



PEMANDU
UNIT PENGURUSAN PRESTASI DAN PELAKSANAAN

January 28, 2010

HIGHLIGHTS OF THE GOVERNMENT TRANSFORMATION PROGRAMME (GTP)

1. The Government Transformation Programme (GTP) was **introduced by the Prime Minister Dato' Sri Najib Tun Razak in April 2009 and will continuously be led by the Prime Minister himself** in an effort to **transform the Government** to improve its delivery of services to the rakyat and move Malaysia forward to achieve the aspirations of Vision 2020. The GTP Roadmap, which is launched on 28 January 2010 describes the details of the GTP.
2. The GTP **embodies the principles of 1Malaysia, People First, Performance Now**. The GTP and delivery in the National Key Result Areas (NKRA) will improve the lives of all Malaysians irrespective of race, religion and region - helping us achieve the ideals of *1Malaysia*. In developing the GTP and selecting the NKRA's, we put the people's priorities first and will continuously seek feedback to improve this programme from the rakyat – *People First*. To ensure *Performance Now*, we have put in place mechanisms to give us higher confidence of delivery – this includes the publication of the GTP Roadmap and future Annual Reports which will detail the progress made against each target, KPIs for ministers along with six-monthly reviews with the PM, pro-active feedback from the rakyat via Open Days etc., working in highly intensive cross-agency labs and establishing the Performance Management and Delivery Unit (PEMANDU)
3. These 6 NKRA's chosen based on the rakyat's short term wants and long-term needs are **crime, corruption, education, low income households, rural basic**

infrastructure and urban public transport. The existence of NKRAAs does not mean that other areas will not receive attention. These will be covered at the Ministry level and are known as Ministerial Key Result Areas (MKRAAs). Each respective Minister will be responsible for delivering these.

4. The methodology – or **transformation engine** – **that is used in the GTP begins with a quick call for the best ideas, and then rapidly moves to action.** It is our belief and experience that we learn best from doing, rather than simply planning. Through this doing, we are able to assess the impact of our initial actions, and then rapidly implement enhancements.
5. **The GTP is not comprehensive, definitive or static.** It is also not designed to be a comprehensive statement of our nation's strategy and economic model, but focuses on improving the delivery of services to the rakyat. While the targets as detailed in the GTP roadmap will not change, the initiatives represent an initial set of activities or entry points intended to deliver these targets. These will be refined further based on the results of on-the-ground implementation.
6. **We have stretched our targets as a way to increase our aspirations and deliver big results fast** – rather than setting targets that we could easily achieve. However, this means it is unlikely that we will achieve all targets. If we did, we would not have stretched our aspirations far enough.
7. Going forward, **we will now be in full-implementation mode to execute the initiatives laid out in the GTP Roadmap.** The roadmap will be followed by subsequent annual reports update the public on delivery progress against announced initiatives and targets. Formal stocktake meetings will be held every six months for each NKRA and MKRA between the Prime Minister and each minister. The cabinet also will receive monthly reports which will indicate interim progress against targets to allow early corrective action to be taken if necessary.
8. PEMANDU is a new hybrid organisation which draws talent from both the public and private sectors. Its role is to **catalyse bold changes in public sector delivery, support the ministries in the delivery planning process, provide an independent view of performance and progress to PM and Ministers.**



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BACKGROUND ON THE GOVERNMENT TRANSFORMATION PROGRAMME (GTP) AND THE GTP ROADMAP

What is the Government Transformation Programme (GTP)?

The Government Transformation Programme (GTP) was introduced by the Prime Minister Dato' Sri Najib Tun Razak in April 2009. The objective of GTP is two-fold – first, to transform the Government to be more effective in its delivery of services and accountable for outcomes that matter most to the rakyat; and second, to move Malaysia forward to become an advanced, united, and just society with high standards of living for all. This is in line with the National Mission of achieving Vision 2020 - for Malaysia to become a fully developed nation.

Why is the GTP important

Malaysia is at a crossroads. In 1991, we committed to Vision 2020, to become a fully developed nation by 2020. While we have made progress, at our current rate of growth, our nation is in danger of losing our competitiveness and falling short of our economic and social ambitions. A fundamental change is required, not just in economic and social performance, but also in the government's delivery of public services that underpin our ability to develop the country. To meet the challenges standing in our way of achieving Vision 2020, we have committed ourselves to the GTP, in accordance with the principles of *1Malaysia, People First, Performance Now*.

However it is important to note that the GTP is not a comprehensive statement of our nation's strategy and economic model, but rather a roadmap of this government's delivery agenda. In parallel, the National Economic Action Council is formulating our New Economic Model, and the Economic Planning Unit is

developing the Tenth Malaysia Plan. Both will be released this year, and the GTP Roadmap should be read together with these plans.

