JABATAN PERDANA MENTERI

GTP
GOVERNMENT
TRANSFORMATION
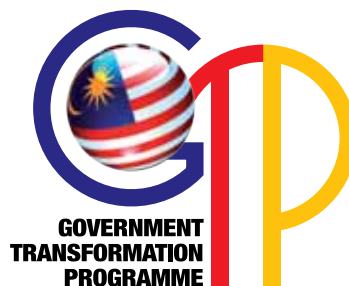PROGRAMME

ANNUAL REPORT
2012

COVER RATIONALE

The tree represents the Government's effort to grow a strong and thriving Malaysia for the future. The 1Malaysia at the trunk of the tree is symbolic of a strong, unified Malaysia. Meanwhile, the various NKRAs are the buds upon the tree, and are the bearers of future fruit for the nation. The cover, as a whole, visualizes the hopes of the Government for the GTP to become a source of nourishment and renewal for all Malaysians in the times to come.

GOVERNMENT TRANSFORMATION PROGRAMME

ANNUAL REPORT

2012

Contents

FORGING AHEAD TO GTP 2.0

DATO' SRI MOHD NAJIB BIN TUN ABDUL RAZAK

Prime Minister of Malaysia

With the first phase of the Government Transformation Programme (GTP) drawing to a close last year, I am pleased to report that this massive undertaking by the Government has yielded significant results.

Over the past three years, the Government and l have taken great care to listen to what people across the whole of Malaysian society are saying about our country and how we, as 1Malaysia, should move forward. This has given us a great perspective as we have put in place bold and wide-changing reforms; but change, as is often the case, can also present us with difficulties.

The GTP, which aims at the very heart of the civil service, is more difficult than most. Throughout this first phase, there have been steep learning curves and some initiatives have not met the ambitious goals set at the start. This is to be expected with such a vast programme of change—and, if anything, gives us an extra incentive to increase our efforts during the next phase.

But despite these challenges, I am proud to report that there have been significant achievements in all seven National Key Result Areas (NKRA). Since the implementation of the GTP, we have:

I am proud to report that there have been significant achievements in all seven National Key Result Areas (NKRA).

- ▶ Ensured that every Malaysian has access to affordable quality goods and services.

- ▶ Made Malaysia a safer country for everyone by taking a large bite out of crime.

- ▶ Eradicated extreme poverty and given significant assistance to low-income households.

- ▶ Taken steps to reduce corruption and solicit partnerships with private-sector partners to restore the rakyat's confidence in the Government.

- ▶ Improved the quality of education for all our students to give them all the necessary skills to compete in the global marketplace.

- ▶ Significantly increased access to basic infrastructure and enhanced our public transport system, particularly in critical areas such as Klang Valley, to improve the standard of living for the rakyat.

These are the changes that the rakyat asked for, and these are the changes that we have made a great effort to deliver. For we understand all too well that, in the words of Mahatma Gandhi: "An ounce of practice is worth more than tons of preaching."

The Government also understands that the GTP was met with some scepticism when it was first announced and often the results have been too. We welcome such scrutiny. However, I want to assure the rakyat that the Government will continue to be entirely open and transparent about what its goals are and what has been achieved; and each and every NKRA will continue to undergo a rigorous auditing and validation process from both local and international reviewers, to remove any doubt about the legitimacy of the results.

While I hope these results convince critics about the merits of this plan, I also encourage Malaysians to step forward and let us know how we can change this country-your country-for the better. Because make no mistake: while GTP 1.0 has seen significant achievements, it remains only the first step of change.

There are many more challenges ahead and much more needs to be done before we can justly say that the mission has been accomplished. From this perspective, the work of GTP 1.0 should be seen as a foundation, laying down the groundwork for greater transformation and innovation over the next decade and a half.

One key lesson from GTP 1.0 is that the Government cannot achieve change alone. The GTP affects everyone - from families to small business to multinational corporations - and cannot attain its ambitious goals without the participation of all Malaysians. As I have said so often, the time of "Government knows best" is over—and in the spirit of 1Malaysia we now need the rakyat to play a greater role in helping us to improve our nation. Let us know how we can better serve you; let us know how the Government can make a difference in your lives.

We cannot afford to leave anyone behind as we forge our path towards a brighter future, and it will be a shame if we do not maintain the momentum that we have created through GTP 1.0. The goals of the GTP are achievable - and with your support and your backing I am confident they will be achieved.

Dato' Sri Mohd Najib bin Tun Adbul Razak
Prime Minister of Malaysia

SOLID FOUNDATION LAID BY GTP 1.0

**TAN SRI DATO' HAJI MUHYIDDIN
HAJI MOHD YASSIN**

Deputy Prime Minister of Malaysia

It would be difficult for anyone to improve on the results of GTP 1.0, and I am proud to report, in my capacity as the Chairman of the Delivery Task Force, that we have accomplished almost everything that we set out to accomplish. Though there is still a long road ahead of us, I urge all of us to take a moment to reflect on our accomplishments and to internalise the lessons that we have learnt over the last three years.

2012, in particular, was a gratifying year for the Government Transformation Programme (GTP) as the infrastructure and systems we put in place in the first two years started to bear fruit. Though the GTP is designed to work towards Big Fast Results, some elements of the programmes are still in the gestational phase for reasons concerning such things as logistics and construction times.

For example, the Urban Public Transport National Key Result Area (UPT NKRA) put into service their new six-car train sets for the KTM Komuter network, which immediately reduced wait times for trains during peak hours, easing the frustrations of daily commuters.

GTP 2.0 aims to enhance and deepen the seeds of change we have planted over the last three years, and I, for one, am eagerly looking forward to see how our country will mature and grow.

The Low-Income Household NKRA (LIH NKRA), which works towards empowering poorer Malaysians by instilling within them a need for financial independence, also saw results from initiatives implemented in the first two years of the GTP. Through these efforts, an unprecendented number of poor rakyat moved into their own homes through the NKRA's low-cost housing programmes, as well as the creation of an unprecedented number of women entrepreneurs.

My fellow Malaysians—let me also assure you that the work that we have done so far is meant for all rakyat regardless of race, religion or cultural background. We are transforming the Government because we, like most Malaysians, realise that it has not done enough to ensure our position among the top nations in the world by 2020.

For the past three years, the rakyat has heard us say that the GTP was still in its developmental stages—that its work represents building blocks to assure a foundation that can support the innovations that we have in mind. Because most of the work was foundational, most of the changes occurred behind the scenes, but an excellent job has been done of ensuring that the results were transparent.

Let me add to that by saying that we are done with laying down the foundation; in other words, the rakyat can expect to see more visible transformations undertaken over the next three years. The various NKRA teams will be intensifying their engagement with the rakyat on all levels—from issues of crime and security to

greater measures in combating the rising cost of living—as well as making sweeping changes to Government processes such as the reporting of the Auditor General's Report.

GTP 2.0 aims to enhance and deepen the seeds of change we planted over the last three years, and I, for one, am eagerly looking forward to see how our country will mature and grow. There no doubt will be teething issues, which accompany all change especially at the ground level, and I trust that the rakyat will continue to lend us the support we need to ensure the various initiatives come to fruition.

**Yang Amat Berhormat Tan Sri Dato' Haji Muhyiddin
Haji Mohd Yassin**

Deputy Prime Minister of Malaysia

Overview of the GTP

The rakyat are encouraged to be as proactive as possible in voicing their concerns and criticisms of the GTP, with the promise that every concern will be addressed.

The Government Transformation Programme (GTP) was designed to be an ambitious programme of change aiming to transform the very foundations of the Malaysian Government. The implementation of the GTP is in part a response to requests from the rakyat, who were demanding more from the Government, and in part a recognition of the fact that the deadline to become a high-income nation by 2020 is fast approaching.

In undertaking its programmes, the GTP left no stone unturned, obtaining feedback and buy-in from all stakeholders: from civil servants to the private sector and, most importantly, the rakyat.

The need for a major overhaul of the Government engine of growth became evident after regional peers started to pull ahead despite Malaysia's ascendant position in the early years after independence. While efforts by the Government had significantly grown the Malaysian economy, and delivered crucial infrastructure for both the rakyat and business community, the Government felt that the Malaysian engine needed to shift up to the next gear if the

country were to reach its ambitious developmental goals.

At the same time, the rakyat has also been calling for change. Expressing concerns over key issues such as the rising cost of living, corruption, crime and education, the rakyat was calling on the Government to step up its efforts to improve these areas. The GTP is a clear response to these calls.

PEOPLE FIRST, PERFORMANCE NOW

The Government, under the oversight of Prime Minister Dato' Seri Najib Razak, is focused on executing initiatives under its "People First, Performance Now"

directive. The GTP is from the start a rakyat-centric programme of change that strives to address issues raised by the people. The GTP is thus a responsive programme of change, which is also directed towards the overarching goals of Vision 2020.

For example, 2012 saw a public outcry in the middle of the year owing to a spate of high-profile criminal cases. The Reducing Crime National Key Result Area (NKRA) took immediate action to deal with the root causes of those criminal cases. This resulted in the development of the far-reaching *United Against Crime* campaign, which saw unprecedented collaboration between the police,

commercial mall operators and schools to solve the issue.

In its fight against corruption, the Fighting Corruption NKRA reported record number of whistleblowers coming forward to report instances of corruption within government agencies after the *Whistleblower Protection Act 2010* came into force last year. Malaysia's international Corruption Perceptions Index (CPI) has improved as a direct result of these initiatives, which have been made direct response to rakyat concerns over the state of corruption in this country.

But more can and needs to be done. The Government has, since the implementation of GTP, demonstrated an unprecedented level of transparency and accountability in the execution of its initiatives, and is committed to maintaining this level of

accountability in the coming years. The rakyat are encouraged to be as proactive as possible in voicing their concerns and criticisms of the GTP, with the promise that every concern will be addressed

THE NKRAS: PISTONS OF THE GTP ENGINE

From the intensive consultations with the rakyat and the private sector in GTP labs come the seven key result areas – otherwise known as NKRAs. The NKRAs make up the heart of the GTP programme and are also supported by initiatives under the Ministerial Key Result Area (MKRA). The MKRA looks at important issues not addressed by the NKRAs but deemed important to the overall success of the GTP.

THE NKRAS, BY THE END OF 2012, ARE:

Addressing the Rising Cost of Living
COL NKRA

Reducing Crime
CRI NKRA

Fighting Corruption
ANTI-CORR NKRA

Improving Student Outcomes
EDU NKRA

Raising Living Standards of Low-Income Households
LIH NKRA

Improving Rural Basic Infrastructure
RBI NKRA

Improving Urban Public Transport
UPT NKRA

Whereas most government programmes are planned and implemented at a level of abstraction, the GTP is a detail-oriented programme that drills down to the smallest details to achieve discrete initiatives, which together form the overall plan of the GTP.

The metaphor employed in the GTP is one of a map that shows the topography of a plan on different levels of scale. While the 3,000-foot scale is useful to help navigate and plan routes at a level of abstraction, the actual roads and navigation points are only visible at the 3-foot scale. Initiatives in the GTP are thus specified to the 3-foot level, while the overall plan is visible at the much broader scale.

In line with this metaphor, key goals were assigned National Key Performance Indicators (NKPIs) and robust delivery plans were specified for each initiative. The results of the GTP are also subject to a rigorous review process, which is conducted by both local and foreign external reviewers. Results of these reviews are reported regularly to the rakyat through the publication of annual reports and other public engagement sessions such as the GTP Open Days.

The initiatives of the GTP are anchored by a commitment to deliver Big Fast Results. More than a motto, Big Fast Results is a philosophy: it guarantees that the initiatives tailored under the GTP are designed to deliver changes that are as far-reaching as possible in as short a time as possible.

The GTP is unprecedented in terms of scale and ambition, and looks to drive the country towards achieving its 2020 development goal of becoming a high-income nation and delivering the accompanying promise of a better quality of life for all Malaysians. The GTP is thus very much in line with the 1Malaysia framework of putting people and performance first.

THE HORIZONS OF THE GTP

The GTP is divided into three phases, or horizons, each with its individual emphasis. 2012 represented the last year of the first horizon, otherwise known as GTP 1.0, while the second horizon will run from 2013 to 2015. The final horizon will begin in 2016 and end in 2020.

1.1

GTP 1.0

2009 > 2012

The first phase of the GTP seeks to initiate immediate and big changes to the civil service and government structure, to arrest the decline in key NKRAs, and to renew the faith of the rakyat in government.

The first horizon of transformation aims to change deeply-rooted performance cultures within the civil service by challenging the various ministries to reform and address the greatest issues affecting the rakyat.

GTP 2.0

2013 > 2015

The second phase of the GTP builds on the successes of GTP 1.0 by further deepening and broadening reforms to complete the transformation of the civil service.

Meanwhile, steps will be taken to further develop a performance culture, which is crucially important in preparing Malaysia for the next phase of development.

GTP 3.0

2016 > 2020

The final stretch in helping Malaysia achieve its ambition Vision 2020 aspirations, GTP 3.0 no longer targets reform, but aims to evolve government to the next level, focusing on priorities such as innovation and rakyat-centric delivery models.

Upon completion of these goals, Malaysia will have a pre-eminent system of governance that will rival the best in the world.

GTP 1.0

2009 > 2012

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The first horizon of the GTP may prove to be the most challenging of the three, as the NKRA teams were charged with the monumental task of introducing and inculcating the spirit of sustainable change within the very foundations of the civil service. Change is difficult to cultivate, especially when faced with a work culture that has been in place since Malaysia's independence in the 1950s.

However, change was ultimately necessary as it became clear that the way things were being done was simply not delivering results fast enough for the country to achieve its developmental ambitions by 2020. Layers of bureaucracy and a tenure-driven rather than performance-driven

culture encouraged mediocre performance, which was a point of frustration for the rakyat and private sector investors.

The goal of GTP 1.0 was to transform the status quo via the implementation of transformational initiatives to get the Malaysian engine of growth started again. This required a two-pronged approach: introducing transformational change and laying the foundation for further change to come.

The task has not been an easy one and the NKRA teams have reported some resistance from government bodies. This resistance was largely anticipated, but it is a fair conclusion by any account that the work of GTP 1.0 has been successful.

GTP 2.0

2013 > 2015

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The GTP has now entered its second phase of execution. If the GTP 1.0 is akin to jump-starting a dormant engine, GTP 2.0 can be likened to shifting gears from first to second. In other words, the transformation is not yet quite in cruise control, and requires some revving to bring it up to speed.

GTP 2.0 looks to further enhance and build on the initiatives established in GTP 1.0 by synthesising lessons learned with new targets to be attained over the next three years. In many of the NKRAs, there is a clear qualitative difference between the initiatives of GTP 1.0 and GTP 2.0.

For example, in the case of the RBI NKRA, the team is implementing specific initiatives that focus on rural economic development, which is a shift from its GTP 1.0 focus on basic infrastructure alone. The team is thus changing its name from Improving Rural Basic Infrastructure to Improving Rural Development in GTP 2.0.

GTP 2.0 will see the foundation for transformation reinforced even as the NKRAs start to make truly innovative changes in their respective areas. Hiccups from GTP 1.0 will be smoothed out and further efforts will be made to obtain greater public support and buy-in for the GTP.

More details about GTP 2.0 are available in the next chapter of this report.

The third and final phase of the GTP anticipates completion of the Government's reforms, paving the way for innovative measures to better serve the rakyat. While the specific details of the third horizon are still too far away to be determined, the goal is to ensure that all Malaysians regardless of background will enjoy the rewards of a high-income nation.

The GTP is a programme that dovetails with the Economic Transformation Programme (ETP), which directly addresses economic sectors of Malaysia to transform them into high-value, high-income generating industries. This approach ensures not only that Malaysia will become a thriving, competitive nation, but that it is supported by a government infrastructure, which is efficient and effective.

Moreover, the GTP and ETP will operate in tandem to ensure that the Malaysian workforce is transformed to be on par with the best in the world, thus securing the competitiveness of the rakyat's talent for high-value jobs both within and outside Malaysia.

While the specific details of the third horizon are still too distant to be determined, the goal is to ensure that all Malaysians regardless of background will enjoy the rewards of a high-income nation.

BIG FAST RESULTS
GTP 1.0

1.2

2012 represented the last year of the first horizon of the GTP, otherwise known as GTP 1.0. The GTP has been divided into three phases, and GTP 1.0 represents the first wave of change aimed at arresting the decline in National Key Result Areas (NKRAs) and laying down the foundation for further transformation to come.

2012 again yielded significant outcomes, a summary of which is presented here.

The story of the GTP so far has been one of building success upon success, and 2012 was no different. Despite challenges that led to several missed targets, the misses were largely due to the GTP being a victim of its own success. The first two years of GTP 1.0 yielded such positive results that the bar was significantly raised for some key initiatives in 2012.

As the last year of GTP 1.0, the NKRA teams were particularly cognisant of the need to build sufficiently secure and solid foundations to sustain the transformation process over the next eight years. Challenges were encountered and in most cases overcome; others remained as learning lessons for the NKRAs.

2012 again yielded significant outcomes, a summary of which is presented here. With the first horizon having drawn to an end by the end of 2012, the following sub-sections provide a snapshot of the GTP's milestones over the past three years.

GTP MILESTONES

GTP 1.1
2010

APRIL 20, 2009
The GTP and six NKRAs are introduced by Prime Minister Dato' Sri Mohd Najib Tun Abdul Razak

SEPTEMBER 16, 2009
PEMANDU is established

OCT TO NOV 2009
First GTP Labs conducted

DEC TO JAN 2010
Open Days are held

JANUARY, 2010
First four Bus Express Transit (BET) Routes are introduced (**UPT NKRA**)

JANUARY 28, 2010
GTP is launched

MARCH 04, 2010
Name and Shame database is launched (**ANTI-CORR**)

SEPTEMBER 30, 2010
Safe City Programme is expanded nationwide (**CRI NKRA**)

JULY 14, 2010
Balai League Table introduced (**CRI NKRA**)

JULY 08 TO 12, 2010
1AZAM is implemented in Sabah and Sarawak (**LIH NKRA**)

JUNE, 2010
10 four-car train sets of the Kelana Jaya LRT line are in operation (**UPT NKRA**)

MAY 16, 2010
New Deals are introduced (**EDU NKRA**)

APRIL 29, 2010
The School Improvement Programme (SIP) is officiated (**EDU NKRA**)

OCTOBER, 2010
Implementation of cash assistance scheme for the extreme poor (**LIH NKRA**)

NOVEMBER 28, 2010
The Kuching-Serian highway is launched, a 13.73km stretch connecting nine villages and two schools in a remote district in Sarawak (**RBI NKRA**)

DECEMBER 15, 2010
Whistleblower Protection Act is introduced (**ANTI-CORR**)

DECEMBER 31, 2010
The "Extreme Poor" category in Malaysia is almost entirely eradicated, reduced from 44,643 households to 108 by the end of the year (**LIH NKRA**)

GTP 1.2
2011

JANUARY 01, 2011
The 1AZAM insurance programme is launched (**LIH NKRA**)

FEBRUARY 11, 2011
924 primary school head teachers are awarded New Deal awards (**EDU NKRA**)

FEBRUARY 17, 2011
Twenty-three schools are identified as High Performing Schools (**EDU NKRA**)

FEBRUARY 27, 2011
New bus ticketing system is introduced on RapidKL buses (**UPT NKRA**)

JUNE 01, 2011
The Government approves new reward and recognition guidelines for civil servants who report instances of corruption that lead to a successful prosecution **(ANTI-CORR)**

MAY 25, 2011
The Ministry of Education identifies a further nine High Performing Schools (HPS) under the HPS programme **(EDU NKRA)**

APRIL 16, 2011
Refurbished Pudu Sentral transport hub is opened **(UPT NKRA)**

APRIL 09, 2011
SeDidik Pre-school programme is launched **(EDU NKRA)**

MARCH 31, 2011
The Corporate Integrity Pledge is launched **(ANTI-CORR)**

MARCH 01, 2011
The Terminal Bersepadu Selatan or South Integrated Terminal is launched in Bandar Tasek Selatan **(UPT NKRA)**

AUGUST 08, 2011
Touch & Go, a nationwide RF-ID payment system, is installed at Express Rail Link (ERL) stations **(UPT NKRA)**

AUGUST 17, 2011
35,095 houses for sale under DBKL to their current tenants under its Program Bantuan Rumah (PBR) or Housing Aid Programme **(LIH NKRA)**

SEPTEMBER 13, 2011
Police stations in Selangor implement Customer Service Rating (CSR) machines in stations throughout the state in a bid to improve its policing services **(CRI NKRA)**

SEPTEMBER 13, 2011
The Ministry of Education awards 92 secondary school principals with New Deals **(EDU NKRA)**

OCTOBER 03, 2011
A new road for in Kota Samarahan in Sarawak is completed, thereby enabling greater access to and from the area for the villagers **(RBI NKRA)**

NOVEMBER 14, 2011
Five thousand Pulau Sebatik villagers' homes are hooked up to the power grid, bringing them reliable 24-hour electricity for the first time **(RBI NKRA)**

FEBRUARY 28, 2012
The Prime Minister announces the introduction of a new Anti-Corruption initiative to control political funding and check the misappropriation of funds **(ANTI-CORR)**

FEBRUARY 03, 2012
Fourteen new High Performing Schools (HPS) were announced by the Ministry of Education are announced **(EDU NKRA)**

JANUARY 2012
The Ministry of Federal Territories and Urban Wellbeing joins the 1AZAM programme as one of its implementing agencies **(LIH NKRA)**

GTP 1.3
2012

DECEMBER 31, 2011
Over 63,000 poor households have participated in the 1AZAM programme **(LIH NKRA)**

DECEMBER 04, 2011
Twenty-two water reticulation upgrading projects in Melaka are completed **(RBI NKRA)**

NOVEMBER 28, 2011
The RapidKL Automated Fare Collection (AFC) and integrated ticketing systems are launched for both LRT lines **(UPT NKRA)**

NOVEMBER 28, 2011
The Masjid Jamek station, which is a connecting point for both LRT lines, completes its integration work **(UPT NKRA)**

MARCH 08, 2012
The KTM Komuter trains start putting into service six-car train sets **(UPT NKRA)**

APRIL 25, 2012
The Government stipulates that its departments and agencies must now seek public opinion before drafting amendments to existing laws or introducing new bills **(ANTI-CORR)**

JUNE 08, 2012
Some 3,494 private pre-school teachers undergo a three-week course to improve their delivery of pre-school education **(EDU NKRA)**

AUGUST 10 TO 14, 2012
The GTP 2.0 Open Days are held in East Malaysia

AUGUST 31, 2012
The GoKL bus, a free bus service connecting various landmarks within the Kuala Lumpur city centre, commences operations **(UPT NKRA)**

NOVEMBER 2012
The police service's SMS rating system is launched to seek feedback from the rakyat on frontline policing services **(CRI NKRA)**

OCTOBER 30, 2012
The Park and Ride facility is completed at the Gombak station **(UPT NKRA)**

OCTOBER 01, 2012
The LIH NKRA commences pilot programmes to meet its GTP 2.0 goals. Initiatives include a financial literacy programme, NGO collaborations, a food basket programme and other community-oriented programmes **(LIH NKRA)**

OCTOBER 2012
19,336 CCTVs are active under the first phase of the Safe Cam Initiative, first launched in South Johor **(CRI NKRA)**

SEPTEMBER 2012
Joint patrols in 612 schools by the police and RELA are being conducted under the Blue and Green initiative, an extension of the Omnipresence programme **(CRI NKRA)**

NOVEMBER 01, 2012
The LIH NKRA reports a total of 100,711 participants in the past two years in the 1AZAM programme, outpacing its original target of 97,393 **(LIH NKRA)**

NOVEMBER 12, 2012
The Pasar Seni City Bus Terminus is launched, providing integrated access to various bus lines **(UPT NKRA)**

NOVEMBER 18, 2012
The first phase of the English Language Teacher Upskilling Programme begins in Kelantan, Pahang and Melaka involving 810 teachers **(EDU NKRA)**

DECEMBER 2012
Over 4,000 women entrepreneurs developed since 2010 **(LIH NKRA)**

DECEMBER 14, 2012
The Safe City Programme is implemented by 151 municipal councils across the nation **(CRI NKRA)**

GTP 2.0
2013

ADDRESSING THE RISING COST OF LIVING

The rising cost of living has become a burden to a significant number of Malaysians, including those deemed lower-middle income earners. Despite the best efforts of the Government to keep prices of essentials from rising, factors beyond its control such as the rising cost of fuel and food, globally, has encroached upon the local cost of living.

