



# Government Transformation Programme



**JABATAN PERDANA MENTERI**

**Annual Report 2010  
Executive Summary**



This Executive Summary summarises and refers to the chapters in the Government Transformation Programme 2010 Annual Report.

The Annual Report should be read in its entirety for a complete description of all that transpired in Year 1 of Horizon 1 (2010-2012) of the GTP.



# Government Transformation Programme

Annual Report 2010 - Executive Summary

## Progress of the Government Transformation Programme

# PERSPECTIVES FROM THE TOP



On behalf of the Government of Malaysia, it is my pleasure and privilege to share the performance and progress of the Government Transformation Programme (GTP) with you.

In 2010, we rolled out the GTP, a bold programme aimed at radically transforming the way the Government worked so that we could deliver real solutions to real issues and thus make strong advances forward as a nation.

Based on the concerns of the people, the GTP's focus is to quickly deliver tangible results that can be felt and experienced by all Malaysians. The entire programme is based on the premise of the Government's commitment to the promise of "People First, Performance Now" under the 1Malaysia banner.

There are six pillars or National Key Result Areas (NKRAs) in the GTP. It is our goal, in line with the spirit of 1Malaysia, to pursue these NKRAs and address them with unrelenting conviction and dedication to create a modern, prosperous, peaceful and high-income nation and improve the lives of all Malaysians regardless of race, religion or social status.

The inaugural annual report of the GTP takes stock of all that transpired in Year 1, Horizon 1 (2010 – 2012). It highlights our many successes and also our shortcomings, the key lessons learnt and the next steps to take on the road to realise Vision 2020.

After one year of implementation, I am proud to say that the GTP has registered many "firsts" that have directly as well as indirectly enhanced the lives of millions. However, we are also mindful that we should not declare victory until we achieve our goal of becoming a developed country.

While the GTP has naturally had its share of skeptics, the ultimate judge of our performance and progress has been the people that matter the most – the rakyat. The inaugural GTP Annual Report is testament of how the Government is working for its people and ensuring accountability and transparency along the way.

Moving forward, the GTP will continue to identify real problems and deliver tangible solutions for our nation and the rakyat. We are confident we can make strong strides forward as a united nation and rest assured, no Malaysian will be left behind in this national transformation.

A stylized black ink signature of Dato' Sri Mohd Najib bin Tun Haji Abdul Razak. The signature is written in a cursive, flowing style, starting with a small loop and ending with a long, sweeping horizontal stroke.

**Dato' Sri Mohd Najib bin Tun Haji Abdul Razak**  
Prime Minister  
Malaysia  
27 March 2011

## An Overview of Year 1, Horizon 1 of the GTP

# THE YEAR THINGS CHANGED



The year 2010 marked a new beginning for Malaysia. It was the year the Government launched the Government Transformation Programme (GTP) and subsequently, the Economic Transformation Programme (ETP), both aimed at transforming the destiny of this nation significantly.

The GTP is all about building a future for all Malaysians. It is about holding on to the hope that we can truly become nobler, more compassionate and more harmonious as a nation. It is about developing a sustainable future where all Malaysian can enjoy the benefits of a better quality of life, a highly effective and efficient level of service, as well as a thriving and globally competitive economy.

Initiatives such as providing educational opportunities nationwide, building basic infrastructure in rural areas and improving urban public transport in the Klang Valley, among other initiatives, are the first steps towards providing a better quality of life for the rakyat. These however, are not simple tasks and there are many challenges, but the Government is determined to put in place sustainable building blocks that will ensure a brighter future for all Malaysians.

We would not have achieved what we did in 2010 without the commitment and determination of the various Ministries and the entire government machinery who worked closely with the private sector and the rakyat. There was openness, teamwork and a mighty resolve for continuous dialogue that provided the ingredients for success. We were humbled and thrilled to see many disparate groups coming together as one to deliver such stellar results during the course of the first year of the GTP.

As we move into 2011, we are determined to improve and set even higher targets for ourselves. We remain committed to working hard with all Malaysians regardless of race, religion or social status. Following the principles of 1Malaysia – “People First, Performance Now” - we are confident of delivering on that promise.

A handwritten signature in black ink, which appears to read 'Muhyiddin Yassin'. The signature is fluid and cursive, with a long horizontal stroke at the end.

**Tan Sri Dato' Haji Muhyiddin bin Mohd Yassin**  
Deputy Prime Minister  
Malaysia  
27 March 2011

# Overview of the Government Transformation Programme (GTP)

## INTRODUCTION TO THE GTP

The Government Transformation Programme (GTP) is an ambitious, broad-based initiative aimed at addressing key areas of concern to the rakyat. It is also designed to support Malaysia's transformation into, not only a developed, high-income nation as per Vision 2020, but also into a progressive, harmonious country.

The two main features of the GTP are :

- People First – Centered on the priorities that matter most to the rakyat
- Performance Now – Creating fundamental changes nationwide to deliver Big Results Fast.

To achieve this, six National Key Result Areas (NKRAs), requiring big and fast results, were conceived. Each NKRA has its own National Key Performance Indicators (NKPis). The entire GTP initiative is led by the Prime Minister and his Cabinet. They are supported by the Chief Secretary to the Government (KSN) and the civil service. In turn, it is driven by the Performance Management and Delivery Unit (PEMANDU) established within the Prime Minister's Department.

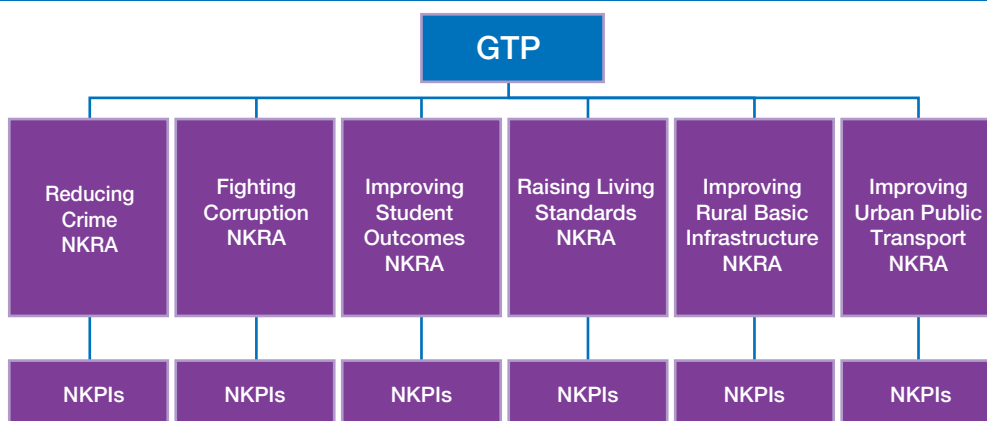
## GTP - AN UNPRECEDENTED PROGRAMME FOR MALAYSIA

The GTP, as a transformation engine, is unlike any other initiative ever implemented in Malaysia and without doubt, it is a first-of-its-kind programme for the nation. The most outstanding feature of the GTP is its end-game objective – Delivering Big Results Fast. The GTP relies on “stretched” targets – challenging NKPis under each NKRA to bring about the desired positive outcomes. The Government has resisted the tendency to set modest, “soft” targets as it defeats the purpose of implementing a high-performance culture within the Government and its agencies.