How is the GTP different

We realise that we cannot use the same approach as before to transform our government and achieve substantial results quickly. Therefore, we are approaching government transformation in a radical new way, while still leveraging the successes and lessons from the past and from government transformation efforts in other countries. This radical new way embraces the following elements:

- A new way of working (e.g., Labs, Workcamps) including an approach or ‘engine’ focused on doing and then improving instead of just planning, and brings the best civil servants together in cross-agency teams to develop detailed solutions **that deliver big results fast**
- **Proactively gathering input and feedback** from the rakyat through Open Days, surveys, the internet and SMS
- Publishing this roadmap, effectively a performance contract between the Government and the rakyat, that fully commits us to delivery, by **transparently outlining concrete targets and initiatives**
- **Holding ministers accountable** through Key Performance Indicators, reviewed personally by the Prime Minister every 6-months
- **Instituting 16 delivery principles** to guide how we will deliver differently. These have been signed off by the Cabinet and are now being applied in day-to-day delivery
- **Establishing PEMANDU**, a new hybrid organisation which draws talent from both the public and private sectors, to act as a catalyst for transformation and to support ministries drive delivery
- **Publishing an annual report** that will transparently and objectively tell the rakyat what the Government has and has not yet delivered and how the programme will be improved over time. The first annual report will be published in the first quarter of 2011.

What is the GTP Roadmap

The GTP Roadmap describes the Government Transformation Programme in detail. It covers the approach taken in this transformation journey and explains how the GTP is guided by the principles of 1Malaysia, People First, Performance

Now. The GTP Roadmap also details the government's approach to building *1Malaysia* and its commitments along the 6 National Key Result Areas which were chosen based on the rakyat's priorities – People First. These 6 NKRAs are crime, corruption, education, low income households, rural basic infrastructure and urban public transport. Finally it describes the mechanisms put in place to ensure the delivery of these commitments – ensuring Performance Now.

How is the GTP developed

We realise that the rakyat are impatient for results, that resources are limited, new ideas are necessary – and that we do not have all the answers. Therefore, the methodology – or transformation engine – that we will now use, begins with a quick call for the best ideas, and then rapidly moves to action. It is our belief and experience that we learn best from doing, rather than simply planning. Through this doing, we are able to assess the impact of our initial actions, and then rapidly implement enhancements. This approach can be seen in the GTP process so far where 8 laboratories were launched in October – November 2009 to produce thousands of programmes and initiatives, followed by Open Days in December 2009 - January 2010 to seek the rakyat's feedback and finally the launch of the GTP Roadmap on 28 January which incorporates this feedback and details commitment of the government to the rakyat.

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

Rather than setting targets that we could easily achieve, we have stretched our targets as a way to increase our aspirations. This means it is unlikely that we will achieve all targets. If we did, we would not have stretched our aspirations far enough.

The GTP was developed with the principles of *1Malaysia, People First, Performance Now* as a guide. The GTP and delivery in the NKRAs will improve the lives of all Malaysians irrespective of race, religion and region. The initiatives implemented will reduce the disparities between the rich and poor, between urban

and rural, between the powerful and the powerless etc. thus helping us achieve the ideals of *1Malaysia*. In developing the GTP and selecting the NKRA's, we had put the people's priorities first and will continuously seek feedback to improve this programme from the rakyat – *People First*. To ensure *Performance Now*, we have put in place mechanisms to give us higher confidence of delivery – this includes the publication of this GTP roadmap and future Annual Reports which will detailed the progress made on the targets, KPIs for ministers along with six-monthly reviews with the PM, pro-active feedback from the rakyat via Open Days etc., working in highly intensive cross-agency labs and establishing PEMANDU.

Overview of the GTP Roadmap

The GTP Roadmap describes the Government Transformation Programme and covers the following topics in detail:

- Chapter 1 outlines the objective and structure of this roadmap, as well as the methodology and approach behind the GTP.
- Chapter 2 outlines the country's current position, its achievements to date and the gaps to be filled in order to achieve the aspirations of Vision 2020.
- Chapter 3 details the principles of *1Malaysia*, *People First*, *Performance Now* and the relationship to previous and ongoing government programmes, including this GTP. It also describes the outcomes and benefits the GTP will achieve over a longer time-frame.
- Chapter 4 details the principles of and the approach to build *1Malaysia*. It also includes potential initiatives around 7 different clusters (economy, education, social, religious, government, politics and media) to enhance unity and frames a series of polarities in society that require transparent and constructive discussions.
- Chapter 5 details the principles of *People First* including why the 6 NKRA's were chosen, what it means to be an NKRA and mechanisms in place to seek continuous feedback from the rakyat.
- Chapters 6 through 11 describe the initiatives, targets and outcomes associated with each of the 6 NKRA's.
- Chapter 12 highlights the process of arriving at the MKRA's and highlights some example MKRA's and MKPI's.

