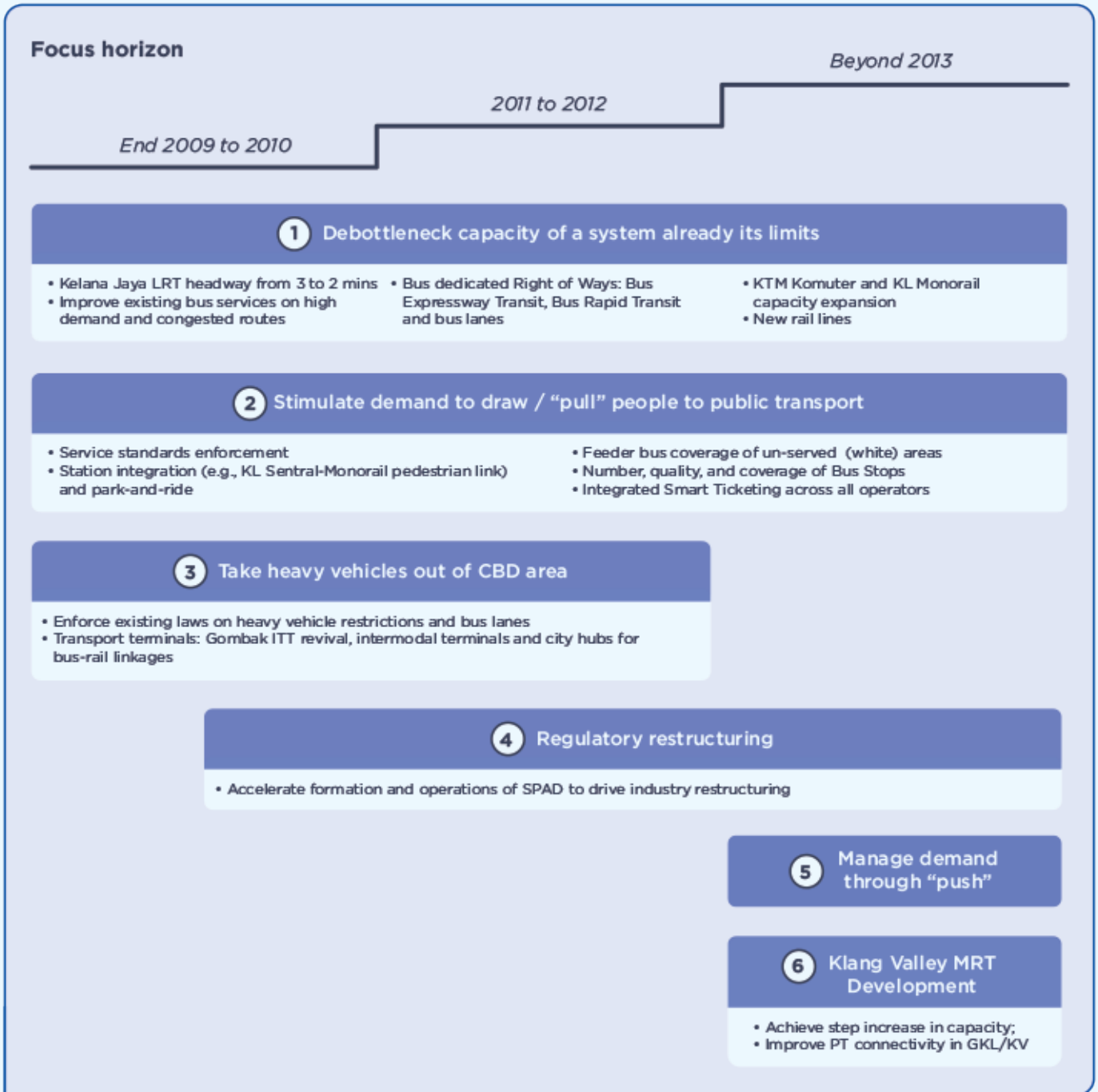
The 11 initiatives implemented in the GTP 1.0 to improve the urban public transport (UPT) system achieved significant progress in terms of adding capacity and improving accessibility and connectivity. However, the topline target to improve the Greater Kuala Lumpur/Klang Valley public transport

modal share, or the percentage of passenger trips utilising public transport, to 25% from 12% remains a tall order as rising affluence in the city leads to the continued rise in private car ownership. However, the UPT NKRA is on track to provide a reliable, affordable, convenient and integrated

public transport system in Greater Kuala Lumpur/Klang Valley, while at the same, addressing the city's chronic traffic congestion problem. The following initiatives grouped under four main categories of Bus, Rail, Integration and Network were implemented over the last three years.

	<p><b>BUSES</b></p> <ul style="list-style-type: none"> <li>• Implementing dedicated bus right of ways</li> <li>• Increasing quality and coverage of bus stops</li> <li>• Improving current services and increasing coverage</li> </ul>
	<p><b>RAIL</b></p> <ul style="list-style-type: none"> <li>• Increasing capacity on KTM Komuter</li> <li>• Debottlenecking the Monorail system</li> <li>• Increasing capacity and coverage of RapidKL LRT systems</li> </ul>
	<p><b>INTEGRATION</b></p> <ul style="list-style-type: none"> <li>• Establishing transport terminals and city hubs</li> <li>• Introducing a cashless Integrated Smart Ticket</li> <li>• Improving inter-modal integration at key stations</li> </ul>
	<p><b>NETWORK</b></p> <ul style="list-style-type: none"> <li>• Strengthening enforcement for all vehicles</li> <li>• Implementing performance management for all public transport operators</li> </ul>

**Figure 1:** 11 initiatives across 4 major categories were identified in the GTP 1.0



**Figure 2:** To increase public transport usage, these are the key levers

Part of the UPT strategy requires that initiatives put in place that would encourage commuters to use public transport rather than their own vehicles. Building infrastructure and facilities alone are insufficient in effecting this change in mindset, and hence a more holistic plan must be put in place.

The UPT NKRA has identified six key levers that would effect this change. The first is to remove the bottleneck in a transport system that is at its limits. The UPT team has identified these bottlenecks, detailed in the figure below, and have proposed solutions that would help expedite travel time and hence make public transport a preferable alternative.

Second, the public transport system must be enhanced to attract the public through the enhancement of service standards, better station integration, feeder bus coverage, number of bus stops and better ticketing systems.

Third, there must be greater enforcement of existing laws on heavy vehicle restrictions and bus lanes to reduce congestion in the central business district. This would enhance the efficiency of the public transport network by ensuring that there are fewer obstacles to navigate whilst traversing the city centre.

Fourth, the UPT NKRA proposes to restructure the regulatory framework to ensure that the regulator is empowered

to drive the change in industry. Fifth, the NKRA plans to introduce “push” factors that will make it less attractive for the rakyat to use their private vehicles in areas where a public transport alternative is present.

And finally, the development of the MRT system will greatly increase the capacity and connectivity of the public transport network in the Greater Klang Valley and provide a viable alternative to using private vehicles for travel within the region.

## **BIG WIN 1** Increasing capacity of inter-city and intra-city trains

Rail contributes about 40% of the daily public transport ridership and a frequent complaint among passengers is the lack of capacity and unreliability of inter- and intra-city trains. Their inefficiency has, over the years, contributed the traffic congestion in the city center during peak periods. The GTP 1.0 partly addressed this problem by introducing 35 four-car sets for the Kelana Jaya LRT line in 2011, increasing the daily passenger capacity to 258,156 passengers from 254,745 in 2010. As a

result, 10.4 million or 18% more commuters travelled on the line, which has been the most congested for many years, compared to 2010. This translated into a ridership of about 44,170 passengers during peak periods. In terms of the KTM Komuter service, four six-car sets started operations in March 2012, helping to ease the morning rush by increasing the ridership an additional 32,000 persons. Each six-car set has a 1,100 seat capacity.



## **BIG WIN 2** Enhancing the bus experience

As the condition and proper maintenance of bus stops is crucial for encouraging the use of public transport, 1,102 bus stops in Sepang, Subang Jaya, Ampang Jaya, Selayang, Shah Alam and elsewhere were upgraded in 2011. The GTP 1.0 goal of upgrading 1,102 bus stops was, achieved while the design and planning of 306 new bus stops are

currently underway. To complement the aesthetic enhancements of the bus stops, 470 RapidKL buses were introduced to increase the frequency of buses in the Klang Valley. This resulted in 4.04 million more passengers using the service compared to the preceding year.



## **BIG WIN 3** Refurbishing and re-designation of Pudu Sentral

The 35-year-old iconic landmark of Puduraya Terminal has been massively refurbished and transformed into an inter-urban use bus terminal. It features modern facilities and offers better

comfort and a hassle-free experience for travellers. Renamed Pudu Sentral, the now air-conditioned bus terminal with 50 ticket counters was officially opened on 16 April 2011.



## **BIG WIN 4** Introducing Terminal Bersepadu Selatan (ITT BTS)

The Integrated Transport Terminal Bandar Tasik Selatan (ITT BTS) or Terminal Bersepadu Selatan began full operations on 1 March 2011. The RM570-million ITT BTS is equipped with facilities and comprises 55 bus

platforms, 150 taxi bays, 1,000 parking bays and 1,800 seats for the public, all within its air-conditioned waiting halls. The integrated transport terminal has a computerised ticketing system, restaurants and retail outlets,

while an electronic bus schedule of arrivals and departures allows travellers to obtain real-time updates of travel times.

# Introduction to the GTP 2.0 (2013 - 2015)

## Case for change

Millions of commuters rely on public transport each day to get to work, school and almost anywhere else they wish to go. In order to encourage the use of public transport, a country's public transport system must be efficient and effective, and must not be crippled by traffic congestion. While initiatives under the GTP 1.0 did achieve some measure of success, a lot more needs to be done to encourage the greater use of public transport.

Greater Kuala Lumpur's population is expected to reach 10 million by 2020, comprising nearly a third of Malaysia's current population, making the case for overhauling the urban transport system even more critical since the use of major roads surrounding the city centre is nearing capacity. The propensity towards private car ownership will only get worse if public transport continues to be inefficient and ineffective. What's worse, productive time lost being stuck

in traffic will ultimately cost the nation its competitiveness. Hence, the GTP 2.0 will ride on the momentum built by the GTP 1.0, with the primary focus on the Greater Kuala Lumpur/Klang Valley area. However, a "watching brief" mechanism will be rolled out to ensure some initiatives are also implemented in other cities, particularly in key economic corridors.