In the true spirit of transparency, accountability and unbiased disclosure, the performance of the GTP is published in the 2010 Annual Report. While the GTP has delivered significant results, the nature of stretched targets means that we are likely to fall short in certain areas. This report provides an accurate account of wins and shortcomings and how we plan to continue improving in the interest of the rakyat.

To this end, PEMANDU engaged PricewaterhouseCoopers Malaysia (PwC), an independent party, to ensure the information and data inputs used in each of the reported NKPis agreed with the information provided from the participating Ministerial agencies and departments. The respective NKPis calculations were also checked against the guidelines and formulae prescribed by PEMANDU.

### Overview of the GTP, NKRAs and NKPis



## NATIONAL KEY RESULT AREAS (NKRA)

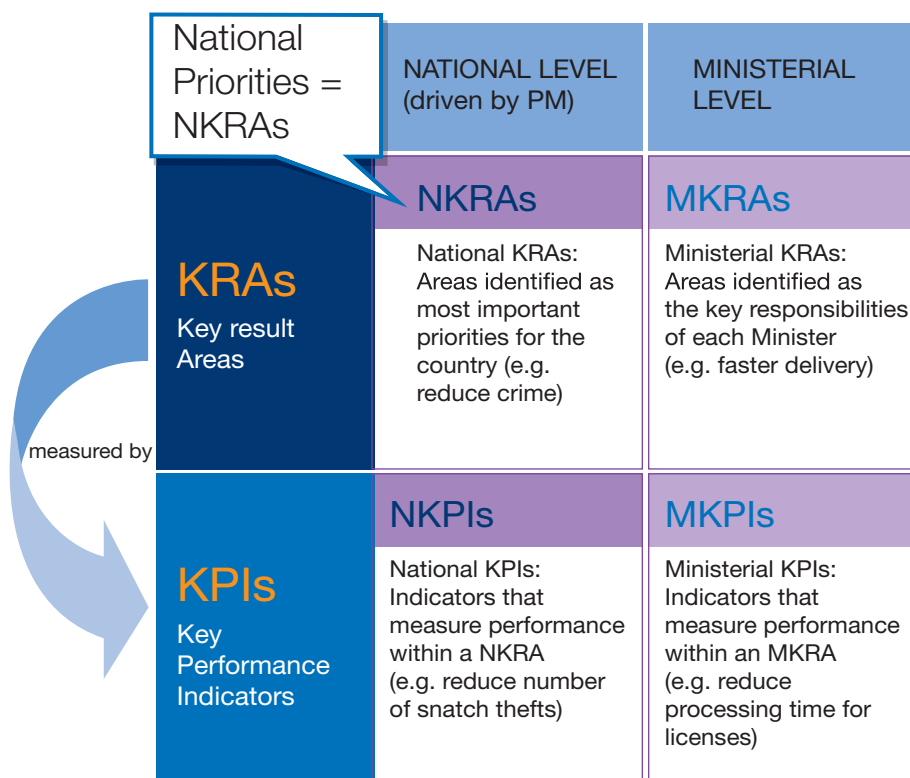
The GTP is supported by the National Key Result Areas or NKRAs and Ministerial Key Result Areas or MKRAs. The NKRAs are deemed as priority areas that require quick and big wins to address the urgent needs of the rakyat. The NKRAs are :

- Reducing Crime (led by the Minister of Home Affairs, Dato' Seri Hishammuddin bin Tun Hussein)
- Fighting Corruption (led by the Minister in the PM's Department, Law and Parliamentary Affairs, Dato' Seri Mohamed Nazri bin Abdul Aziz)
- Improving Student Outcomes (led by the Minister of Education, Tan Sri Dato' Haji Muhyiddin bin Mohd Yassin)
- Raising Living Standards of Low-Income Households (led by the Minister of Women, Family and Community Development, Dato' Sri Shahrizat Abdul Jalil)
- Improving Rural Basic Infrastructure (led by the Minister of Rural and Regional Development, Dato' Seri Mohd Shafie bn Haji Apdal)
- Improving Urban Public Transport (led by the Minister of Transport, Dato' Seri Kong Cho Ha)

The NKRAs are collectively owned by the Cabinet with accountability for delivery resting on a Lead Minister who is appointed and formally monitored by the Prime Minister.

## CREATING MINISTERIAL ACCOUNTABILITY THROUGH MKRAs

Running parallel to the NKRAs, the GTP also includes MKRAs together with the delivery of Ministerial KPIs (MKPIs) within those defined areas. This is in line with the PM's commitment towards creating a performance-based leadership and accountability within the government starting right from the Cabinet.





# BIG RESULTS FAST

## DELIVERING BIG RESULTS FAST

If we wish to see big changes, then a bold action plan is a prerequisite. This is in essence the inherent purpose of the GTP. We chose goals that were more ambitious than the ones we had set before. In pushing the envelope and challenging ourselves to do better, the GTP yielded quick and big wins like never before, making a positive impact on the lives of millions of Malaysians. In all six NKRA's, the early impressions clearly prove that we have achieved unprecedented success. Here then are the results:

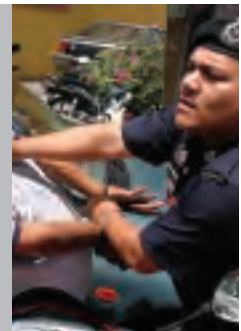
## REDUCING CRIME NKRA

**35%**  
REDUCTION IN STREET  
CRIME

**15%**  
REDUCTION IN INDEX  
CRIME

### NATIONWIDE CRIME REDUCED FOR THE FIRST TIME IN 4 YEARS

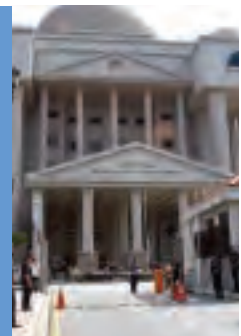
Street Crime and Index Crime down by 35% and 15% respectively, the highest drop ever since Independence. This significant reduction of crime rates in high crime neighbourhoods shows a real commitment to optimal manpower usage.



**2,001**  
ADDITIONAL VIOLENT  
CRIME BACKLOG CASES  
CLEARED IN 2010

### LARGEST NUMBER OF VIOLENT CRIME BACKLOG CASES CLEARED IN ONE YEAR

A total of 2,001 additional violent crime backlog cases were cleared in 2010. This is one of the most challenging NKPIs set as clearing for both backlog and current cases must occur concurrently and multiple stakeholders need to be engaged to achieve results.



**753**  
POLICE STATIONS  
RANKED FOR  
THE FIRST TIME

### EVERY POLICE STATION RANKED ON PUBLIC SERVICE DELIVERY FOR THE FIRST TIME EVER

All 753 police stations nationwide ranked for the first time ever based on performance and service delivered to the public.