- Chapter 13 details the mechanisms that will be in place to ensure delivery including the 16 Delivery Principles that the cabinet has committed to, the PM-Minister review process, reports that will be produced (monthly, 6-monthly, annually) and PEMANDU's role in accelerating delivery.

Achievements to date

GTP Phase I:

After it was first introduced in April '09, Phase I or the planning and design phase of the GTP initiative was completed five months later. Much has been achieved under Phase I, notably in five aspects:-

- Six NKRAAs have been collectively identified by the Cabinet, with six Lead Ministers appointed and fully committed to delivery.
- All the 28 ministers have identified their respective ministerial KRAs (MKRAs) and KPIs and will commence full implementation soon after the first review by the Prime Minister in November and December this year.
- 38 secretary-generals of ministries and director-generals from key agencies have begun the process of aligning and re-aligning their KPIs with the National KRAs and KPIs as well as their respective ministerial KRAs and KPIs.
- More than 500 officers from various ministries and agencies were exposed to the basics of the KPI methodology through involvement in this process and will act as “change agents,” with further training.
- The 2010 National Budget and the formulation of the Tenth Malaysia Plan for 2011 - 2015 have taken cognizance of and will give priority to the NKRAAs and MKRAs.

GTP Phase II:

Phase II of the GTP Initiative has just concluded. During this period, PEMANDU has successfully completed three priority activities -- conducted a total of eight laboratories (labs), one for each of the six NKRAAs, data management and *IMalaysia*; organised a “GTP Open Day” for the public; and launched the GTP Roadmap.

- The eight labs, which commenced in early October were completed in mid November 2009, and have resulted in thousands of programmes and initiatives aimed at delivering outcomes that matter most to the rakyat in the six NKRAAs.
- In line with the government's policy of greater transparency and inclusiveness of all Malaysians, Open Day events were held in December 2009 in Kuala Lumpur and January 2010 in Kota Kinabalu and Kuching. The objective of the Open Day is to present the findings of the Labs and seek input from the rakyat on the NKRAAs, targets and initiatives to achieve these targets.
- The Open Day in Kuala Lumpur saw an attendance of 5,000 people from the public, media, non-government organisations and members of the civil service and received over 1,000 pieces of feedback. At the Open Day, Lab leaders presented their targets and initiatives to the rakyat and were available to answer questions and receive feedback from the audience.
- This phase has now concluded with the rollout of the Government Transformation Roadmap on the 28 of January – a document that allows the public to understand the government's approach to transformation, as well as targets and early initiatives which will be implemented for each of the six NKRAAs. The Roadmap also describes in detail the principles of *1Malaysia, People First, Performance Now* and explains how it has served to guide the entire Government Transformation Programme. Finally, the Roadmap will allow the public to understand how the GTP will complement existing initiatives within the government, such as the New Economic Model and 10th Malaysia Plan, and also how collectively these efforts will help the nation achieve 'Vision 2020'.

Reducing Crime (Minister of Home Affairs)

We aim to reduce crime to ensure that we and our loved ones are safe and are not afraid of becoming a victim of criminals as we go about our daily lives. We commit to the following targets in our efforts to reduce crime.

Focus area	KPI	2010	Selected initiatives (2010 – 2012)
Reduce overall reported index crime with a focus on street crime	Reduce overall reported index crimes	5% reduction from 2009	<ul style="list-style-type: none"> • Employing stakeouts for motorcycle theft, car theft and house break-ins • Improving security features for motorcycles, cars and houses (including promoting special locks for motorcycles and coding vehicle parts) • Rewarding owners who invest in improved security features, by encouraging insurers to adjust insurance premiums according to the security features installed • Increasing availability and usage of mobile access devices, enabling police officers on patrol to check a vehicle's ownership status via a link to Jabatan Pengangkutan Jalan's (JPJ) vehicle registry
	Reduce reported snatch thefts and robberies	20% reduction from 2009	<ul style="list-style-type: none"> • Making the police omnipresent in the identified 50 hot spots and strengthening their presence with over 3,000 trained volunteers by June 2010 • Placing 500 closed-circuit televisions (CCTVs) in hotspots • Setting up special courts for quicker prosecution of street crimes • Establishing the Safe Cities Programme (SCP) to bring together relevant agencies to tackle local problems with localised initiatives (e.g., using bollards to separate pedestrians from motorists) • Improving in-prison rehabilitation programmes and introducing post-release resettlement programmes to reduce repeat offending (e.g., separating first-time offenders in prisons from hardcore or repeat convicts)
Improve performance across the criminal justice system	Increase the number of violent crime offenders successfully brought to trial	2,000 increase from 2009	<ul style="list-style-type: none"> • Increasing the number and efficiency of Investigating Officers (IOs), e.g., by bringing back retired high-performing IOs • Creating 'Flying Squads' or specialist teams of high-performing judges and magistrates sent to areas with many unsettled cases of violent crime • Accelerating the bill on Criminal Procedure Code

Focus area	KPI	2010	Selected initiatives (2010 – 2012)
			(CPC) amendments, including those to implement plea bargaining and tendering of witness statements, as this would speed up the pace of prosecution.