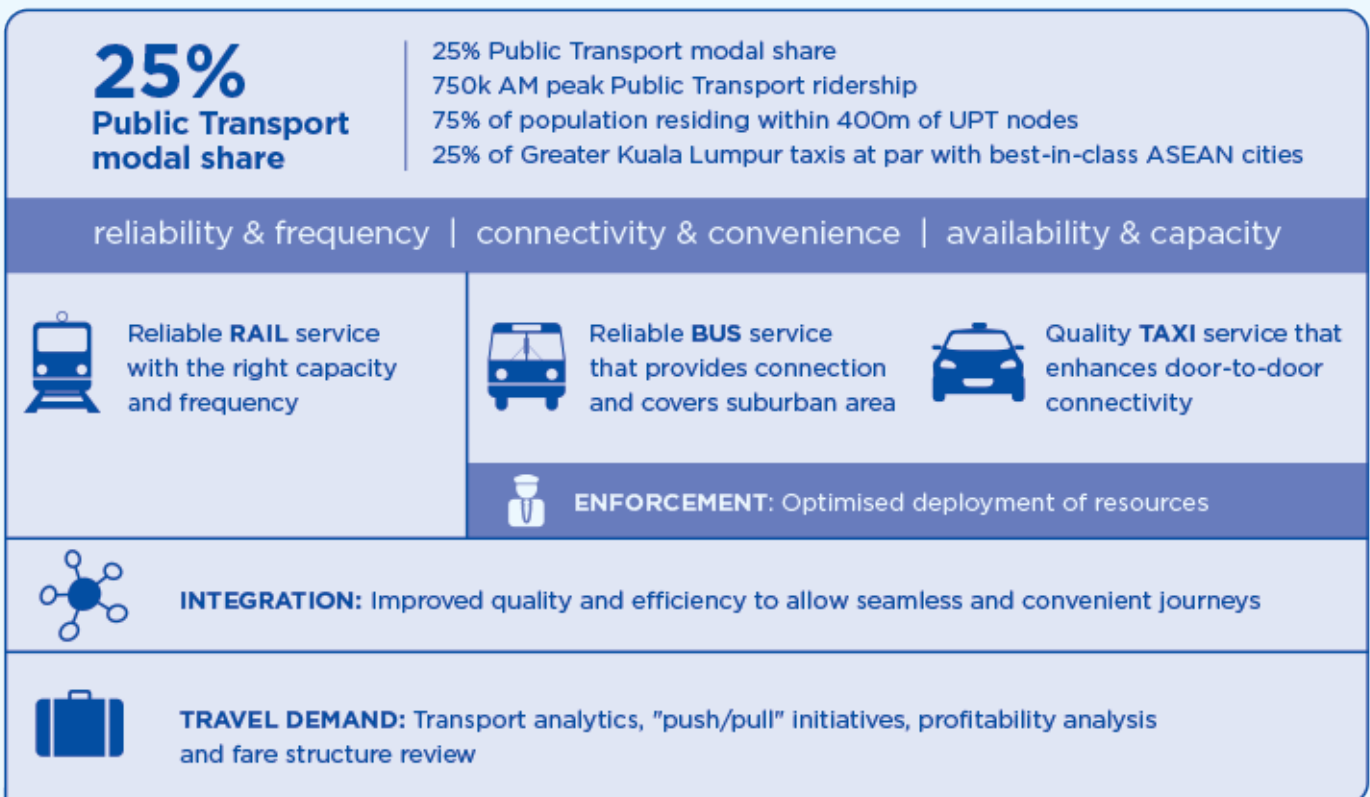


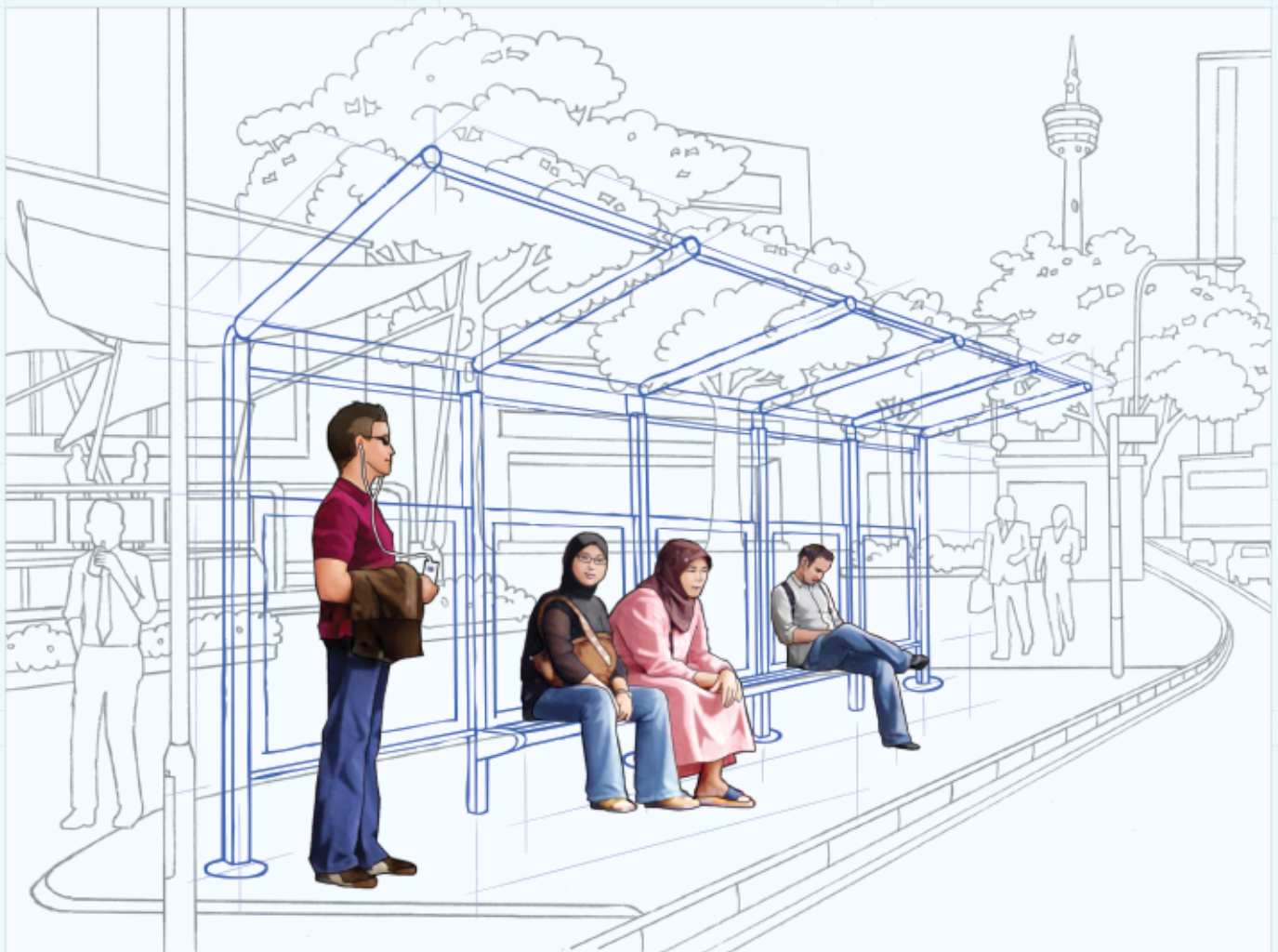
Figure 3: Aims of Urban Public Transport in 2015

## Overview

The GTP 2.0 initiatives for Urban Public Transport will build on the momentum of the GTP 1.0, namely to reach a 25% modal share for public transport in Greater Kuala Lumpur/Klang Valley during morning peak periods. This is expected to be achieved within the 2012-2015 framework period and will include new initiatives to improve the reliability of rail services by increasing capacity and frequency, providing

reliable bus services and integrating multiple transport modes to ensure seamless travel for commuters. A new emphasis on taxis will be added to this NKRA that will be modelled upon international best practices. The following three aspirations to deliver the objective of providing a reliable, convenient and affordable public transport system have been identified under the GTP 2.0 framework:

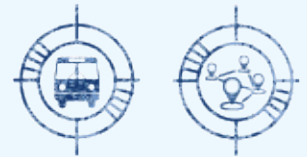
- **Aspiration 1:** Increase the morning peak ridership number to 750,000 by 2015 from 321,487 people in 2011.
- **Aspiration 2:** Increase the target population residing within walking distance (400m) of urban public transport nodes to 75% from 63%.
- **Aspiration 3:** 25% of Greater KL taxis at par with best-in-class ASEAN cities.



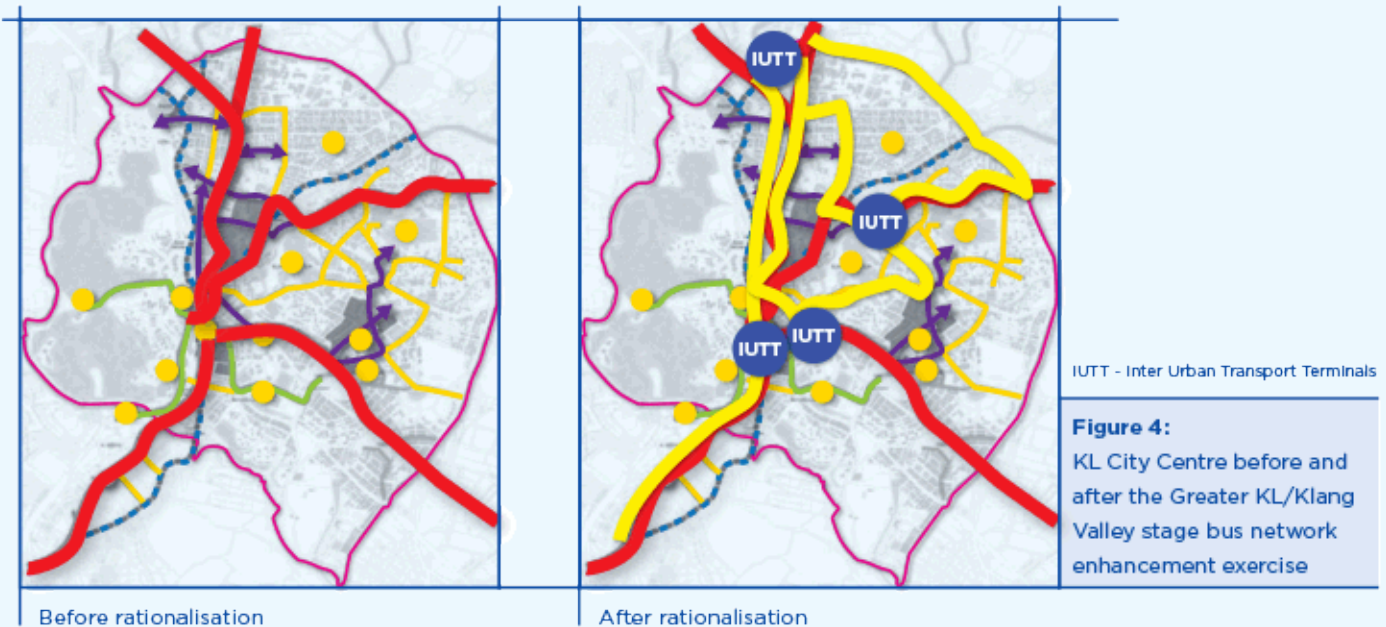
# Workstreams and Initiatives

## 1 Buses

Three main initiatives have been identified to further improve bus services in Greater Kuala Lumpur/Klang Valley.



### Initiative: Enhancement of Greater Kuala Lumpur/Klang Valley Stage Bus Network



Presently, many bus operators are operating along the same routes, thereby creating congestion in the central business district (CBD) from overlapping services and unhealthy competition. To resolve this, a systematic bus network will be implemented by rationalising the number of operators per route and by requiring that all stage buses stop at dedicated Inter Urban Transport Terminals (IUTT) located at the periphery of the CBD. Meanwhile, the area between the IUTTs and the CBD will be serviced by the newly introduced city buses that operate within the CBD only. The following sub-initiatives have been identified to support the exercise to improve the stage bus network.