**14,222**  
OFFICERS REDEPLOYED  
TO 50 CRIME HOTSPOTS

**7,402**  
BACK-OFFICE  
PERSONNEL REASSIGNED  
TO FRONT LINE

### LARGEST NUMBER OF DESK PERSONNEL MOBILISED TO FRONTLINE DUTY TO ENHANCE OMNIPRESENCE

14,222 officers and 7,402 back-office personnel redeployed to street and patrol duty while PGA personnel reassigned with support from the army to the fight against crime. Together with other mobilisation strategies, this was instrumental in reducing overall crime rates.





## FIGHTING CORRUPTION NKRA



### GROUNDBREAKING WHISTLEBLOWER PROTECTION ACT INTRODUCED

The creation of Malaysia's Whistleblower Protection Act 2010 encourages whistleblowers to come forward with reports of improper conduct by granting them protection of their identity, immunity from criminal or civil liability as well as protection against any detrimental action taken against them.



### CREATION OF THE REGION'S MOST DETAILED DATABASE OF CORRUPT OFFENDERS

The MACC Name-and-Shame online database is created bearing the names, pictures, identity card numbers and case details of convicted offenders. By end 2010, 284 offenders were listed - surpassing the target of 84.

# 284

OFFENDERS WERE LISTED  
- SURPASSING THE  
TARGET OF 84



### FIRST MYPROCUREMENT WEBSITE LAUNCHED TO REFLECT GOVERNMENT'S COMMITMENT TO TRANSPARENCY

Lists more than 3,500 government contracts as well as advertised / awarded tenders, dates and values of the contracts as well as winners of tenders.

OVER  

# 3,500

  
GOVERNMENT  
CONTRACTS AND  
TENDERS LISTED



### MORE MALAYSIANS VIEW GOVERNMENT'S FIGHT AGAINST CORRUPTION AS EFFECTIVE

Results of Transparency International's Global Corruption Barometer show that within one year of joint efforts to fight corruption in law enforcement agencies, increase transparency in Government procurement and improve the institutional framework, there has been an almost two-fold increase in the percentage of people who viewed the Government's actions in fighting corruption as being effective - from only 28% in 2009 to 48% in 2010.

ALMOST  

# TWO-FOLD

  
INCREASE IN  
PERCENTAGE OF PEOPLE  
WHO VIEW THE  
GOVERNMENT'S ACTION  
IN FIGHTING  
CORRUPTION AS BEING  
EFFECTIVE

## IMPROVING STUDENT OUTCOMES NKRA

### MALAYSIA'S FIRST SCHOOL RANKING SYSTEM INTRODUCED

This comprehensive ranking system tracks individual secondary and primary school performance to ensure the development of quality schools within the system.



MORE THAN  
**700,000**  
PRE-SCHOOLERS BENEFIT  
FROM EARLY EDUCATION

### LARGEST EVER INCREMENT OF PRE-SCHOOLERS IN A YEAR IN MALAYSIA'S HISTORY

More than 700,000 pre-schoolers in the 4+ and 5+ age groups are able to enter pre-schools. This is an increment of 54,569 pre-schoolers from 2009, whom up till now could not attend pre-school for the lack of schools in their areas.



**20**  
HIGH PERFORMING  
SCHOOLS SELECTED

### THE NATION'S FIRST EVER HIGH PERFORMING SCHOOLS (HPS) LIST IS CREATED

14 secondary and six primary schools make Malaysia's first ever High Performing Schools (HPS) list.



## RAISING LIVING STANDARDS OF LOW-INCOME HOUSEHOLDS NKRA

**44,643**  
EXTREME POOR  
HOUSEHOLDS REDUCED  
TO ZERO PERCENT

### 44,643 EXTREME POOR HOUSEHOLDS REDUCED TO ZERO PERCENT

This, the single largest, most successful poverty eradication exercise for Malaysia led to the reduction of 44,643 extreme poor households nationwide to zero percent, with the remaining total brought to just 108 (0.2%) as at 31 December 2010.



**2,000**  
WOMEN  
ENTREPRENEURS  
WERE TRAINED

### 2,000 WOMEN ENTREPRENEURS TRAINED WHICH RESULTED IN THEIR INCOME INCREASING BY 78.6%

2,000 women entrepreneurs were successfully trained and their income increased from an average of RM750 per month to RM3,500 per month or more (for a consecutive period of three months).





### RECORD NUMBER OF HOMES OFFERED TO THE NEEDY

For the first time in history, 35,095 low cost units were offered for sale to deserving families at a subsidised price that was 75% less than the market value.

# 35,095

LOW COST UNITS WERE  
OFFERED FOR SALE TO  
DESERVING FAMILIES  
AND INDIVIDUALS

## IMPROVING RURAL BASIC INFRASTRUCTURE NKRA



### MOST RAPID, LARGE SCALE RURAL DEVELOPMENT

By the end of 2010, the following fast-track results were achieved:

- Over 35,000 rural households connected to clean water supply
  - Over 27,000 rural households connected to 24-hour electricity supply
  - Over 16,000 houses built or restored for the rural poor; and
  - Over 750km of rural roads laid nationwide..
- thereby touching the lives of over 2 millions Malaysians.

# 2million

LIVES TOUCHED  
THROUGH RURAL  
DEVELOPMENT  
INITIATIVES

## IMPROVING URBAN PUBLIC TRANSPORT NKRA



### KL CITY BEGINS TO DECONGEST

AS INTEGRATED TRANSPORT TERMINAL (ITT)  
IS INTRODUCED

Opened in January 2011, with connections to the ERL, KTM and LRT rail networks, the first ITT at Bandar Tasik Selatan is already reducing congestion by diverting over 500 express buses away from the Kuala Lumpur city centre daily.

DIVERSION OF OVER

# 500

EXPRESS BUSES FROM  
KL CITY DAILY HELPS  
DECONGEST KL

## 634

KLANG VALLEY  
BUS-STOPS  
REFURBISHED

### MOST LARGE SCALE REFURBISHMENT OF BUS STOPS IN THE KLANG VALLEY

To provide better shelter and comfort to passengers, 634 bus-stops in Ampang Jaya, Shah Alam, Subang Jaya, Selayang, Sepang, Kajang and Petaling Jaya were refurbished through unprecedented inter-agency co-operation. This is the first time such a large scale refurbishment of Klang Valley bus stops has taken place.



## 2

MORE THAN  
million  
INCREASE IN  
LRT RIDERSHIP

### OVER 2 MILLION PASSENGER INCREASE IN LRT RIDERSHIP

The use of new four-car train sets at the Kelana Jaya line (PUTRA Line) resulted in an additional 2.43 million ridership. These new train sets are helping to enhance convenience, comfort and reliability.



## MINISTERIAL KEY RESPONSIBILITY AREAS (MKRAs)

### FOR THE FIRST TIME EVER - CREATING MINISTERIAL ACCOUNTABILITY VIA MKRAs

For the first time in Malaysia, the government has made Ministers accountable for their performances via result-oriented targets i.e. MKRAs and Ministerial Key Performance Indicators (MKPIs). The MKRAs and MKPIs clearly define the desired outcomes that Ministers must achieve and be accountable for. Ministers are given a scorecard reviewed by the Prime Minister twice yearly.