Although the Government already subsidises a number of basic necessities, it realised there was need for a more focused approach to help ease the burden of the rakyat with respect to rising prices. It thus introduced the Addressing the Rising Cost of Living NKRA (COL NKRA) in 2011, a year and a half after the formal implementation of the GTP.

The COL NKRA addresses the issue of rising prices in two ways: first, by providing direct financial assistance to the rakyat who need it the most, and second, by implementing programmes to supply basic necessities such as food and healthcare at a more affordable rate.

Over the 18 months of the NKRA's implementation, it has managed to secure a number of significant outcomes including the following:

DELIVERING OUTCOMES 2012:

▶ **Providing assistance to working class and underprivileged households**

The BR1M programme distributed a one-off RM500 cash assistance to households earning less than RM3,000 monthly, and this programme has been extended and enhanced to include unmarried rakyat in 2013. Underprivileged groups were also helped under the KAR1SMA programme, which distributed cash assistance ranging from RM100 to RM450 to recipients including senior citizens, the disabled, children, single mothers and widows of police and military personnel. In 2012, RM1.4 billion was distributed under KAR1SMA.

▶ **Reducing education costs**

In addition to the Back To School cash assistance and Baucar Buku 1Malaysia programmes, students were provided with extra support after the Government abolished school fees for the first time in the country's history. In total, RM530 million was channelled to students through the Back To School programme, while an additional RM260 million of book vouchers was distributed to 1.13 million students enrolled in tertiary education institutions.

▶ **Ensuring affordable goods and services**

2012 saw the continuation of key programmes that ensured basic goods and services such as food and healthcare remained affordable for every rakyat. Each programme exceeded its targeted KPI and played an important role in offsetting the rising cost of living. The COL NKRA also introduced Kedai Kain 1Malaysia (KK1M) in 2012, which has a similar goal to KR1M but with respect to clothing. Four outlets were established last year, the first of which was set up in Hulu Langat, Selangor.

FIGHTING CORRUPTION

Corruption continues to stain the Malaysian civil service, but the Fighting Corruption NKRA (ANTI-CORR NKRA) has taken significant steps in GTP 1.0 in laying down a foundation to stamp out the practice. Moreover, the NKRA has expanded its reach to establish anti-corruption practices for private sector enterprises that carry out business transactions with Government.

A significant milestone for this NKRA is the Kuala Lumpur US Embassy's decision to make use of the NKRA's 'Name and Shame' database in 2011, which lists all offenders convicted of corruption since its implementation in 2010. The US Embassy uses the data from the list as one of the criteria to determine whether or not to grant travel visas to Malaysian applicants.

DELIVERING OUTCOMES 2012:

▶ **Announcement of Political Funding Reforms**

The Prime Minister has taken positive steps forward with the implementation of this initiative, which will take place in GTP 2.0. The announcement is a key endorsement of the initiative, which aims to plug the leak of funds that are meant for political parties.

▶ **Creation of compliance units across government bodies**

The decision by key enforcement agencies across government to adopt the ANTI-CORR NKRA's compliance units is another indication of the success of the initiative. The Government believes that people are less prone to corruption when there is someone looking over their shoulders.

▶ **Implementation of the Automated Enforcement System (AES) by the Road Transport Department (JPJ)**

The Road Transport Department implemented the AES in August 2012, which aims to minimise opportunities for corruption, by means of automatic traffic enforcement activities. Although the programme has come under some criticism, the ANTI-CORR NKRA believes that these teething issues are minor inconveniences compared to the programme's overall benefit.

▶ **Creation of the Central Asset Management Corporation**

The aim of this Government agency is to manage confiscated assets on behalf of the Government. The Ministry of Finance has already structured a new division for the corporation, which is presently awaiting the tabling of a Bill detailing its creation in Parliament.

▶ **Improvement in the Corruption Perception Index (CPI) Ranking**

International watchdog Transparency International raised Malaysia's rank from 60th position to 54th in 2012 in its Corruption Perceptions Index ranking.

REDUCING CRIME

The Reducing Crime NKRA (CRI NKRA) is tasked with two simultaneous goals: to reduce crime in the country and to restore public confidence in their own personal security. While much has been accomplished in GTP 1.0 with respect to the former goal, the NKRA aims to work harder on the latter because a feeling of insecurity persists among the general public. Nonetheless, the reduction of index crime by 26.8% in GTP 1.0 is a huge accomplishment by any measure, and one that all Malaysians can stand behind.

The NKRA scored a number of big wins in GTP 1.0, but perhaps one of the most significant achievements was Malaysia being declared in 2011 the "most peaceful" Southeast Asian nation by the Global Peace Index, and fourth safest country in the Asia Pacific region. This same year, Malaysia was also ranked the safest country of 19 upper middle-income countries by the World Justice Project's Rule of Law Index. The awards validate the efficacy of the NKRA's initiatives.

DELIVERING OUTCOMES 2012:

▶ **Index Crime: -7.6%, Street Crime –41.3% (in 2012)**
▶ **Index Crime: -26.8% Street Crime –40.8% (GTP 1.0 overall)**

The initiatives of the CRI NKRA further reduced incidences of Index Crime and Street Crime for the third consecutive year in 2012, testifying to the effectiveness of initiatives such as the Omnipresence Programme and the Safe City Programme. Both flagship initiatives were enhanced in 2012 to broaden their scope and improve their efficacy. The two programmes count among the most significant efforts on the part of the Government to holistically address the issue of crime.

▶ **Involving the community in the fight against crime**

The CRI NKRA implemented the United Against Crime campaign in 2012, which seeks greater public collaboration with law enforcement officials to help identify issues and to enhance community relationships. Among the key target groups for the NKRA's outreach programme in 2012 were women, schools, resident associations and car park operators.

▶ **Fear of becoming a victim of crime: 57.3%**

Public concern about personal safety became a key issue in 2012 after a spate of high-profile criminal cases.

▶ **Increasing the number of arrests brought to trial (34.7% in 2012)**

A key frustration for the rakyat and law enforcers, the CRI NKRA made a concerted effort to increase the number of cases that were brought before a judge within 12 months of arrest.

IMPROVING STUDENT OUTCOMES

A quality education system is the cornerstone of a skilled workforce, which in turn is vital for Malaysia to achieve its 2020 development goals. Over the three years of GTP 1.0, the Improving Student Outcomes NKRA (EDU NKRA) has shown consistent successes in its core initiatives, but perhaps most significant is the focused and continuous attention to specific areas.

Over the course of GTP 1.0, the EDU NKRA has met with remarkable success in its key areas: increasing pre-school enrolment, screening primary students for basic numeracy and literacy skills, recognising high-performing schools, closing the gap between high- and under-performing schools, and encouraging greater school leadership.

In recognition of their success, the NKRA stretched its target for 2012, and still managed to return commendable results.

DELIVERING OUTCOMES 2012:

▶ **Increasing pre-school enrolment**

The EDU NKRA oversaw the opening of 2,054 new pre-school classes last year and saw enrolment creep up to 80% of pre-school aged children. It also implemented the pilot for a quality-gauging programme in preparation for the enhancement of the initiative in GTP 2.0.

▶ **Continued screening of school-children under LINUS**

The screening of the third cohort under the NKRA's Literacy and Numeracy Screening (LINUS) programme showed a proficiency rate of 82% and 90% for each category respectively. In addition, the NKRA enhanced the way participants were screened to ensure that no student was left behind. Finally, the EDU NKRA confirmed its findings by screening some of the students under test conditions, which deliver a better gauge of proficiency rates.

▶ **Enhancing the New Deals for principals programme**

This is a core programme under the EDU NKRA which aims to incentivise principals and head teachers to improve the performances of their schools. A new category was introduced in 2012 to ensure that all principals and head teachers were given a fair opportunity to win a new deal regardless of the size or enrolment of their schools.

▶ **Paving the way for upskilling English teachers**

About 61,000 English teachers were tested under the Cambridge Placement Test (CPT) to gauge their proficiency in the English Language. This is in anticipation of an initiative in GTP 2.0 that aims to provide remedial support for non-proficient teachers.

▶ **Moving schools out of Band 6 and Band 7 (43.6% decrease or 164 schools in 2012, 66% or 420 schools in GTP 1.0)**
▶ **Moving schools in to Band 1 and Band 2 (27.1% increase or 101 schools in 2012, 57% or 1009 schools in GTP 1.0)**

The School Improvement Programme aims to close the gap between the highest performing and lowest performing schools by providing support and aid to schools falling into the two lowest categories, i.e., those categorised as Band 6 and Band 7 schools. Meanwhile, additional support is also given to schools to help them improve their performance and raising them up to Band 1 and Band 2 standards.

RAISING LIVING STANDARDS OF LOW-INCOME HOUSEHOLDS

The GTP is meant to be an inclusive programme of transformation, which means that all the rakyat regardless of their economic status and background can expect to benefit from its initiatives. The LIH NKRA was implemented to systematically improve the lives of the least advantaged Malaysians by helping them break out of the cycle of poverty.

Without doubt, the biggest achievement of the LIH NKRA is the fact that its initiatives have succeeded in eradicating almost all instances of extreme poverty. This was accomplished by a combination of direct financial assistance and programmes tailored to help develop skills that promote financial self-sustainability.

Additionally, the LIH NKRA has also laid the foundation for deeper and more enhanced changes in GTP 2.0 from lessons learned in the previous three years. The LIH NKRA has now identified specific vulnerable groups that must be addressed in GTP 2.0, including indigenous groups and the urban poor.

The LIH NKRA firmly believes that economic self-empowerment remains the most viable method by which the impoverished can break out from the cycle of poverty, and to this end the task ahead will involve garnering greater participation and input from target groups.

DELIVERING OUTCOMES 2012:

▶ **Breaking households from the cycle of poverty**
Over the last three years of the GTP, the LIH NKRA's initiatives have successfully moved 99.9% of the rakyat formerly categorised as the extreme poor out of that classification. The primary delivery programme of the NKRA's initiatives is the Akhiri Zaman Miskin (1AZAM) programme.

▶ **Providing entrepreneurial and skills training**
Economic self-empowerment is the cornerstone of the LIH NKRA's initiatives and a number of different training programmes were implemented in GTP 1.0. These included specialised training workshops for women entrepreneurs. Over the last three years, 4,300 women entrepreneurs have been trained, exceeding the initial target of 4,000 set at the start of GTP 1.0.

▶ **Increasing home ownership among the poor**
Providing access to affordable homes for the poor is a crucial measure for the LIH NKRA. Under the initiatives of GTP 1.0, the Government offered a total of 44,416 low-cost houses for sale under DBKL to their current tenants. At the same time, restoration of abandoned houses was carried out, and a total of 4,865 Rumah Mesra Rakyat were built.

IMPROVING RURAL BASIC INFRASTRUCTURE

With about 30% of Malaysians, or about 8.1 million people, still living in rural areas in Malaysia[1], it is fundamentally important that the rural rakyat have access to basic amenities such as good quality roads, clean water, and reliable access to electricity. Although there has been significant development in this area, the Government felt that the pace of development was not fast enough and hence focused efforts in the GTP to rectify the issue.

The Improving Rural Basic Infrastructure NKRA (RBI NKRA) was tasked with the direct goal of ensuring that almost all the rural population has access to basic infrastructure. However, budget setbacks in 2011 meant a slight delay to delivery. Nonetheless, the RBI NKRA has made significant headway as detailed in the table below:

(End 2012)	Peninsular	Sabah	Sarawak
Paved/Gravel Roads	98.6%	88.7%	82.7%
Clean Water	99%	87%	86%
24-Hour Electricity	99.8%	88.7%	82.7%

DELIVERING OUTCOMES 2012:

▶ **Continued delivery of clean water to 60,000 rural rakyat**
The RBI NKRA continued to work on delivering construction programmes to bring clean water to rural Malaysians. The specific projects include:
- Serian Regional Water Treatment Plant, which will benefit some 22,000 rural villagers upon completion by early 2013.
- Lubok Antu Phase Regional Water Treatment Plant, which will bring clean water to 5,000 rural villagers by early 2013.
- Saratok Regional Water Treatment Plant, which is expected to serve 43,000 rural villagers by mid-2013.

▶ **Delivering roads for 140,000 households in Sabah**
The RBI NKRA focused its 2012 efforts on helping some of the most isolated rakyat living in rural Sabah. Two development programmes in particular stand out:
- Upgrading a 40km stretch of Jalan Pulau Bum-Bum, Semporna; 20,000 households were expected to use the road by November 2012.
- Construction of a 5km road at Jalan Piau Nagaya; 10,000 households in Ranau will benefit from this project in January 2012.

▶ **Delivering reliable power in Sabah**
As part of its commitment to providing access to 24-hour electricity in Sabah, the RBI NKRA has made notable headway. Access is delivered under the Ministry's Program Bekalan Elektrik Luar Bandar (BELB Programme).
- Construction of a Grid Line at Kampung Bangkong, Pahang under the BELB Programme, which will connect 120 households to 24-hour electricity upon the project's completion in early 2013.
- Construction of a Grid Line at Kg. Orang Asli Tanah Runtuh, Pahang under the BELB Programme, which will connect 62 households to 24-hour electricity upon the project's completion in early 2013.

1
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World Bank Report 2012.

IMPROVING URBAN PUBLIC TRANSPORT

The need for an efficient urban public transport system has reached critical proportions with the road use in Kuala Lumpur nearing capacity. With Kuala Lumpur expected to grow by another four million people by 2020, it has become apparent that the existing public transport and road networks will be insufficient to support the new residents.

Over the three years of GTP 1.0, the Improving Urban Public Transport NKRA (UPT NKRA) has set in motion a number of transformations that are expected to increase drastically increase the capacity and reliability of public transport. These initiatives range from extending rail capacity to measures designed to streamline the flow of traffic within the city.

At the same time, the UPT NKRA has made plans to extend the Light Rail Transit (LRT) network within the Klang Valley, which will significantly improve the accessibility of public transport.

DELIVERING OUTCOMES 2012:

▶ **Putting into service six-car train sets for the KTM Komuter service**

All 37 six-car sets ordered for the KTM Komuter have been put into service, reducing wait times for trains to 15 minutes during peak periods from 45 minutes previously. The new six-car sets more than double the capacity of existing rail cars from 450 to 1,100 passengers each.

▶ **Introduction of Go KL intra-city buses**

Though the initiative actually belongs to GTP 2.0, the UPT NKRA introduced two of four planned Go KL bus routes this year that offer service within Kuala Lumpur. The buses presently report a daily ridership of about 14,000 daily, indicating much greater use of public transport.

▶ **Introduction of Park & Ride facilities**

The Government officially launched the Park & Ride in Gombak on Nov 15, 2012. The facility is a parking bay for 1,200 cars that allows commuters to use rail to travel into and out of the city. More Park & Rides have been slated for development along other rail lines including the LRT station at Kelana Jaya and the KTM stations at Klang and Rawang.

▶ **Implementation of RapidKL Bus Information system**

Bus commuters now have a better idea of the wait times for their buses thanks to the introduction of the Passenger Information System (PIS), which tracks the location of buses through the use of the Global Positioning System (GPS). In the first phase of implementation, 59 bus stops in Kuala Lumpur have been outfitted with info boards.

GTP 2.0: Enhancing Change

With 2020 less than a decade away, GTP 2.0 represents the next critical leg in the journey towards a developed, high-income Malaysia. GTP 1.0 has accomplished much in the last three years; the momentum of change it has generated must be sustained at the same high levels for the remainder of the GTP.

Meanwhile, the GTP remains committed to the People First philosophy, and thus recognises that more can be done to help the rakyat in all aspects of their lives. The rakyat continues to demand more from the GTP, and the Government wants to reassure the rakyat that the change they seek will come.

Much of the first phase of the GTP has taken place behind the scenes, since it was always tailored to put in place the foundations for later development. The next three years will see greater achievements and tangible deliveries that bring to fruition all the work that has been done so far.

The last three years have yielded important lessons for the NKRA teams going forward, as well as important data directly related to the implementation of initiatives. Though the overall goal of GTP 2.0 is aligned with the overall transformation plan, the next three years will see special emphasis placed on the following areas:

▶ Plugging gaps within NKRAs and refining delivery methods.
▶ Making enhancements to existing initiatives.
▶ Focusing initiatives on broader cross-sections of society.
▶ Soliciting greater involvement from non-governmental organisations and the private sector.

The Government recognises that the rakyat is eager for greater and more visible change over the next three years, and the GTP promises to deliver these results.

These priority areas are geared towards reforming the structure of Government, which continues to be the primary focus of GTP 2.0. NKRAs will implement both short- and long-term initiatives to further enhance Government results, efficiency, and accountability.

In summary, the objective here is to enhance the work already begun in GTP 1.0 while staying true to the 'People First, Performance Now' pillars of the 1Malaysia project. The seven NKRAs will continue to anchor the brunt of the GTP work, but there will also be a shift in direction to better align their efforts with other Government blueprints such as the New Economic Model, 10th Malaysia Plan and the Malaysia Education Blueprint.

PUBLIC PERCEPTION OF GTP

7.2/10

Insitut Integriti Malaysia
SAMPLE SIZE: 13,602

7.4/10

FROST & SULLIVAN
SAMPLE SIZE: 2,040

GTP 2.0 also aims to garner greater support from the public. According to two surveys conducted by the Malaysian Institute of Integrity (IIM) and Frost & Sullivan, public support of GTP was ranked at 7.2 and 7.4 respectively (out of 10). Though these numbers are encouraging, the Government believes they could be higher and is committed to seeing them increase over the next 36 months.

The Government recognises that the rakyat are eager for greater and more visible change over the next three years, and the GTP promises to deliver those results. In some ways, these promises will be self-fulfilling, as much of the groundwork established in GTP 1.0 will start bearing fruit over the next three years, and will translate directly into tangible results for the rakyat.

CASE FOR CHANGE

2.1

GTP 2.0 is aimed at broadening and deepening the transformation begun in GTP 1.0, but this abstract idea drills down to specific ambitions for each respective NKRA. In line with the 3-foot philosophy of the GTP, each NKRA has identified specific problems and solutions that will be addressed in GTP 2.0. More detailed information is available in the GTP Roadmap 2.0, but a snapshot will be provided here for each NKRA.

REDUCING CRIME

Despite improvements in the country's crime statistics and their continued downward trend, surveys show that 52.8% of the rakyat continue to feel unsafe. There is therefore need for the CRI NKRA to respond to these public concerns in GTP 2.0 by taking further action to reduce the crime rate and to create a safe and secure environment for the rakyat. The CRI NKRA recognises that it is the right of every Malaysian to feel safe within their own neighbourhoods, and it is the hope of the NKRA that its initiatives will enhance community collaboration to fight crime.

ADDRESSING THE COST OF LIVING

The COL NKRA was introduced in response to the growing concerns over the rising cost of living. While the initiatives introduced have helped defray some of the heaviest burdens on less fortunate rakyat, there are no assurances that prices will not spike again in the coming three years. As a reactive NKRA, the COL NKRA will continue to monitor internal and external price pressures and implement appropriate interventions when necessary. The Government has already renewed the Bantuan Rakyat 1Malaysia (BR1M) scheme for 2013, which provides a direct cash assistance to households earning less than a pre-determined threshold.

FIGHTING CORRUPTION

Public perception of the effectiveness of anti-corruption initiatives remains low, and the Government has taken upon itself to lead the change in perception by example. Perception is nonetheless an important component of the NKRA's targets, as corruption proliferates when the rakyat are led to believe that corruption is part and parcel of doing business in Malaysia. Public surveys, such as the Global Corruption Barometer (GCB) by independent international market analyst Frost & Sullivan, indicate that many Malaysians do not believe that corruption has improved since the institution of GTP 1.0.