- **City Bus service within CBD**

This initiative will ensure that passengers who disembark at the various IUTTs are transported to the city centre by City Buses. Four routes have been identified for this purpose:

Lines	Routes	Length (km)	Turnaround (mins)
● Green Lines	KLCC - Bukit Bintang - KLCC	7.4	38
● Red Lines	Titiwangsa - Medan Pasar - Titiwangsa	8.8	45
● Blue Lines	Titiwangsa - Pasar Seni - Titiwangsa	10.5	50
● Purple Lines	Jln Sultan Muhamad - Bukit Bintang - Jln Sultan Muhamad	6.5	36

**Table 1:** Proposed city bus routes

To ensure efficient transfer of passengers within the city centre, city buses must operate at high-frequency intervals of between three and five minutes during peak periods and between five and ten minutes during off-peak periods. An additional 50 buses and 115 drivers will be needed to run the service based on the headway projected. The service is expected to be launched on Feb 1, 2013 and aims to ferry at least 60,000 passengers.

• **Stage bus network re-organisation and feeder bus network improvement**

The re-organisation of the stage bus network will involve allocating dedicated routes along five major corridors and two minor corridors to each bus operator. The routes allocated to each operator will be profitable and equitable to avoid unhealthy competition and to promote business sustainability. Key performance indicators will be set for each operator to ensure optimum and consistent service. This initiative is aimed at increasing the number of ridership to 750,000 by 2015 and will also support the objective of having 75% of the population living within 400 meters of the public transport network.

To complement this initiative, feeder services to under-served rail stations will be improved. Presently, only the Kelana Jaya LRT line has adequate feeder services, while the majority of the KTM Komuter lines have little or no feeder services at all. This exercise will commence on Feb 1, 2013.

• **Bus lanes and stage bus drivers**

An additional 11km of bus lanes will be required within the CBD to ensure a smooth and uninterrupted city bus service, bringing the total length of bus lanes to 23km. However, without proper enforcement, bus lanes will not be able to serve their purpose. For this reason, enforcement cameras will be installed at identified hot spots and CCTV will be installed in buses, to monitor any violation of the dedicated lanes by private vehicles. SPAD will also lead a task force formed in July 2012 to look into the shortage of bus drivers. The total cost for the implementation of the additional bus lanes including enforcement measures is estimated at RM11 million.

**Initiative: Bus Rapid Transit (BRT)**

Under the GTP 1.0, the Greater Kuala Lumpur/Klang Valley BRT Feasibility Study identified 12 potential BRT corridors within Klang Valley.



**Figure 5: Potential BRT corridors within Klang Valley**

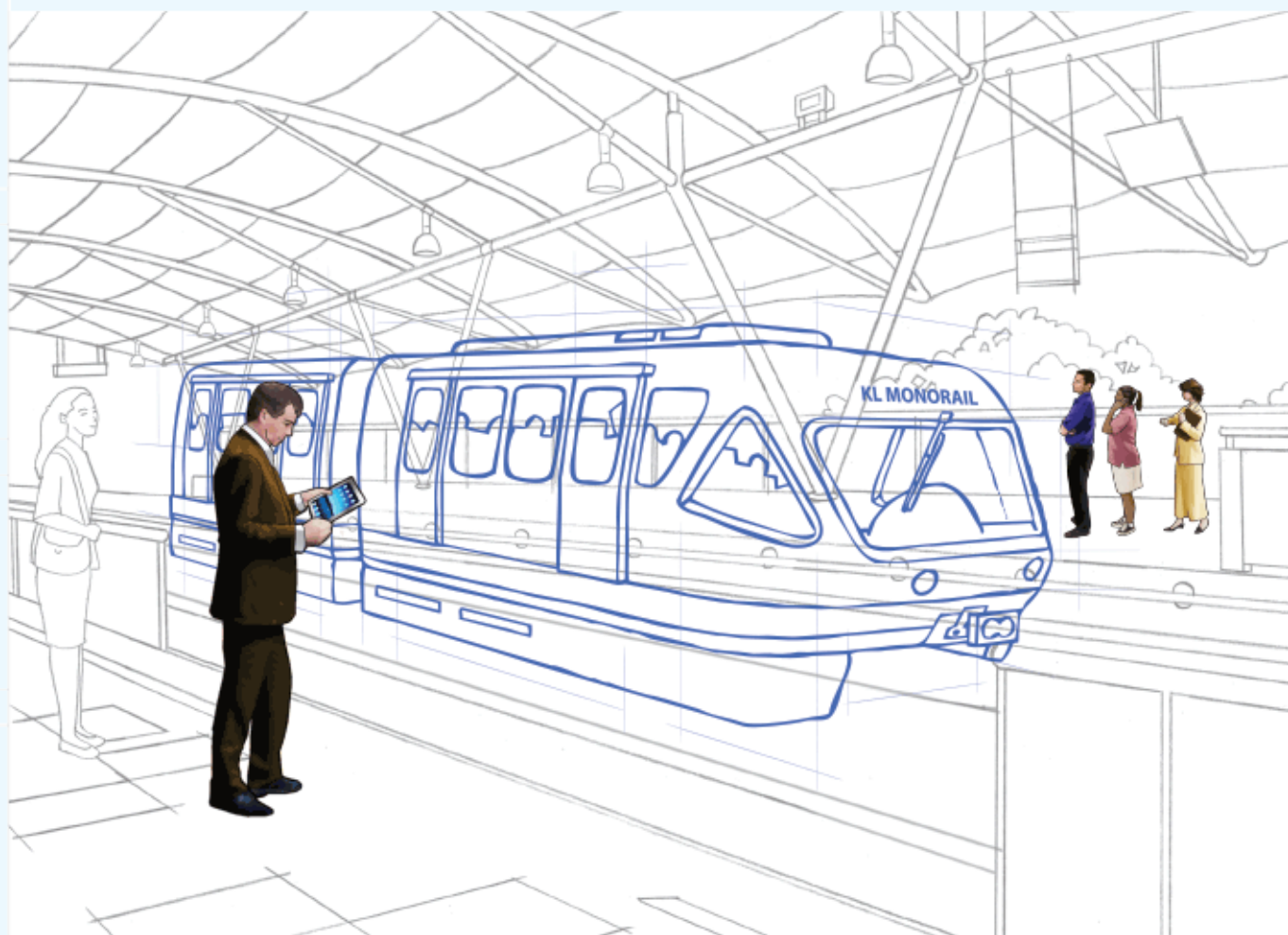
The pilot project, the Kuala Lumpur - Klang corridor, has already been earmarked for implementation under the GTP 1.0. In continuing this initiative, the GTP 2.0 will see the addition of three BRT corridors (Kuala Lumpur - Taman Melawati, Kuala Lumpur - Ampang and Kuala Lumpur - Puchong).

Corridor	Length (km)	Estimated Cost (RM)	Expected Passengers (daily)
Kuala Lumpur - Ampang (elevated)	12	672 million	69,000
Kuala Lumpur - Puchong	16	160 million	52,000
Kuala Lumpur - Melawati	12	120 million	79,000

**Table 2: New BRT Corridors in the GTP 2.0**

### Initiative: Bus stop improvement

A comprehensive labelling and indexing exercise will be undertaken to establish the minimum standard of bus stops, either through the building of new bus stops or upgrading of existing ones. The private sector will be invited to participate in this initiative. In Greater Kuala Lumpur/Klang Valley, the local authorities will be responsible for the improvements of 4,500 bus stops which is expected to cost RM109 million over the next three years.



## 2 Rail



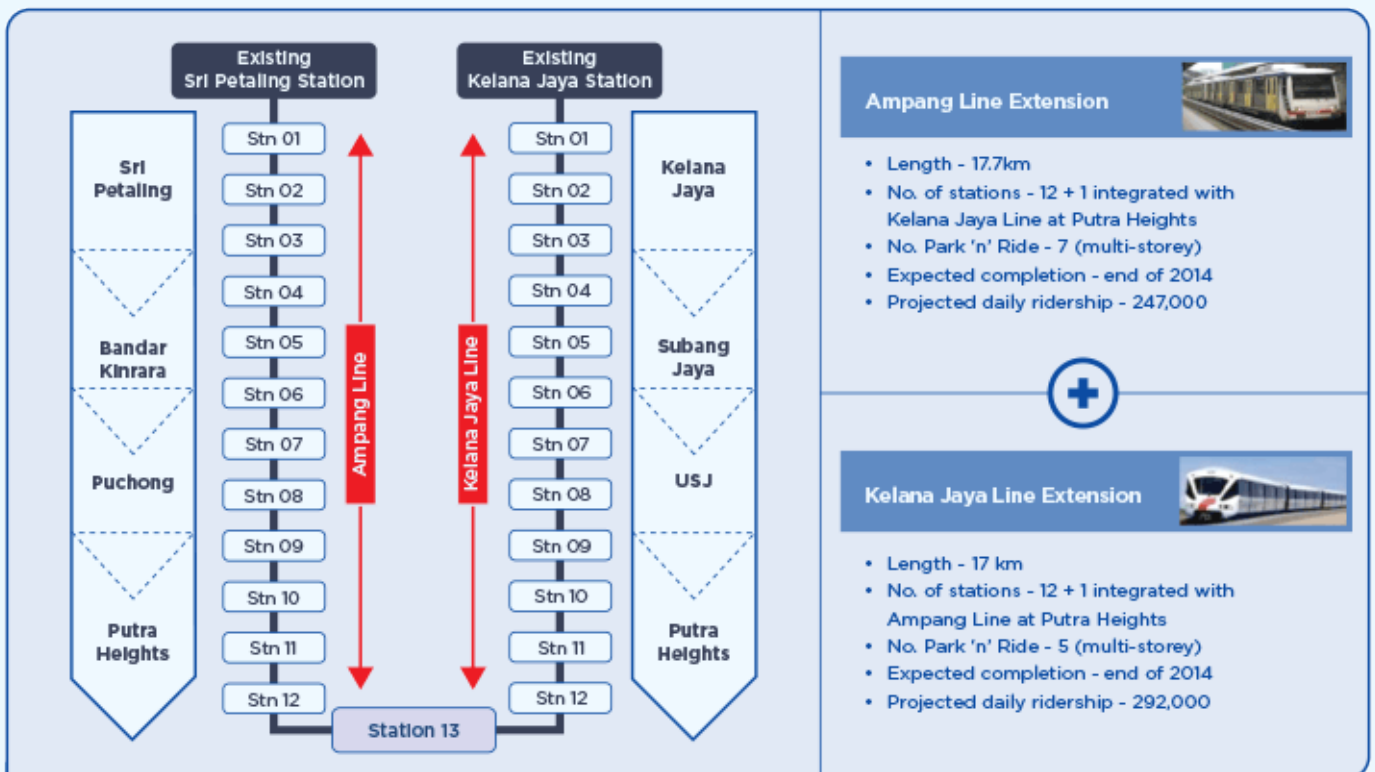
The improvement of rail services will continue to be a point of emphasis in the GTP 2.0 as it is the highest utilised mode of public transport in the country. Three major initiatives will be launched under this workstream affecting each of the systems serving the Greater Kuala Lumpur/Klang Valley area, namely the inter-city KTM Komuter trains, the inter-city RapidKL Light Rail Transit and KL Monorail.