# NKRA ACHIEVEMENTS IN 2010

## REDUCING CRIME

### OBJECTIVES






The Government has heeded the call from the rakyat to take swift and decisive action to eradicate crime. Throughout 2010 the Ministry of Home Affairs, the Royal Malaysian Police (PDRM) and other agencies made fighting crime a priority. It focused on delivering quick and big wins that would have a direct and tangible impact on the lives of the people. The targets were ambitious. But more importantly, the Government wished to send a clear message that crime does not pay and that Malaysia will not tolerate criminals.


The 2010 Crime NKRA objectives include:


- A 5% reduction in Index Crime - Index Crime is defined as serious crime which occurs frequently and thus serves as an index to the overall crime situation in Malaysia. Three critical areas were identified which are motorcycle theft, car theft and house break-ins
- 20% reduction in Street Crime – Comprising 3 crime categories which are snatch theft, unarmed gang robbery and unarmed robbery. Street Crime is one of the most pertinent crime issues affecting the rakyat and hence the aggressive target to reduce street crime.
- Reduction of the fear of becoming a victim of crime – perception of safety is one of the most difficult issues to address. The goal is to improve the quality of life with the mere thought of being free from crime.
- 2,000 backlog cases on violent crime cleared – The speedy action of bringing criminals to court and the clearing of backlogged crime cases will help deliver a more efficient enforcement service whilst bolstering public confidence.
- 15% of reported violent crime cases brought to trial – This target would translate to 5,000 violent crime cases brought to trial within 2010.
- Improved public satisfaction with PDRM services – PDRM has implemented a host of initiatives aimed at creating a performance-driven culture in the police force. It is also to develop the perception that the police are people-friendly protectors who are pro-active in engaging with people.


### SUCCESSSES AND ACHIEVEMENTS

The overall results of the NKPI targets set for 2010 are shown in the table below.

Results of the 2010 National Key Performance Indicators					
No.	NKPIs	2010 Target	Actual Results	Remarks	Traffic Lights
1.	Reduction in reported Index Crime	5%	15%	Reduced 32,297 cases to 177,520 cases.	
2.	Reduction in reported Street Crime	20%	35%	Reduced 13,193 cases to 24,837 cases	
3.	Reduced fear of becoming victims of crime	N.A	52.8%	Reduced from 58.5% (Dec '09) to 52.8% (Sept '10)	
4.	Additional violent crime offenders to trial	2000 cases	2001 cases	Average 250 violent crime backlog cases cleared per month	
5.	Improved public perception on police performance	N.A	55.8%	Improved from 35.8% (Dec '09) to 55.8% (Sept '10)	

 Achievement of 90% and above

 Achievement of 51% to 89%

 Achievement of 50% and below



## 2010 Big Wins

- 6,000+ confiscations and arrests from National Operations aimed at preventing vehicle thefts, snatch thefts and house break-ins
- 496 additional CCTVs installed throughout Malaysia, for crime fighting
- 5.7% less people who “Fear Becoming Victims of Crime” based on a TNS survey conducted in Quarter 3, 2010. TNS is a UK-based independent survey house
- 2,001 violent crime backlog cases cleared, and additional 5,222 new violent crime cases brought to trial
- 14,222 PDRM officers redeployed for patrolling in hot spot locations
- 7,402 back-office personnel deployed to the frontline for crime fighting
- 5,000+ RELA and JPAM members trained with PDRM as Police Volunteer Reserve (PVR)
- 2.6 million RELA members recruited and registered with KDN
- 20% increase in “Satisfaction with PDRM Services” based on a TNS survey conducted in Quarter 3, 2010.
- Safe City Programme, with additional 2,594 lighting posts, 343 safety mirrors, 33.1km of railings and bollards in 12 PBTs (Pihak Berkuasa Tempatan or local municipal councils)
- The creation of the Balai League Table (BLT) that ranks all 753 police stations nationwide to inculcate a performance-driven culture throughout the police force



*Courtesy of Info Centre, Menara Star, Star Publications (Malaysia) Bhd*

## LESSONS LEARNT

The stark lesson is that as time goes by, the nature of crime and criminals have become increasingly sophisticated and daring. Our personnel have thus got to be always one step ahead, if not two. This can only happen if the men and women in blue are equipped with the right training, competencies and resources to accomplish this vital mission.

Equally important is that the police are ensured that their needs as well as their families will be met. This is only right and just as they put their lives literally on the line daily knowing it is their job to keep the rakyat safe and secure.



## FIGHTING CORRUPTION

### OBJECTIVES

Corruption is a major concern for Malaysians. Surveys have indicated that our society have identified corruption as the priority concern for the Government to tackle. As such, the Fighting Corruption NKRA and the NKPI targets within it were developed to stem the tide of corruption perceived to be permeating in our Malaysian society.






The objectives run parallel with the key areas that need to be addressed and tackled. They are:




- The poor public perception of regulatory and enforcement agencies and its staff. The Police, Customs, Immigration and JPJ had the highest number of corruption cases under MACC investigation and the lowest perceived integrity scores among the business and public community.
- The poor perception of government procurement practices.
- The perception that corruption amongst high-powered individuals goes unpunished

Thus, key initiatives to regain public trust include strengthening and empowering compliance units. For reducing leakages in Government procurements, key initiatives would be to define the parameters of support letters and also to disclose details in Government procurement contracts. In tackling grand corruption, among the initiatives are enforcing the existing political laws and conduct a study on revamping political funding. Also, announcing a zero-tolerance policy supported by a robust whistleblower protection framework, strengthening the independence of key institutions such as the AG's office, the Judiciary and MACC, and to strive to complete prosecution of corruption cases within a year especially for public interest cases. Key initiatives in this area also include enforcing stiffer penalties and developing a name and shame offenders database.

### SUCSESSES AND ACHIEVEMENTS






The overall results of the NKPI targets set for 2010 are shown in the table below.




Results for 2010 National Key Performance Indicators					
No.	NKPIs	2010 Target	Actual Results	Remarks	Traffic Lights
1.	Number of Ministries scoring above 90% in the Procurement Accountability Index	13	14		
2.	Number of cases charged vs. Number of arrests (Investigation Papers) for drug trafficking and possession under the DDA	80%	79.9%		
3.	Number of cases charged vs. Number of arrests and detentions under Immigration Law	60%	36.2%	Cases compounded also tracked to reflect Immigration policy	
4.	Number of people in the database of convicted offenders	84	284 <sup>1</sup>		
5.	Number of summons issued vs. Total hours of operation	10	10.5		

 Achievement of 90% and above  
 Achievement of 51% to 89%  
 Achievement of 50% and below

<sup>1</sup> Upon review, it was found that 299 cases were available for upload for 2010 but due to incomplete information, as at 31 December 2010, 284 cases were uploaded. This has subsequently been updated.