Public perception of on government effectiveness in fighting corruption remains low

27% Effective

49% Neither effective nor ineffective
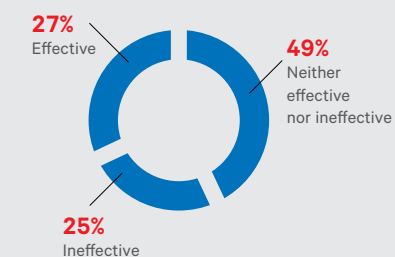
25% Ineffective

25% 25% of the public think that the Government's effort in fighting corruption is ineffective

23% Improved

37% Worsened

40% Stayed the same
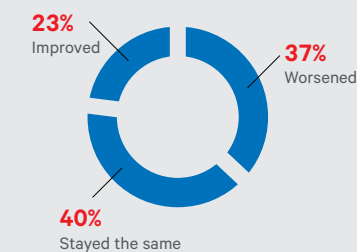
23% 23% of the public feel that the corruption level in Malaysia for the past three years has improved

Sources: Global Corruption Barometer 2011, Transparency International

International perception of Malaysia's effort in fighting corruption is declining

2007	2008	2009	2010	2011
5.1	5.1	4.5	4.4	4.3
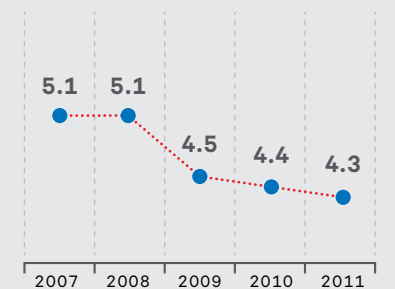
2009 4.5 CPI score continued to decline from 4.5 (2009) to 4.3 (2011) **2011 4.3**

▶ Malaysia's CPI ranking has been declining, from 39th in 2004 to 60th in 2011

▶ Aside from the drop in ranking, the country's CPI score (omit 'has') also dropped from 5.0-5.1 between 2004 and 2008 to 4.3 in 2011

▶ This may be attributed to the perception of little progress in combating corruption and of a lack of political will in implementing effective anti-corruption measures

Sources: Corruption Perception Index (CPI), Transparency International

RAISING LIVING STANDARDS OF LOW-INCOME HOUSEHOLDS

The measures under GTP 1.0 have laid foundations for the ultimate goal of poverty eradication, but there have been obstacles along the way that have stifled delivery of some initiatives. The GTP 2.0 model sees the LIH NKRA expand its collaboration with private delivery partners such as NGOs and other private sector organisations to help reach the rakyat that need its help the most. Furthermore, there is also recognition in GTP 2.0 that some vulnerable groups in Malaysia such as indigenous people and the urban poor, that require special attention. GTP 2.0 will therefore see the LIH NKRA target these groups specifically as well.

IMPROVING STUDENT OUTCOMES /ASSURING QUALITY EDUCATION

The EDU NKRA is one of several NKRAs to have shown unqualified success in its GTP 1.0 initiatives. However, it has always maintained that the road to a quality education system is a long one that cannot be completed in merely three years. As such, it has paid close attention to the foundational details that will pave the road to lifelong learning for Malaysian students. As such, the initiatives of GTP 1.0 will be further enhanced in GTP 2.0 even as the NKRA expands its focus to encompass other elements of the teaching profession. At the same time, the implementation of the Malaysia Education Blueprint Preliminary Report last year is providing further direction for the initiatives of the NKRA going forward.

IMPROVING RURAL BASIC INFRASTRUCTURE/IMPROVING RURAL DEVELOPMENT

The delivery of basic amenities and infrastructure to rural Malaysians is almost complete, but the RBI NKRA recognises that more needs to be done to help transform the rural economy aside from access to roads, water and electricity. Hence, in addition to completing its delivery of basic infrastructure, the RBI NKRA will also introduce new initiatives to help maintain infrastructure while developing rural economies at the same time. The 21st Century Village Programme is the anchor initiative of GTP 2.0, and aims to transform Malaysian rural centres into thriving economic hubs that will prove attractive to young Malaysians.

GTP 1.0 efforts have mostly been focused on the '"pull" factors, i.e., initiatives to make public transport more attractive to commuters.

IMPROVING URBAN PUBLIC TRANSPORT

With much of the infrastructure and capacity work implemented in GTP 1.0, the challenge for the UPT NKRA in GTP 2.0 is to actively increase public transport's modal share, i.e., the ratio of commuters who use public transport against those who use private vehicles to commute to the city centre. GTP 1.0 efforts have mostly been focused on the 'pull' factors, i.e., initiatives to make public transport more attractive to commuters. While this has proved fruitful, it has not attracted as many commuters as the UPT NKRA would have liked. In the GTP 2.0, the focus of the UPT NKRA is to continue the work on improving connectivity and reliability while leveraging on the capacity enhancement that was carried out in GTP 1.0.

THE ROAD TO GTP 2.0

2.2

The initiatives of GTP 2.0 were not created arbitrarily, but are the results of sustained and long-term discussions with all key stakeholders. Similar to the Labs session held prior to the implementation of GTP 1.0, the GTP 2.0 Labs session held in mid-2012 crystallised and distilled the initiatives to be undertaken, and were documented in the GTP Roadmap 2.0.

The result is a comprehensive document that functions not only as a plan for the future, but also as a commitment on the part of the Government to deliver its contents to the rakyat; differently put, the GTP Roadmap 2.0 is a specific list of promises from the Government to the rakyat.

The model of GTP 2.0 ensures that the ensures that utmost transparency and accountability is built into the execution of the plan, and the comprehensive Governance Model details the rigorous reporting chain that accompanies all project execution.

GOVERNANCE MODEL

The Governance model of GTP 2.0 is an extension of the structure already set in place in GTP 1.0. Direct oversight of the initiatives will be managed by the Delivery Management Office (DMO) and PEMANDU, which will monitor the implementation plans and present weekly progress reports at the working level. The DMO and PEMANDU also reports directly to the Delivery Task Force (DTF), which is chaired by the Deputy Prime Minister.

Each NKRA adopts a similar governance model to ensure that their initiatives are in line with the national transformation plan. The model ensures that all levels of Government – from top to bottom – receive regular updates and make tweaks to the process as they see fit. The overall GTP is overseen by the Prime Minister's Office as well as the Deputy Prime Minister in his capacity as DTF chair.

With respect to the execution of the GTP initiatives, the Ministers corresponding to each NKRA have been designated the key delivery bodies.

NKRAS	LEAD MINISTRY
Addressing the Rising Cost of Living	Office of the Deputy Prime Minister
Reducing Crime	Ministry of Home Affairs
Assuring Quality Education	Ministry of Education
Fighting Corruption	Office of the Minister in Charge of Law
Raising Living Standards of Low-Income Households	Ministry of Women, Family and Community Development
Improving Rural Development	Ministry of Rural and Regional Development
Improving Urban Public Transport	Ministry of Transport

ACCOUNTABILITY AND TRANSPARENCY

The rakyat are also deemed one of the key overseers of the NKRA projects, and the interaction between the stakeholders and the general public is generally conducted through Open Days, special engagement sessions and workshops. Finally, the GTP is also overseen by a panel of local and foreign independent expert reviewers.

The International Performance Review panel is one such example. The IPR is an annual review comprising experts from other developed nations who are invited to scrutinise and validate the results of the GTP. The feedback received from the panel has proved invaluable and has set Malaysia on the world stage as a key transformation agent.

At the same time, PricewaterhouseCoopers Malaysia (PwC) has been engaged to perform agreed-upon procedures (AUP) on the GTP results to ensure the authenticity and accuracy of the results. The AUP process validates the information and data inputs used to calculate NKPIs by ensuring that the Ministries and other executive bodies adhere to the AUP in the reporting of their respective NKPIs.

Addressing the Rising Cost of Living

AFFORDABLE LIVING FOR ALL

MINISTER'S FOREWORD

**TAN SRI DATO' HAJI MUHYIDDIN
HAJI MOHD YASSIN**

Deputy Prime Minister of Malaysia

As the Minister responsible for the Addressing the Rising Cost of Living NKRA (COL NKRA), I am pleased to report that our efforts over the past year and a half have yielded significant benefits for the rakyat. Despite our relatively recent inclusion into the GTP, I believe that the intense efforts we have put in have made us one of the cornerstones of the transformation process, and I am excited about greater change to come in the next horizon.

We have also targeted students under our initiatives in this NKRA by helping them offset the cost tertiary education with our book voucher initiatives as well as a direct RM100 schooling assistance.

Let me briefly summarise why the COL NKRA was introduced into the GTP. The rising cost of living remains a problem for the middle and lower income groups due to the volatility of the external environment. While the Malaysian Government already plays a pivotal role in managing the price of food and fuel, we felt there needed to be a more targeted approach to delivering subsidies, and hence we implemented this NKRA.

COL NKRA is a concerted effort implemented by various government agencies to help ensure that all layers of the rakyat, especially those most needy, have better access to a decent standard of living. We have approached the cost of living issue from two directions: first, through direct financial assistance to the rakyat that need it the most; and second, through the introduction of programmes such as Kedai Rakyat 1Malaysia and Klinik 1Malaysia to ensure affordable basic goods and services are delivered.

In terms of assistance, we have distributed RM2.09 billion to 4.18 million households in GTP 1.0 under the Bantuan Rakyat 1Malaysia programme, and the Government has already agreed to further extend this programme to encompass a greater proportion of Malaysians. We sincerely believe that the RM500 aid packet will do much help defray the cost of living.

We have also targeted students under our initiatives in this NKRA by helping them offset the cost of education with our book voucher initiatives as well as a direct RM100 schooling assistance. We must make education as accessible as possible in order to encourage greater participation, and we believe that our efforts in this area will do much to help students and their parents.

Lastly, I would like to express my sincere belief that this Government is committed to the overall welfare of the rakyat. The GTP is meant to be an inclusive programme for all Malaysians, and we would not be able to deem it a success if any were left behind. With the onset of GTP 2.0, I would like to declare this Government's commitment to meeting any challenges that may arise, and that we will remain vigil to ensure that the rakyat are not unduly harmed by the rising cost of living.

Addressing the Rising Cost of Living NKRA

OVERVIEW

Despite the best efforts of the Government to ensure essential items remain affordable for the rakyat, prices of basic goods such as food and fuel rose drastically over the last two years due to external factors beyond the Government's control. Most affected by this has been those sectors of society whose income growth has not kept pace with inflation.

It is important to note that the Government has always played a key role in subsidising essential goods such as food and fuel, but the COL NKRA aims to enhance this role in a number of ways.

Due to increases in the prices of basic goods and services, the Government recognized the need for a more focused approach to help ease rakyat concerns over the rising cost of living, and thus saw the introduction of the Addressing the Rising Cost Of Living NKRA (COL NKRA) in July 2011. This new addition to the GTP takes a very different approach from the other six NKRAs. Unlike the other NKRAs which are deterministic in approach, laying out concrete pathways and outcomes, the COL NKRA is reactive in that its measures are born out of changes in both the internal and external economic environment.

The COL NKRA has implemented a number of initiatives that will ensure prices remain manageable, and some key wins include the introduction of the Kedai Rakyat 1Malaysia (KR1M), Menu Rakyat 1Malaysia (MR1M) and Klinik 1Malaysia (K1M) programmes. These programmes aim to deliver essential goods and services such as groceries, healthcare and food at a price that is affordable to all layers of the rakyat.

It is important to note that the Government has always played a key role in subsidising essential goods such as fuel, but the COL NKRA aims to enhance this role in a number of ways. For example, the MR1M and KR1M programmes collaborate with the private sector to help the Government deliver cheaper groceries and meals, while the Klinik 1Malaysia programme provides medical care at the affordable price of RM1 per visit.

The COL NKRA took two approaches in accomplishing its goal of providing immediate relief to the rakyat. First, by providing immediate cash assistance to the rakyat that was worst affected by rising prices and second, by introducing Government-led programmes to manage prices of basic goods.

Examples of direct cash assistance include the one-off RM500 to households earning RM3,000 and below a month under the Bantuan Rakyat 1Malaysia (BR1M) programme.

Underprivileged groups such as senior citizens, the disabled, single parents and widows of police and military personnel also received aid of between RM100 and RM450 under the Kebajikan Rakyat 1Malaysia (KAR1SMA) programme. Meanwhile, students enrolled in Primary One to Form Five received RM100 in cash assistance, and students enrolled in tertiary institutions received a RM200 book voucher to help offset the cost of education.

I am a recipient of the BR1M programme. I know some poor people who could never dream of holding RM500 in cash in their hands. So it is good that the government helped them in that way. Even though it is a one-off payment, they can use it to improve their lives in any manner, whether it is buying equipment to start a baking business or to help pay for their children's education.

Noraini Salleh, 40
Entrepreneur

The Government led programmes in GTP 1.0 that were designed to ensure that basic necessities are kept affordable, including:

▶ **Klinik 1Malaysia**
Provides virtually cost-free medical care to the rakyat. As of 31st December 2012, a total of 168 clinics have been set up nationwide.

▶ **Kedai Rakyat 1Malaysia**
Government-initiated convenience stores offering basic necessities at cheaper prices compared with regular grocery stores. Prices of 1Malaysia goods are generally 30% to 40% cheaper for comparable goods at conventional stores.

▶ **Menu Rakyat 1Malaysia**
The Government, in collaboration with private food operators, agreed on the standardization of the price of meals for breakfast and lunch. Rates are standardised for breakfast and for lunch in Peninsular Malaysia, Sabah, Sarawak and Labuan.

▶ **Kedai Kain 1Malaysia**
Similar to Kedai Rakyat 1Malaysia, but offers affordable clothing and textiles as opposed to groceries.

The COL NKRA delivers solutions for rakyat whom are otherwise forced to endure a poor quality of life. The COL NKRA has delivered a number of notable outcomes over the past 12 months:

OUTCOME 1

Providing assistance to working class and underprivileged households

The BR1M programme distributed a one-off RM500 cash assistance to households earning RM3,000 and below monthly and this programme has been extended and enhanced to include unmarried rakyat in 2013.

Underprivileged groups were also helped under the KAR1SMA programme, which distributed cash assistance ranging from RM100 to RM450 to recipients who included senior citizens, the disabled, single mothers and widows of police and military personnel. In 2012, RM1.4 billion was distributed under KAR1SMA.

OUTCOME 2

Reducing education costs

In total, RM533 million was channelled to students through the Back To School programme, while an additional RM225 million of book vouchers were distributed to 1.13 million students enrolled in tertiary education institutions. In addition to the Back To School cash assistance and Baucar Buku 1Malaysia programmes, students were given an extra leg up after the Government abolished school fees for the first time in the country.

OUTCOME 3

Ensuring affordable goods and services

2012 saw the continuation of key programmes that ensured basic goods and services such as food and healthcare remained affordable for every rakyat. Each programme exceeded its targeted key performance indicator (KPI) and played an important role in managing the rising cost of living.

The COL NKRA also introduced Kedai Kain Rakyat 1Malaysia (KKR1M) in 2012 with a target to set up seven outlets. A total of four outlets were set up by end 2012, with the first shop in Hulu Langat, Selangor.

KPI	TARGET	ACTUAL	% ACHIEVED	TRAFFIC LIGHTS
TOTAL			110%	
Bantuan Rakyat 1 Malaysia (BR1M)				
No. of households to benefit from BR1M	3,400,000	4,179,061	122.91%	🟢
Back To School Incentive - RM100 cash assistance for students enrolled in Primary 1 to Form 5				
% of school completed payout	100%	100%	100%	🟢
Number of school students receiving payment*	5,800,000	5,331,207	91.92%	🟢
RM200 book voucher for students enrolled in public and private local institution of higher learning, matriculation and Form 6 students				
Total value of vouchers redeemed (RM)	260,000,000	225,012,900	86.54%	🟠
Kedai Rakyat 1 Malaysia (KR1M)				
Total number of KR1M	60	59	98.33%	🟢
Menu Rakyat 1Malaysia				
Number of restaurants participating	2,000	2,228	111.40%	🟢
Klinik 1Malaysia				
Total number of clinics in operations	50	81	162%	🟢

*
The audited figures here are lower than the figure released by the Ministry of Education which was reported at 5,339,012 students. This is due to the fact that the audit was carried out prior to the closing and reconciliation of accounts, resulting in the discrepancy in the figures.

INITIATIVES

3.1

The 1Malaysia People's Assistance Programme or Bantuan Rakyat 1Malaysia (BR1M) is a programme tailored to respond quickly to changes in the economic environment. The programme has assisted more households in the country than originally expected. The original target based on the Household Income Survey 2009/10 by Department of Statistics, Malaysia was 3.4 million households. Actual recipients are totalled at 4,179,061 households, 22.91% higher than target. This has enabled the Government to assist to reduce the burden of rising cost of living.

The Back to School Incentive programme distributed RM100 to every enrolled student from Primary One to Form Five. A total of 5,331,207 students benefited from this programme.

Tertiary education students were provided for under the 1Malaysia Book Voucher programme, or Baucar Buku 1Malaysia (BB1M), and received RM200 each to assist them manage the costs of education. The programme benefited 1,275,065 Form Six, matriculation, college and university students.

The 1Malaysia People's Menu, or Menu Rakyat 1Malaysia (MR1M), has enjoyed great support from and participation by food outlets. The programme offers breakfast and lunch at affordable prices. Prices are set as follows

The efforts to help build homes for the poor is commendable. Some of them really cannot afford to rebuild their homes. It has improved their lives by making sure they have a comfortable environment to live in. I am a recipient of the BR1M programme. I spent it on buying books, stationery paid fees for my children.

Hasmah Ampala, 41
KindergartenTeacher

MENU RAKYAT 1MALAYSIA (MR1M)

Peninsular Malaysia	Sabah, Sarawak and Labuan
BREAKFAST RM2.00	**BREAKFAST** RM2.50
LUNCH RM4.00	**LUNCH** RM5.00

In 2012 alone, a total of 59 new 1Malaysia People's Shop or Kedai Rakyat 1Malaysia (KR1M) have been setup to provide accessibility to essential goods at cheaper price.

The GTP's initiatives to help the poor are very timely. The handouts will help them to sort their lives a bit. They would be able to spend the cash on vital things so they can use their meagre salaries on more important things. They would not need to find other illegal means to earn cash.

Moon, 30
Secretary

To date, a total of 3,228 food outlets have joined the MR1M programme and the number has kept growing. The target for 2012 is to secure the participation of 2,000 food outlets but we overachieved on this target by getting 2,228 instead, 11.4% above the target.

In 2012 alone, a total of 59 new 1Malaysia People's Shop or commonly known as Kedai Rakyat 1Malaysia (KR1M) have been setup to increase accessibility to essential goods at cheaper price. KR1M offers the same consumer goods as hypermarkets, but puts emphasis on providing basic essential goods.

Most items sold such as rice, cooking oil, milk powder and diapers are identified as 1Malaysia brand by the KR1M logo on their packaging. Currently, the various products on offer total almost 250 KR1M grocery items and the list is expected to increase over time. KR1M will emphasise products manufactured by small and medium enterprises (SMEs), and thus act as a platform for the Government's continuing effort to increase, enhance and expand SME's manufacturing capacity and sales.

The 1Malaysia Clinic or Klinik 1Malaysia (K1M), which was introduced on Jan 1, 2010 by the Ministry of Health, opened its 168th clinic in December 2012. The objective of these clinics is to provide fast and cheap (RM1) basic treatment especially in urban areas with a high population. The clinics are managed by medical assistants and staff nurses.

In 2012, the Prime Minister also launched the 1Malaysia Textile Shop or Kedai Kain Rakyat 1Malaysia (KK1M) to further help manage the cost of living. The KK1M model is similar to that of KR1M, with the difference that KK1M provides clothing and textiles rather than food. To date, a total of four shops have been established out of a targeted seven.

The 1Malaysia Tire Assistance Programme or Bantuan Tayar 1Malaysia (BT1M) was also introduced in 2012 as a one-off programme to assist taxi drivers reduce their cost of living. An estimated number of 67,300 taxi drivers will benefit from this programme which cost RM35 million.

The Government has also launched the 1Malaysia's People's Housing Programme (PR1MA) to increase access to affordable homes for the middle income population. This is designed specifically for the urban population with monthly household incomes between RM2,500 and RM7,500. For 2013, PR1MA is in the midst of securing land for 6 housing projects, with 8,600 new houses expected to be built/available in 2015.

I find the government's assistance for students really helpful. I have a 16 year-old son and it relieved some burden off me. We used the money to get books for him so I could reserve my salary for other expenditures.

Saidi Masko, 36
Hawker

The urban poor tends to be a neglected group in Malaysia owing to the assumption that city dwellers already earn a comfortable amount of monthly income in order to live there. While that may have been true in the past, the rising costs of essential goods have forced many low-income, and even those with lower-middle income, to do without.

The Kedai Rakyat 1Malaysia (KR1M) initiative, which was launched in June 2011, was designed by the NKRA team to help ease the plight of the urban poor, says Mohd. Fariszan bin Ahmad, the Head of the Delivery Management Office (DMO), Ministry of Domestic Trade, Co-operatives and Consumerism.

"We launched the first KR1M shop at the Kelana Jaya LRT station in response to a suggestion by the Prime Minister to help city dwellers who are being burdened daily with rising price of essential goods," he says. "How do we come up with a solution that will help both the low and lower-middle income groups? We first asked the local hypermarkets, and the suggestion they came back with was for us to produce generic products. That's how we first started. Why the city? Because in the city, you live here, you have to pay for everything."

However, there was little enthusiasm for the initial idea, which is how the implementation of the actual shop, KR1M, came into being. After setting up several branches, the Government realised that the problem of expensive goods was not limited to the cities, and hence expanded its scope to include suburban and rural areas.

In GTP 2.0, in addition to opening up more KR1M outlets, this will be further expanded to see the KR1M branded goods distributed to more 'Mom and Pop' stores in rural areas. Mohd Fariszan says that it is important to keep in mind that KR1M does not set out to replace other stores, but simply to provide a choice to the rakyat, particularly those with limited financial resources.

"We aren't forcing the rakyat to buy; we are giving them a choice," he says. "If you want to shop at a hypermarket, go ahead. But if you have smaller salary, go to KR1M. You have to remember, however, that even though we say these products are cheap, we don't compromise on quality. All products sold at KR1M must comply with Government standards." Mohd Fariszan says that while the KR1M shops have been well received by the rakyat, the tendency to politicise this initiative has proven to be a challenge. He adds that this cannot be helped, but the Government will continue to establish more shops to fulfil its obligation to the people to provide a good quality of life.