### Initiative: KTM Komuter Enhancement

The KTM Komuter train service, which runs through the heart of the nation's capital, has been synonymous with unreliable service. Despite it being the only network carrying large volumes of commuters from large suburban neighbourhoods and satellite towns to the city centre, the service is often

inundated with cancellations, delays, breakdowns and overcrowding. The GTP 1.0 attempted to remedy the situation by procuring 38 new Six Car Set (SCS) trains for KTMB, but much needs to be done to improve its service performance and the reliability of its core systems including signalling, track

and traction power supply. The GTP 2.0 lab has identified several areas of enhancement to improve the services of the KTM Komuter. These are track rehabilitation programmes, power upgrades of KTMB's networks as well as upgrading of the communication and electrification system.



**Figure 6:** Rapid KL Line Extension Program will serve highly populated catchment areas on both Kelana Jaya Line and Ampang Line

Source: Operator data. Lab analysis

### Initiative: Kelana Jaya and Ampang LRT Line Extension Projects

This initiative will address the linkages of the the high-volume Kelana Jaya and Ampang LRT lines to other locations. The multi-billion ringgit line extension project will connect the existing Sri Petaling LRT station to the Ampang line, as well as the Kelana Jaya station on the Kelana Jaya line to Putra Heights. This will facilitate the travelling of the large

number of people living and working in the residential and commercial areas in between, such as Puchong and Bandar Kinrara. The 17.7km long Ampang line extension will see the Sri Petaling station connected to 12 new stations en route to the integrated Putra Heights station. This will be connected to another 12 new stations en route to

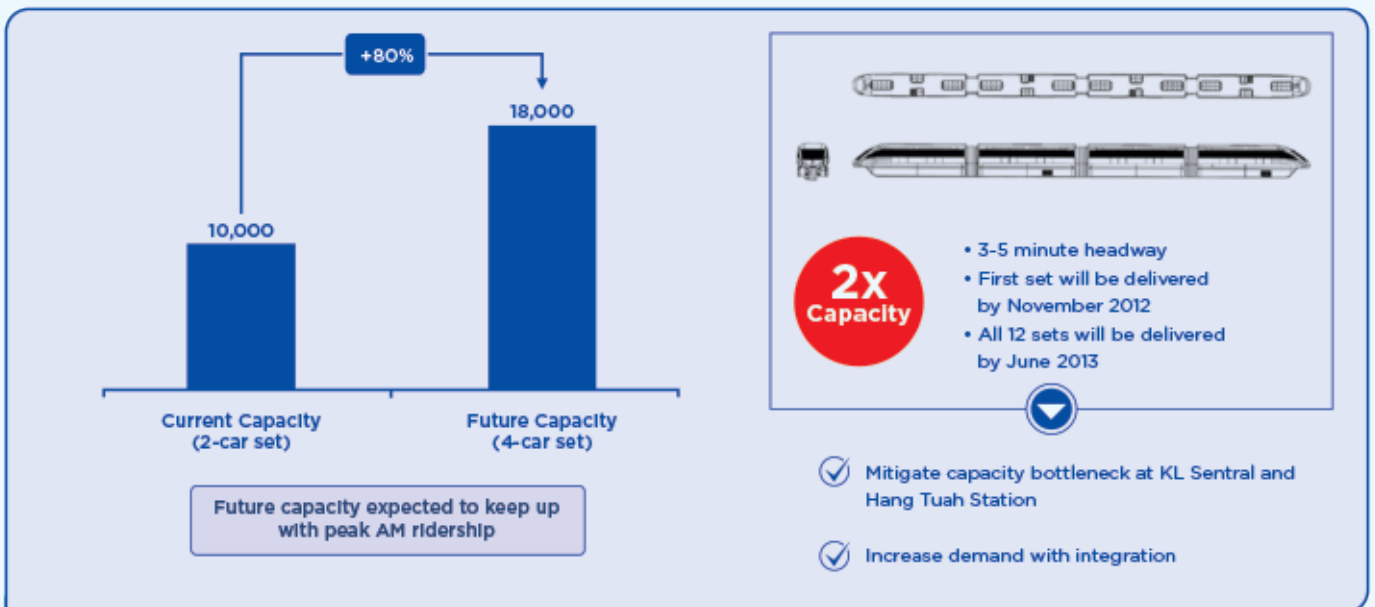
Kelana Jaya, with the 17km Kelana Jaya extension, including stations at the high density Subang Jaya and USJ districts. These line extension projects, which are expected to be completed in 2015, will see the current morning peak daily capacities of both lines increased by 100,000 commuters.

### Initiative: KL Monorail Capacity Expansion

This initiative will see the RapidKL monorail doubling its fleet capacity to reduce bottlenecking in certain stations such as Hang Tuah and KL Sentral. Twelve sets of four-car monorail trains will be put into service by June 2013. A proposal under the Urban Rail Development Plant of the Land

Public Transport Master Plan drafted by SPAD is also calling for the monorail line to be further extended by 2017. The 9km long extension will connect the Tun Sambanthan station to Taman Gembira in Jalan Klang Lama, and will pass through up to eight new monorail stations along the way. This will provide

increased accessibility to commuters there, as well as those in Bangsar, Mid Valley, and other areas currently not served by rail. This will remove the traffic congestion that builds up from the south especially along Jalan Klang Lama en route to KL Sentral.



**Figure 7: Monorail Capacity between 7AM - 9AM**

Source: Operator data, lab analysis



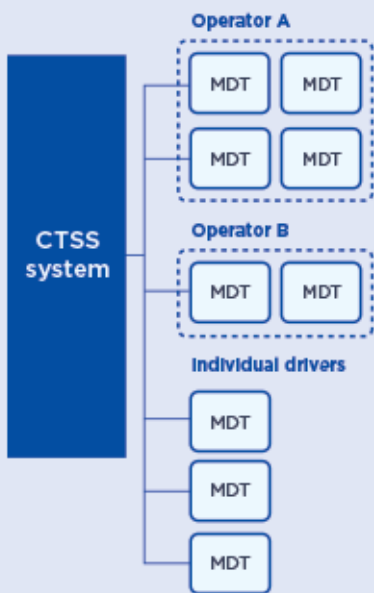
### 3 Taxi

The introduction of the Taxi workstream into the Urban Public Transport NKRA of the GTP 2.0 is aimed at improving the quality of service provided by taxis in Malaysia, especially in urban areas. In particular, the NKRA intends for Malaysian taxis to provide services that are on par with the best in other ASEAN countries. The selection of ASEAN as a yardstick is far from arbitrary as taxi services in those countries have overcome a number of challenges and hurdles in the form of licensing and vehicle standards regulation, driver training, enforcement and customer expectations.

The Taxi Transformation Plan outlined by SPAD, the regulator of the taxi industry, and the GTP 2.0 Lab benchmarked local taxi services with those in cities such as Singapore and London, and found that the primary gap was in the current business environment and a lack of enforcement and monitoring of the industry. Based on these findings, the taxi workstream proposes two initiatives aimed at bringing about a catalytic change to the industry.



**Establishment of a CTSS system to connect with all Greater KL taxis via a Mobile Data Terminal (MDT)**



**Figure 8:** Clear linkage between the vehicles with the regulator

**Initiative: Centralised Taxi Service System (CTSS)**

This comprehensive system is expected to enhance the enforcement and monitoring capabilities of the industry regulators and operators of taxi fleets. The initiative, drawn from international best practices, provides an end-to-end process from guidelines to the penalty system to an effective public communications plan. With the establishment of the Centralised Taxi Service System, adequate surveillance can be conducted to gather evidence to prosecute committed offences.

In addition to enforcement, taxi operators will also be able to leverage the increased connectivity of the current taxi fleet through the various call centres. Currently, call centres only report a 40% success rate in meeting bookings of passengers and this is largely due to a lack of economies of scale. The system is expected to reduce the number of offences related to non-meter compliance, reckless driving, operating a taxi without a valid licence and more.

**Initiative: New Taxi business model**

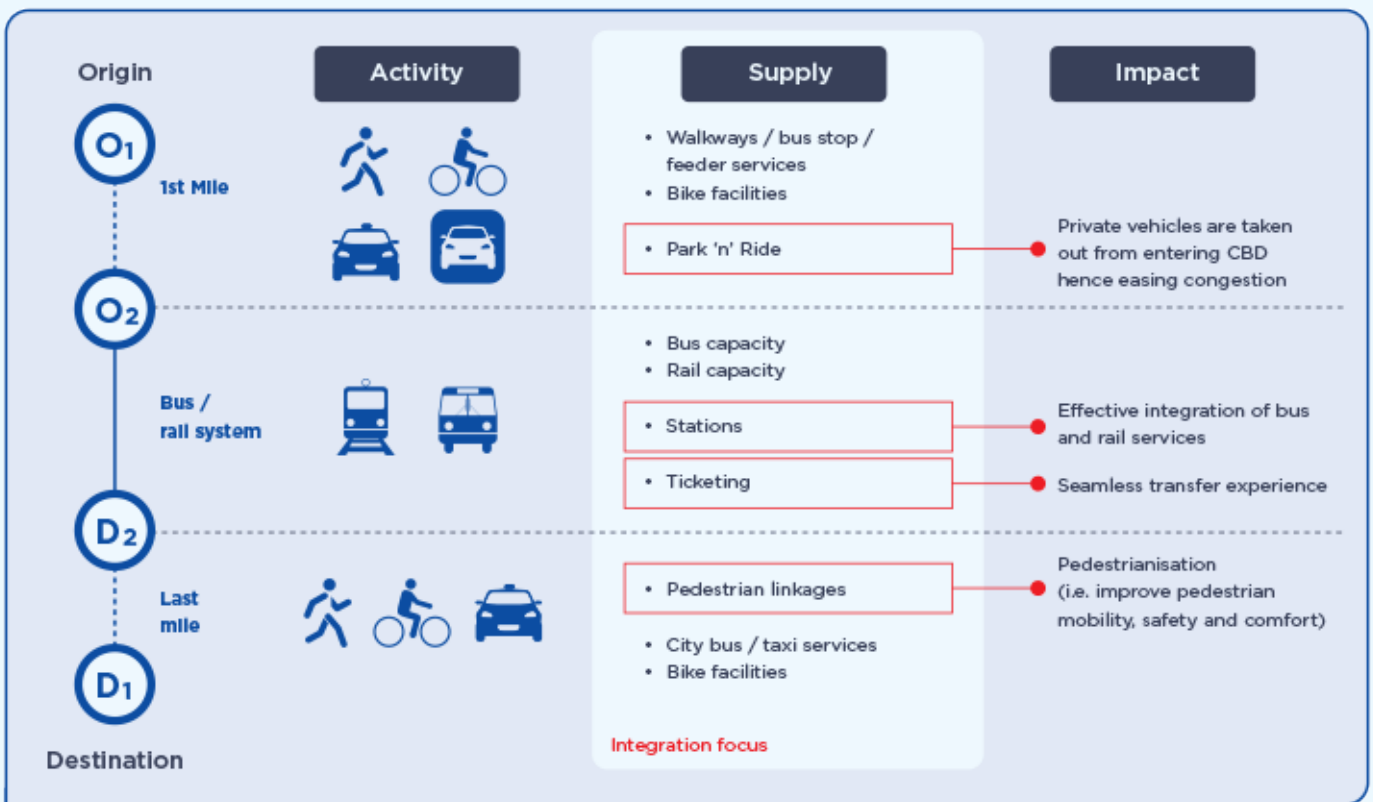
The new business model is aimed at ensuring taxi drivers take home increased earnings by reducing their operating cost, which is the root cause of their problem. Lab engagements with the taxi drivers found that their two cost pressures were vehicle maintenance and financing packages. SPAD will continue to engage with repair and maintenance

facilities in Greater Kuala Lumpur/Klang Valley to devise attractive packages that draw on economies of scale. In addition, SPAD will also conduct engagements with car manufacturers for a leasing option to reduce the amount of downpayment for car loans upon renewal of vehicle permits.