Besides the above KPIs, we also target to improve the public's perception of safety, and to increase public satisfaction with the police on customer service elements. Baseline surveys are being conducted to help determine targets for these measures, which will be announced in Q1 2010.

Fighting Corruption (Minister in the Prime Minister's Department - Law)

We aim to fight corruption to steadily lift the level of trust the rakyat has in the Government and commit to the following targets:

Focus area	KPIs	Baseline	2010	Selected initiatives (2010 – 2012)
Public perception	Transparency International's Corruption Perception Index Score	4.5	4.9	<ul style="list-style-type: none"> Covered by initiatives below
	TI's Global Corruption Barometer survey on government actions to fight corruption: – % answering "effective"	28%	37%	
Regulatory and enforcement agencies	Number of cases charged versus number of arrests for drug trafficking and possession under Dangerous Drugs Act	75%	80%	<ul style="list-style-type: none"> Implement Hot Job rotation system Roll-out compliance unit framework Roll-out enhanced local authority performance ranking system
	Number of summons settled versus number of summons issued by <ul style="list-style-type: none"> Polis Diraja Malaysia JPJ 	<ul style="list-style-type: none"> 50% 60% 	<ul style="list-style-type: none"> 61% 78% 	
	Number of cases charged versus number of arrests and detentions under Immigration Law	53%	60%	

Focus area	KPIs	Baseline	2010	Selected initiatives (2010 – 2012)
	Tax recovered from under-declared goods	RM 9 m	RM 21 m	
Government procurement	Number of audit findings on maladministration of procurement per ministry sampled	11.2	10.6	<ul style="list-style-type: none"> • Circulate directive on no circumvention of government procurement process • Disclosure of planned and awarded procurement at e-Government and ministries' web portals • Circulate directive on the elimination of support letters
Grand corruption	Percentage of trials completed within one year	8.5%	30%	<ul style="list-style-type: none"> • Enact Whistleblower Protection Law and empower agency tasked with whistleblower protection • Enact act to prosecute corruption cases within 1 year • Make public a Name and Shame offender database • Roll-out reward and recognition scheme for civil servants who provide assistance in corruption cases • Develop guidelines on how MPs allocation can be spent • Conduct study on reforming political funding and increasing independence of key institutions • Form committee to monitor new special courts for corruption • Amend MACC Act to impose stiffer punishment • Disclose MPs allocations and resulting expenditures
	Number of people in the database of convicted offenders	0	84	

Additional KPIs and targets will be defined and announced in Q1 2010, once an independent survey covering the public perception of the level of corruption (specifically grand corruption) is completed.

Improving Student Outcomes (Minister of Education)

We aim to improve educational outcomes by ensuring every child has equal access to high quality and affordable education and commit to the following targets:

Focus area	KPI	Baseline	2010	Selected initiatives (2010 – 2012)
Pre-school education	Enrolment rate (4+ and 5+ year olds)	67%	72%	<ul style="list-style-type: none"> • Establish a National Committee on Pre-School Education with a Pre-School Division to govern all pre-school providers • Roll-out the National Pre-School curriculum standard • Harmonise support for students attending KEMAS¹, JPNIN² and Ministry of Education pre-schools • Improve the quality of pre-school teachers and teacher assistants (e.g., training, raise minimum qualification) • Increase the number of pre-school classes • Increase public-private partnerships by providing incentives to private pre-school providers in return for adherence to standards

¹ Community Development Department

² National Unity and Integration Department

Focus area	KPI	Baseline	2010	Selected initiatives (2010 – 2012)
Literacy and numeracy	Literacy Rate	Year-1: 87%	Year-1: 90%	<ul style="list-style-type: none"> • Conduct student screening in March, June and September to identify those who do not meet the relevant standards • Develop new literacy and numeracy modules for Year-1 to Year-3 students • Conduct training for 17,000 teachers to deliver the new learning modules • Build commitment of stakeholders via awareness programmes • Conduct monitoring and supervision on the bottom 10% of schools. • Appoint expert facilitators to support the literacy and numeracy teachers
	Numeracy rate	Year-1: 76%	Year-1: 90%	
High performing schools (HPS)	Number of HPS	-	20	<ul style="list-style-type: none"> • Increase autonomy in decision making (e.g., flexibility in adapting curriculum and instruction methods, selection and redeployment of teachers if performance is unsatisfactory) • Provide financial incentives for schools, school leaders, teachers and non-academic staff • Provide greater range of options for human capital development (e.g., sabbaticals for head teachers and principals) • Provide option for high achieving students to advance faster through the education system • Share knowledge and expertise of HPS with other schools in the system (e.g., mentoring networks, teacher attachment and student