LOOKING FORWARD TO GTP 2.0

3.2

The COL NKRA laid down important foundations for both short- and long-term relief efforts in managing the rising cost of living. It will use a multi-pronged approach to manage the impact of the rising costs of goods and services, and will continue to be reactive in nature. These efforts will enable Malaysians to better manage their households expenditure.

Meanwhile, programmes such as KR1M and K1M will be expanded in GTP 2.0. KR1M goods will be distributed to 'Mom and Pop' stores in rural areas, which will expand the reach of affordable essential goods to low-income households outside the city. Similar expansions have been identified for Klinik 1Malaysia, which aspires to provide virtually cost-free healthcare services to all Malaysians.

For more details about NKRA's GTP 2.0 programmes, please refer to the GTP Roadmap 2.0.

Reducing Crime

UNITED
AGAINST CRIME

MINISTER'S FOREWORD

**DATO SERI HISHAMMUDDIN
BIN TUN HUSSEIN ONN**

Minister of Home Affairs

Despite much progress, incidents of crime persist in Malaysia, and the rakyat are justifiably indignant and concerned about this continuing blight on our otherwise harmonious and peace-loving country. The Reducing Crime NKRA (CRI NKRA) was introduced to solve this issue three years ago and we have accomplished much since that time. Our police force, the Polis DiRaja Malaysia (PDRM), has been tasked with greater responsibility to further reduce crime and enhance the delivery of security services.

As the Minister responsible for overseeing the NKRA, I am proud of all that we have achieved, but I also recognise that more needs to be done before we can say that our work is complete. We are well on our way to transforming the PDRM into a world-class police force, which operates according to the best practices of intelligence-based policing rather than by the traditional framework of sector-based policing. In this new evolution of our principal crime-fighting unit, the PDRM makes use of innovative resources to hit back at the most pressing issues.

However, I would also like to take this opportunity to seek greater co-operation from the rakyat to claim greater ownership of the problem. Crime is not a police issue alone but rather finds its roots in day-to-day issues that the PDRM may not be aware of. The rakyat need to develop greater awareness of their surroundings and report suspicious activities to the police; the rakyat need to help the police understand what are the biggest issues and concerns for them, and collaborate with the police to come up with win-win solutions.

We have achieved a lot given the resources we have at our disposal, and the Government is committed to further increasing these resources, but at the end of the day resources are finite. Our initiatives must be adapted to tackle the most relevant concerns because while we ideally we would like to provide around-the-clock patrols and comprehensive coverage of the entire country, this simply is not feasible.

Our NKRA remains responsive to the needs of the rakyat and we will endeavour to channel efforts into areas that need it most, but the rakyat must help us identify those areas. We have seen much development in GTP 1.0, and we are committed to building on that strong foundation that was laid down over three years of work. But in the next stage of the transformation, GTP 2.0, it is imperative that the rakyat and the government adopt a united approach in the fight against crime.

Crime is still a reality in Malaysia; we make no attempts to hide this fact. But we are pleased to report that our crime numbers are low on a per capita basis as compared with other peer nations. Let us work together to further improve and create a safer Malaysia for all rakyat.

Reducing Crime NKRA

OVERVIEW

Malaysians have identified crime as their biggest concern about the country, second only to concerns about the economy. The proliferation of crime is disruptive to the fabric of society, and cultivates a spirit of distrust and fear that prevents greater national cohesion. The Government is cognisant of the rakyat's demands for a safer country, and has charged the Reducing Crime NKRA (CRI NKRA) with the task of creating a safer Malaysia.

The initiatives of the CRI NKRA have shown significant results in the fight against crime over the past three years, but it has also become clear that more needs to be done. Despite the best efforts of the NKRA and remarkable improvements in crime statistics, the rakyat still report feeling unsafe after a spate of criminal incidents last year.

The CRI NKRA took significant steps last year in response to these concerns by the rakyat. For instance, the NKRA introduced the United Against Crime campaign, which aims to effect greater collaboration efforts between the Royal Malaysian Police (Polis DiRaja Malaysia or PDRM) and the community to fight crime.

The CRI NKRA recognises that the duty of enforcing crime is primarily the mandate of the PDRM and other enforcement agencies, but these agencies need the community to help them accomplish their tasks. Examples include better reporting of criminal activity, co-operation with the PDRM to identify specific problems in neighbourhoods, and greater recognition that the community must claim some ownership of the crime problem.

The initiatives of the CRI NKRA have shown significant results in the fight against crime over the past three years, but it has also become clear that more needs to be done.

The initiatives of GTP 1.0 were designed to arrest the growth of crime immediately by introducing a foundational programme of change to transform the way the PDRM carries out its work. GTP 1.0 saw a number of flagship programmes introduced such as the Omnipresence Programme and the Safe City Programme, which resulted in a direct reduction of index crime.[1]

Although the Crime NKRA team makes no claims that crime has been eradicated, the data suggests that the initiatives it has implemented here have helped reverse the growing trend of crime, reducing the number of criminal incidents to 2005 levels.

Under the CRI NKRA, a shift was made from sector-based policing to hotspot-based policing, which focuses policing efforts on specific areas of high criminal activity in order to create the greatest impact possible with limited resources. Finally, GTP 1.0 also saw initiatives undertaken to encourage greater community participation in policing activities.

These programmes were supported by minor initiatives such as the PDRM Balai League Table, which measures the effectiveness of police stations by jurisdiction, as well as a customer service rating programme to that solicits greater feedback from the rakyat.

The focus of the CRI NKRA has changed over the first three years of the GTP. In the first year, the NKRA focused on improving crime numbers by bringing in people and resources to tackle resource issues. In the second year, the NKRA focused on enhancing the capabilities of the policing services. The third year focused on institutionalising the changes. Some of the recent accolades received by the Malaysian policing system include:

▶ Safest among 19 upper-middle income countries and 12th safest overall (World Justice Project)

▶ Ranked safest and most peaceful nation in Southeast Asia and 20th worldwide (Global Peace Index)

As a result of these improvements, Malaysia climbed 30 spots to rank 63rd in the World Economic Forum (WEF) Global Competitiveness Report in 2011 measuring the cost to business violence and crime. However, Malaysia slipped slightly to 69th spot in 2012 by the same index.

THE OCCURRENCE OF RECORDED CRIMINAL INCIDENTS IS LOWER IN MALAYSIA THAN MOST OTHER COUNTRIES

per '00,000 population

Malaysia	550.1
South Africa	4,143.7
U.K.	6,498.5
U.S.A.	3,811.7
Singapore	606
Hong Kong	1,139.0
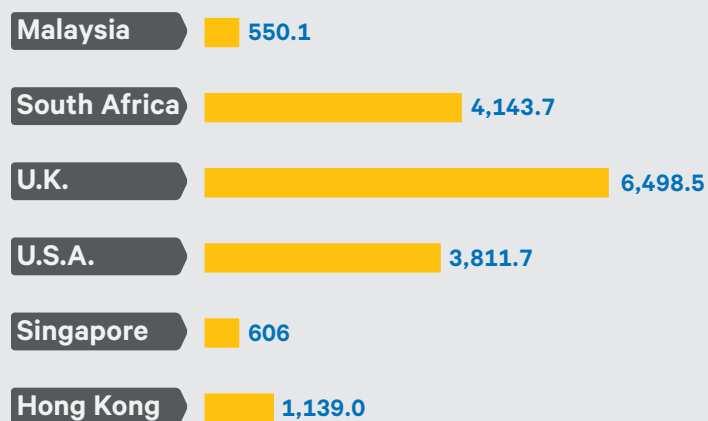
Sources: Nationmaster: http://www.nationmaster.com; DOS Singapore; UK Home Office

The CRI NKRA believes that one reason that the rakyat may still feel unsafe despite the declining trend in statistics has to do with the fact that there is still a gap between PDRM and the rakyat. Better engagement and relations between the PDRM and rakyat will help understand the work of the PDRM as well as the measures being undertaken to create a safer community.

As such, the CRI NKRA held a number of public engagement sessions with key stakeholders in 2012 including resident associations, women and private businesses to establish better working relationships with these groups.

The Government acknowledges that crime is still a problem, with some 421 incidents reported daily. In GTP 2.0, the CRI NKRA will continue to work on initiatives established in GTP 1.0 to improve this statistic, but will also introduce new innovative measures to minimize opportunities for crime.

OVERALL GTP 1.0 ACHIEVEMENTS

↑ +33.3%
Pre-GTP 1.0 crime increased by 33% over 5 years

↓ -26.8%
GTP 1.0 crime reduced by 26.8% over 3 years

2005   2009   2012
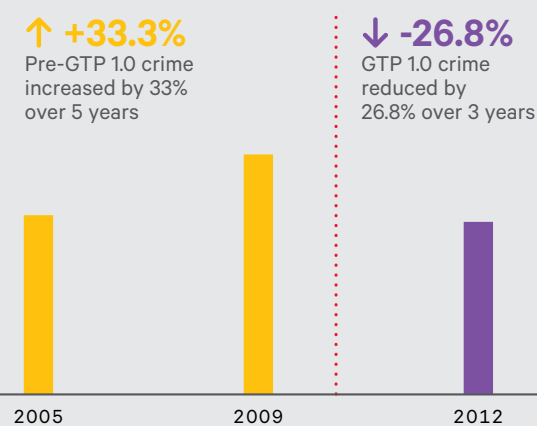
1
—
Index crime refers to a set of criminal activities that occur with sufficient regularity so as to constitute an index of the overall criminal situation in the country. Thirteen different categories of crime have been identified as index crime markers.

The Reducing Crime NKRA (CRI NKRA), similar to the Addressing the Rising Cost of Living Rising Cost of Living NKRA (COL NKRA), is distinctive in that its initiatives are prescriptive and reactive at the same time. As with the COL NKRA, the initiatives against crime must adapt to changing external conditions, in this case namely changing crime patterns.

From this perspective, the initiatives of the CRI NKRA vary from year-to-year correlated to the rise and fall of different types of crime. In 2012, for example, a spate of snatch thefts and assault cases occurring in public parking lots spurred the NKRA to take immediate steps to prevent re-occurrence.

The CRI NKRA team quickly arranged engagement sessions with public parking lot operators and owners of commercial buildings such as shopping malls to help strengthen their security measures. Meanwhile, the CRI NKRA also introduced motorcycle locks in specific areas where motorcycle theft rates had risen.

Although some of the initiatives of the CRI NKRA are reactive, its overall strategy remains purposeful in the sense that it is charged with reducing overall crime levels and creating a safer and more secure environment for the rakyat.

The adaptability of the CRI NKRA is not focused on initiatives exclusively, however. For instance, in 2012 there was a rise in the feelings of insecurity by the rakyat partly in response to a spate of visible crimes. Although the CRI NKRA upholds that the country is safer from a data perspective, there remains a need for the NKRA to reassure the rakyat as well.

The CRI NKRA team felt that the reason public feeling of security remained low was that positive action that reduces crime has little visibility compared to highly public instances of crime itself. Thus, there was need better to engage the public and raise awareness about the activities of the NKRA, as well as a need better to equip the rakyat to minimise their risk of becoming victims of crime.

Meanwhile, the NKRA also enhanced its existing initiatives in response to changing crime patterns, and managed to reduce index crime by a further 8.7% in the first 10 months of 2012. A number of minor initiatives were also introduced to further improve police services in the central business districts (CBDs). Outcomes delivered by the NKRA in 2012 include:

OUTCOME 1

Expanding the Omnipresence programme

The flagship programme of the CRI NKRA was expanded in 2012 to target schools, shopping centres, wet markets, public transport terminals and foreign embassies. The additions to the programme were made in response to the rise of criminal incidents in those areas.

OUTCOME 2

Enhancing the Safe City Programme

The programme has been expanded to 151 local district authorities (Pihak Berkuasa Tempatan or PBTs) including all 12 hotspot PBTs, which aim to deliver the provisions of the programme within their own jurisdictions. The Safe City Programme saw the introduction of two new initiatives that will further promote security within specific city areas. The CRI NKRA implemented an initiative to install motorcycle locks in central business districts (CBDs) in a bid to further reduce incidences of vehicle theft. Meanwhile, new signage detailing police contact information was set up in community areas to enhance police response time. In addition, safety audits were conducted for 467 public toilets and 132 public transport terminals within the 12 hotspot PBTs.

OUTCOME 3

Greater engagement with target groups

The CRI NKRA implemented the United Against Crime public engagement campaign with the aim of enhancing relationships between the PDRM and the community. Key groups targeted in 2012 were women, schools, resident associations and the private sector including businesses, car park operators and embassies.

▶ Women: Among the initiatives were round-table discussions with women on the subject of domestic violence, which directly leads back to the NKRA's efforts to reduce the number of victims of crime. The CRI NKRA also expanded triage services to provide additional support for victims of crime at police stations.

▶ Schools: The NKRA focused on engaging with school children following a high-profile kidnapping case last year. Under the Blue and Green initiative, joint patrols were held by PDRM and RELA to increase the security in over 500 schools nationwide.

▶ Resident Associations (RAs): Dialogue sessions between the police and RAs started this year to help identify local issues and help communities improve safety within their own neighbourhoods. It also gave residents a chance to provide feedback to the PDRM with respect to security and policing issues. The PDRM also instituted the Hari Bertemu Pelanggan, or Customer Meeting Day, at their stations every first Thursday of the month to promote better community relationships. These engagement sessions were also held to lay down the foundation for the Black Spot Initiative in GTP2.0.

▶ Car park operators: In anticipation of the NKRA's new initiative in GTP 2.0 to harden public car parks, engagement sessions were held in 2012 to prepare the operators. The engagement sessions were also held to help operators improve security after a spate of criminal incidences at public car parks.

NKPIs

KPI	2012 Target	2012 Results
Reduction in reported index crime	5% 5% based on 2011 achievement	7.6%
Reduction in reported street crime	45% 45% based on 2009 achievement	41.3%
Reduce fear of becoming a victim of crime	45%	57.3%
Increase the number of arrest cases brought to trial (charge rate)	25%	34.7%
Improve public perception on police performance	65%	65.7%

INITIATIVES

4.1

The initiatives of the CRI NKRA are grouped under larger groups that work together towards achieving the NKRA's KPIs. The NKRA team has thus identified several core initiatives that directly work towards the overall goal, which is the reduction of crime and improving public satisfaction with policing and law enforcement activities. The grouping is detailed in the table below.

KPI	INITIATIVES	*not exhaustive
Reduction in reported index crime	▶ Omnipresence (redeployment, infrastructure upgrade) ▶ Prisons Improvement and Post-Release Program ▶ SafeCam Initiative	
Reduction in reported street crime	▶ Safe City Program ▶ Black spot pilot initiative ▶ AADK Drug Rehab Programme	
Reduce fear of becoming victims of crime	▶ Omnipresence ▶ Crime Awareness Day	
Increase the number of arrest cases brought to trial (charge rate)	▶ Use of MCAD	
Increase public perception on police performance	▶ Customer Service Rating initiative (CSR Machines and SMS initiatives) ▶ PDRM Balai League Table ▶ Leveraging Social Media ▶ Pasar Malam Outreach ▶ Increased media briefings ▶ Triage Rooms	

1
THE OMNIPRESENCE PROGRAMME

The Omnipresence Programme is a flagship initiative under the CRI NKRA designed to increase the public presence of the police force to dissuade criminal activities and to foster better relationships between the PDRM and the rakyat. The programme is a private—public—police partnership designed to create comprehensive patrol coverage of crime prone areas. It also aims to foster better relationships with the community through several key programmes. These programmes include:

▶ **High Profile Policing**
This programme calls for senior police officers to conduct patrols alongside junior officers to provide support and motivation. It is also an opportunity for the community to hold dialogues with the key decision makers of a district's balai.

▶ **Stop and Talk**
This programme transforms traffic and MPV police officers into mobile information centres to help communicate security concerns with the public.

▶ **Feet on the Street**
This programme is done in collaboration with the Police Volunteer Reserves (PVR) and other voluntary forces such as RELA to conduct additional patrols in hotspot areas. The increased presence of law enforcement personnel is designed to deter street crime and improve public feelings of security.

In 2012, the Omnipresence Programme was credited with having helped reduce overall street crime and index crime by 41.3% (with 2009 as the baseline year) and 7.6% respectively.

DELIVERING RESULTS:
VIEWS FROM THE DELIVERY MANAGEMENT OFFICE (DMO)

The CRI NKRA's DMO team faced a challenging 2012 due to a spate of high-profile criminal cases that erupted in the middle of the year. The GTP's fight against crime was already viewed with some public scepticism from its inception, and the criminal spate did little to abate those concerns. Although the NKRA team was confident in its data, which showed a significant reduction in criminal incidences, the public was hard to convince.

"One of the biggest delivery challenges we faced was getting more public involvement in our programmes," says Roydee Abdul Rahman, the assistant secretary of the Crime NKRA's DMO.

"We needed to show the public that their involvement was crucial to was crucial to success, and that in the end everyone, irrespective of age, race, sex and political affiliation, would benefit from the various programs undertaken by us in GTP 1.0. At the end of the day, we all want to feel safe and we all want our loved ones to be safe want our loved ones to be safe."

There remains a need to change the mind-set of the rakyat to recognise that security is not simply the responsibility of the police, but one that requires co-operation from all stakeholders. Roydee says that the solution here is enhancing communication with the public.

"People need to understand Why we are doing what, when, how and where. With understanding comes co-operation," he says.

There have also been challenges in the back-end, adds Roydee, during the early stages of the implementation process. Getting the various stakeholders to work together on initiatives proved more difficult than initially envisioned. However, as the years progressed and it became evident that the initiatives were working, the stakeholders became more convinced of the programme.

"We had started out on our initiatives by working across broad Ministries. This too was a challenge as they were more accustomed to working in silos," Roydee says. "But 2012 was different in the sense that our stakeholders had a clearer picture of what we were doing. Results of our implementation could be seen in facts and figures."

As for Roydee personally, he says that he was particularly impressed by the implementation of the Safe City Programme (SCP) jointly delivered by the Town and County Planning Department. Comprising 151 local councils, the police and the Department of Local Government, the SCP was a concrete example of what collaborative efforts can achieve achieve in Malaysia.

The kernel of the SCP is designed to minimise opportunities for crime in participating cities by the employment of several strategies including "Crime Prevention Through Environmental Design" (CPTED) principles. SCP is a co-operative effort between the PDRM, local municipal councils and other Government agencies that works at improving safety and security through design elements. Meanwhile, the CRI NKRA has taken further steps such as posting telephone numbers for district police stations to assist the public report crime more easily.

SAFE CITY PROGRAM:
A COLLABORATIVE EFFORT UTILISING CPTED PRINCIPLES

	2010 (12 PBT)	2011 (151 PBT)	2012 (143 PBT)
Lighting	2,594 units	8,329 units	7,035 units
Safety Mirrors	322 units	1,311 units	834 units
Railings & Bollards	31 KM	104.3 KM	143.9 KM
Notice boards with PDRM line	N/A	N/A	1,077 units
Motorcycle parking with locks	N/A	N/A	34,646 units
Geographic Information System (GIS) Mapping	Recipient of two international awards the Special Achievement in GIS from ESRI and the Future City of The Year award from FutureGOV.		

Other highlights of the SCP include the integration of crime data from the Police Reporting System with the Safe City Monitoring System (SCMS). The integration of the data helps the PDRM better respond to emergencies as well as drive collaborative efforts to reduce crime. Through the web-based SCMS, local authorities and law enforcement agencies are able to assess criminal trends and adopt the appropriate response.

The SCMS has been internationally recognised. In July 2012, SCMS won the Special Achievement in GIS Award from the Environmental System Research Institute (ESRI) in San Diego. The SCMS impressed the judges over 100,000 other competitors to win the award. The SCP also won the "Future City of The Year 2012" award at the FutureGov Summit held in Chiang Mai, Vietnam in October 2012. This recognition is strong endorsement of the programme and serves to encourage greater development in the future.

Efforts in community policing are directed at encouraging greater participation by the rakyat in collaborating with law enforcement officials to further reduce incidences of crime. Neighbourhood watches and patrols by the Rukun Tetangga have helped increase the visibility of patrols thus directly resulting in lower incidences of crime.

ENHANCING COMMUNITY PATROLLING

The Reducing Crime NKRA is taking additional steps to reduce the number of house break-ins, and has introduced the PDRM's Motorcycle Patrol Unit (Unit Rondaan Bermotosikal or URB), which works hand-in-hand with resident associations to identify crime-prone areas. The PDRM has already held discussions with 40 resident associations in Selangor, Kuala Lumpur, Negeri Sembilan and Johor.

The URB aims to enhance community crime prevention efforts by supporting such initiatives with rapid police backup. It is also designed to increase greater engagement with community residents in order to build better relationships.

The first phase of deployment saw 560 units put into service in December 2012, with a targeted goal of deploying 1,000 units in 2013.

1000 "UNIT RONDAAN BERMOTOSIKAL" WILL BE DEPLOYED ACROSS SIX STATES

State	Units
Selangor	268
Kuala Lumpur	145
Johor	219
Penang	133
Perak	135
Kedah	100
TOTAL	1,000

As of 12 December 2012
560 bikes delivered
926 personnel have been trained

Meanwhile, the CRI NKRA has also stepped up its efforts to engage the community through its United Against Crime (UAC) campaign, which seeks to foster greater community participation and awareness in several strategic groups. These include schools, resident associations, night markets (pasar malam), public parking lots and foreign embassies.

The campaign has helped educate the public on improved security measures as well as procedures to follow in the case of an emergency. Increased use of social media and more regular media briefings have also helped convey the NKRA's message to the public in a bid to cultivate a greater sense of security within the community.

Another component of the UAC campaign is the deployment of CCTVs under the SafeCam initiative, which provides 24-hour monitoring of crime-prone areas or hotspot areas. The PDRM SafeCam Partnership is a collaboration between the PDRM, the private sector and housing residents to jointly address the issue of crime. The PDRM Safecam Network will create the largest CCTV network across Malaysia, co-ordinated to the common end of monitoring, fighting and deterring crime. This initiative will be expanded and enhanced in GTP 2.0.