## 4 Integration



The best transport systems in the world are the ones which are the most integrated. With this in mind, the Integration workstream contains a number of initiatives that will better integrate the existing facilities. The approach emulates the movement of passengers from point of origin to destination and returning to the point of origin (first mile-last mile journey).



**Figure 9: First and last mile commuter activity**

First-mile pull factors refer to the first pull for public transport, or in other words, the means by which the commuter gets to the public transport facility by, for instance, walking, biking, or by taking a bus.

A number of initiatives will be implemented to improve the facilities that commuters will encounter in their first mile. The first of these is

the Parkway Drop-zone (PD), which aims to better integrate the existing infrastructure such as the provision of bus stops with covered walkways, pedestrian linkages for passengers to get to a station, or transit facilities for bus or taxi passengers to board trains.

PDs are similar to the “kiss-and-ride” systems that are in place in other countries. In this system,

cars are given a maximum of two minutes to pick up passengers by the roadside, which encourages car-pooling. The implementation of the PD here, however, will be tailored to incorporate rail-bus integration along major highways with high-roofed bus stops, covered walkways and linkages for pedestrians. Several existing rail stations located along major highways have been identified as suitable for

the implementation of PD. These are the Batu Tiga and Setia Jaya KTM Komuter stations, the Asia Jaya and Universiti RapidKL Light Rail Transit stations along the Federal Highway, the Kelana Jaya RapidKL Rail Transit station and Puchong KTM Komuter station along the Damansara-Puchong Highway, as well as the Serdang and Razak Mansion KTM Komuter stations along the Besraya Highway. The PDs will incorporate Park-n-Ride (PnR) facilities given their popularity. A number of public transport stations have been identified as ideal for PnR facilities to either be built or developed further.

Mid-mile attractions are actual services and capacity of the public transport

system itself. One initiative that will be implemented is Station Upgrades to cater for a greater number of commuters. Many public transport stations lack congruence between their capacity and their ridership and require immediate upgrading works. Some of these stations include the Klang, Serdang, Shah Alam, Nilai, Port Klang, Rawang, Putra, UKM, Setia Jaya, and Batu Tiga KTM Komuter stations. Automated fare collection (AFC) systems will also be integrated to provide seamless journeys for transiting passengers.

Last mile enablers refer to the provision of more facilities to ensure passengers who are already on public transport

from the first mile have increased mobility, safety and comfort. Studies show that many commuters prefer walking from their public transport station, especially in the central business district. There are a number of skywalks and pedestrian linkages in existence in Kuala Lumpur, but some suffer from poor integration between different public transport systems, lack of protection from the weather and lack comfort and safety. New skywalks and pedestrian linkages will be built under this initiative to provide greater integration between public transport systems. These have been identified as the Pudu Sentral Skywalk, the Bandaraya Skywalk and the Wangsawalk pedestrian linkage.



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## 5 Travel Demand Management

Under this initiative, the GTP 2.0 aims to encourage the use of public transport over private vehicles through the following two measures:



### Initiative: Parking Control and Management

A staggering three million cars enter Kuala Lumpur city centre daily, causing congestion as a result of over-capacity. The Parking Control and Management initiative will review the city hall's on- and off-street parking rates in the Kuala Lumpur city centre ensuring a

more competitive rate; reducing the number of parking bays within 200m of transit stations and to convert these spaces for public use such as effective pedestrian walkways; and the overall strengthening of parking enforcement within the central business district.

These measures are necessary and will indirectly encourage the use of public transport. It is expected that some 40,000 new public transport users will be introduced per month under this initiative.

### Initiative: Journey Planner

A journey planner provides travel information across all public transport operators, with a set of travel options for current and future users. This will give commuters the opportunity to plan their journey based on fastest routes, routes with the least amount of interchanges and routes which require minimum walking. This initiative will be done through three stages, the first

by setting up an integrated one-stop journey planner across all modes by providing static information such as routes, travel fare and schedule/ timetable from the beginning of the proposed journey to the destination. The second stage will provide users with travel options by identifying their travel needs with dynamic information – the fastest routes, least amount of

interchanges and routes which require minimum walking. The last stage will see the offering of the journey planner on smart phones. The first stage is expected to be completed by 2013, while the enhancement of the journey planner will be delivered throughout 2014 and 2015. SPAD will be the project owner of this initiative.

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## UPT Enabling Projects

The GTP 2.0 has identified the following areas as enablers for the Urban Public Transport initiatives:

### 1. Fare Review

All Greater Kuala Lumpur/Klang Valley public transport fares will be reviewed to ensure that they are commercially sustainable.

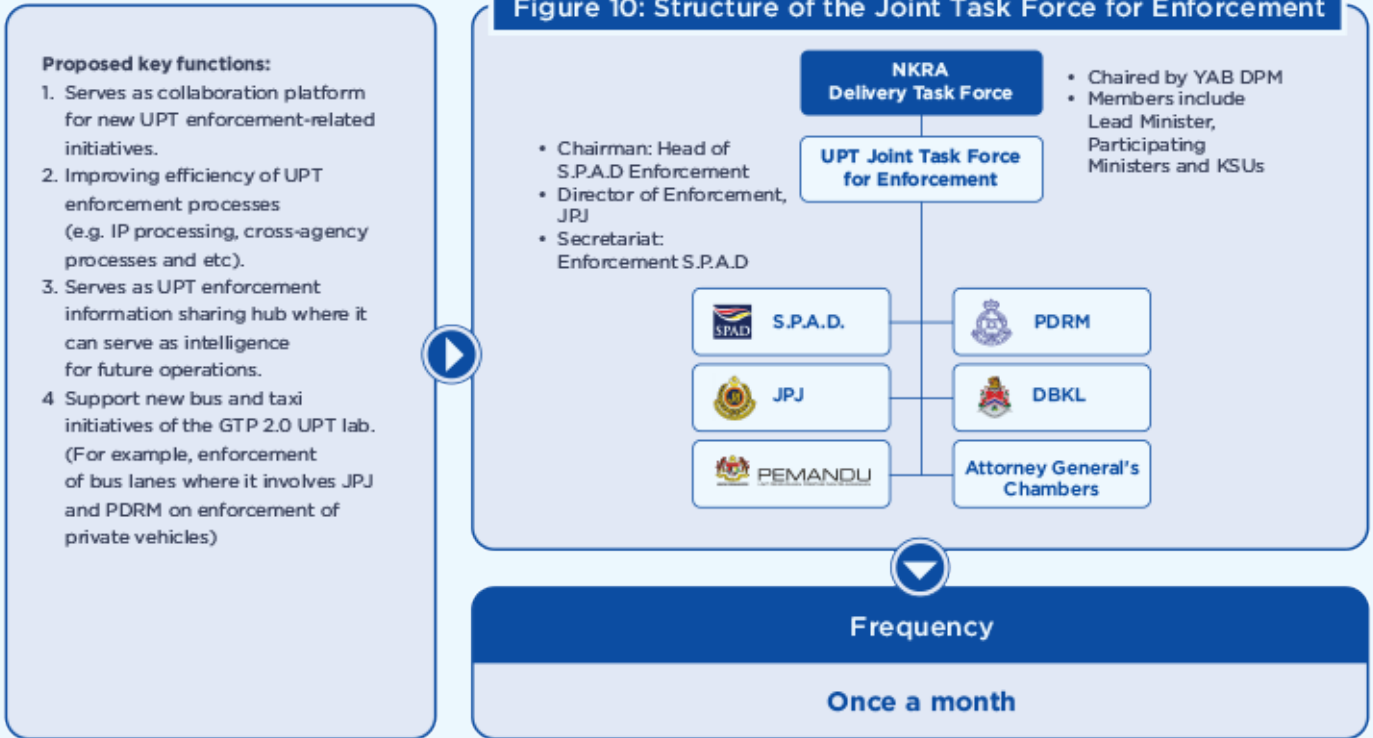
### 2. Driver's Academy and Enhancement Programme

To resolve the issue of a lack of bus drivers, a task force will be set up to look into the implementation of a holistic plan that will include the establishment of an academy to recruit and train more certified drivers. This will be followed by a programme to chart the drivers' career progression based on performance with salary increments, promotions and other benefits and perks.

### 3. Joint Task Force for Enforcement

Enforcement has always been key to improving the public transport system and hence, has been a focus area under the Urban Public Transport NKRA. However, a lack of resources has hindered the effectiveness of any enforcement initiative. To resolve this, a Enforcement Task Force will be set up to address the shortage.

**Figure 10: Structure of the Joint Task Force for Enforcement**



**4. Watching Brief for Regional Cities and Corridors’ Public Transport initiatives**

A “watching brief” mechanism will be established jointly by SPAD and PEMANDU to prioritise the areas of improvement for public transportation in Penang, Kuantan, Kuching, Kota Kinabalu and Iskandar Malaysia. The results of this effort will be incorporated into SPAD’s Regional Masterplan.

**5. Greater Kuala Lumpur Business Revitalisation and Car-free Zone**

To further enhance the attractiveness of Greater Kuala Lumpur and to support the use of public transport in the city, a Business Revitalisation Zone or a Car-free Zone has been proposed in locations with high concentrations of traffic and pedestrian movement. This is aimed at discouraging the use of private vehicles and at the same time, to encourage the public to discover the joys of walking within places of interest.



# Summary of Initiatives

## Buses



- Enhance Greater Kuala Lumpur's stage bus network
- Rationalise number of operators on overlapping routes and set up Inter Urban Transport Terminals to service Greater KL
- Set up city bus service within Central Business District (CBD) to service the commercial district
- Reorganise and improve stage bus network and feeder bus system
- Increase number of stage bus drivers and improve monitoring and enforcement of bus lanes
- Expand bus rapid transit programme to provide faster inter-city commute
- Improve bus stop facilities to encourage bus usage

## Rail



- Enhance KTM Komuter service by improving service performance and reliability of core systems such as signalling, track and traction power supply
- Extend the Kelana Jaya and Ampang LRT lines by linking them to other areas to boost carrying capacity by 100,000 commuters
- Expand the Kuala Lumpur monorail system to increase its ridership capacity and create links to other locations not serviced by rail presently

## Taxi



- Create a Centralised Taxi Service System (CTSS) to enhance enforcement, monitoring and to increase connectivity between operators to improve booking system
- Create new taxi model to increase the earnings of drivers by relieving pressure on maintenance and financing costs

# Integration



- Addresses the passenger experience from the first to last mile
- Create parkway drop-zones to better integrate existing facilities with pedestrian infrastructure
- Drop-zone to focus on facilitating integration between bus and rail services
- Upgrade stations to address the "mid-mile" issue by increasing station capacity and automated fare collection
- Develop more pedestrian walkways and bridges to address the "last mile" issue, encouraging more commuters to use public transport

# Travel Demand



## Management

- Develop better parking control and management systems to discourage commuters from travelling to the city using cars and to use public transport instead
- Put in place a journey planner allowing commuters to plan their journeys based on their needs, i.e. fastest routes, routes with the least amount of interchange, etc.