Focus area	KPI	Baseline	2010	Selected initiatives (2010 – 2012)
				exchange programmes)
New deal for head teachers / principals	% of head teachers and principals who exceed target	-	2%	<ul style="list-style-type: none"> Rank all 9,900 government schools based on performance (made public from 2010 onwards) Provide financial and non-financial rewards (e.g. attachment programmes, accelerated promotion and certificates of recognition) for those who exceed target Provide training and mentoring to those who perform below target. However if ineffective, actions such as transfers and voluntary separation will be taken.
	% of head teachers and principals who perform below target	-	Not more than 10%	

Raising living standards of low income households (Minister of Women, Family and Community Development)

We aim to raise the living standards of low-income households in a sustainable manner, ensure that aid reaches the needy quickly and efficiently and create opportunities to earn income independently. We commit to the following targets in our efforts to raise their living standards:

Focus area	KPI	Baseline	2010	Selected initiatives (2010 – 2012)
Extreme poor	Number of households in extreme poverty	44,000 households	0	<ul style="list-style-type: none"> Distribute federal welfare assistance on the first day of each month. • Provide support to increase home ownership by offering around 44,000 low cost houses, for sale and rental • Deliver 1 Azam programmes to create income opportunities through employment and entrepreneurship • Provide training and reskilling to eligible low-income households to improve their economic value • Create employment opportunities via the setting up 'Jimat <i>IMalaysia</i>' provision stores (50
Poor	Incidence of poverty	3.6%	2.8%	
Low-income households	New women entrepreneurs trained	N/A – target represents increment	2,000 additional	

Focus area	KPI	Baseline	2010	Selected initiatives (2010 – 2012)
				<p>such stores by 2010, and one in every district by 2011)</p> <ul style="list-style-type: none"> • Develop a mechanism to provide micro-credit to eligible low-income households. At least 1 pilot project will be introduced per state by Q1 2011 • Increase the number of urban, rural and mobile clinics (at least one per state) to cater to rural low-income households • Extend financial support for eligible low-income households to purchase artificial limbs and prosthetics • Study feasibility of setting a minimum wage to enable all Malaysians to earn at least the PLI • Provide additional hostel capacity to enable students who require accommodation (e.g., those from rural areas) to continue with their studies • Intensify assistance to patients requiring dialysis treatment. • Offer assistance on down-payments, legal fees and low-interest rate loans to eligible low-income households who are not recipients or purchasers of low-cost homes • Offer a <i>1Malaysia</i> insurance scheme covering areas such as education, death and critical illness, to extreme poor households

Improving Rural Basic Infrastructure (Minister of Rural and Regional Development)

We aim to improve basic infrastructure to lift the quality of life of rural residents by ensuring access to a minimum level of basic amenities and commit to the following targets:

Focus area	KPI	Baseline	2010	Selected initiatives (2010 – 2012)
Roads	Length of newly paved roads (Peninsular Malaysia)	N/A – target represents increment	210 km	<ul style="list-style-type: none"> • Use innovative, quick and least-cost ways of delivery (e.g., building standard-design houses, solar hybrid power, micro hydro-electricity, tube wells, gravity wells, or rain water recovery)
	New roads constructed (Sabah and Sarawak)	N/A – target represents increment	192 km in Sabah and 145 km in Sarawak	
Housing	Number of newly built / restored houses	N/A – target represents increment	<ul style="list-style-type: none"> • 5,819 (Peninsular Malaysia) • 4,988 (Sabah) • 5,819 (Sarawak) 	<ul style="list-style-type: none"> • Revamp existing administrative processes to reduce time required (e.g., the roads open tender process) without sacrificing good governance
Electricity	% of houses with access to electricity	Peninsular Malaysia: 99%	99.6%	<ul style="list-style-type: none"> • Facilitate and work closely with suppliers to ensure the adequate supply and availability of machinery, material (e.g., electricity cabling, pre-mix) and manpower (e.g., contractors, consultants) • Ensure effective programme management by close monitoring of projects to ensure they are delivered on-time and on-budget.
		Sarawak: 67%	72.6%	
		Sabah: 77%	80.8%	
Water	% of houses with access to clean or treated water	Peninsular Malaysia: 89%	91.8%	
		Sarawak: 57%	62.1%	
		Sabah: 57%	58.7%	

Improving Urban Public Transport (Minister of Transport)