4
INCREASING THE NUMBER OF ARRESTS BROUGHT TO TRIAL

The disparity between the number of arrests and the number of number of arrests brought before a court of law can be further reduced. A number of factors contribute to the lack of trials, primarily a shortage in policing resources including investigating officers and forensic teams to properly investigate criminal incidents. While this problem is a key focus of GTP 2.0, efforts have already been made in 2012 to help alleviate this problem.

The PDRM have started to outfit their officers with Mobile Card Acceptance Devices (MCADs), which help officers with their investigations by connecting them with a centralised database. This database contains information on stolen vehicles and parts, as well as other important forensic data.

LOOKING FORWARD TO GTP 2.0

4.2

Despite the successes of the CRI NKRA's GTP 1.0 initiatives, it has become evident that more work needs to be done to win the support of the rakyat. The NKRA recognises that it is a fundamental right of all Malaysians to feel safe in their own homes, and thus greater emphasis will be placed on making communities more secure.

GTP 2.0 will see the enhancement of successful GTP 1.0 initiatives as well as the introduction of new ones that will see greater improvements to policing services. The CRI NKRA's overarching philosophy in GTP 2.0 is the transformation of the Malaysian PDRM into an intelligence-based intelligence-based police force as opposed to one based upon sector-based policing.

Another key change in NKRA's approach to reducing crime is to increase its focus on preventing house break-ins. The decline in street crime has seen a corresponding increase in the number of house break-ins, suggesting that criminals may be changing their patterns. The greater number of initiatives tailored to increase community awareness and policing efforts, including the motorcycle patrol unit (unit rondaan bermotosikal), are designed to reduce such incidences.

The CRI NKRA GTP 2.0 programmes are divided into four main areas as detailed in the table below:

REDUCING INDEX CRIME

Prevention of vehicle theft
▶ Prevention of vehicle theft (target hardening)
▶ Collaborative enforcement on illegal workshops
▶ Dedicated teams
▶ Strengthening Border and All Entry Points (container scanners)
▶ Increase usage and availability of MCADs

Inmate rehabilitation and upskilling
▶ Industrial prison
▶ Development of after-release programme
▶ Improvement of Prison Rehabilitation Programme

Rehabilitating drug addicts and users
▶ Open-access drug treatment and rehabilitation
▶ Outsourcing drug rehabilitation to NGOs
▶ Opening job opportunities for recovering addicts
▶ Expanding SPIKES (Sistem Pengurusan Integrasi Kawalan Efektif Substen)

Residential patrols (Omnipresence)

....

Dedicated House Break-In team
▸ Coordinating volunteers through community policing

....

CPTED- House Security Features

INCREASING THE SAFETY PERCEPTION INDEX

Increasing PDRM presence
▸ Omnipresence programme (High Profile Policing, Stop and Talk, Feet on Street)
▸ Panic Button smartphone app
▸ Rakan Cop
▸ Black Spot initiative
▸ Smart partnership
▸ Police Volunteer Reserve (PVR)

....

Communications
▸ PDRM corporate communications unit
▸ Women's awareness campaign
▸ Crime Awareness Day
▸ Safety Perception Survey

INCREASING INVESTIGATION PAPERS BROUGHT TO TRIAL

Reducing ratio of Investigation Officers to Investigation Papers to 1:5

....

Increasing the efficiency of investigating officers (investment in equipment)

....

Increasing collaboration between PDRM, Attorney General's Chambers (AGC) and other relevant departments

....

One way mirror at IPDs

IMPROVING PUBLIC SATISFACTION OF POLICE SERVICES

Expansion of triage counselling in police stations

....

Balai League Table for police stations

....

Sistem Semakan Online

....

Improved response time

....

Independent survey on public satisfaction

The police in our area (Section 6, Jalan Gasing, Petaling Jaya) is very good. They conduct frequent patrols. They respond to calls for help quickly. They also hold regular dialogues with the residents.

Sheila Naidu, 45
Homemaker

CREATING LINKS IN A CONTINUOUS PROGRAMME OF CHANGE

As with the overall philosophy of the GTP, the new initiatives formed to fight crime over the next three years are part of a continuous programme of change, which responds to the demands of the rakyat. The CRI NKRA initiatives strive towards the overall goal of eradicating crime, but at the same time respond to concerns raised by the rakyat, most pressingly the overall feeling of insecurity that persists.

The CRI NKRA believes that the efforts of the past three years have yielded significant results, but that more has to be done to address public concerns. In view of this, the CRI NKRA will retain a reactive component that will adjust its initiatives in accordance with changes in the crime pattern.

> I see more police presence in my neighbourhood. I think that is good as crime is on the rise. I think the rising cost of living is a bit worrying though. It would be helpful if the government can solve that issue.
>
> **Ermayani Bahrom, 21**
> *Nurse*

RAKYAT RECLAIMING THEIR NEIGHBOURHOODS

The fight against crime is no longer the exclusive domain of the police, but requires the co-operation of all stakeholders, most importantly the rakyat within their own communities. Indeed, many communities have started conducting their own volunteer community policing initiatives with the support of the PDRM.

One such example is Joe Mahinder Singh, 55, who in 1998 formed a community watch group in SS17 Subang Jaya after a relative had her gold necklace snatched twice within six months. Joe, a former police volunteer in the mid-1970s, showed the sort of know-how and gumption the Reducing Crime NKRA (or CRI NKRA) hopes to encourage in other communities throughout the country.

"The crime rate was escalating and a lot of students were also getting robbed," recalled Joe. "We started the team with about six people...who would keep a lookout for us. Whenever someone saw something suspicious, they would call us and we would go there on our bikes. We would then assess the situation before calling the police."

Joe is still actively involved in community policing and has received several recognition awards from the police for his contributions.

Another active community volunteer is Alice Choo, a retiree living in Bandar Puteri 11. Also the chairman of the residents association (RA), Choo canvassed door-to-door for two months to restart the RA in 2009.

"We wanted to set up a security scheme and in order to do that we needed residents to become members of the RA," she said. In addition to security efforts, the Bandar Puteri 11 RA has also addressed other issues including garbage collection, development projects and road access issues.

The Reducing Crime NKRA believes that rakyat such as these are exactly what is needed in the overall fight against crime, and hence has stepped up its efforts to create community policing and volunteer policing forces in GTP 2.0.

KEY LESSONS

4.3

One of the key lessons learnt during GTP 1.0 is how action must be partnered with engagement in order to win the support of the rakyat. When initiatives are carried out without appropriate engagement, perceptions of ineffectiveness and incompetency may arise despite an improving reality.

Towards this end, there has to be greater co-operation from the rakyat in the fight against crime, which requires greater public ownership of the problem itself. Although GTP 1.0 initiatives already contained components of public engagement through the implementation of a community policing programme, there was recognition that this in itself was insufficient. The United Against Crime campaign was born out of this insight, and will be further enhanced in GTP 2.0.

Secondly, the CRI NKRA learnt that there was a need for flexibility in the fight against crime. Crime patterns are not static and the NKRA must be able to adapt its initiatives to tackle new problems as they arise. In so doing, the aim of the NKRA is to remain relevant to the rakyat's concerns and thus further reduce the fear of becoming a victim of crime.

Finally, the International Panel Review substantially boosted the credibility of the NKRA's impact, and subsequently will be repeated over the next three years. The goal of the CRI NKRA is to transform the PDRM into an intelligence-based policing system, which will respond to the needs of the rakyat in an efficient and effective manner.

Fighting Corruption

BUILDING A FAIR AND JUST NATION

REPORT CORRUPTION
1-800-88-6000

REPORT CORRUPTION
1-800-88-6000

REPORT CORRUPTION
1-800-88-6000

MINISTER'S FOREWORD

DATO SERI MOHAMED NAZRI BIN ABDUL AZIZ

Minister in the Prime Minister's Department

When the Fighting Corruption National Key Result Area (ANTI-CORR NKRA) was conceived in 2010, we would face a challenge to overturn what has become an accepted way/part of life for many Malaysians.

This is underscored by the steady decline in Malaysia's ranking in Transparency International's Corruption Perceptions Index, where we scored 5.1 in 2008, 4.3 in 2011. Corruption, both petty and grand, has become so entrenched in our society that despite the existence of an elaborate anti-corruption framework the level of perception of corruption in the country has remained stubbornly high.

Under GTP 1.0 we implemented a number of initiatives around three core aspirations: corruption through greater enforcement, improving Malaysia's ranking in Transparency International's Corruption Perceptions Index, and improving the rakyat's perception of the integrity of the government and the civil service. These were largely measures meant to lay the foundation for wholesale change in our attitude towards corruption.

Malaysia is the only country in the world that has made fighting corruption a national Key Performance Indicator (KPI), which is a clear indication of just how serious we are about eradicating corruption from our country.

As the minister in charge of the NKRA, I am proud to report that our efforts in combating corruption have yielded significant results. In 2012, Transparency International's survey showed that Malaysia's Corruption Perceptions Index rose from 60th spot to 54th, which is a strong endorsement of the work that we have been doing in the NKRA. We owe this improvement to a number of initiatives that we have put in place over the last two years. Of particular significance is the Government's decision to implement Compliance Units in selected enforcement agencies to monitor the performance and behaviour of civil servants and enforcement officers, and to ensure compliance. This represents a major step towards creating a bribe-free society.

The development of the electronic MyProcurement Portal, which lists information of advertised and awarded tenders and contracts, has helped increase transparency and raised confidence in the Government's tender process.

However, it is too soon for us to say that our work is done: We have made excellent starts but the work must continue. Hence, for the next three years under GTP 2.0 we have raised the bar to achieve our targets under four workstreams:

Enforcement Agencies, Grand Corruption, Government Procurement and Education and Public Support. These four workstreams are tailored to address the key elements involved in corruption and will provide the overarching guidelines for their respective initiatives.

The Government is fully aware that corruption remains one of the biggest threats to its ambition of attaining high-income status by 2020, but the fight against corruption cannot be won overnight. Consequently, the building blocks introduced under GTP 1.0 will be strengthened through new initiatives over the next three years to ensure the momentum for change is sustained at all levels. That said, change at the policy level alone will not be sufficient. Broad reforms across the board to minimise the opportunities and practice of corruption must be implemented.

Malaysia is the only country in the world that has made fighting corruption a National Key Performance Indicator (NKPI), which is a clear indication of just how serious the Government is about eradicating corruption from the country. We have heard the concerns expressed by all stakeholders, and we are confident that with greater co-operation we can make significant headway in this fight.

CHAPTER 5

Fighting Corruption NKRA

OVERVIEW

Corruption remains a significant obstacle in the way of the country achieving its ambitious development goals for 2020, which relies on a significant amount of private investment from both domestic and foreign sources.

Private investment is expected to make up 92% of Malaysia's total investment needs by 2020, but that figure will be difficult to achieve unless the Government takes significant steps towards improving public confidence in the country. Moreover, corruption siphons away resources from the economy, thereby stunting growth[1], and dissuading the rakyat from participating in government. However, studies are showing that the NKRA's anti-graft initiatives are making an impact after Malaysia's ranking on the Corruption Perceptions Index (CPI), a yearly survey conducted by Transparency International, rose six spots from 60 to 54 in 2012. This is a marked improvement from the previous year when the country's ranking fell four spots from rank 58 in 2010.

1
—
Transparency International Malaysia estimates that some RM30 billion is siphoned away from the economy annually because of corruption.

In 2012, Malaysia's CPI rank rose to 54th place from 60th, placing third among Asean nations behind Singapore and Brunei.

Transparency International's index measures how corrupt a country's public sectors are perceived to be, and captures the views of experts, analysts and businesspeople from within ach respective country. The CPI rank is derived from other surveys including:

▶ Bertelsmann Stiftung

▶ The World Justice Project

▶ The Political and Economic Risk Consultancy (PERC) group

▶ The World Economic Forum

▶ The Economist Intelligence Unit Country Risk Assessment

▶ The Global Insight Country Risk Group

▶ The Institute of Management Development

▶ The International Country Risk Guide

In 2012, Malaysia's CPI rank rose to 54th place from 60th, placing ranked third among Asean nations behind Singapore and Brunei. Malaysia scored 49 out of a possible 100 points in its CPI calculation, whereas Singapore scored 87 and Brunei 55. The improvement in rank suggests that stakeholders within Malaysia are seeing improvements on this front, but more must be done to further improve the country's corruption score. The Government recognises that it needs to improve the reputation and perception of Malaysia as a competitive and efficient place to do business. Eliminating corruption is key to achieving this goal and vitally necessary for the country to move out from its middle-income trap.

The NKRA believes that the problem of corruption cannot be addressed in piecemeal fashion, and hence marshals resources to provide a holistic solution.

GTP 1.0 ACHIEVEMENTS

The Fighting Corruption NKRA (ANTI-CORR NKRA) made significant strides in the first three years of GTP 1.0 after implementing a number of initiatives designed to combat corruption on all levels of Government. The initiatives were informed by three key aspirations:

Reduce corruption through greater enforcement

1

Improve Malaysia's ranking on Transparency International's Corruption Perceptions Index (CPI)

2

Improve the rakyat's perception of Government and civil service integrity

3

In terms of specific implementation, the ANTI-CORR NKRA's initiatives work on all levels of Government service, and strive to secure greater commitment and co-operation from Government vendors and private sector partners to join in the fight. The NKRA believes that the problem of corruption cannot be addressed in piecemeal fashion, and hence marshals resources to provide a holistic solution. As such, the ANTI-CORR NKRA's in GTP 1.0 saw the introduction of new legislation to protect whistleblowers, the introduction of a fast-track process to expedite corruption cases within the Malaysian courts, and the institution of compliance units in key enforcement agencies, to name but a few initiatives.

The execution of these programmes, however, has not always been smooth-sailing. As with any holistic transformation process, getting people to adapt to the new culture will always be challenging. Nevertheless, the implementation of GTP 1.0 initiatives has revealed important lessons that will guide the the implementation of GTP 2.0 initiatives over the next three years.

The ANTI-CORR NKRA recognises that changing mindsets will take time, which is why the GTP has been divided into several horizons. GTP 1.0 has laid the foundation to prepare the country for a corruption-free future, and the ANTI-CORR NKRA is committed to intensifying the agenda of change over the next three years in GTP 2.0.

2012 OVERVIEW

The first two years of GTP 1.0 saw the ANTI-CORR NKRA put into place various key initiatives identified in the initial Labs session. With most of the initiatives in place, the role of the ANTI-CORR NKRA in 2012 was primarily one of monitoring and tweaking their implementation. Despite positive feedback from the international reviewers, the ANTI-CORR NKRA team is primarily directed towards addressing the concerns of the rakyat. The initiatives therefore aim to redress problems voiced by the public, and to expedite solutions that will restore the public's confidence in the public justice system.

Over the last 12 months the rakyat began to see the fruits of the groundwork laid down by the NKRA in the first two years of the GTP, and it can expect to see further results going forward. Some of the outcomes delivered in 2012 by the ANTI-CORR NKRA responding to rakyat concerns include the following:

OUTCOME 1

Malaysia improves its Corruption Perceptions Index ranking

Malaysia's ranking on the Corruption Perceptions Index (CPI), a yearly survey conducted by international watchdog Transparency International, rose six spots from 60 to 54 in 2012. This marked improvement is evidence that the ANTI-CORR NKRA's initiatives are working, and thus are establishing a strong foundation for further work to be carried out in GTP 2.0. Key initiatives contributing to this improved performance include the enforcement of the *Whistleblower* and the Corporate Integrity Pledge initiative.

OUTCOME 2

Announcement of political funding reforms by the Prime Minister

Prime Minister Datuk Seri Najib Razak announced in February 2012 that the Government will be adopting reforms to change the way political parties in Malaysia receive and manage funding. This is a key initiative under the ANTI-CORR NKRA, and will be fully implemented in GTP 2.0. The aim of these reforms is to ensure that political funds are not siphoned away by middlemen. The new rules will stipulate proper political fund-management processes, which will limit third-party access to those funds.

OUTCOME 3

Creation of compliance units across all Government bodies

The success and impact of the ANTI-CORR NKRA's decision to create Compliance Units in five enforcement agencies – the Malaysian Anti-Corruption Commission (MACC), Royal Malaysian Police Force (PDRM), Royal Malaysian Customs, the Road Transport Department (Jabatan Pengangkutan Jalan or JPJ) and the Immigration Department – has encouraged the Government to consider adopting this policy across its various bodies. The Government believes that incidences of corruption can be reduced if there is some form of monitoring. These Compliance Units, will internally monitor the performance and behaviour of civil servants and enforcement officers, and refer them for disciplinary action if the need arises.

OUTCOME 4

Minimising opportunities for corruption through automation

The Road Transport Department implemented its traffic Automated Enforcement System (AES) in August 2012 under the *Reduce Discretion Through Automation* initiative. The goal of this initiative is to reduce opportunities for petty corruption by removing the human equation from traffic enforcement activities. Although the AES has come under criticism from some parties since its inception, the ANTI-CORR NKRA believes that these teething issues are minor inconveniences compared to the programme's overall benefit.

OUTCOME 5

Creation of the Central Asset Management Corporation

The role of this Government agency is to manage confiscated assets on behalf of the Government, preserving their value and preventing them from degrading. The Ministry of Finance has already structured a new division for this corporation and is presently awaiting the tabling of a corresponding bill in Parliament to establish the corporation.

OUTCOME 6

Enhancement of the Corporate Integrity Pledge (CIP) programme

In addition to celebrating the first anniversary of the CIP, plans are underway to provide training to pledgees to enhance corporate governance within their various organisations. The roles of the CIP Roundtable members which includes PEMANDU, Bursa Malaysia, the Securities Commission, Companies Commission of Malaysia (SSM), the Malaysian Anti-Corruption Commission, the Malaysian Institute of Integrity (IIM), and Transparency International Malaysia (TI-M), were realigned to create a more effective and efficient implementation of the CIP.

NATIONAL KEY PERFORMANCE INDICATORS (NKPIs)

The impact of ANTI-CORR NKRA initiatives are generally intangible to the rakyat as most occur behind the scenes, though efforts have been made in the GTP to quantify their results. The most significant measure of the NKRA's initiatives is the country's CPI rank as determined by Transparency International.

As the following KPI table shows, the ANTI-CORR NKRA enjoyed success in most of its initiatives in 2012, but not all were satisfactorily achieved due to various reasons. In the cases where an initiative failed to meet its target, important lessons were learnt, which will help guide the implementation process in GTP 2.0.

A change in culture, not just on the part of the Government but all other stakeholders, will require undoing decades of custom, and will require the co-operation of all Malaysians.

OVERVIEW OF 2012 KPI ACHIEVEMENTS

Performance Indicators	Target 2012	Actual Achievement	Result
No. of Ministries scoring above 90% on the Procurement Accountability Index	25%	18	72%
No. of arrest cases brought to trial	25%	34.7%	139%
Percentage of companies announcing Entry Point Projects (EPPs) in Progress Update to sign to CIP	100%	100%	100%
No. of people in the database of convicted offenders	300	395	132%
No. of summons issued vs. Total hours of operations (PDRM Traffic)	13	18	138%
No. of summons settled vs. No. of summons issued by JPJ	60%	47.53%	79%
Transparency International Corruption Perceptions Index	4.9	49% *(change in methodology in 2012)*	100%
Transparency International Global Corruption Barometer survey	52%	NA *(results to be released June 2013)*	NA
Percentage of trials completed within a year	70%	75.5%	108%
Percentage of Government procurement secured under the Integrity Pact	100%	85%	85%
TNS Perception Survey on how much enforcement agencies are perceived to be corrupt	275	294	92%
Whistleblower protection awareness and satisfaction survey result	50%	26.8%	54%
Full-fledged implementation of the Political Funding initiative which includes funds being credited directly into party accounts, properly recorded and available for audit	100%	50%	50%
Percentage of completion of Compliance Unit activities	85%	93%	109%
Commence reporting corruption-related cases under Whistleblower Act	100%	100%	100%
Average			**97%**

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

INITIATIVES

5.1

The initiatives of the ANTI-CORR NKRA are divided into three sub-areas or workstreams:

- Enforcement Agency
- Grand Corruption
- Government Procurement

The division of the NKRA into these three workstreams reflects the team's efforts to provide a holistic solution that addresses the entire value chain, from the civil service to vendors who transact deals with the Government to senior officials on the highest levels of hierarchy.

THE THREE SUB-AREAS OF THE FIGHTING CORRUPTION NKRA

1. Law Enforcement and Regulatory Agencies

AIMS
- Greater deterrents to and effective enforcement against corruption by public officials
- Enhance the system for delivery of justice for corruption cases

INITIATIVES
- e.g., strengthen and empower compliance units

2. Government Procurement

AIMS
- Reduce leakage of public funds
- Better transparency and accountability in the award and execution of contracts

INITIATIVES
- e.g., define parameters of support letters
- e.g., disclose details of government procurement contracts

3. Grand Corruption

AIMS
- Regain public confidence in law enforcement agencies
- Reduce opportunities for abuse of power by law enforcement agents

INITIATIVES
- e.g., endeavour to complete prosecution of corruption cases within one year, particularly for cases of public interest

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The workstreams correspond to the three aspirations outlined for GTP 1.0. Over the last 12 months, the ANTI-CORR NKRA introduced a new initiative, the Online Public Engagement initiative, and took steps to seek greater public input in the drafting of new laws and amendments by Government agencies. The latter saw the country's Chief Secretary distribute a circular throughout government to petition greater public engagement. Meanwhile, the NKRA continued its work in enhancing and expanding initiatives that have proved to be successful.

Over the last 12 months, the NKRA has focused its efforts on the following initiatives:

▶ **Corporate Integrity Pledge**

The Corporate Integrity Pledge (CIP) is one of the ANTI-CORR NKRA's key initiatives designed to solicit greater co-operation and participation from the private sector in the fight against corruption. Some of the key signatories of the CIP include private sector companies that are part of the Entry Point Projects (EPPs), which form the core of the country's Economic Transformation Programme (ETP).

The CIP is a signed commitment by signatories towards the eradication corruption in their workplaces, and they are held to a number of obligations to do so. This includes tightening their corporate governance policies in compliance with the requirements of the CIP. The Anti-Corr NKRA has commenced preparing companies for this eventuality in 2012.

As at the end of 2012, 154 companies have signed the CIP.