# Enabling Projects



- Fare review to ensure commercial sustainability
- Increase the number of bus drivers by starting a Driver's Academy and enhancement to their career package
- Develop an enhancement joint task force that will solicit help from various bodies to tackle the public transport problem
- Develop a "watching brief" to identify and prioritise areas of improvement nationwide
- Develop a Business Revitalisation or Car Free Zones in Greater Kuala Lumpur to discourage the use of private vehicles

# Urban Public Transport in the Corridors & Cities Transformation Programme



The Government recognises that a well-developed transport system throughout the country is an essential component in becoming a high income nation by 2020, and has thus invested in other development programmes aside from the GTP.

The GTP's focus on improving Urban Public Transport (UPT) in the Greater KL/Klang Valley should not be construed to suggest that the Government deems transport elsewhere unimportant. On the contrary, the Government has shown significant consideration of other urban areas to commiserate with the needs of each respective locale.

The GTP's focus on improving the public transport system within the Greater KL/

Klang Valley is to primarily ensure that the transport issue does not become an endemic problem in the near-term. It is with this in mind, the methodology adopted by the UPT NKRA emphasised on big fast results, i.e. immediate and impactful solutions for the rakyat. As such, the Klang Valley was the ideal regional candidate to kickstart these initiatives. The UPT NKRA works within the view of the three horizons of the GTP, which is from 2010 - 2012, 2013 - 2015, and finally from 2016 onwards to achieving Vision 2020.

In the middle to longer term, where transport is an equally important but less time sensitive agenda, the Government has implemented plans that are just as ambitious albeit executed over a longer time frame. In

the Greater KL/Klang Valley area, there is, under the Economic Transformation Programme, the Greater KL NKEA oversees the implementation of the Mass Rapid Transit (MRT) project. There are also plans aligned with the five developmental corridors covering the entire nation, which target to raise gross national income (GNI) by a cumulative RM176 billion. The corridors are:

- **the East Coast Economic Region (ECER)**
- **Iskandar Malaysia**
- **the Northern Corridor Economic Region (NCER)**
- **the Sarawak Corridor of Renewable Energy (SCORE)**
- **the Sabah Development Corridor (SDC)**

In each case, PEMANDU adopted a similar methodology to address the specific issues and challenges each region may potentially face in the areas of public transport. Labs similar to the ones held for the UPT NKRA and Greater KL NKEA were used in collaboration with corridor stakeholders that looked at two separate issues: the economic development of the corridor and livability-related issues in the main city.

The overarching theme of the lab process was “Making the Most”,

which involved focusing on existing programmes and existing initiatives to enhance and improve them. The labs therefore focused on fast-tracking and problem-solving existing programmes belonging to the Corridor itself, the State, the 10th Malaysia Plan and the Economic Transformation Programme.

The focus on the economic corridors ensured that the primary economic and growth centres throughout the country are targeted, thereby benefiting the greatest number of population possible. This holistic development plan also

ensures that every community within the individual corridor will benefit from having a well developed urban public transport system.

The corridor’s master plan was also tailored to ensure that each corridor’s economic activities will complement each all other corridors to ensure there is minimal overlap and to maximise production efficiency. A robust transport system will therefore help these corridors achieve these goals, and is therefore a priority for the Government.

## 1 ECER

The ECER lab identified 10 infrastructure and transportation projects within the ECER corridor region, which help raise economic productivity and contributing to the RM176 billion increase in GNI by 2020. The key economic areas identified in ECER include agriculture, manufacturing, oil and gas, and tourism.

Transport infrastructure is extremely crucial for these key industries, and greater road, rail, air and maritime connectivity will greatly enhance commerce within ECER and with the rest of Peninsular Malaysia. It will also help encourage greater investment in the region, particularly given the strong interest in the region’s petrochemical resources and facilities.

The development plan also pays greater emphasis on key result areas in the city of Kuantan, which is the most populous city in ECER. Though traffic volume in Kuantan has not reached Klang Valley levels, it is becoming evident that the city will benefit greatly from enhanced transport infrastructure. This point is especially clear in light of the importance of the Kuantan port for the import and export of industrial goods.

The Corridors and City development has several transport projects in ECER including developing roads for better access to Kuantan Port and the planned Kuantan Port City. New roads will also be constructed to facilitate easier access to tourism hotspots such as



Mersing and Kampung Peta in Taman Negara Endau-Rompin, as well as a new bridge at Bukit Kuang to ease traffic congestion in the Kemaman area.



## 2 Iskandar Malaysia

The Iskandar Malaysia corridor is located on the southern tip of Peninsular Malaysia, and is contained almost entirely within the state of Johor. Iskandar Malaysia faces a critical situation so far as its transport is concerned because of congestion along its major routes: Johor Bahru – Singapore, Johor Bahru – Kulai, Johor Bahru – Pasir Gudang and Johor Bahru – Ulu Tiram.

In order to enhance the existing transport system, a number of initiatives such as the expansion and improvement of the bus service networks is in place. Along with new routes and upgrades to facilities such as bus stops, the plan also

sees the implementation of a bus rapid transit system on high-density routes, similar to the ones planned for the Klang Valley.

Meanwhile, bus terminals will also be rehabilitated, while roads will be upgraded to ensure safer and more efficient travel. Iskandar will also reform the taxi system to address the level of customer service and to improve response time under the rubric of the Demand Responsive Transit service.

The lab also studied traffic bottlenecks in Iskandar, and several road upgrades have been identified that will help relieve traffic in congested areas. But



road travel alone will not cater for future growth, and hence a light rail system has been proposed for the city centre, as well as the development of a commuter rail service system.



## 3 NCER

Transport projects in NCER will not only focus on commuting persons and payload, but will also place special emphasis on logistics to take advantage of region's manufacturing capabilities. For example, the NCER logistics plan calls for the development of an automotive logistics hub, which will enhance the construction and distribution of small and medium car manufacturers in the region.

As with the ECER corridor, the consultation with the NCER stakeholders identified the region's key economic activities and tailored various initiatives, including transport, to enhance these existing activities. The

activities identified in NCER include agriculture, manufacturing, transport and logistics, and tourism.

A total of 35 projects have been identified for NCER, and will raise annual GNI to RM17.45 billion in 2020. In addition to the automotive hub mentioned above, other transport-related initiatives identified for NCER include dredging of the North Channel of the Penang Port to allow larger vessels to call to port.

Finally, the Greater Georgetown area will also see extensive upgrades to its public transport system similar to initiatives in the Klang Valley such as



the implementation of integrated public transport hubs, and the upgrade and expansion of existing facilities.

The goal here is to turn Georgetown into a world class city, which is only possible with the right public transport infrastructure in place.



## 4 SCORE

The goal of the development of the New Economic Model is to create a high-income, inclusive and sustainable economy including the East Malaysian state of Sarawak. Though the Economic Transformation Programme and Government Transformation Programme are already working to improve and enhance the economy and living standards there, but a greater engine of growth is required to further boost industrialisation there.

This is where SCORE, a 20-year long plan that is aligned with the state's overall development plan, comes in. The Sarawak Corridors and Cities transformation programme aims to ensure that SCORE's development is equally distributed throughout the state, and to ensure that economic development is balanced. The three

key economic areas in the SCORE corridor that will be targeted in the transformation plan are Samalaju, Tanjung Manis and Mukah.

Although Sarawak has embarked on industrialisation plans as early as the 1980s, much of the development has taken place in scattered zones that require greater connectivity through an efficient transport network. Furthermore, with the state poised for growth, the city of Greater Kuching needs to prepare itself for an influx of residents and thus the plan calls for the laying down of a foundation for public transport.

For the present moment, the plan is to enhance the Greater Kuching public transport system by establishing bus right of ways, and to improve the



governance and organisation of the public transport system. The city of Greater Miri will also see enhancements of its public transportation system, with the goal of raising its modal share to 25% by 2015.



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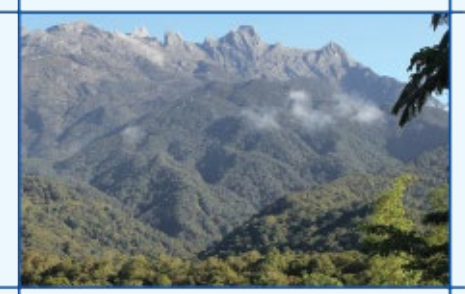
## 5 SDC

The goal of the SDC is to accelerate economic growth in the state of Sabah in East Malaysia. As with Sarawak, there is a need to greatly boost the level of physical infrastructure in Sabah, which includes the establishment of transport networks and routes. For instance, the poor levels of overland connectivity of population centres have resulted in a heavy reliance on sea transport for the movement of intra-state cargo.

This has hampered the development of the logistics industry in Sabah, which has been identified as one of the key economic areas under focus. Others include agriculture, education, manufacturing, oil and gas, palm oil and tourism.

As with urban city centres in the country, the growth of public transport has not kept up with population growth leading to under-capacities and congested facilities. The goal of the plan is to increase public transport modality to 25%, which will create new jobs in the industry at the same time. A bus rapid transit system similar to the one in the Klang Valley has also been proposed by constructing better facilities and purchasing new buses.

Finally, there will be a transport hub development in Tanjung Aru within the city of Greater Kota Kinabalu will establish a new 36km rail line, which will also act as a catalyst for the expansion of other routes. This will in turn be a tourism boost for the state.



There will also be transport upgrades implemented for areas outside of Greater Kota Kinabalu, such as access to low-cost housing areas for illegal immigrants on Pulau Gaya thereby freeing up the island for tourism development.