## NKRA ACHIEVEMENTS continued

No.	NKPIs	2010 Target	Actual Results	Remarks	Traffic Lights
6.	Number of summons settled vs. Number of summons issued by JPJ	78%	47% <sup>2</sup>		
7.	Percentage of trials completed within a year	30%	36.8%		
8.	TIs Corruption Perception Index	4.9	4.4		
9.	TIs Global Corruption Barometer survey on government actions to fight corruption. Percentage answering effective.	37%	48%		
10.	Tax that can be claimed on goods and services that were not properly declared.	RM 186 mil	RM175 mil		

-  Achievement of 90% and above
-  Achievement of 51% to 89%
-  Achievement of 50% and below

<sup>2</sup> This is based on figures from June to December 2010 only because updated data management systems have now allowed the actual number of summons settled out of the summons issued to be tracked from June. Using total number of summons outstanding and total summons settled, regardless of when issued, from January, this figure would be 57.7%.

### 2010 Big Wins

- Development of the Convicted Corruption Offenders Database with a listing of 284 offenders – thus surpassing the initial target of 84 names
- Development of the MyProcurement portal, which lists more than 3,500 contracts on the website and other pertinent information such as advertised and awarded tenders and dates, values of contracts and winners of tenders
- Guidance on support letters i.e. the issuing of a circular providing guidance to civil servants on support letters
- The establishment of compliance units in each of the five key enforcement agencies. The Royal Malaysian Police Force (PDRM or the Police), the Immigration Department (Immigration), the Royal Malaysian Customs Department (Customs), the Road Transport Department (Jabatan Pengangkutan Jalan Malaysia or JPJ) and the Malaysian Anti-Corruption Commission (MACC) have set up compliance units and sent officers to be centrally trained by the MACC
- The introduction of the Whistleblower Protection Act 2010
- The expediting of corruption trials with 14 special Corruption Sessions Courts and four special Corruption High Courts established and the amending of the Criminal Procedure Code (CPC) to speed up trials
- The implementation of Integrity Pacts (IPs) through the Ministry of Finance directive
- The use of closed-circuit television cameras at Customs and Immigration “hot spot” checkpoints

### LESSONS LEARNT

Due to the fast-paced nature of this NKRA, communications relating to decisions and action could have been better. Similarly, in order to adhere to proper procedures, communications needed to be secured by recognised sources before decisions could be acted upon. In addition, the gathering and reporting of data needs to continue and be developed into an entrenched system to capture data in an efficient manner. The “discipline of action” can be seen to be developing gradually by way of natural progression as channels have opened up and networks for information to flow have been built.

## IMPROVING STUDENT OUTCOMES

### OBJECTIVES





The Education NKRA objective is to increase access to quality basic education in the country. The pre-school and LINUS (Literacy and Numeracy) initiatives are designed to uplift the basic standards of education in the country. This is to ensure that every child has a high-quality head start through early childhood education and an opportunity to be fully literate and numerate.


The first initiative was to increase enrolment rate of pre-schoolers to 72% and improve the quality of pre-schools nationwide. We also set out to increase literacy and numeracy rates among Primary 1 children to 90% via the LINUS programme. The aim is to achieve 100% literacy by the time they reach Primary 3.


In order to raise the bar for the overall education system, 20 High Performing Schools (HPS) for both primary and secondary levels were selected based on stringent criteria that take into account all aspects of education with the goal of selecting 100 HPS by 2012. New Deals for principals and head teachers were developed based on performance-based assessments with the outstanding ones given monetary incentives.


### SUCSESSES AND ACHIEVEMENTS

The overall results of the NKPI targets set for 2010 are shown in the table below.

Results for 2010 National Key Performance Indicators					
No.	NKPIs	2010 Target	Actual Results	Remarks	Traffic Lights
1.	Pre-school enrollment rate	72%	72.42%	We have exceeded the enrollment rate for 2010 (701,144 pre-school)	
2.	LINUS Literacy rate	90%	85%	Literacy rate was short of 5% of this year's target. 380,363 students met basic literacy	
3.	LINUS Numeracy rate	90%	91%	Numeracy rate for Primary 1 cohort has exceeded target by 1%. 406,980 students met basic numeracy	
4.	High Performing Schools	20	20	20 HPS schools were announced in January 2010	
5.	New Deals	2%	7.7%*	Announcement of new teachers who received the new deals was made in February 2011	N.A

 Achievement of 90% and above

 Achievement of 51% to 89%

 Achievement of 50% and below

\* Data used is current for Primary Schools, while the Secondary School achievement will be made known after the announcement of the 2010 SPM results.

## 2010 Big Wins

- 72.42% enrolment for pre-schools by December 2010 – exceeding our target of 72% for 2010
- Roll-out of 1,500 pre-school classes by the Ministry of Education, Jabatan Kemajuan Masyarakat (KEMAS), Jabatan Perpaduan Negara & Integrasi Nasional (JPNIN) and the private sector, enabling over 700,000 preschoolers aged 4+ and 5+ to begin early education
- Roll-out of the National Pre-school Curriculum to harmonise standards and the setting up of the National Pre-school Council to refine and implement policies that directly affect pre-schools
- Successful ranking of 9,814 primary and secondary schools for the first time in Malaysian history
- Achieved score of 85% Literacy and 91% of numeracy rates for Primary 1 children in our final Literacy and Numeracy Screening (LINUS) in September 2010
- The award of High Performing Schools or HPS status to 20 schools in recognition of top schools across the country
- 7.7% of primary school Head Teachers received New Deals awards, exceeding our target of 2% for 2010



*Courtesy of Info Centre, Menara Star, Star Publications (Malaysia) Bhd*

## LESSONS LEARNT

The major lesson learnt from this year's implementation of the NKRA is that all projects must start as soon as possible to allow for slow and painstaking procedures. We concluded that the 5% shortfall of the literacy rate target was due to a lack of support for students with learning disabilities and students in vernacular schools, Orang Asli schools and remotely located schools. The remedy would be to post additional remedial or LINUS teachers to address the situation. Children with learning disabilities must also be quickly identified and placed in special education classes.

There is also a need to raise teacher entry standards. The Teachers Quality lab and Curriculum Lab have long-term benefits in raising the quality of the teaching force. In this respect, Teach for Malaysia was launched in December 2010 modeled after Teach for America and UK's Teach for All. Here, top university students will be brought into teaching high-need schools for two years.

## RAISING LIVING STANDARDS OF LOW-INCOME HOUSEHOLDS

### OBJECTIVES

Just fewer than 4% of Malaysians are classified as living in poverty. To manage the divide between the well-off and the disadvantaged, the raising of living standards of low-income households was designated as an NKRA. The Low-Income Households NKRA calls for us to raise the living standards of this group in a sustainable manner to ensure aid reaches the needy quickly and efficiently and to create opportunities for low-income households to earn income independently.