▶ **Expedition of Corruption Trials**

Corruption cases can take years between the arrest of a suspect and the case appearing before a court of law. Such long intervals have led to public perception that the Government is not keen to prosecute corruption cases, and hence have eroded public confidence in the Government's commitment to eradicating the problem.

The ANTI-CORR NKRA's initiative to expedite corruption trials has shown significant progress in fast-tracking cases through the setting up of 14 special corruption Sessions courts over the last three years. The courts processed over 404 cases and completed 258 cases in 2012.

▶ Whistleblower Protection Act

The *Whistleblower Protection Act 2010* was enforced in 2011, and represented a new piece of legislation protecting the rights and identities of persons who report instances of corruption. The purpose here is to create a secure environment in which potential whistleblowers can act without fear of recrimination. The NKRA's work on the *Whistleblower Protection Act* last year has helped raise the profile of the new law, and led to an increase in the number of corruption complaints. In 2012, 96 individuals were given protection of identity under the Act.

▶ Automated Enforcement System (AES) for traffic laws

The ANTI-CORR NKRA implemented the AES in 2012 in a bid to further reduce instances of corruption. Cases of traffic law enforcement officials being bribed by the public to escape compounds for minor traffic infractions is commonplace in Malaysia, and the AES aims to help reduce opportunities for such bribery by automating the compounding process.

A secondary goal of the AES is to reduce instances of traffic fatalities by encouraging vehicle users to drive within the prescribed speed limit. Although the AES has received some criticism during its pilot phase, the NKRA believes such concerns relate to teething issues that will be resolved over time.

Fourteen AES systems have been installed in the first phase of the roll-out.

▶ MyProcurement Portal

The institution of the MyProcurement Portal is the NKRA's first step in combating corruption in the Government procurement process. The portal requires that all Government tenders and winning bids be listed on this online database, which provides greater clarity and transparency to the purchasing process.

While MyProcurement will be undergoing a massive enhancement in GTP 2.0, it managed to hit a number of milestones in 2012 including posting 6,688 contracts online.

▶ KSN Circular on Online Public Engagement On New Laws/Change of Laws

A new Government policy was introduced in 2012 requiring Government departments and agencies to seek public opinion before proposing amendments to existing laws or introducing new bills. This policy extends to council by-laws, policies and regulations by ministries and statutory bodies, regardless of whether or not laws need to be tabled in Parliament. Engagement with the public will be conducted online, according to the circular issued by the Chief Secretary (Ketua Setiausaha Negara or KSN).

LOOKING FORWARD TO GTP 2.0

5.2

The next three years of the GTP will see the ANTI-CORR NKRA continuously enhancing the process of change started in GTP 1.0. The three workstreams will continue to form the spine of all ANTI-CORR NKRA efforts, but GTP 2.0 will also see the addition of an education component. The latter is aimed at the younger generation with the objective of nurturing a future rakyat who is aware and pro-active about fighting corruption.

Enforcement Agency

1. Special Committee on Corruption to answer questions concerning MACC Annual Report in Parliament
2. Executive Review Committee in MACC
3. Project Management Office on Prevention
4. Monitor Compliance Unit activities*
5. Monitor "Name and Shame"*
6. Corporate Integrity System Malaysia (CISM)*
7. Streamline oversight committees

Grand Corruption

8. Complete prosecution of corruption cases within one year*
9. Improve political financing governance framework*
10. Insertion of Corporate Liability Provision into MACC Act

Government Procurement

11. Fast tracking access to Auditor General's (AG) Performance Audit Report for immediate action
12. Action Committee on AG report
13. AG's online dashboard
14. Putrajaya Inquisition
15. Implementation of comprehensive Integrity Pact for Public-Private Partnership (PPP) projects*
16. Updating MyProcurement and integration with related procurement portals*
17. Guidelines for middle-men/lobbyists

*GTP 1.0

NEW — Education and Public Support

18. Establishment of Corruption Prevention Secretariat in Teacher's Training College
19. Training of Members of Parliament
20. Incorporation of anti-corruption elements in in primary and secondary school textbooks

One of the new initiatives of GTP 2.0 is the transformation of the AG's reporting process, which will see the amount of time taken to report inconsistencies in government procurements significantly reduced.

The initiative will change the reporting process so that the AG's report is tabled three times annually in Parliament instead of once-a-year as at present, allowing quicker public access to the report. By doing so, the ANTI-CORR NKRA hopes to help enforcement agencies expedite their dealing with corruption, fraud, misconduct and other related issues.

At the same time, the MyProcurement portal will be further enhanced in GTP 2.0 to address rakyat concerns that the Government procurement process has not been improved over the past three years. The ANTI-CORR NKRA team contends that a significant obstacle hampering the functioning of the portal is the existence of a number of other Government portals such as e-Perunding, NeTI and e-Perolehan, which belong to other agencies.

The enhanced MyProcurement portal in GTP 2.0 will be the main landing page for procurement activities, providing an overall view of the Government's e-procurement practices. The GTP 2.0 version of the portal will also see the publication of tender results as well as price benchmarks to provide a clearer picture of Government spending.

The new framework and guidelines governing political financing is also a new key initiative for GTP 2.0, and implementation work has already begun in 2012. The initiative aims to minimise opportunities for third parties to siphon funds meant for political parties by creating new rules on fund management. The Prime Minister announced the initiative last February, and though the team did not meet the initiative's implementation KPI in 2012 it continues to be a central focus for GTP 2.0.

CREATING LINKS IN A CONTINUOUS PROGRAMME OF CHANGE

Though GTP 2.0 will see the introduction of new measures to add to the arsenal in the fight against corruption, the ANTI-CORR NKRA team is cognisant of the need for better implementation of these tools. From this standpoint, the initiatives are the tools but there needs to be greater political will in wielding them. The ANTI-CORR NKRA believes this has been a shortcoming of GTP 1.0, and it will strive to improve execution over the next three years.

One of the key attributes required in fighting corruption is the consistent application of anti-corruption measures, and the NKRA team believes that the work done in GTP 1.0 has laid the foundation required for such constancy. Through its work in changing cultures, establishing legislation and expediting corruption cases, the rakyat can expect to see greater impact from these new initiatives over the next three years.

The new framework and guidelines governing political financing is also a key new initiative for GTP 2.0, and implementation work has already begun in 2012.

STRENGTHENING ANTI-CORRUPTION MEASURES IN CORPORATIONS, GLCS

The Malaysian Anti-Corruption Advisor Tan Sri Megat Najmuddin has called for a vetting process to ensure that appointees to Government-linked companies (GLCs) are cleared of corruption.

This is to ensure that the reputations of GLCs – and by extension the Government – are preserved. This is especially necessary since a number of recent corruption cases have involved heads of prominent GLCs, he added.

"Corruption in the corporate sector happens in many forms: cash handouts, awarding of contracts, and also gift handouts," he said. "In most cases, it is those at the middle-management level of a company who are caught as they are the ones on the ground dealing with people on a daily basis."

The ANTI-CORR NKRA is already cognisant of the role that MACC plays, and is committed to strengthening anti-corruption measures affecting corporations. One such initiative is the introduction of Liability Provision into the MACC Act, which will be implemented in 2013.

The new provision will act as a further deterrent to corruption, and will encourage corporations to strengthen their own anti-corruption measures as corporations will now be held liable for damages if their staff are found guilty of corruption.

GREATER PUBLIC AWARENESS OF CORRUPTION

Bribery and corruption have remained pervasive, according to the 12th Global Fraud Survey conducted by Ernst & Young in 2012. The survey, drawn from 1,758 interviews with senior decision-makers in 43 countries, revealed that 39% of respondents believed that bribery or corrupt practices occur frequently in their countries.

"There is little question that the current economic situation has exerted negative pressure on employees. One of the most troubling findings of the survey is the widespread acceptance of unethical business practices such as cash payments to win contracts and misstatement of financial statements. The challenge is even greater in rapid-growth markets, where a majority of respondents believe these practices are common," the report noted.

"In Malaysia, there appears to be a greater level of awareness of the fight against corruption, and this seems to be in tandem with the adoption of the Anti-Corruption NKRA in 2010," said Ernst & Young Malaysia advisory services partner Philip Satish Rao.

Rao said more than 80% of Malaysian respondents to the survey hold the view that closer supervision by regulators and the Government will help in the fight against corruption. On a positive note, 84% of respondents believe that authorities are willing to prosecute bribery and corruption cases.

"The level of awareness of bribery and corruption has increased with the establishment of PEMANDU and the Malaysian Anti-Corruption Commission. The higher number of cases being reported in the media has also contributed to this," he said.

"Within an organisation, various means can be used in the fight against corrupt practices, including instituting whistleblowing hotlines, introducing anti-fraud programmes such as training on anti-bribery and anti-corruption policies, and setting a strong tone at the top, at senior management level," concluded Rao.

KEY LESSONS

5.3

The first three years of the GTP have been challenging for the ANTI-CORR NKRA because the fight against corruption requires a wholesale change in mind-set about the way business is done in Malaysia. It means changing the way corruption has been policed in the past, changing the way contracts have been bid for and awarded, and changing the way corruption has been punished.

Corruption persists because it has been ingrained, or normalised, within a culture as the way that things simply get done. By being normalised, it loses its negative connotations and becomes part and parcel of the culture. In recognition of this, the ANTI-CORR NKRA has implemented foundational changes – ensuring key enforcement agencies are themselves incorruptible, addressing new corporate contracts, etc. – that will serve to create a strong platform to deliver innovative solutions over the GTP's remaining seven years.

Corruption tends to be something that Government agencies would prefer to deal with in private, rather than have an external party tell them what to do. However, this is essentially the role of the Fighting Corruption NKRA – as the bee in the bonnet of the agencies.

Essentially, the NKRA's objective is to get Government to adopt greater transparency and accountability standards in everything they do, and though there has been some success the road has not always been easy.

The ANTI-CORR NKRA's DMO officer Shuhairoz Shukri says the transition to working in the DMO required a fundamental change in mentality. A civil servant from the Ministry of Transportation, she joined the Delivery Management Office in April 2010, and was immediately assigned to work on key initiatives including establishing Compliance Units, creating the Name and Shame database and working with the special corruption courts.

"I considered myself a junior officer when I started here, but the work required that I liaise with senior officers in ministries and agencies," she says. "The PEMANDU style is different from what we're used to at the ministries and establishing the relationships was difficult at first."

Shuhairoz adds that because the ANTI-CORR NKRA was aiming for broad-based holistic change, various stakeholders were involved in all its initiatives, and getting full internal co-operation was sometimes difficult. For instance, in the case of the Compliance Units initiative, she often needed to visit each agency to discuss implementation issues with them.

"It's not that the agencies don't want to accommodate us, but they already have a fixed culture of doing things," she says. "It has got easier now that I've worked with them for two years." One of the most difficult aspects of the job, she says, is being accountable to the public because most of the transformational work happens behind the scenes.

"Unlike other NKRAs where you can see roads being built or new classes being held, most of what we do in the NKRA is intangible," Shuhairoz says. "We fix laws, speed up cases and establish databases, but the public can't always see the impact right away." Despite better rankings from international agencies on Malaysia's corruption levels, Shuhairoz says that while it is a positive development it is not enough. Despite the international recognition, she says corruption is a problem that affects the rakyat on a highly personal level, and she will not personally be content until the rakyat themselves report that the problem has been solved.

"I won't be happy until my friends and people I meet on the street tell me that corruption is no longer an issue. That's when I know my job will be done," she says.

Going forward, Shuhairoz believes that the most important initiative in GTP 2.0 by the NKRA will be the special workstream will be the special workstream aimed at educating school children to be aware of corruption. "We need to focus on children and I want that to be the most successful initiative over the next three years," she says. "We need to build a generation that not only recognises the problem of corruption, but will co-operate with authorities to fight it in future."

The NKRA invites all Malaysians to join in the fight against corruption and to turn this corner in Malaysia's development.

The ANTI-CORR NKRA will take steps in GTP 2.0 to help raise awareness about corruption, particularly among students and youths, because key teachings must be learnt at the formative stage. As indicated in the table below, surveys have shown greater number of youth have become more accepting of corruption as a a way to get things done in Malaysia. The ANTI-CORR NKRA sees this as a distressing development, and will do all it can to reverse this trend over the course of GTP 2.0.

Experience	2002	2007	
Have given something to smooth transactions	4.2%	16.1%	↑
Have been offered a bribe	N/A	11.2%	—
Have witnessed bribes being offered or asked for	21.2%	26.7%	↑

Value	2002	2007	
It is OK to give a bribe to smooth transactions	15.0%	26.8%	↑
It is OK to accept bribes	5.1%	16.3%	↑
It is OK to accept bribes if people do not find out	8.7%	23.5%	↑
It is OK to accept bribes if you have the power to approve contacts and tenders	10.4%	21.1%	↑
It is not wrong to accept gifts from people who apply for tenders or contracts	37.6%	48.9%	↑

Sources: Joint study between Universiti Kebangsaan Malaysia (UKM) and MACC, 2002 and 2007

The ANTI-CORR NKRA is convinced that corruption can be eradicated in Malaysia, and the country's improvement in CPI rankings is evidence of that possibility. The NKRA invites all Malaysians to join in the fight against corruption and to turn this corner in Malaysia's development.

Improving Student Outcomes

SECURING THE NATION'S FUTURE

MINISTER'S FOREWORD

**TAN SRI DATO' HAJI MUHYIDDIN
HAJI MOHD YASSIN**

Deputy Prime Minister of Malaysia

A quality education remains one of the best guarantees of success later in life and the Malaysian Government is committed to transforming the Malaysian education system to be among the best in the region. Studies have shown that a quality education early on in life leads to higher salaries, and enhances socio-economic mobility with our ambitions of Vision 2020 to create a high-income nation.

Moreover, as Malaysia transforms into a high-income nation, there will be greater demand for skilled knowledge workers and we must do all that we can to ensure that our children acquire proper foundational skills to be lifelong learners. To this end, the Ministry of Education has launched the Preliminary Report of the Malaysian Education Blueprint (MEB), a 12-year programme that provides exhaustive detail about how we want to see the education system transformed by 2025.

The initiatives of GTP, a holistic programme of change that aims at targets with a "three-foot horizon," will form the first wave of change that works towards the overall goals of the MEB. The Education NKRA, should thus be seen as a working subset under the overarching rubric of the MEB, providing immediate and impactful results that can be felt by the rakyat.

As for the results by the NKRA team, anyone who has been following our achievements should be excited by of shown so far now that the first horizon of the GTP has drawn to a close. Pre-school enrolment numbers are up, primary school students have been screened for basic literacy and numeracy skills, and schools have improved. These are but some of our accomplishments, and they are significant by any account, especially given the short turnaround time of three years.

But we can't pat ourselves on the back just yet. There is still a long way to go before we can justly say that our education system is on par with the best in the world. We are therefore going forward with a number of enhancements

to our initiatives in GTP 2.0, which will build on the foundations established over the last three years while expanding our scope to include other related areas.

As the minister in charge of the Education NKRA, I am personally convinced that we are heading in the right direction with the reforms that we have introduced for this sector, and I am personally committed to see that we continue down this path over the next three years. Together, with the help of all Malaysians, we can ensure a brighter future for the generations to come.

Improving Student Outcomes NKRA

OVERVIEW

An educated Malaysian workforce is essential to attaining the development goals of Vision 2020, and all efforts in this area must begin from the ground up. The adult literacy rate in Malaysia is in the 92nd percentile,[1] there is evidence to suggest that Malaysian youths are slipping when compared with regional peers.[2]

MALAYSIA HAS MADE GREAT PROGRESS IN PROVIDING ACCESS TO EDUCATION

Enrolment rates at public primary and secondary schools

94% Primary

87% Lower Secondary

77% Upper Secondary*

* Upper secondary schools include vocational and technical schools
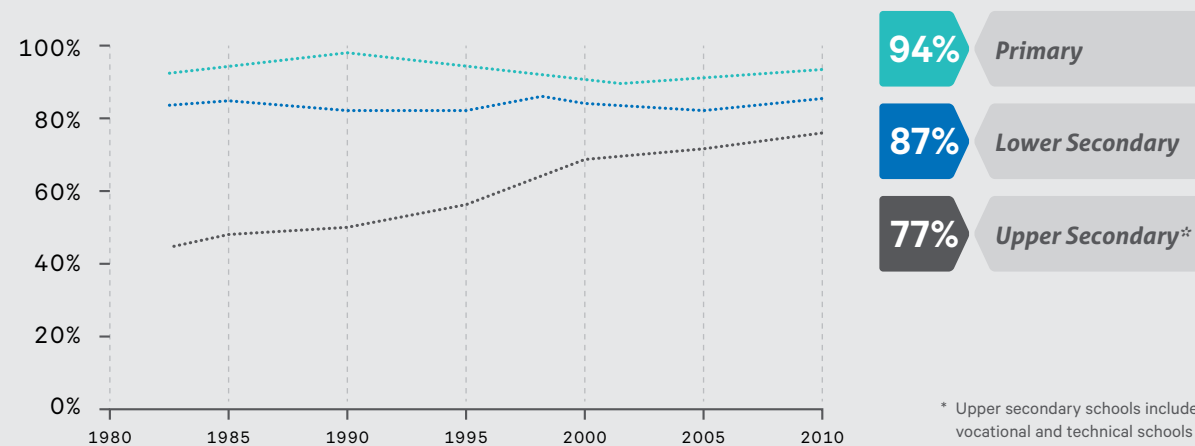
Sources: Perangkaan Pendidikan Malaysia, Quick Facts

1—UNDP Human Development Index, Malaysia, 2008.

2—PISA 2009 result and TIMSS 2011 result.

The EDU NKRA is focused on immediate goals in line with the overall philosophy of the GTP.

The EDU NKRA makes special effort to be inclusive because access to quality education is a right for every Malaysian regardless of race, income-levels or other background. It thus has focused on specific education areas identified in the GTP Lab as those that will have the most significant impact on as wide an audience as possible.

Over the last three years, the EDU NKRA has reported significant improvements in all areas, thereby laying the foundation for the transformation of Malaysian education in line with the Preliminary Report of the Malaysian Education Blueprint which was launched in September 2012. But while the Blueprint provides the overarching vision for the education sector, the EDU NKRA is focused on immediate goals in line with the overall philosophy of the GTP.

The work of the EDU NKRA is therefore a subset of the Blueprint that works towards similar goals.

The work of GTP 1.0 in improving student outcomes was directed by four key imperatives identified in the GTP Labs session held in 2009:

▶ **Ensuring every child succeeds**
Setting similar expectations for all students regardless of background and providing targeted help for students who fall behind.

▶ **Holding schools accountable for changes in student performance**
Empowering schools to take greater ownership of accountability for the performance of their students.

▶ **Investing in great leaders for every school**
Investing in principals and head teachers as primary drivers of change via a rigorous selection process, and implementing a robust professional development programme.

▶ **Attracting and developing top teachers**
Increasing the attractiveness of the profession to hire greater talent, as well as providing measures to ensure that teachers have the right support to further hone their skills.

These imperatives were translated into four key initiatives under GTP 1.0:

▶ Improving access to quality early childhood education.
▶ Screening for basic literacy (Bahasa Malaysia) and numeracy skills (the Literacy and Numeracy Screening Programme or LINUS).
▶ Implementing high-performing schools and school improvement programmes.
▶ Implementing new deals for principals and head teachers.

These initiatives are designed to accomplish two goals: to immediately arrest the decline in student outcomes and to establish a foundation for future improvements within the education sector.

In pursuing these initiatives, the EDU NKRA has put greater focus on the formative years of a student's life via the pre-school and LINUS programmes, which are tailored to establish learning foundations. These programmes ingrain skills required for lifelong learning while implementing targeted initiatives focused on improving schools and school leadership to arrest the slide in student performance.

The EDU NKRA has reported progressive success in each of the three years of GTP 1.0, and the lessons learnt in the implementation of the initiatives will be invaluable for the next three years. Therefore, a strong thread of continuity links the NKRA's initiatives in GTP 1.0 and GTP 2.0 although initiatives will be geared to emphasise quality over the next three years.

A strong thread of continuity links the NKRA's initiatives in GTP 1.0 and GTP 2.0 although initiatives will be geared to emphasise quality over the next three years.

I am happy with the transformation programmes to increase the quality of education. As a teacher, I feel that it is timely as kids nowadays are getting smarter thanks to technology. So, the programmes are in line with the changing times. It also helps the rural children as well, which increase the level of education they receive.

Zalinah Jamal, 47
Teacher

2012 OVERVIEW

The last 12 months have been challenging for the EDU NKRA, which stretched its targets owing to the significant success experienced in the previous years. Moreover, being the final year of GTP 1.0, the NKRA decided to appoint an external reviewer to verify the results of the LINUS initiative, which showed a significant improvement in student outcomes.

As part of the EDU NKRA's commitment to transparency and accountability, the results of the reviewer were taken into consideration in the implementation of the LINUS programme in 2012. The subsequent results of the LINUS special screening showed a drop in performance from reported numbers, but still above the achievement threshold of 90%.

COMMITMENT TO TRANSPARENCY

The EDU NKRA has taken additional steps to ensure that the impact of its initiatives are in accordance with the GTP's demand for transparency and accountability.

For instance, the EDU NKRA commissioned an external review of the results of its LINUS (Literacy and Numeracy Screening) initiative in 2011 after implementers reported a 98% to 99% success rate among Year 2 students.

The reviewers concluded that the LINUS programme could be enhanced in a number of ways. For example, they suggested that a more accurate report could be obtained by screening students under test conditions and that the LINUS syllabus should be more closely aligned with the existing syllabi of schools.

Moreover, the reviewers found that the implementation of the screenings did not completely adhere to the benchmarks of the screening process, at times making it easier for students to screen positively.

The EDU NKRA has taken the results of this report seriously and has started implementing the reforms suggested by the report. In 2012, the EDU NKRA screened the first two cohorts of the LINUS programme under test conditions and found that the achievement rate fell from 98% - 99% to 93% - 94%.

The EDU NKRA takes the view that there can be no compromises when it comes to education. Furthermore, it is committed to vigorous monitoring standards for its initiatives and welcomes any and all criticism from all quarters.