**ENSURING  
PERFORMANCE  
NOW**

# OVERVIEW

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

In the first horizon of the transformation plan or the GTP

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

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

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

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

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

# The GTP 2.0 Governance Structure

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

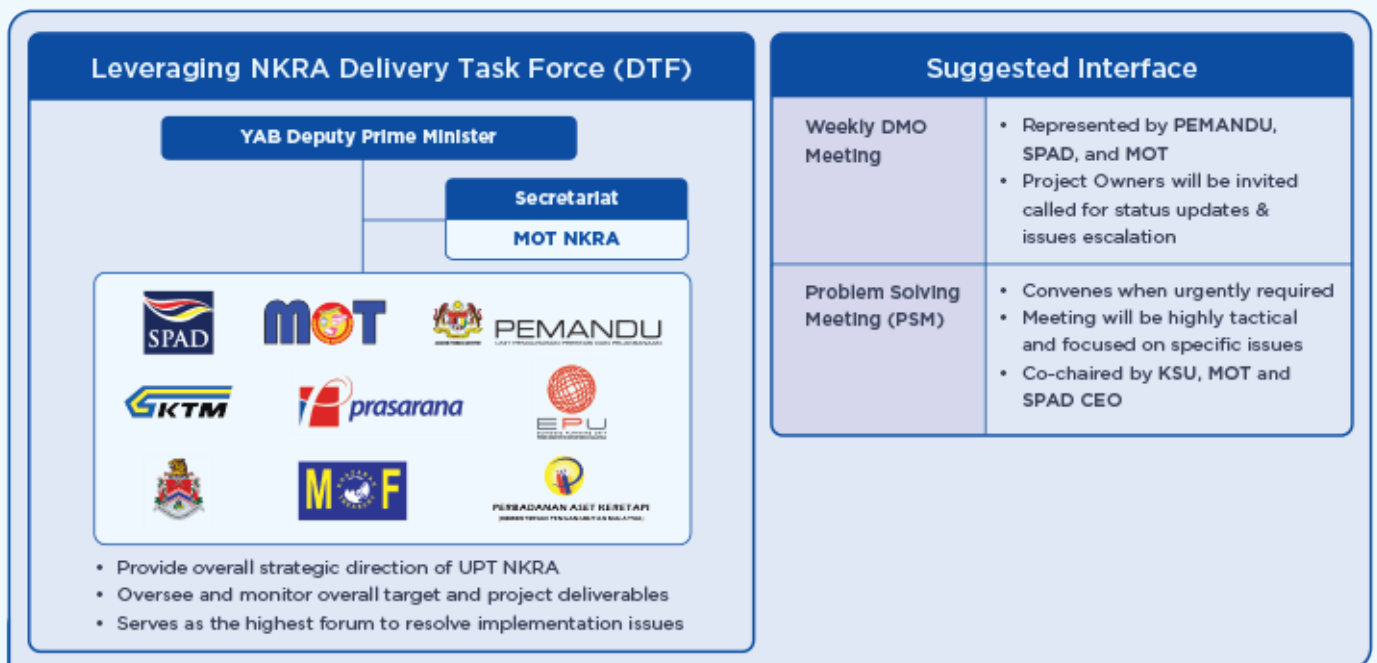
- To strengthen performance management across all levels of government, by cascading down the use of KPIs to all civil servants and implementing differentiated performance-based rewards and consequences.
- Raising the government capacities, including instituting structured professional development and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

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

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

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

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



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

## PEMANDU to Accelerate Delivery

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

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

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

In terms of performance management and reporting, PEMANDU will:

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

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

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





**MINISTERIAL  
KEY RESULT  
AREAS**

## Ministerial Key Result Areas

The Ministerial Key Result Areas (MKRA) play a crucial role in reinforcing the seven NKRA, creating an integrated approach towards the achievement of GTP goals and an accountability tool enabling the rakyat to gauge

the performance of the respective Ministries. Comprising key functional areas that fall under the scope of each ministry, the MKRAs are directed at improving the rakyat's well-being and are closely aligned to the GTP's focus

of improving public service delivery. The MKRAs also work to address issues that existing NKRA do not cover, thus ensuring comprehensive and efficient implementation of the GTP.

## Accountability First

The MKRAs have been part and parcel of the GTP from the very beginning. The idea of implementing key performance markers for Cabinet Ministers came from the Prime Minister himself, who incorporated the use of rigorous key performance indicators and key result areas to transform the performance culture at the highest level of government.

Each MKRA is supplemented with the Ministerial Key Performance Indicators (MKPIs), to measure the success of the MKRAs. In turn, these MKPIs, used to make up a Minister's scorecard to be reviewed by the Prime Minister, represent key deliverables which each minister is accountable for in any particular year. These scorecards follow a weightage system used to evaluate ministerial performance.

In implementing this change, the PM required all Ministers define their MKRAs and MKPIs within the first 30 days of their appointments. Lastly, the PM appointed a Minister in his department

to oversee their performance against their set MKPIs, and would personally review the progress of all Ministers every six months.

The PM is set to continue this robust inspection of the performance of his Ministers in the GTP 2.0, which, given the rapidly expiring timeline before

the 2020 date, is more important than before. The guidelines that were issued to the Ministers (see table above) will continue to form the foundation of the MKPI system.

### Broad guidelines for setting MKPIs

1. Anchor on national agenda and rakyat priorities, leverage on KSU KPIs
2. Focus on 2 to 4 most critical outcomes
3. Ensure KPIs reflect outcomes and impact, not inputs or activities
4. Make each KPI simple and understandable
5. Ensure KPIs are specific and measurable
6. Establish clear targets, timelines and trajectories for each KPI
7. Establish short (4-6 months), medium (9-24 months) and long (5 years) term outcomes
8. Formulate delivery implementation plan
9. Designate single point of accountability, but collaborate for delivery of outcomes
10. Set and manage the right expectations

Table 1: Guidelines for setting MKPIs

# Catalyst for Transformation

At the heart of the MKRAs is the aspiration of transforming the internal and structural workings of government bureaucracy into one that is people-centric and result-oriented. In essence, the initiative embodies the spirit of 1Malaysia, People First, Performance Now.

As such, under the GTP 1.0, this initiative and the MKPIs targeted higher benchmarks as each year progressed, urging Ministers and Ministries alike to constantly strive for better outcomes. The first horizon of the GTP also saw continued fine-tuning to the MKRA initiative, in a bid to achieve the ultimate goal of improving the efficiency and quality of government services.

Towards the end of GTP, the MKRA effort has now been refined to ensure more KPIs were result-oriented versus bring process-driven.

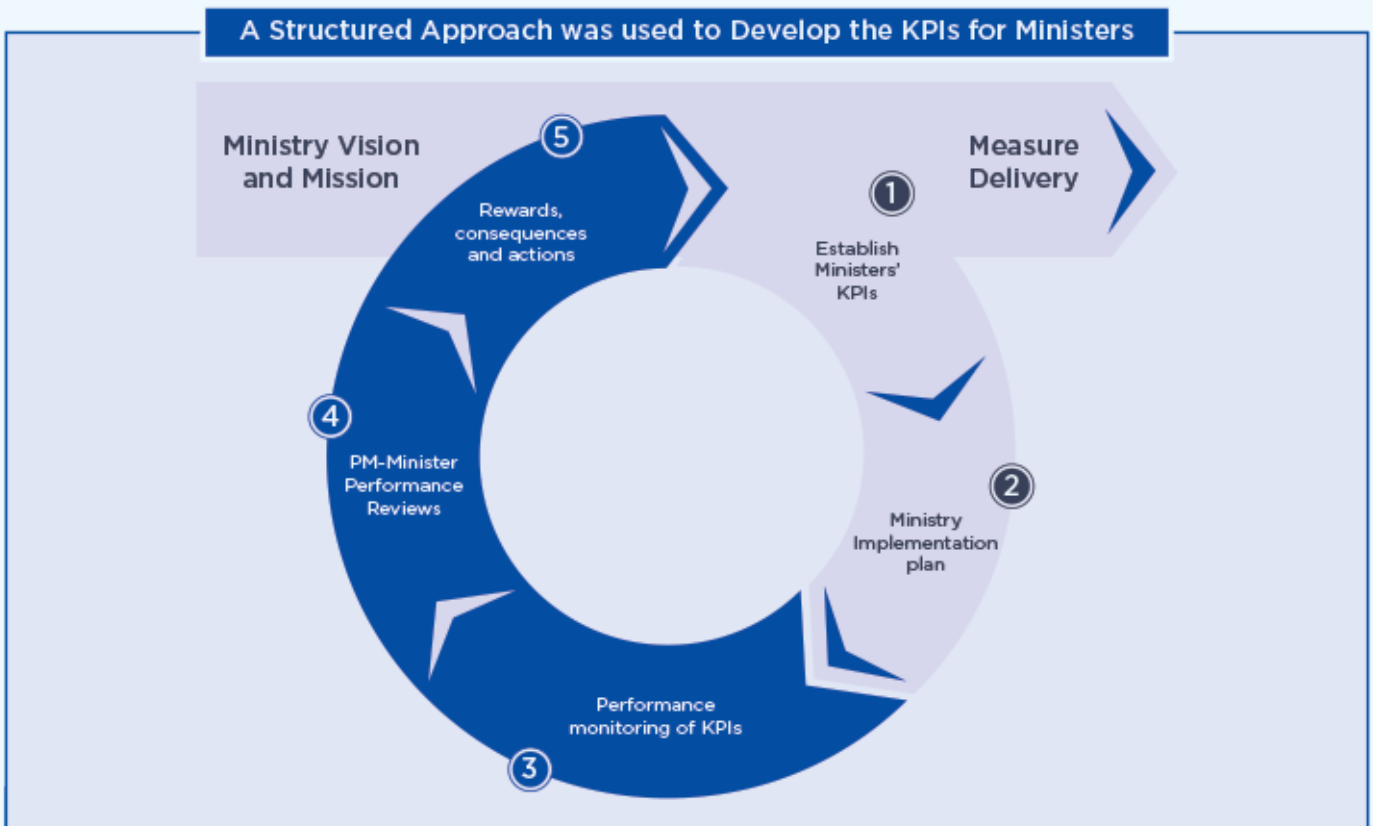
Additionally, all ministers now have MKRA components in their scorecards, while National Key Economic Area KPIs have also been incorporated into the scorecards. Furthermore, scorecards also include additional KPIs from the implementation of the Strategic Reform Initiatives. The development of MKPIs follows a standard format adopted across all Ministries; comprising the following key components:

- Key Result Areas developed based on a ministry’s vision and mission
- MKPIs, which are outcome-oriented

and address the rakyat’s needs

- KPI targets which must be Bold, Stretched and deliver results Fast
- Identification of interdependencies between Ministries and touch points. For example, how each MKPI positively impacts the country and the rakyat

The respective Ministers are held ultimately accountable for the implementation and success of their MKRAs; while dedicated KPI officers are tasked with monitoring the progress of the MKPIs. These officers provide updates on MKPI developments and issues to the respective ministers and PEMANDU.



**Figure 1: Process of developing MKPIs**

## The GTP 2.0: Strengthening Performance and Accountability

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In order to encourage ownership and greater accountability of their responsibilities, each minister is responsible for the development of their respective MKRAs and delivery of MKPIs. Moving forward, to foster a spirit of continued improvement, ministers will continue to be reviewed twice-yearly based on their respective scorecards.

The Prime Minister will also continue to support Ministers' endeavours to attain

excellence by outlining areas which can be improved, or highlighting areas which can be addressed before the next review sessions.

As a key initiative in maintaining ministerial commitment, accountability and ownership of their responsibilities, the MKRA effort will remain as an important benchmark, not just to evaluate Ministers' performance but to drive Ministries to aim higher in delivering efficient and effective

service to the rakyat. Through the MKRA initiative, 1Malaysia, People First, Performance Now is more than just a tagline, but a tangible yardstick on which the rakyat can rely to expect first-rate service from the Government.

# TRANSFORMING MALAYSIA

## Transforming Malaysia

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Malaysia is at a crossroads. Despite the economic and socio-political achievements of the country since Merdeka, there is a very real risk that the country must change if it is to reach its lofty goals of Vision 2020 or otherwise remain stagnant, similar to what it is today. The Government recognised this risk three years ago

and thus implemented the Government Transformation Programme (GTP), which aims to fundamentally transform the country into a high-performing nation.

The initiatives of the GTP aim at ambitious goals, but these ambitions are not borne out of unwarranted idealism

or hopeful aspirations. Neither are they pie in the sky political machinations designed to placate the rakyat, but are ambitions borne out of necessity – out of a clear and present danger that the dreams of Vision 2020 may slip away from our grasp. The GTP, from this context, is crucially important.

## The Roadmap

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The GTP Roadmap 2.0 is similar to the first roadmap, which lays out the bold and unprecedented programme to transform government. The contents of this roadmap have been developed in partnership with all stakeholders, be they from government or the private sector because the days of ‘Government knows best’ are over. The government recognises that there are pragmatic

considerations and areas of expertise that must come from non-government sources, and they have been duly considered in the production of this document.