In approaching this NKRA, we have had to balance the polarities between providing direct aid to the needy and making opportunities available so that they become self-sustaining. Hence, we are of the opinion that it is more important to teach one to fish rather than to merely offer fish, in reference to a well-known parable. An example is the initiative 1AZAM programme which builds up the capabilities of the poor and creates jobs for them in varied industries including agriculture and agro-based, small-business plus self-employment and job matching services. In addition, the LIH NKRA through the Ministry of Women, Family & Community Development (KPWKM), has set out to train 2,000 women entrepreneurs from low-income households by 2010. Opportunities and training are provided in a variety of industries.

In addressing poverty, we further identified these important areas. There was a need to :

- Standardise the definition of low-income groups to ensure we target the right people.
- Implement quick, high-impact initiatives immediately and lay the groundwork for longer term actions.
- Put enablers in place to ensure that our poverty eradication programmes are both effective and efficient

#### Definition of Extreme Poor, Poor and Low-Income Households based on Monthly Income

	Peninsular Malaysia	Sabah	Sarawak
<b>Extreme Poor</b>	RM440 and below	RM540 and below	RM520 and below
<b>Poor</b>	RM750 and below	RM960 and below	RM830 and below
<b>Low-income Households</b>	RM2,000 and below	RM2,000 and below	RM2,000 and below







*Courtesy of Info Centre, Menara Star, Star Publications (Malaysia) Bhd*






## SUCCESSSES AND ACHIEVEMENTS

The overall results of the NKPI targets set for 2010 are shown in the table below.

### Results for 2010 National Key Performance Indicators

No.	NKPIs	2010 Target	Actual Results	Remarks	Traffic Lights
1.	To eradicate 44,643 extreme poor households by 31 December 2010	44,643	44,535	108 or 0.2% extreme poor households remain as at 31 December 2010	 (99.9%)
2.	To reduce the number of poor households by 46,000 by 31 December 2010	46,000	15,868	This was modified from the original NKPI i.e. to reduce the incidence of poverty from 3.6% to 2.8% by 31 December 2010	 (34.5%)
3.	To train and develop 2,000 women entrepreneurs by 31 December 2010	2,000	2,000	3,804 still under training	 (100%)
4.	To offer 44,146 low-cost units under DBKL for sale to current tenants by 31 December 2010	44,146	35,095	<ul style="list-style-type: none"> <li>24,658 tenants (56%) agreed to purchased. 10,437 tenants (24%) continue to rent or did not respond to offer letters</li> <li>9,051 units (20%) not offered for sale as these are reserved as transit units for squatters or rent by agencies (army &amp; police)</li> </ul>	 (79.5%)

-  Achievement of 90% and above
-  Achievement of 51% to 89%
-  Achievement of 50% and below

### 2010 Big Wins

- 44,535 extreme poor households removed from the extreme poor category
- 15,868 or 34% poor households removed from the poor category
- 2,000 women entrepreneurs developed
- 35,095 (80%) Projek Perumahan Rakyat (PPR) and Perumahan Awam (PA) units under Dewan Bandaraya Kuala Lumpur (DBKL) offered for sale to current tenants
- Disbursement of RM1,163.07 billion. As of 9 December 2010, KPWKM had already disbursed 99.9% (RM415.23 million) of its Development Expenditure (DE) and 99.6% (RM747.84 million) of its Operational Expenditure (OE) in order to finance NKRA LIH programmes and activities

## LESSONS LEARNT

During the execution stage of the LIH NKRA, one lesson learnt is that not all recommended initiatives under the GTP could be implemented. This is due to geographical issues as well as resource and timeline limitations. GTP initiatives also had to be modified in order to suit current situations and requirements.

By coordinating and leveraging on the expertise and resources of other ministries and agencies such as Kementerian Kemajuan Luar Bandar dan Wilayah (KKLW) and Kementerian Wilayah Persekutuan dan Kesejahteraan Bandar (KWPKB) which are key players in poverty eradication, a great deal of resources and coordination can be reduced and duplication avoided. Also, detailed tracking of the status and achievements will lead to better understanding of issues and provides options on how to mitigate future difficulties.



## IMPROVING RURAL BASIC INFRASTRUCTURE

### OBJECTIVES





Malaysia has had a long and successful history of rural development and the Rural Basic Infrastructure (RBI) NKRA follows this trend albeit with one distinction – the delivery of big and quick wins never achieved before in the history of this nation. The initiatives under the RBI comprise four components namely roads, electricity, water and housing. Approximately 35% of Malaysians currently live in rural areas and this large-scale development is unprecedented as there is a new push for rural development especially in Sabah and Sarawak.


The objectives of the RBI NKRA can be identified by these four programmes :


- 751.9km of Federal and State roads in rural areas to be upgraded or built
- An additional 70,181 households to be provided clean or treated water connection
- An additional 25,312 households to be provided with 24-hour electricity supply
- 16,626 houses for the rural poor to be built or restored.


### SUCSESSES AND ACHIEVEMENTS

The overall results of the NKPI targets set for 2010 are shown in the table below.

Results for 2010 National Key Performance Indicators					
No.	NKPIs	2010 Target	Actual Results	Remarks	Traffic Lights
1.	Roads Delivery (km)	751.9	783.1	783.1 km of rural roads built or upgraded • P.Malaysia - 317.6km • Sabah - 213.5km • Sarawak - 252km	 104%
2.	Water Delivery (unit of households)	70,181	36,273	Only 52% of target achieved in 2010 due to source capacity and procurement issues (under review)	 52%
3.	Electricity Delivery (unit of households)	25,312	27,266	27,266 rural houses provided with 24-hours electricity supply for the first time • P.Malaysia - 759 • Sabah - 14,194 • Sarawak - 12,313	 108%
4.	Housing Delivery (units)	16,626	16,962	16,962 new or restored houses provided for rural poor. • P.Malaysia - 7,321 • Sabah - 2,274 • Sarawak - 7,367	 102%

 Achievement of 90% and above

 Achievement of 51% to 89%

 Achievement of 50% and below

## 2010 Big Wins

- 2 million Malaysian living in the rural areas have seen their lives significantly improved in 2010 with the provision of roads, water, electricity and houses.
- 783.1 km of rural roads were built and upgraded across the country (equivalent to the length of the North-South Highway)
- Over 12,000 kampungs across Malaysia with enhanced road connectivity
- Over 36,273 additional houses are now supplied with clean or treated water
- 27,266 additional houses connected with 24-hour electricity supply
- 16,962 houses for rural poor built or restored



*Courtesy of Info Centre, Menara Star, Star Publications (Malaysia) Bhd*

## LESSONS LEARNT

Some projects take a longer time than others and a spillover effect with completion only on the following year which affects timeline. The nature of the RBI initiatives and its deliverables are also lengthy in its process. It also involves more than one agency and many contractors. Therefore good cooperation is needed in order to gain the desired results.

There is also a need to constantly improve the procurement timing to avoid delays in the commencement of activities which in turn delays the entire project delivery. The desk-bound processes including planning, design and procurement must also be carried out earlier and allowances should also be made to counter bureaucratic baggage.