We aim to improve urban public transport in the medium term to make our cities more liveable by reducing time spent on commuting, transportation costs and impact on the environment. We commit to the following targets in our efforts to improve urban public transport, focusing on the Klang Valley before subsequently adopting successful initiatives in Penang and Johor Bahru:

Focus area	KPI	Baseline	2010	Selected initiatives for 2010
Public transport usage	Modal share	10%	13%	<ul style="list-style-type: none"> • Introduce 200 new buses • Introduce 4 new bus expressway transit corridors • Upgrade 800 bus stops • Introduce 26 new four-car trains for Kelana Jaya line
	Ridership of public transport	240,000	265,000	
Accessibility and connectivity	% of population living within 400 metres of public transport route	63%	75%	<ul style="list-style-type: none"> • Launch an integrated transport terminal in Bandar Tasik Selatan • Ensure all operators have cashless system which offer discounted fares for cashless tickets • Build 4,000 new parking spaces at rail stations • Refuse road tax renewal for drivers with outstanding summonses • Restrict heavy vehicles in central business district during peak hours

Besides the above KPIs, we also aim to improve reliability (% of journey times completed within 60 minutes during the morning peak period) and to increase user satisfaction with the comfort and convenience of public transport. Baseline surveys

are being conducted to help in determining targets for these measures and will be announced in the first quarter of 2010.

The Journey Going Forward

- The government will now be in full-implementation mode to execute the initiatives laid out in the Roadmap in order to achieve the targets committed to. These targets for improved performance will not be scaled back, although some of the initiatives may continue to be refined based on results from on-the-ground implementation.
- The roadmap will be followed by subsequent annual reports to transparently and objectively update the public on delivery progress against announced initiatives and targets. It will also provide plans on how the programme will be improved over time.
- Formal stocktake meetings will be held every six months for each NKRA and MKRA between the Prime Minister and each minister. This meeting will allow the Prime Minister to assess the achievement of each minister and decide on actions that need to be taken (if any) to boost the likelihood of delivery success.
- The cabinet will receive monthly reports which will indicate interim progress against targets to allow early corrective action to be taken if necessary.
- Over the medium term, the government plans to:
 - Strengthen performance management across all levels of government, including cascading the use of KPIs to all civil servants and implementing differentiated performance-based rewards and consequences.
 - Raise the level of capability across government, including instituting structured professional development (e.g., regular performance dialogues and coaching) and raising the entry bar into the civil service.
 - Further improving efficiency, including streamlining the Government structure, e.g., reducing layers of bureaucracy by reorganising ministries and agencies. We have already taken a first step by rationalising and reducing the number of ministries by two in 2008.

Frequently Asked Questions

<p>1. How does the GTP link to <i>1Malaysia, People First, Performance Now</i></p>	<ul style="list-style-type: none">▪ The GTP was developed based on the principles of <i>1Malaysia, People First, Performance Now</i>. The GTP and delivery of the NKRAs will improve the lives of all Malaysians irrespective of race, religion and region. The diversity and complexity of our country means that we have to manage multiple issues simultaneously. Many of the issues that we grapple with as a nation – and which the rakyat have identified as important – are in fact polarities, such as between rich and poor, between young and old and across religions, races and regions. The six NKRAs - reducing crime, fighting corruption, improving educational outcomes, raising living standards of low-income households, improving rural basic infrastructure and improving urban public transport - are a beginning to managing some of our nation's complex polarities and achieving <i>1Malaysia</i>.▪ The principle of <i>people first</i> means that we will focus on areas that the people most want and need and direct disproportionately our country's limited resources towards these priority areas. Of course, any government cannot simply focus on short-term needs, but must balance those with making investments in areas for the medium and long-term▪ In order to achieve <i>performance now</i>, we acknowledge that the Government needs a new way of working – from the top leadership down through the entire civil service. We are also enhancing the transparency of our objectives, targets and plans – beginning with this document. We expect to be held accountable for delivering the initiatives and targets we announce, and we will publish a progress report on an annual basis, starting in the first quarter of 2011.
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<p>2. <i>Is the GTP different from other government initiatives?</i></p>	<ul style="list-style-type: none"> ▪ We realise that we cannot use the same approach as before to transform our government and achieve substantial results quickly. Therefore, we are approaching government transformation in a radical new way, while still leveraging the successes and lessons from the past and from government transformation efforts in other countries. This radical new way embraces the following elements: a new way of working (e.g., Labs, Workcamps), proactive gathering of input and feedback from the rakyat, publishing this roadmap to transparently outline concrete targets and initiatives, holding ministers accountable through KPIs, instituting 16 delivery principles to guide how we will deliver differently, establishing PEMANDU to act as a catalyst for transformation and to support ministries drive delivery, and publishing an annual report that will transparently and objectively report progress
<p>3. Who will be implementing the NKRA initiatives?</p>	<ul style="list-style-type: none"> ▪ While we have identified Lead Ministers for each NKRA, implementation will be carried out by cross-ministerial and cross-agency teams within the civil service ▪ The issues we are dealing with are complex and do not fit neatly within a single agency or ministry, and thus collaboration across government at all levels is required for successful implementation ▪ In addition, PEMANDU was established to support these delivery teams. PEMANDU has been mandated to catalyse bold changes in public sector delivery, support the ministries in the delivery planning process and provide an independent view of performance and progress to the PM and ministers
<p>4. How will the</p>	<ul style="list-style-type: none"> ▪ Our track record for effective implementation has