In terms of quantifiable targets, the EDU NKRA has managed to reach or exceed almost all of its targets. Specifically, it delivered the following outcomes:

OUTCOME 1

Improving Pre-School Enrolment

The EDU NKRA saw the opening of 2,054 pre-school classes last year, and saw total enrolment increase to 80.5% or 768,145 pre-school aged children. In total, the NKRA oversaw the opening of 6,643 pre-school classes and the training of some 21,000 pre-school teachers. It also implemented the pilot for the National Pre-School Quality Standards programme.

OUTCOME 2

Continued screening of school children under LINUS

The screening of the third cohort for the LINUS programme showed a proficiency rate of 90% for numeracy and 82% for literacy, which is a still significant achievement under this programme. The numbers have come down slightly from the previous years because the programme implementers had decided to raise the standards of the programme.

As a result, the LINUS programme was modified to screen every student annually. For the first cohort of the LINUS programme, students were only successively screened if they failed to meet proficiency requirements during the first round of testing.

In 2012, each student is tested in every screening regardless of proficiency level, and must pass all 12 constructs to be deemed literate or numerate. The previous construct requirements were eight (8) for literacy and ten (10) for numeracy. These changes ensure a more accurate reflection of the levels of literacy and numeracy of Malaysian school children.

LINUS will be continued in GTP 2.0 and will incorporate English literacy screening as part of its programme. A baseline screening for English literacy will be implemented in 2013.

OUTCOME 3

Introducing new New Deal categories for principals

The EDU NKRA realised that principals and head teachers at large schools were at a disadvantage when it came to the New Deal programme, which are awarded based upon on the successful performance of their schools. The New Deal is an incentive programme to motivate principals and head teachers to improve their school performance. A new category was introduced in 2012 to ensure that all principals and head teachers had a fair chance of winning a New Deal regardless of the size of their schools.

MAKING THE IMPOSSIBLE, POSSIBLE

When the principal of SMK Seri Kembangan, Tay Keng Lee, first learnt about the New Deal programme, he immediately saw it as an opportunity for his secondary school. SMK Seri Kembangan was then languishing near the bottom as one of the worst performing secondary schools in the country ranking 1,930th out of 2,248.

"When I initially shared the New Deal ideas with the teachers, even my secretary was sceptical: will it work?" says Tay. "Well, straight away, the school's operational procedures were streamlined. I was able to offer offer encouragement and advice. The students began to be inspired by our teachers."

"They treated school as a home away from home, not as a threat. Their attitudes changed as they grew in their respect for their teachers." From Tay's personal drive and the introduction of his New Deal ideas, SMK Seri Kembangan saw its ranking jump 1,369 positions to 561 during a 2012 School Inspectorate inspection. Tay says the achievement would not have been possible without a group of dedicated teachers and administrators.

By renewing our efforts, our students improved," Tay says. "We had created history. It was as if we had created a miracle for SMK Seri Kembangan. Make the impossible, possible."

OUTCOME 4

Paving the ground for upskilling English teachers

About 61,000 English teachers were tested under the Cambridge Placement Test (CPT) in advance of a new initiative to be introduced in GTP 2.0 that will rapidly upskill the proficiency levels of all English teachers in the country. The results of the screening showed that 27.8% of screened teachers met the minimum CPT standards, which is the international minimum proficiency level for English language teachers, or C1 in the Common European Framework of Reference. The results were much better among lecturers of whom met that standard.

27.8%

Overall result of CPT shows that 27.8% of 61,035 in-service English teachers & lecturers met minimum international standard (C1)

4.94% 3,015		
(*)		
0.02% 15	Pre-A1	
0.28% 170	A1	
4.81% 2,937	A2	
25.49% 15,559	B1	
36.64% 22,365	B2	
21.63% 13,199	C1 (Minimum Standard)	
6.18% 3,775	C2	

Basic user — Require upskilling — Proficient

(*) Technical error
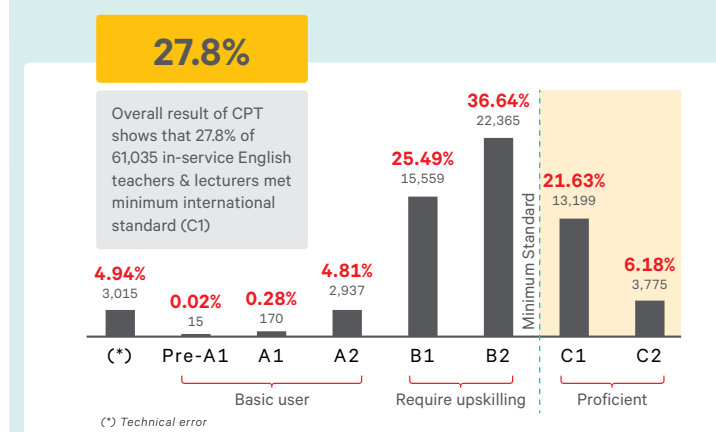
OUTCOME 5

Better numbers under the School Improvement Programme

There was a 43.6% drop in the number of schools, or 164 schools, categorised under Band 6 and Band 7, which are the two lowest bands in accordance with Ministry school standards. Meanwhile, there was a corresponding 27.1% increase in Band 1 and Band 2 schools. These numbers surpassed targets, which were set at 20% and 8% respectively.

2009 – 2011 SCHOOL BANDING TREND

2012 Target & Achievement

| 43% | 40% drop in Band 6 & 7 |
| 27% | 27% increase in Band 1 & 2 |

2009
2010
2011

BAND 7: 54, 28, 19
BAND 6: 583, 325, 197
BAND 5: 1,619, 1,543, 1,404
BAND 4: 2,173, 2,060, 2,020
BAND 3: 3,164, 3,699, 3,517
BAND 2: 1,602, 1,926, 2,397
BAND 1: 168, 231, 368
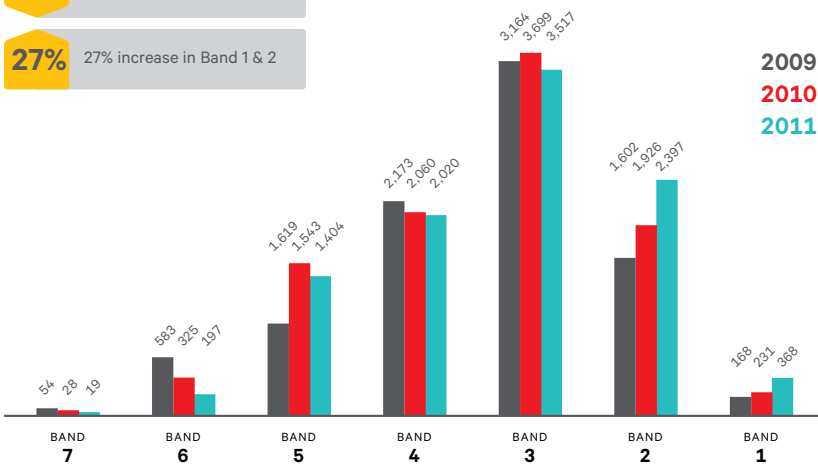
OUTCOME 6

Closing the gap in special education

Preliminary findings in the MEB revealed a significant gap in Malaysia's delivery of special education,and thus the NKRA conducted a special education lab to identify and provide solutions to the problem in 2012. The lab was jointly participated by both public and private sector stakeholders including special-needs NGOs. The initiatives identified in the lab are based on four main workstreams:

▸ Assessment and early intervention
▸ Increase awareness and network
▸ Public-private partnerships in schools for special-needs
▸ Teacher training and certification

After syndication with stakeholders, including from the Deputy Prime Minister, the lab output is included as a to a chapter in the MEB specifically for special education. Meanwhile, EDU NKRA has also started training 300 remedial teachers to enhance their pedagogical skills in supporting mainstream students with learning differences. This encourages integration of students with learning differences in mainstream schools.

NKPIs

No.	NKPIs	2012 Target	Actual Result	Remarks	Traffic Lights
1	**Pre-school enrolment rate**	87%	80.5%	768,145 children (age 4+ and 5+) enrolled in pre-schools	🟢
2	**LINUS Cohort 1**				
	2.1 Literacy rate	100%	99.8%		🟢
	2.2 Numeracy rate	100%	99.9%		🟢
3	**LINUS Cohort 2**				
	3.1 Literacy rate	95%	96.3%		🟢
	3.2 Numeracy rate	95%	97.8%		🟢
4	**LINUS Cohort 3**				
	4.1 Literacy rate	90%	82.2%		🟢
	4.2 Numeracy rate	90%	91%		🟢
5	High Performing Schools	100	91	39 schools awarded the HPS status in 2012	🟠
6	**New Deals – Principals exceeding target**				
	6.1 Primary School	4%	NA*	125 principals awarded	NA
	6.2 Secondary School	3%	5.5%		🟢
7	**New Deals – Principals performing below target**				
	7.1 Primary School	6%	NA*		NA
	7.2 Secondary School	8%	5.6%		🟢
8	**SIP – Reduce Band 6 & 7**	20%	43.6%		🟢
9	**SIP – Increase Band 1 and 2**	8%	27.1%		🟢

🟢 90% AND ABOVE   🟠 51% TO 89%

*
—
The achievements for primary schools will only be available in March 2013. Therefore, these NKPIs will be tracked in the year 2013.

INITIATIVES

1 Improving Pre-School Enrolment Rate

2 Literacy and Numeracy Screening (LINUS) Programme

3 Recognition of High Performing Schools (HPS)

4 New Deals for Principals

5 School Improvement Programme (SIP)

1
IMPROVING PRE-SCHOOL
ENROLMENT RATE

Early childhood education is a critical component of a young student's foundational development, and gives him/her a good start once in primary school. The impact of pre-school is well-documented and reported in other publications,[3] but the general conclusion of these findings agree that Malaysia needs to accelerate its pre-school enrolment rate.

At the start of the GTP programme, a national survey showed that only 67% of children aged four to five were enrolled in pre-schools. This number has since improved to 80.5% in 2012, and the results of this higher enrolment should become more apparent now that the pre-schoolers are entering the primary education system.

In terms of specific actions, the EDU NKRA has increased the number of Government operated pre-school classes nationwide, particularly in remote locations. Through this initiative, some 1,493 public pre-schools were opened in remote areas in 2012, bringing total number to 4,271 over the course of GTP 1.0.

There has also been greater collaboration with private sector partners to deliver pre-schools in collaboration with the Government. The last year saw 561 private pre-schools established under the programme, bringing the GTP 1.0 total to 2,370.

To help promote the development of private pre-schools, the Government has made RM10,000 grants available to help set up small to medium centres, especially in rural and urban poor areas. Some 356 private operators received the grant in 2012.

Finally, the Ministry of Education (MoE) has taken additional steps to support enrolment by providing financial assistance to low-income groups to help offset the cost of early education. This initiative will be continued and enhanced in GTP 2.0.

3
—
For more information, please consult the GTP Roadmap pp153-155.
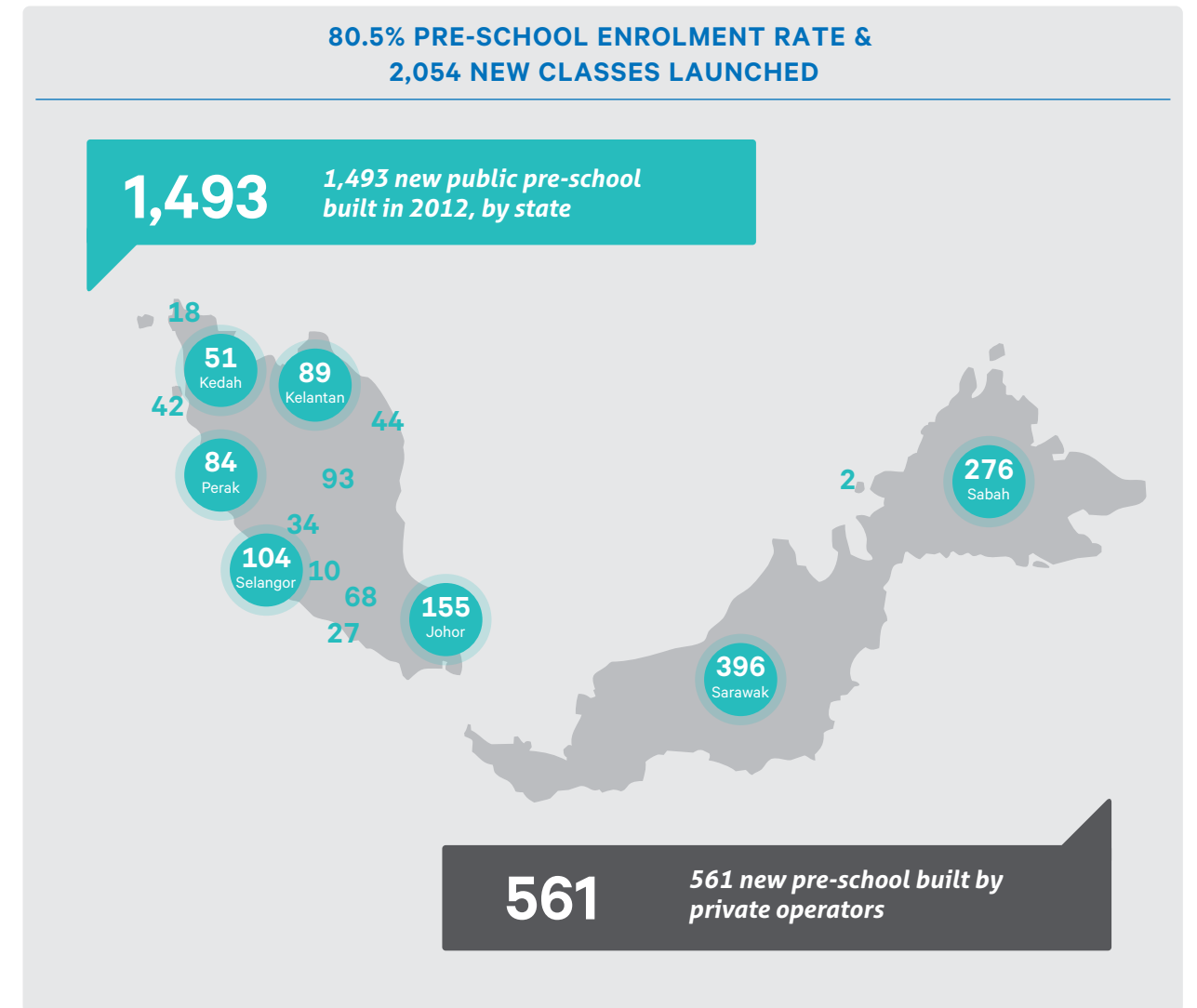
80.5% PRE-SCHOOL ENROLMENT RATE & 2,054 NEW CLASSES LAUNCHED

1,493 *1,493 new public pre-school built in 2012, by state*

18

51 Kedah

89 Kelantan

42

44

84 Perak

93

34

104 Selangor

10

68

27

155 Johor

396 Sarawak

2

276 Sabah

561 *561 new pre-school built by private operators*

The Ministry of Education (MoE) has taken additional steps to support enrolment by providing financial assistance to low-income groups to help offset the cost of early education.

LITERACY AND NUMERACY SCREENING
(LINUS) PROGRAMME

Basic literacy and numeracy proficiency are foundational skills, which prepare and shape students for lifelong learning. However, formal testing alone is insufficient to ensure proficiency as results come too late for any remedial work to be done which results in lost opportunities. LINUS was introduced as a targeted effort to detect weaknesses in these two areas at an early stage.

LINUS RESULTS 2010 – 2012 (LITERACY)

	2010	*2011*	*2012*
Cohort 1	MAR 36.1% · JUN 65.0% · SEP 84.9%	MAR 90.5% · JUN 95.3% · SEP 97.5%	MAR 93.5% · JUN 99.0% · SEP 99.8%
Cohort 2		MAR 64.2% · JUN 82.7% · SEP 90.9%	MAR 92.3% · JUN 88.7% · SEP 96.3%
Cohort 3			MAR 52.6% · JUN 71.7% · SEP 82.2%

Normal Screening

Special Screening
– Special screening is conducted under test conditions
– Students must pass all 12 constructs

Starting 2012, students must pass all 12 constructs to be considered literate

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MALAYSIA RANKS AMONG THE BOTTOM THIRD OF 74 PARTICIPATING COUNTRIES ACROSS ALL SUBJECTS IN PISA 2009

Reading

RANK	COUNTRY	MEAN SCORE
1	Shanghai, China	556
2	Korea	539
3	Finland	536
4	Hong Kong	533
5	Singapore	526
42	Russian Fed.	459
	INTERNATIONAL AVERAGE	
43	Chile	449
53	Thailand	421
55	Malaysia	414
62	Indonesia	402

Math

RANK	COUNTRY	MEAN SCORE
1	Shanghai, China	600
2	Singapore	562
3	Hong Kong	555
4	Korea	546
5	Taiwan	543
41	Croatia	460
	INTERNATIONAL AVERAGE	
42	Israel	447
52	Thailand	419
57	Malaysia	404
68	Indonesia	371

Science

RANK	COUNTRY	MEAN SCORE
1	Shanghai, China	575
2	Finland	554
3	Hong Kong	549
4	Singapore	542
5	Japan	539
40	Greece	470
	INTERNATIONAL AVERAGE	
41	Malta	461
51	Thailand	425
52	Malaysia	422
68	Indonesia	383

Regional peers

The ultimate aim of the LINUS screening programme is to ensure that all Malaysian students, excluding those with learning difficulties, possess basic proficiency in numeracy and Bahasa Malaysia literacy by the time they complete Primary Three. This programme screens students as they enter Primary One to determine their proficiency levels, and those who do not meet the standard are placed into remedial programmes.

The success of LINUS in GTP 1.0 has encouraged its enhancement and expansion in GTP 2.0 to include English literacy screening as well as greater monitoring of student development as they move from Primary One to Primary Three.

3
RECOGNITION OF HIGH PERFORMING SCHOOLS (HPS)

The goal of the HPS programme is to recognise and incentivise schools that have demonstrated outstanding performance records by assigning them HPS status. Because of their successful track records, HPS will be given greater autonomy to adapt curriculum and instructional methods on the assumption that the school, as a high performer, knows what works best.

HPS receive a special allocation of RM700,000 and RM500,000 respectively in the first two years after they have been designated as such. They subsequently receive RM300,000 annually. Principals, head teachers and teachers of HPS also receive a one-time bonus when a school is receives HPS designation.

These financial incentives further serve to motivate schools to challenge one another to be recognised as an HPS. The EDU NKRA will establish and maintain a minimum number of 100 HPS and schools must meet specific criteria to be deemed as one. By the end of 2012, 91 HPS had been identified.

39 NEW HPS IDENTIFIED IN 2012

PERLIS
- SK Seri Indera

PERLIS
- SK Seri Indera

KEDAH
- SK Ibrahim
- SJKC Keat Hwa
- SM Sains Sultan Mohamad Jiwa
- SM Sains Pokok Sena
- SK Sultanah Asma

WP LABUAN
- SM Sains Labuan

KELANTAN
- SK Zainab 1

SABAH
- SK Sri Gaya

TERENGGANU
- SK Sultan Sulaiman 1
- SK Tengku Mahmud
- SK Sains Sultan Mahmud
- SBPI Batu Rakit
- Kolej Sains Islam Pendidikan Negeri Terengganu
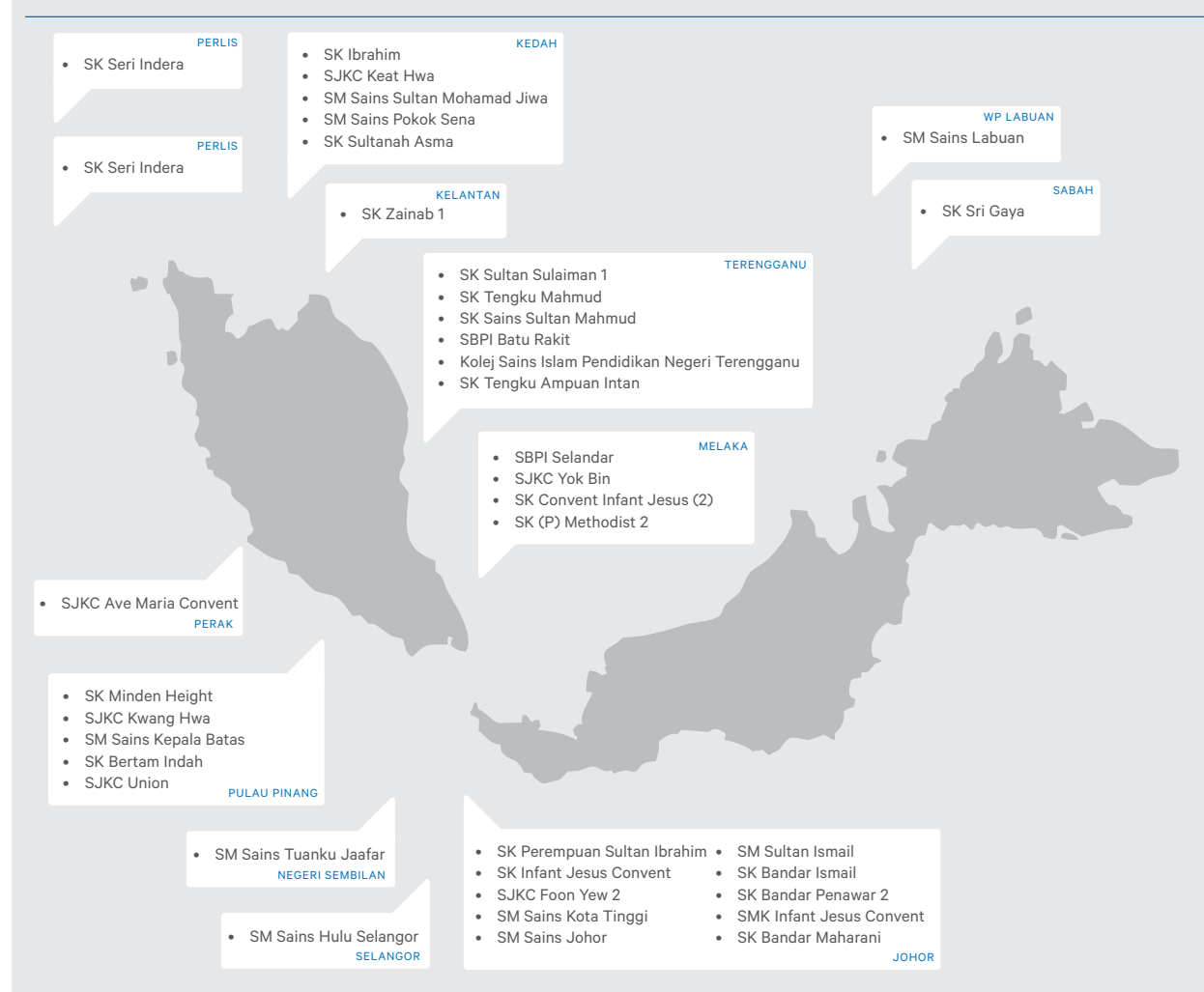- SK Tengku Ampuan Intan

MELAKA
- SBPI Selandar
- SJKC Yok Bin
- SK Convent Infant Jesus (2)
- SK (P) Methodist 2

PERAK
- SJKC Ave Maria Convent

PULAU PINANG
- SK Minden Height
- SJKC Kwang Hwa
- SM Sains Kepala Batas
- SK Bertam Indah
- SJKC Union

NEGERI SEMBILAN
- SM Sains Tuanku Jaafar

SELANGOR
- SM Sains Hulu Selangor

JOHOR
- SK Perempuan Sultan Ibrahim
- SK Infant Jesus Convent
- SJKC Foon Yew 2
- SM Sains Kota Tinggi
- SM Sains Johor
- SM Sultan Ismail
- SK Bandar Ismail
- SK Bandar Penawar 2
- SMK Infant Jesus Convent
- SK Bandar Maharani

4
NEW DEALS FOR PRINCIPALS

School leadership has been identified as one of the key factors with direct influence over the performance of a school. As part of its first phase of initiatives designed to improve student outcomes, the EDU NKRA has put in place a New Deal package for high performing principals and head teachers.