## IMPROVING URBAN PUBLIC TRANSPORT

### OBJECTIVES








Malaysia has a pressing need for a world-class public transportation system. The implementation of such a system would help ease traffic congestion, lead to cleaner air once traffic is reduced and help reduce the city's population density as more people opt to live in the suburbs and commute daily to work. The Urban Public Transport (UPT) NKRA was conceived to address these aspects of public transportation starting with the Klang Valley, where the need for efficient transport network becomes all the more urgent. The Ministry of Transport has become the key driver for the UPT NKRA and is committed to finding solutions faced by the rakyat.




Apart from congestion, there is also the problem of unreliable public transport service with frequent delays, cancellations of trains and buses that simply do not adhere to schedules. Thus the Prime Minister has set a national priority of delivering 25% modal shares of public transport in the Klang Valley by 2012 over the peak morning period. In order to achieve this primary objective, several measures were identified:

- Increase the capacity of a public transport system that has already reached its limits
- Stimulate demand to encourage people to utilise public transport.
- Take heavy vehicles out of the Central Business District area
- Undertake regulatory restructuring of the various agencies involved in public transport
- Manage demand through push

### SUCSESSES AND ACHIEVEMENTS

The overall results of the NKPI targets set for 2010 are shown in the table below.

Results for 2010 National Key Performance Indicators				
No.	NKPIs	2010 Target	Actual Results	Traffic Lights
1.	Public transport modal share	15%	17% <sup>1</sup>	
2.	% population within 400 metres of public transport route	66%	63%	
3.	Customer satisfaction survey	48%	48% <sup>2</sup>	
4.	Bus peak hour load factor	50%	44%	
5.	KTM Komuter load factor	135%	130%	
6.	Rapid KL Kelana Jaya line load factor	125%	80%	
7.	AM peak public transport ridership	251,184	236,412 <sup>3</sup>	
8.	% of 1-way trips within 60 minutes during AM peak	45%	Not applicable <sup>4</sup>	N.A

 Achievement of 90% and above  
 Achievement of 51% to 89%  
 Achievement of 50% and below

<sup>1</sup> Based on a study undertaken by independent traffic consultant

<sup>2</sup> Reflects the views of public transport users across all modes in an independent survey

<sup>3</sup> The ridership number provided by the public transport operators is subject to verification by independent traffic study.

<sup>4</sup> The NKPI of % of 1-way trips within 60 minutes during the AM peak hour does not depict the actual journey time taken by public transport users as it does not take into account factors such as distance and zoning. The KPI was then modified to reflect the ratio of public transport journey time vs. private transport journey time and is being employed from 2011 onwards.

### 2010 Big Wins

- The construction and completion of the Bandar Tasik Selatan Integrated Transport Terminal (also known as Terminal Bersepadu Selatan)



*Courtesy of Info Centre, Menara Star, Star Publications (Malaysia) Bhd*

- The introduction of Five Bus Expressway Transit (BET) services, with the primary aim of reducing bus journey time using underutilised highways
- 634 bus stops refurbished in 2010 in the Sepang, Shah Alam, Subang Jaya, Klang, Selayang, Ampang Jaya and Kajang areas
- 22 new four-car sets introduced at the LRT Kelana Jaya Line which singularly carried 2.43 million more passengers over 12 months in 2010

These are early wins and as more initiatives of the NKRA are rolled out in 2011 and 2012, we are confident of achieving new wins in the future.

### LESSONS LEARNT

In rolling out the UPT NKRA, we have learnt that it is best to identify symptoms early and take corrective actions in order to avoid any delay in the delivery schedule.

There is also a need to cultivate strong discipline in validating the progress of projects. This could be through site visits rather than feedback from secondary resources.

The key approach to tackling the various problems is to work closely with the various Government agencies, especially those that need additional support in meeting their timelines. A greater sense of urgency and a resolve to move quickly on the required actions is what we need to do henceforth.

# FEEDBACK FROM THE INTERNATIONAL PERFORMANCE REVIEW COMMITTEE

## SEEKING AN OUTSIDE-IN PERSPECTIVE

To ensure proper transparency of the Government Transparency Programme results, we resolved to seek the insights of a panel of international experts to review our efforts and provide an unbiased evaluation and independent outside-in view of our progress.

The IPR Committee were required to review, analyse and critique various elements of the GTP including strategic targets we had set, the implementation process as well as the results and outcomes achieved. They were also to highlight shortcomings and recommend areas for improvement as well as to provide critical and constructive feedback and recommendations on new ideas and best practices that we could incorporate into the GTP to move forward.

## LEVERAGING ON EXPERT INSIGHTS

The members of the IPR Committee were personally invited by the Prime Minister. Their credentials bear testament to their experience and expertise and reflects the Malaysian Government's seriousness and sincerity to review our nation's progress. These individuals have served in various international organizations and governments and some of them have been involved in similar transformation programmes:



**Sir Michael Barber**  
Partner, McKinsey UK;  
Former Chief Adviser to the  
PM in the Tony Blair  
Administration



**Sergei Dodzin**  
Senior Economist,  
Asia Pacific Department,  
IMF



**Michael Hershman**  
Co-founder of  
Transparency International;  
Current CEO of the Fairfax  
Group



**Ravi Balakrishnan**  
IMF Resident Representative,  
Singapore



**Stephen Sedgwick**  
Australian Public Service  
Commissioner



**H.E. Sueng Jun Kwak**  
Chairman of the  
Presidential Council for  
Future and Vision of the  
Republic of Korea

### THE COMMITTEE'S FEEDBACK

The IPR Committee has unanimously regarded the GTP as having had a successful first year. Results achieved under the respective NKRAs have been impressive and met many of the ambitious first year targets. On a macro level, the Committee commended the GTP on the following:

- The GTP has driven real transformation for the people
- The government has met many of the first year 'stretched' targets
- High level of public engagement during the formulation of the NKRAs and NKPIs; the seeking of ideas and input through innovative means including text messaging.
- Converted plans to detailed targets supported with comprehensive action plans
- Established systems to monitor and evaluate progress at all levels of government including at the Prime Minister's level.

### RECOMMENDED AREAS FOR IMPROVEMENT

- Ensure sustainable public sector delivery
- Ensure the spirit of transformation is cascaded
- Constantly innovate in Malaysia's unique context
- Develop a fiscally sustainable budget
- Align measurable targets to the ultimate objective
- Ensure data integrity
- Reduce the level of bureaucracy to stem corruption
- Increase sustainability through capability reviews





# FEEDBACK FROM THE RAKYAT

The GTP has become one of the most successful of any Government plans, so much so that even the most skeptical have admitted that it has finally turned around some Ministries and Government agencies. It has also finally addressed positively some main complaints of the public in areas affecting their daily lives.

A year into its inception, the GTP has already proven itself to be a driving force of change in the country. It has set in place the transformation that the public has always been clamouring for. Even the Prime Minister, Dato' Seri Mohd Najib, has declared that the time of "government knows best" has come to an end. Now, it is the public who will judge for themselves the quality and the work presented by their elected leaders.

