

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.

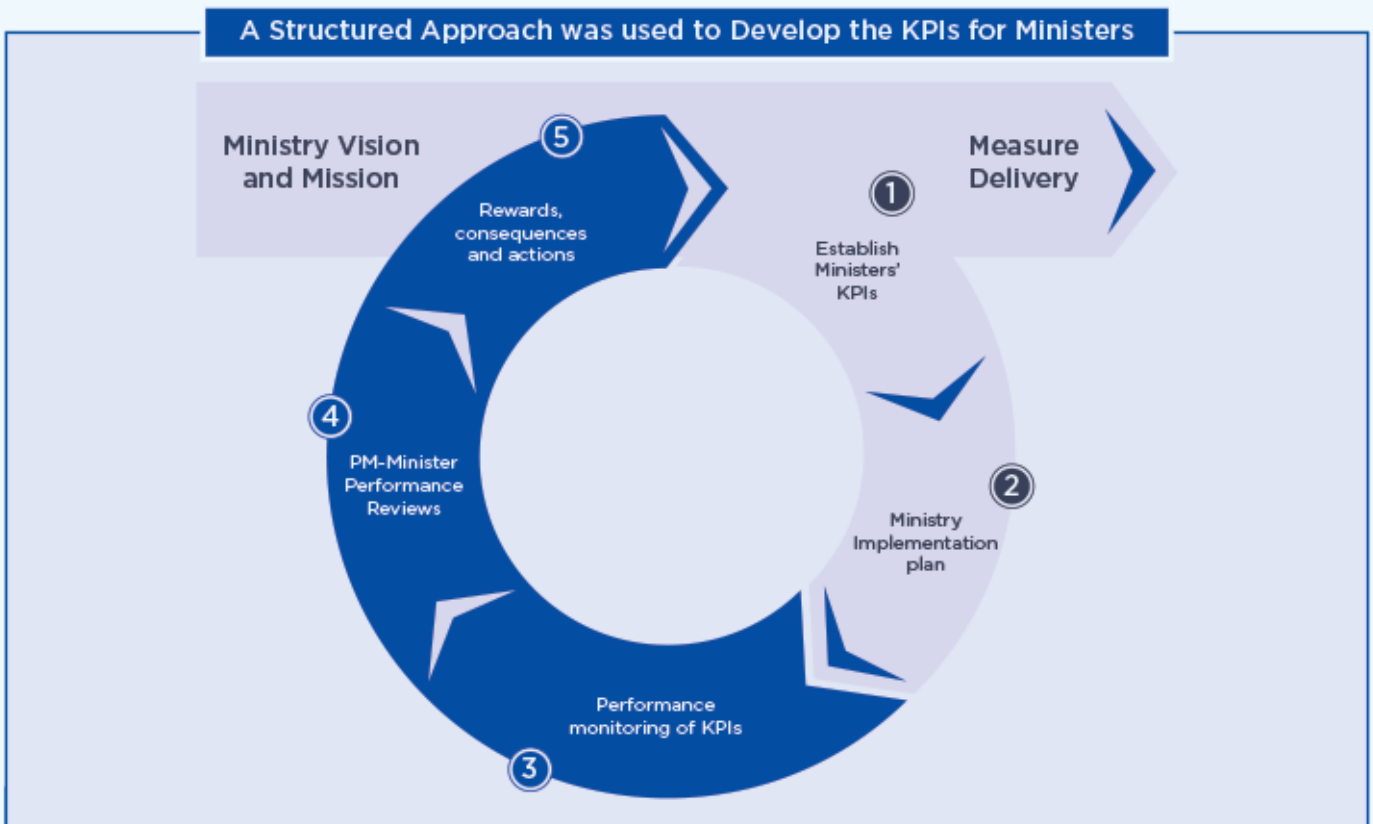


Figure 1: Process of developing MKPIs

The GTP 2.0: Strengthening Performance and Accountability

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.