<p>government ensure effective implementation?</p>	<p>indeed been mixed. However, as part of GTP, we have put in place several measures to monitor and drive implementation.</p> <ul style="list-style-type: none"> ▪ Beyond the oversight provided by the Lead Ministers and senior civil servants, the PM will personally chair regular progress meetings to ensure we stay on track to deliver. ▪ In addition, PEMANDU will be responsible for monitoring GTP and providing the PM with an independent view of performance and progress on a regular basis. ▪ Lastly, we will publish an annual report where our progress against our committed targets (or lack thereof) will be made public. Any gaps will be explained and potential solutions put forward.
<p>5. What are the repercussions if targets are not met and/or the programme is delayed?</p>	<ul style="list-style-type: none"> ▪ The targets that have been set are ambitious or stretch targets. We have resisted the tendency to set modest or ‘soft’ targets. ▪ Therefore, it is not likely that all the targets will be achieved. If they were, we would not have stretched our aspirations far enough. ▪ We will manage performance by taking appropriate actions with Ministers and civil servants for different levels of achievement. For example, where 90-100% (or more) of the target is met, this will be held up as a case study for others to learn from and emulate. However, where less than 60% of the target is met, then we will provide extra help and support. In some cases, the team responsible for the target will be restructured or have its composition changed.
<p>6. When will you share the results of the NKPIs with us? How</p>	<ul style="list-style-type: none"> ▪ We will transparently report progress against targets in an Annual Report in the first quarter of every year ▪ We will also report significant milestones achieved

<p>will we know that these initiatives and outcomes will be delivered?</p>	<p>from time to time, through the press and through the Transformation (www.transformation.gov.my) and relevant ministries' websites</p> <ul style="list-style-type: none"> ▪ Furthermore, initiatives presented so far are merely an entry point; as we report progress, we will also be sharing new and/or refined initiatives based on experience from on the ground implementation ▪ At the end of the day, only progress that the rakyat can see, feel and touch will matter. The rakyat will be the best judge of the government's performance
<p>7. How will this programme be financed?</p>	<ul style="list-style-type: none"> ▪ Given Malaysia's fiscal position, we are committed to ensuring the efficient and prudent use of our resources. In fact, this is one of the delivery principles we committed to ▪ Therefore, we will finance the cost of the NKRAs mainly through <ul style="list-style-type: none"> i. reallocations (e.g., shifting resources from less impactful activities and reducing selected subsidies) ii. efficiency savings, e.g., from enhancing procurement efficiency, and gains from improving the productivity of our assets (physical and financial). ▪ In addition, wherever possible, we will use low-cost, innovative methods of implementation (e.g., using gravity feeds and tube wells to increase access to water, as opposed to conventional reticulation)
<p>8. How would the government ensure that the civil service has capabilities necessary to</p>	<ul style="list-style-type: none"> ▪ In the development of the GTP and the roadmap, we found that many good ideas and initiatives were developed or came from the civil service. ▪ Our new approach i.e., the adoption of cross-ministerial Lab teams, also further unleashed

<p>implement the GTP?</p>	<p>significant civil service talent</p> <ul style="list-style-type: none"> ▪ We have also started to see early results from implementing these initiatives by the civil service. These include increased presence of police supported by trained volunteers in crime hotspots, the launch of the new Bus Expressway Transit corridors and announcement of the first batch of high performing schools ▪ Therefore, we have full faith in the ability of the civil service to implement these NKRA's ▪ In addition, the government has set up PEMANDU under the Prime Minister's Department to support implementation. PEMANDU has been specially designed and resourced to be a highly capable and performance-oriented unit. It has been set up as a hybrid organisation, going through a rigorous process to identify and appoint the best and brightest people, not only from across the civil service, but also from the private sector. All staff possess outstanding leadership skills, problem-solving abilities and share a passion for public service
<p>9. How were the 6 NKRA's chosen? How were the Lead Ministers appointed?</p>	<ul style="list-style-type: none"> ▪ The principle of <i>People First</i> means that the Government will focus on areas that the rakyat most want and need. We will direct our limited resources disproportionately towards these areas, bearing in mind that all governments must balance addressing short-term concerns with making investments for the long term ▪ The NKRA's represent the rakyat's top priorities. The days of "government knows best" are behind us. To ensure that we had an accurate gauge and sense of what the priority areas were for the rakyat, the Cabinet considered three important inputs when deciding on the NKRA's: the rakyat's opinions gathered via polls and surveys, an analysis of mainstream and alternative media reports, and dialogues with selected public and private sector