The progress of the GTP so far has been commendable, showing a concerted effort by the government that has struck the right chord with the public and civil society groups. Public and non-governmental organisations (NGOs) have also given the GTP the thumbs up and say it is a programme that has made people the priority. No less because this transformation programme not only takes care of their needs, but also takes care of their wants.

## HEAR WHAT THE PEOPLE HAVE TO SAY

- **Wan Saiful Wan Jan, CEO, Institute for Democracy and Economic Affairs (Ideas)** – "Reducing poverty through entrepreneurship is spot on because the best way to help people in need is by helping them to help themselves. Handouts are not the way forward anymore".
- **Tan Sri Lee Lam Thye, Vice-President, Malaysian Crime Prevention Foundation** – "The police should be commended for their recent success in reducing street crime by 35% and the index crime rate by 15%".
- **Datuk Henry Chin, Malaysian Crime Prevention Foundation (MCFP)** – "It takes two hands to clap and the success of Crime NKRA is definitely a collaboration between the police and public".
- **Johhny Amman, businessman** – "The Whistleblower Protection Act 2010 (Corruption NKRA) is a good move and I now see police officers around more often (Crime NKRA)".
- **Rasmanickam Devan, taxi driver** – "I would say the Prime Minister has done a good job. The quality of life, the economy and work opportunities have improved".
- **Nursyazwana Sadri, private college student** – "I would commend the public transportation the most, especially with the women-only buses and trains".



**Lee Jing Wen,**  
student

"It has been a while since I read about robberies and snatch thefts and I feel more secure now".



**Majid Sohot,**  
President, Orang Asli  
Association of  
Peninsular Malaysia

"Many Orang Asli settlements have now received fitted pipes, treated water and electricity. This is a good sign that more interior settlements will get the same soon".

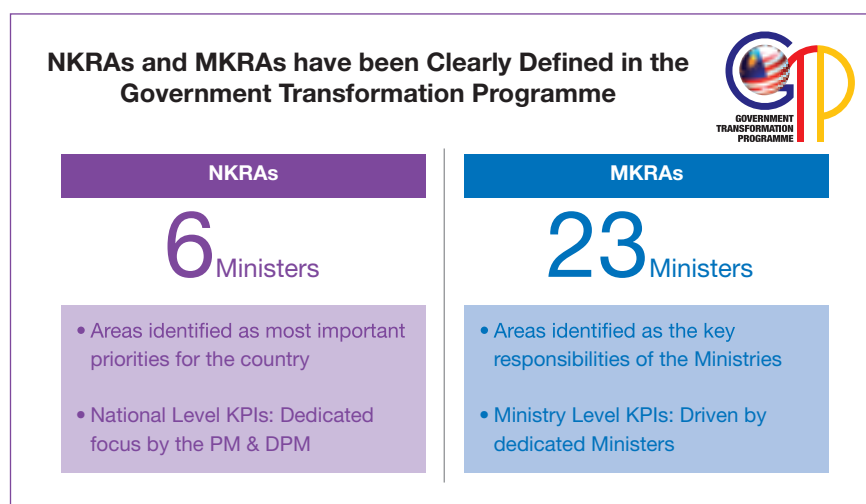
*Our appreciation to Zakiah Koya and Pauline Wong from The Sun for this section.*

# 2010 OVERVIEW OF THE MINISTERIAL KEY RESULTS AREAS (MKRAs)

## AN OVERVIEW OF THE MINISTERIAL KEY RESULTS AREAS (MKRAs)

Improving public service delivery is at the heart of the Government Transformation Programme and to ensure that its goals become a reality, the GTP is supported by the National Key Result Areas (NKRAs) and the Ministerial Key Result Areas (MKRAs)

While the NKRAs address the urgent needs of the rakyat, the MKRAs consist of key functional areas that are within the purview of each ministry and are centered on improving the well being of every Malaysian. Each MKRA has specific Key Performance Indicators (KPIs) known as Ministerial Key Performance Indicators (MKPIs). The MKPIs are key deliverables that each Minister is accountable for.

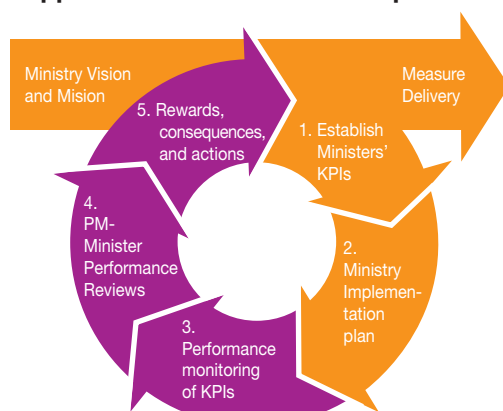


## MINISTERIAL ACCOUNTABILITY

Ministers are responsible for their own set of MKRAs and the delivery of MKPIs. This is the first time ever in the nation's history when Ministers are accountable for delivering their targets and their performance is subject to review by the Prime Minister. This is to ensure a sense of commitment, ownership and accountability. The MKRAs and MKPIs were formulated by the respective vision and mission of each Ministry which are then detailed out spelling out key action plans, initiatives and targets. The next phase is performance monitoring and assessment of MKRAs culminating in stock-take meetings between the Ministers and the Prime Minister. The Prime Minister- Minister review sessions take place twice annually. These reviews drive home the point about accountability and the message being sent out by the administration is that better public service must and will start from the top.

## OVERVIEW of the MKRAs continued

### A Structured Approach was used to Develop the KPIs for Ministers



## THE RESULTS ACHIEVED

In terms of results achieved in 2010, 92.3% of the MKPIs set were met. This is a 7.1% improvement from 2009's achievements. The 2010 results show a clear improvement in comparison to 2009.

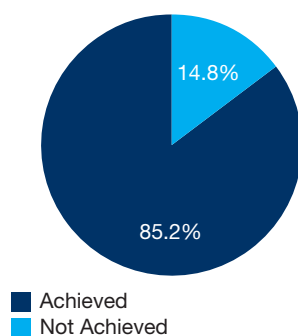
It is notable that 11 ministries achieved a 100% composite score reflecting the excellent progress made. It is also evident that there is a shift in the Government's mindset towards becoming performance-driven and results-oriented together with the aspirations of the Prime Minister.

### 92.3% of MKPIs Achieved Targets for 2010, 7.1% Improvement from 2009 Achievements

#### 2009 MKRAs / MKPIs

##### TOTAL KPIs: 264

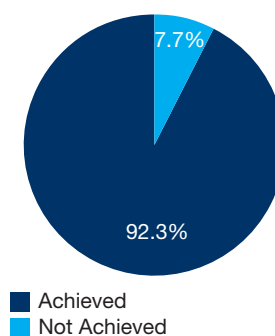
- 225 KPIs (85.2%) targets were achieved
- 39 KPIs (14.8%) targets were NOT achieved.



#### 2010 MKRAs / MKPIs

##### TOTAL KPIs: 267

- 241 KPIs (92.3%) targets were achieved
- 20 KPIs (7.7%) targets were NOT achieved.





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