This roadmap serves as a performance contract between the government and the rakyat, and serves as a benchmark to determine the success of the

transformational plan. The targets are ambitious, but are necessarily so if Malaysia is to remain on track for achieving Vision 2020. They are also very necessary in building public trust in the GTP, which is why the government is absolutely committed to delivering the changes contained in this document despite the challenges that will crop up.

## The GTP 1.0 (2010 - 2012): Transforming the Government

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Transformation is difficult, and even more so when the various stakeholders – in this case, all Malaysians – are not entirely convinced of the merits of the plan. In order to marshal the rakyat together behind this cause, the Government realised that it had to lead the charge and itself be transformed in order to better serve the rakyat, and to set an example for the transformation that needs to happen in this country.

Thus, the first three years have seen numerous initiatives implemented on all levels of government in various

sectors of governance that the GTP has termed the National Key Result Areas. The GTP 1.0 saw the Government take a long, hard look at its own practices, and prescribed aggressive remedies and changes to manifest a self-transformation. As the NKRA chapters have shown, the great majority of these initiatives have enjoyed much success.

But the work is not complete. The transformation process thus far has mostly been guided by the theme of reform in hopes that by reforming, the country will meet its true potential. The

GTP has made progress towards that, but Vision 2020 requires that we not only meet our potential, but that we raise the very bar of potential itself. In other words, Vision 2020 can only be a reality if we are able to take Malaysia – the Government and everyone else therein – to the next level, and this is the ultimate goal of the GTP.

## The GTP 2.0 (2013 - 2015): Enhancing the Transformation

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The first phase of the GTP is complete. Over the next three years, the Government will implement the second phase, also known as the GTP 2.0. At this stage, the Government is looking to further deepen and broaden the transformation already begun in the GTP 1.0 by expanding the scope of earlier initiatives and introducing new ones to address obstacles identified in the first phase.

The Government is also looking for greater buy-in from the private sector in the GTP 2.0, and has thus focused on a number of initiatives that will require the cooperation of corporates and other non-governmental organisations. The GTP 2.0 will also address some of the shortfalls of the GTP 1.0 and to further expand existing initiatives to catalyse a holistic transformation of the civil service.

In so doing, the GTP 2.0 will lay the foundation upon which the GTP 3.0 – the third phase of the GTP that aims to bring the country to the next level – can be built. By the end of the GTP 2.0, all Malaysians will enjoy equitable levels of service and infrastructure, leakages in government will be plugged, and the civil service transformed to be more responsive and dedicated. Such are the hopes of the Government.

## The GTP 3.0 (2016 - 2020): The Final Hurdle

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The final phase of the transformation will see Malaysia taken to the next level. It is still too soon to say what will be contained in this third horizon, but the Government envisions initiatives that focus on innovation that are rakyat-centric. With a strong foundation established in the first two phases of GTP, the hope here is that the rakyat have developed sufficient confidence

in the plan and will participate in the transformation process.

Vision 2020 is a plan for all Malaysians, and while the Government will ensure that each and every Malaysian regardless of race and background will be given every advantage possible, it will also be up to each individual to seize those opportunities as they arise.

The GTP is, by design, a plan for all Malaysians. It is a process that we must undergo together – in trust and in spirit – if it is to come to fruition. There will be disputes and challenges along the way, but the Government is committed in seeing the plan through all the way, and the hope is that other Malaysians will feel the same.





# APPENDIX

## Acknowledgements

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The production of the GTP Roadmap 2.0 was made possible through the collective effort, support and commitment of various public and private sector entities, and individuals. The Government of Malaysia would like to express its appreciation to the participating bodies and persons who have helped lay out the blueprint for

the second horizon of the GTP, which will bring the country ever closer to reaching its goal of becoming a high-income nation.

Though it would be practically impossible to acknowledge the many agencies, organisations and entities that have contributed to the production

of this document, the Government nevertheless would like to make a special mention of the following organisations. Their contributions have ensured that the GTP Roadmap 2.0 is as robust and rakyat-centric as possible.

### Reducing Crime

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- Attorney General's Chambers (AGC)
- Chief Registrar's Office, Federal Courts of Malaysia
- Department of National Unity and Integration (JPNIN)
- Federal Department of Town and Country Planning
- Immigration Department of Malaysia
- Kuala Lumpur City Hall (DBKL)
- Legal Affairs Division (BHEUU)
- Malaysian Crime Prevention Foundation (MCPF)
- Malaysia Civil Defence Department
- Ministry of Finance (MoF)
- Ministry of Health (MoH)
- Ministry of Home Affairs (MoHA)
- Ministry of Housing and Local Government (KPKT)
- Ministry of Information, Communications and Culture
- Ministry of Youth and Sports (KBS)
- National Anti-Drug Agency (AADK)
- People's Volunteer Corps (RELA)
- Prisons Department of Malaysia
- Public Service Department of Malaysia (JPA)
- Royal Malaysian Customs Department
- Royal Malaysian Police Force (PDRM)
- Sarawak State Government

### Fighting Corruption

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- Attorney General's Chambers (AGC)
- Bursa Malaysia Berhad
- Central Bank of Malaysia (BNM)
- Companies Commission of Malaysia (SSM)
- Immigration Department of Malaysia
- Malaysian Administrative Modernisation and Management Planning Unit (MAMPU)
- Malaysian Anti-Corruption Commission (MACC)
- Malaysian Institute of Integrity (IIM)
- Malaysian Bar
- Ministry of Finance (MoF)
- National Audit Department
- Public Private Partnership Unit (UKAS)
- Public Works Department (JKR)
- Registrar of Societies (RoS)
- Securities Commission Malaysia
- Socio-Economic Research Centre (SERC)

### Assuring Quality Education

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- Agensi Inovasi Malaysia (AIM)
- Aminuddin Baki Institute
- Arise Asia Sdn. Bhd.
- Department of National Unity and Integration
- Department of Social Welfare
- Early Childhood Care & Education (ECCE) Council
- Jabatan Kemajuan Masyarakat (KEMAS), Ministry of Rural and Regional Development
- LeapEd Service Sdn. Bhd.
- McKinsey & Company
- Ministry of Education (MoE)
- Ministry of Finance (MoF)
- Pricewaterhouse Coopers Malaysia
- Public Service Department (JPA)
- SEGi University College
- TalentCorp Malaysia
- YTL Corporation
- Yayasan AMIR

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## Raising Living Standards of Low Income Households

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- Agensi Kaunseling dan Pengurusan Kredit (AKPK)/The Credit Counselling and Debt Management Agency
- Amanah Ikhtiar Malaysia (AIM)
- Bahagian Pemakanan, Kementerian Kesihatan Malaysia
- Bahagian Pembangunan Kesihatan Keluarga, Kementerian Kesihatan Malaysia
- Bank Negara Malaysia (BNM)
- Bank Simpanan Malaysia (BSN)
- Department of Labour, MOHR
- EPIC Homes
- Hospital Orang Asli, Kementerian Kesihatan Malaysia
- Institut Sosial Malaysia, Ministry of Women, Family and Community Development
- Jabatan Kebajikan Masyarakat/ Department of Social Welfare
- Jabatan Kemajuan Orang Asli/ Department of Orang Asli Development, Ministry of Rural and Regional Development
- Jabatan Pembangunan Kemahiran/ Department of Skills Development, MOHR
- Lembaga Penduduk dan Pembangunan Keluarga Negara, Ministry of Women, Family and Community Development
- Majlis Amanah Rakyat/Council of Trust for Indigenous People, Kementerian Kemajuan Luar Bandar dan Wilayah (KKLW)
- Malaysian Agricultural Research and Development Institute (MARDI)
- Ministry of Agriculture (MoA)
- Ministry of Education (MoE)
- Ministry of Federal Territories and Urban Well-Being
- Ministry of Finance (MoF)
- Ministry of Human Resources
- Ministry of Rural and Regional Development
- Ministry of Rural and Regional Development (KKLW)
- Ministry of Women, Family and Community Development (KPWKM)
- Multimedia Development Corporation (MDeC)
- MyKasih Foundation
- NAM Institute for the Empowerment of Women, Malaysia (NIEW)
- National Antidrug Agency (AADK), Ministry of Home Affairs
- PETRONAS
- Prisons Department of Malaysia
- PROTON
- Sabah State Development Office
- Sarawak State Development Office
- Syarikat Perumahan Negara Berhad
- Unit Penyelarasan Pelaksanaan, Jabatan Perdana Menteri
- Yayasan Kebajikan Negara
- Yayasan Kemajuan Insan Sarawak (YAKIN)
- Yayasan Sejahtera
- Sarawak State Government
  - Bumiputera Entrepreneur Development Unit (BEDU), Sarawak Chief Minister's Department
  - Department of Agriculture
  - Marudi District Office
  - Ministry of Housing and Local Government (KPKT)
  - Miri Residence Office
  - State Planning Unit, Sarawak Chief Minister's Department
- Sabah State Government
  - Jabatan Hal Ehwal Wanita Sabah, Kementerian Pembangunan Masyarakat dan Hal Ehwal Pengguna
  - Ministry of Agriculture and Food Industry
  - Ministry of Youth and Sports (KBS)
  - Unit Perancang Ekonomi Negeri, Sabah Chief Minister's Department

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## Improving Rural Development

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- Department of Agriculture (DoA)
- Department of Statistics (DoS)
- Federal Land Consolidation and Rehabilitation Authority (FELCRA)
- Implementation and Coordination Unit (ICU)
- Kuching Water Board
- Land and Survey Departments
- Lembaga Air Kawasan Utara (LAKU)
- Lembaga Kemajuan Johor Tenggara (KEJORA)
- Lembaga Kemajuan Kelantan Selatan (KESEDAR)
- Melaka State Government
- Ministry of Finance (MoF)
- Ministry of Rural and Regional Development (KKLW)
- Ministry of Tourism (MoTOUR)
- National Water Services Commission
- Perak State Government
- Public Works Department (JKR)
- Sabah State Government
- Sarawak Energy Berhad (SEB)
- Sarawak State Government
- Sibul Water Board (SWB)
- Tenaga Nasional Berhad (TNB)

## Improving Urban Public Transport

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- Dewan Bandaraya Kuala Lumpur (DBKL)
- KTM Berhad
- Ministry of Finance (MoF)
- Majlis Perbandaran Ampang Jaya (MPAJ)
- Majlis Perbandaran Kajang (MPKj)
- Majlis Perbandaran Klang (MPK)
- Majlis Bandaraya Petaling Jaya (MBPJ)
- Majlis Perbandaran Sepang (MPS)
- Majlis Bandaraya Shah Alam (MBSA)
- Majlis Perbandaran Subang Jaya (MPSJ)
- Malaysian Communication and Multimedia Commission (MCMC)
- Road Transport Department (JPJ)
- Ministry of Transport (MoT)
- Perbadanan Aset Keretapi
- Suruhanjaya Pengangkutan Awam Darat (SPAD)
- Syarikat Prasarana Negara Berhad (SPNB)
- Universiti Teknologi MARA (UiTM)

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Nor Hazlee bin Hassan  
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Norena Jaafar  
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Tan Sven Sern

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Kamaludin  
Tengku Nurul Azian Tengku Shahrman  
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