	<p>leaders</p> <ul style="list-style-type: none"> ▪ While execution requires collaboration across multiple agencies, in most cases there was one ministry that was a ‘natural owner’ for the NKRA, and its minister was thus selected as the Lead Minister for the NKRA ▪ These NKRAs and initiatives are merely ‘entry points’. GTP is a dynamic and evolving programme. Over time, we will refine the initiatives according to implementation outcomes, review the composition of these six, remove them where targets have been met, and add new focus areas. Ultimately, the GTP will evolve in response to the rakyat’s wants and needs
<p>10. Why was advancing the economy not chosen as an NKRA?</p>	<ul style="list-style-type: none"> ▪ The GTP is the government’s delivery agenda, guided by the principles of <i>1Malaysia, People First, Performance Now</i>. ▪ In parallel, the National Economic Advisory Council (NEAC) is formulating our New Economic Model to chart economic reforms needed by Malaysia to move from a middle-income to a high-income economy by 2020. ▪ In addition, the Economic Planning Unit (EPU) is developing the Tenth Malaysia Plan to implement the new economic strategies. ▪ Both will be released this year, and the GTP should be read together with those plans.
<p>11. Why are only 6 Ministers part of the Programme?</p>	<ul style="list-style-type: none"> ▪ The six Lead Ministers were selected to ensure leadership and accountability for each NKRA ▪ However, the GTP is a programme for all of government – the Cabinet and the civil service ▪ The existence of NKRAs does not mean that other areas will not receive our attention. Other areas, known as MKRAs, are still important for each

	<p>ministry; and the accountability for delivery of these rests on each individual minister in the Cabinet</p> <ul style="list-style-type: none"> ▪ The PM will review the performance of each and every Cabinet minister every six months, against their NKRA and MKRA
<p>12. How will <i>1Malaysia</i> be delivered?</p>	<ul style="list-style-type: none"> ▪ The NKRA are themselves initiatives to bring us closer to <i>1Malaysia</i>, by managing polarities between rich and poor, rural and urban, educated vs. less educated, etc ▪ To generate additional initiatives and design action plans to achieve the ideals of <i>1Malaysia</i>, we convened a <i>1Malaysia</i> Lab with representatives from the private sector, civil service, academia and NGOs. The lab sought the views of opinion shapers and personalities and also from the wider rakyat through public surveys, Open Days, focus groups, mobile SMS and websites. ▪ Working together in the lab, we identified many issues and initiatives relating to unity. Many are already implemented programmes that need to be reviewed, while others are proposals that need to be considered for implementation by various ministries and agencies. This list of initiatives are contained in the GTP Roadmap. ▪ In addition, delivering <i>1Malaysia</i> requires all of us to build upon the common values that bind us together as Malaysians rather than our differences in race, religion or region. Delivering <i>1Malaysia</i> and GTP will not just be the responsibility of the Government; it will also be up to the creativity and spirit of volunteerism of all Malaysians to make it happen
<p>13. How can the rakyat, private sector, NGOs and other</p>	<ul style="list-style-type: none"> ▪ Many of the ideas in GTP Programme came from inputs from the rakyat, the private sector and NGOs, and were improved with feedback gathered through the Open Day sessions. Please continue to voice and

<p>segments of society get involved in the GTP?</p>	<p>share your ideas with the Ministers and the civil service, with PEMANDU, with your local MP or respective district officers.</p> <ul style="list-style-type: none"> ▪ In addition, the actual delivery of the outcomes can be enhanced or delivered faster with your direct participation. For example, volunteering with RELA to help fight crime; reporting corrupt acts; registering your neighbours that need support in e-Kasih; reading to your children to improve their comprehension and language skills, and being more actively involved in your Parent-Teachers' Associations, will complement the efforts made by teachers to raise education standards. ▪ In addition, build upon the common values that tie us together as Malaysians rather than our differences in race or religion. With greater inclusiveness, we will be a more united nation and truly <i>1Malaysia</i>. Delivering <i>1Malaysia</i> and GTP will not just be the responsibility of the Government; it will be up to the creativity and spirit of volunteerism of all Malaysians to make it happen ▪ Furthermore, we will be publishing annual reports that transparently report our progress against our targets. We welcome the rakyat to actively hold us accountable to the commitments made today – and celebrate with us when we deliver.
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