The programme is tailored to encourage principals and head teachers to improve their performance by providing them with financial and career incentives. This is effectively the first step in transforming the culture of the country's education system from one that is tenure-driven to one that is performance-driven.

The programme looked at several criteria before deciding on whether to award a New Deal. These criteria are:

▶ A target composite score of above 84% for primary schools and above 88% for secondary schools, or a year-on-year improvement of 2,050 places for primary schools and 300 places for secondary schools, or for schools with large enrolments a year-on-year improvement of 1,250 places for primary schools and 300 places for secondary schools.

▶ An Annual Appraisal Report (LNPT) score of higher than 90

▶ A clean (unqualified) financial audit report from the state education department

▶ A history of no disciplinary action

▶ Achievement of school literacy and numeracy targets (for primary schools)

This programme also gauges how well principals perform in comparison to the target composite score, and is the measurable outcome for this initiative's KPI. The program will be enhanced in GTP 2.0 by reworking the appraisal process as by providing greater detail on fast-tracking principal development.

The programme is tailored to encourage principals and head teachers to improve their performance by providing them with financial and career incentives.

5
SCHOOL IMPROVEMENT PROGRAMME (SIP)

The School Improvement Programme (SIP) is a concerted initiative aimed at closing the gap between the highest and lowest performing schools. The programme aims to narrow the gap by focusing improvement efforts on schools falling into the MoE's two lowest ranking categories – Band 6 and Band 7 – and by providing support to help schools attain Band 1 and Band 2 status.

There is a danger that wildly fluctuating levels of school standards will see the achievements of the best performing students eclipsed by poor performing ones, and hence the SIP aims to level school standards across the board. SIP works by assessing the needs of Band 6 and Band 7 schools through a rigorous monitoring process that looks at a variety of data including test results reported to the School Examination Analysis System (*Sistem Analisis Peperiksaan Sekolah or SAPS*).

Remedial help is given to schools that need it the most as well as support in other ways to bring the school up to speed. The goal is to ensure that no school falls under Band 6 and Band 7 categories by 2015.

One of the key goals of the Education NKRA, and indeed for the first horizon of the GTP 1.0, was to instil a fundamental change in the way civil servants deliver services to the rakyat. As with most other NKRAs, the Education NKRA experienced a similar reluctance with its personnel with respect to the theme of change.

"The biggest challenges were the human factor," said Dr Noorliza bt Haji Zakuan, the head of the NKRA's Delivery Management Office (DMO). "The need for a change in mindsets among the top and middle managers who have become complacent owing to the routine way of doing things was an obstacle we had to overcome.

"The prevailing belief – why fix when it's not broken? – is still strong among them and we needed to make extra effort to convince the Ministry of Education's population why there was a need to change. The watered down information and messages, and lack of understanding contributed to this resistance."

"Not all the challenges were fully overcome," she admitted, "but they have reduced with time. Regular road shows, engagement sessions and performance dialogues with the various stakeholders have helped them understand the objectives of the NKRA."

In this regard, the first two years of the GTP 1.0 proved to be the most challenging as the DMO team was faced with a resistant civil service. In contrast, 2012, Dr Noorliza said, was an easier year for her team.

"For some, the EDU NKRA was merely an acronym – a one-off project – and not the transformational change we were trying to achieve," she said. "Many were angry and resistant, but by 2012, they began to realise that there were other way to do things.

"It is important for all, especially the rakyat, to note that the GTP is not merely lip service by the Government but teaches how things need to be done to achieve results and outcomes in a faster way."

Despite the obstacles, the EDU NKRA would report three consecutive years of success, with particularly sparkling results with respect to its Literacy and Numeracy Screening Programme and its efforts to move schools out from the two lowest bands in the nation.

Dr Noorliza, who was briefly a teacher herself before she joined the ranks of policy makers, says, in true teacher fashion, that her greatest pleasure was in seeing the NKRA's targets met and when the people started believing in the GTP.

"Now everyone in the MoE is talking about KPIs and target-setting, and the discipline of action is being emulated by the National Education Blueprint team," she says. "This is the DMO's and PEMANDU's – and also my personal – achievement."

LOOKING FORWARD TO GTP 2.0

6.2

The success of the NKRA's initiatives implemented under GTP 1.0 has made a strong case for their enhancement in GTP 2.0. Almost all the initiatives in GTP 2.0 have a clear link to the initiatives of GTP 1.0, but new ones will be introduced that expand the scope of the EDU NKRA's work. Two new emphases for GTP 2.0 include focusing on improving English education and improving the teaching profession by providing increased progression and development opportunities.

THE EDU NKRA WILL IMPLEMENT SEVEN KEY INITIATIVES IN GTP 2.0:

GTP 2.0 Initiatives	Description
Pre-school and Early Childcare	The success of the Pre-school initiative in GTP 1.0 has led the NKRA to expand its coverage to encompass early child-care as well. This will ensure that children are exposed to formal education environments at a formative age. Moreover, international benchmarks for Early Childhood Education (ECCE) cover both pre-school and childcare, and the inclusion of ECCE will allow the NKRA to benchmark Malaysian programmes against international standards. Meanwhile, the quality of pre-schools will be formalised under a new benchmarking regime.
LINUS 2.0	GTP 1.0's LINUS programme has been one of the main highlights of the EDU NKRA's transformation story, and will be further enhanced in GTP 2.0 by the addition of English proficiency screening. The screening process has also been improved to track students annually regardless of whether or not they demonstrate proficiency.
High Performing Schools	While GTP 2.0 will focus on maintaining the quality of the existing HPS, the programme also aims to identify more HPS. In particular, eight more schools will be added to the roster to complete the initial targeted number of 100, and 10 more will be subsequently added annually.

School Improvement Programme	To further enhance the performance of schools, GTP 2.0 will empower District Education Offices with the authority to provide relevant support and aid for underperforming schools. The objective here is to create central hubs that have the resources and powers to support and improve schools within their jurisdictions.
New Deals and New Principal Career Package	In addition to the New Deal opportunities offered to principals and head teachers, this enhanced initiative will also streamline the appointment process transforming it into a performance-based system. It will also create a comprehensive succession plan to ensure that every school will be staffed by a principal or head teacher at all times.
New Teacher Career Package	This new initiative shares its roots with the Principal Career Package. The EDU NKRA recognises that teachers are at the very front lines of the education system, and this initiative will transform teacher compensation from a tenure-based system to a performance-based one.
Upskilling English Teachers	The results from the CPT show that there is a need to further enhance proficiency and pedagogical competencies of English language teachers in the system. This initiative aims to bring teachers' English proficiency up to the international standards through a series of focused and effective professional development programmes.

THREE ASPIRATIONS IDENTIFIED FOR THE MALAYSIAN EDUCATION SYSTEM

	ACCESS	*QUALITY*	*EQUITY*
National Education Blueprint 2013 – 2025	Universal enrolment across all levels from pre-school to upper secondary by 2020 From stagnant enrolment today to developed nation levels 98% Primary 90% Lower Secondary 85% Upper Secondary	Top third of countries in international assessments such as Programme for International Student Assessment (PISA) and Trends in International Mathematics and Science Study (TIMMS) in 15 years (improving from the bottom-third today). Malaysia as one of the fastest improving systems ever in the world, in 15 years	50% reduction in achievement gaps (urban -rural, socio-economic, gender) by 2020 Malaysia as one of the world's most equitable school systems
GTP 2.0 2013 – 2015	92% pre-school	At international average in international assessments such as PISA, TIMSS*	25% reduction in urban-rural achievement gaps across Malaysia*

The EDU NKRA is also cognisant of the fact that Preliminary Report of the Malaysia Education Blueprint (MEB) was launched in Spetember 2012, and hence there is a need to harmonise the initiatives of GTP 2.0 with the objectives of the MEB. Both the GTP and MEB are working towards the same goals in this regard, and the latter functions to provide a clearer long-term focus to the direction of transformation.

GTP 2.0 builds on the foundation established by GTP 1.0 through the introduction of new, specific initiatives such as the New Principal and Teacher Career Package, which is an extension of the New Deal programme implemented in GTP 1.0. The next three years will also see greater emphasis placed on further strengthening foundations by focusing efforts on improving basic English literacy.

The NKRA's efforts in GTP 2.0 will also respond to concerns voiced by the rakyat that insufficient attention is being paid to establishing basic education foundations, which is a key action item in the MEB.

HARMONISATION WITH THE MALAYSIA EDUCATION BLUEPRINT (MEB)

The Malaysian Education Blueprint (MEB) represents the ambitions of the Government to create an education system in Malaysia that is on par with the best in the world by 2025. The MEB is the result of an extensive review of the existing education system conducted in October 2011, which polled a number of sources including local teachers and parents and international organisations such as UNESCO and the World Bank.

The Malaysian Education Blueprint (MEB) represents the ambitions of the Government to create an education system in Malaysia that is on par with the best in the world by 2025.

The result of the research is a set of 11 policy shifts documented in the MEB that work towards realising the country's education ambitions:

1   Provide equal access to quality education of an international standard*

2   Ensure universal proficiency in Bahasa Malaysia and the English Language*

3   Develop values-driven Malaysians

4   Transform teaching into a profession of choice*

5   Ensure high performing school leaders are in every school*

6   Empower education offices and schools to develop solutions based on local need*

7   Leverage Information Communications Technology (ICT) to scale up the quality of learning across Malaysia

8   Transform the delivery capabilities and capacities of the Ministry of Education

9   Create partnerships with parents, communities and the private sector on a larger scale

10 Maximise student outcomes for every ringgit spent

11 Increase transparency for direct public accountability

    Indicates areas presently being worked on by EDU NKRA's GTP initiatives.[4]

There are overlaps between the goals of the MEB and the EDU NKRA's GTP initiatives due to the fact that the EDU NKRA represents a subset of specific initiatives within the overall rubric of the MEB. The initiatives under GTP 1.0 are already working towards the five policy shifts outlined/ indicated above, and GTP 2.0 initiatives will further build on the foundation they establish, which will help the overall development of the education sector towards the vision presented by the MEB. To better co-ordinate the delivery of these shifts, a new office will be set up under the purview of the MoE to monitor the deliverables of all initiatives targeting the education sector.

KEY LESSONS

The execution of the NKRA's initiatives in GTP 1.0 has revealed a number of lessons that will be invaluable in the implementation of GTP 2.0, including the need to constantly monitor the implementation of initiatives and shifting ground conditions.

6.3

These monitoring processes have already resulted in changes to the delivery of 2012 initiatives, such as the need for regular LINUS screening for all students and creating differentiated categories for the New Deal awards. These changes to the initiatives help provide a more accurate picture of existing education standards across the country, which in turn will help tailor future initiatives in order to address issues better.

Raising Living Standards of Low-Income Households

LEAVING NO MALAYSIAN BEHIND

MINISTER'S FOREWORD

DATO' SRI MOHD NAJIB BIN TUN ABDUL RAZAK

Prime Minister of Malaysia

We have made good progress towards eradicating poverty and hunger regardless of ethnicity over the last four decades. The economic policies pursued by the Government have resulted in more balanced economic participation and wider coverage of essential services nationwide. At the same time, the poverty rate in Malaysia has fallen from 49.3% in 1970 to 3.8% presently.

The Raising Living Standards of Low-Income Households National Key Result Area (LIH NKRA) aspires to completely eradicate extreme poverty, reducing the incidence of poverty and enhance the productivity of low-income households. Key initiatives under this NKRA will be implemented concurrently with the Tenth Malaysia Plan's goal of improving the livelihoods of the bottom 40% of households.

To make the LIH NKRA a reality, we must use our aid differently. We need to tackle the causes of poverty, not just spending money to treat the symptoms.

Since the adoption of the LIH NKRA in 2010, we have tried to ensure that every poor household registered with the Government has an opportunity to empower themselves through the appropriate programmes. We have introduced Akhiri Zaman Miskin (1AZAM) programme, which provides employment opportunities for people categorised as poor and extreme poor. We have also introduced the House Assistance Programme to provide housing for the poor and extreme poor in urban areas to eradicate urban poverty by 2013.

We scored some notable successes in the first three years. Under GTP 1.0, we facilitated the participation of 106,967 poor households in the 1AZAM programme, exceeding the target of 97,393 households. We have almost entirely eradicated instances of extreme poverty in Malaysia, and helped vulnerable groups empower themselves to gain greater financial independence.

The eradication of poverty is possible, but we need to sustain the momentum we have achieved and reach out to those that we have not yet been able to help. The disparity between the economically advantaged and disadvantaged in our country remains too wide.

In order to ensure that these successes are sustained, we will emphasise the economic empowerment of individuals and communities through productive welfare projects over the next three years. This effort will require establishing basic facilities and the right environment for participants.

One of the key areas of focus is productive employment for 1AZAM participants by empowering them with the skills they need to break free from the poverty cycle. The 1AZAM programme goals will also be more granular and state-specific targeting under-served districts and place greater emphasis on urban areas. GTP 2.0 will also see greater participation by non-governmental organisations, community organisations and corporations to ensure far-reaching outcomes.

From experience, we know that effective policies, drawing from what has worked in the past, can bring lasting change. To make the LIH NKRA a reality, we must distribute aid differently. We need to tackle the causes of poverty, and cannot just disburse funds to treat the symptoms alone. It is only when people can stand on their own two feet that they can take charge of their lives and a build a future free from poverty.

Raising Living Standards of Low-Income Households NKRA

OVERVIEW

The GTP is a programme of change for all Malaysians regardless of race, religion or background. The GTP cannot be deemed a success if it neglects to address the needs of less fortunate rakyat mired in poverty. There is thus a concerted thrust in the GTP to address low-income households by providing them with the resources and skills they need to break free from the cycle of poverty.

The Raising Living Standards of Low-Income Households NKRA (LIH NKRA) implemented a number of initiatives in GTP 1.0 to accomplish two key goals: provide immediate assistance to rakyat who needed it the most and empower rakyat categorised as poor extreme poor to be financially independent.

The LIH NKRA thus accomplishes two goals simultaneously: it helps to raise the average gross national income (GNI) for the country while responding to the plight of the less fortunate to help them escape poverty.

By any measure, the LIH NKRA managed to score significant achievements over the first three years of the GTP. For instance, the NKRA moved almost all 44,643 families categorised as the extreme poor out of that band. In 2012, the LIH NKRA also focused on the important issues of monitoring outcomes and ensuring that the eKasih database is up to date. This will help ascertain its accuracy.

The NKRA moved almost all 44,643 families under the extreme poverty category out of that band.

Furthermore, in ensuring the sustainability of the NKRA's programmes in 2012, a new KPI was introduced to ensure 1AZAM participants who received assistance in 2011 managed to successfully increase and maintain their income level above the poverty line. The NKRA reported that 15,047 of 1AZAM participants, or 114% of the KPI target of 13,327 participants, have managed to do so.

The NKRA also encountered challenges in the last three years of implementation, which will guide their overall programme the next three years. For example, the team recognised that there was a need to address poverty on a holistic level including the home and work environments, rather than introducing stop-gap measures that need regular review. These findings were used to fine-tune the 1AZAM programme implemented in GTP 1.0 and going forward in GTP 2.0.

The table below details a number of achievements and learning lessons encountered by the team in the execution of its initiatives in GTP 1.0:

WHAT WENT WELL & DID NOT GO WELL

WHAT WENT WELL	WHAT DID NOT GO WELL
We have achieved 106,967 1AZAM participants in 2 years exceeding our original target of 97,393. By end of 2012, we had expected to reach more than 102,000 participants.	There are still many in eKasih who live in districts in very remote areas with high incidence of poverty and have not yet been provided assistance.
Of those (106,967) participants, a total of 21,061 (20%) are on micro-financing through AIM and YUM.	The selection of 1AZAM candidates should be more stringent as there are more than 11% (about 979) who have seen no increase in income or have not used equipment provided to them.
In the last 3 years, 109,050 members of the eKasih database have been upgraded to "terkeluar status," 89% of them due to increased income.	
By the end of 2012, we have developed 4,300 Women Entrepreneurs, exceeding the original target of 4,000 in 3 years by 107%.	The target for Rumah Mesra Rakyat under Syarikat Perumahan Negara Berhad (SPNB) had to be revised from 10,000 to 1,500 families due to funding issues.

GTP 1.0 ACHIEVEMENTS

The first three years of the LIH NKRA saw the implementation of initiatives that drove right into the heart of the poverty issue in Malaysia. In 2009, the poverty rate in Malaysia stands at 3.8%, down from 16.5% in 1989. Prior to the implementation of the GTP, the Government recognised that there should be a more focused and effort to tackle poverty and established several programmes in response.

One key issue identified early on was the lack of a central database tracking low-income households in the country, which proved to be a stumbling block for earlier poverty-fighting efforts. One of the first implementations of the LIH NKRA was thus the strengthening of a central database, eKasih, which was designed to provide a more accurate measurement of poverty in Malaysia.

In terms of deliverables, the LIH NKRA established the 1AZAM programme, which co-ordinates efforts to improve the lives of the poor and extreme poor rakyat through a combination of programmes. The programmes focus on establishing job placements in a range of industry sectors, including agriculture and small business enterprises.

While the LIH NKRA provides cash assistance to recipients in extreme cases, it is important to note that the disbursement of funds is targeted and limited to a year with strict conditions. Instead, the initiatives are focused on empowering the poor and extreme poor to improve their livelihoods through skill development. This creates a sustainable model, not just for the recipients, but for the NKRA as well.

Thus, to encourage greater and greater ownership on the part of assistance recipients, they are monitored by the NKRA implementing agencies after completing the programme to ensure that they are putting into practice the skills learnt from the 1AZAM programme and growing their incomes.

This creates a sustainable model, not just for recipients, but for the NKRA as well.

Overall Achievement of GTP Roadmap 1.0 Performance Indicators		2010–2012 Target	2010–2012 Achieved	Results
1	Participation in 1AZAM Programme	97,393	106,967 *	110%
2	Training and Development of Women Entrepreneurs	4,000	4,300	108%
3	Housing – Offering low cost houses under DBKL for sale to current tenants	44,416	35,095	79%
4	Housing – Restoring abandoned houses and building Rumah Mesra Rakyat	4,965	4,865	98%
5	Housing – Rumah Mesra Rakyat	1,500	2,010	134%
6	Increasing per capita income for 1AZAM participants above the Poor Poverty Line Income (PLI)	13,237	15,047	114%
7	Increasing monthly income of 1AZAM participants under KPWKM by RM200	7,480	7,936	106%
8	Verifying and registering all eKasih open registration – backlog and 100% of new cases	100%	96%	96%
9	100% Monthly Updating of Data in e-Kasih System	100%	100%	100%
10	Producing half-yearly report on Women Entrepreneurs (to identify trends in income generation)	2	2	100%

* About 20% are on micro-credit facilities by AIM and YUM

90% Above
Achievement of 90% and above

51 % to 89%
Achievement of 51% to 89%

Getting participation from low-income households however proved to be one of the more challenging obstacles that the team experienced in the execution of the initiatives. The LIH NKRA team believes that this reluctance
to participate is due to the fact that the programmes tailored by the NKRA require effort on the part of the participants, which is a fundamentally different approach from past aid programmes.

Nonetheless, the NKRA team have delivered a number of positive outcomes in GTP 1.0:

OUTCOME 1

Moving households into a higher income category

A key achievement of this NKRA is the number of households that were moved out of the extreme poor and poor categories over the last three years. Some 44,535 households, representing 99.9% of all households in the extreme poor category, were moved out of that bracket, while the number of households in the poor category was reduced by 15,868.

A significant part of the success of this programme is attributable to the NKRA's implementation of the 1AZAM and others programmes supported by the eKasih database, which monitors the development and movement of the impoverished.

The figures below give an indication of the number of persons classified in the various 'poor' groups who have been moved out or 'terkeluar' from poor categories. The vast majority - 89% - of the 'terkeluar' persons were recategorised owing to increased income levels, which is the central thrust of the LIH NKRA.

In the last 3 years, a total of 109,050 people have been upgraded to "terkeluar" status from the list mostly due to an increase in income levels

109,050
Terkeluar

147,012
Vulnerable Poor

102,957
Poor

411,819
TOTAL

52,800
Extreme Poor

Reasons for "terkeluar" status

55
Remarried

403
Welfare Assistance

2,259
Death

4,800
Focus Group Verification

4,098
Others

89%

97,435
Increased Income Levels

109,050
TOTAL
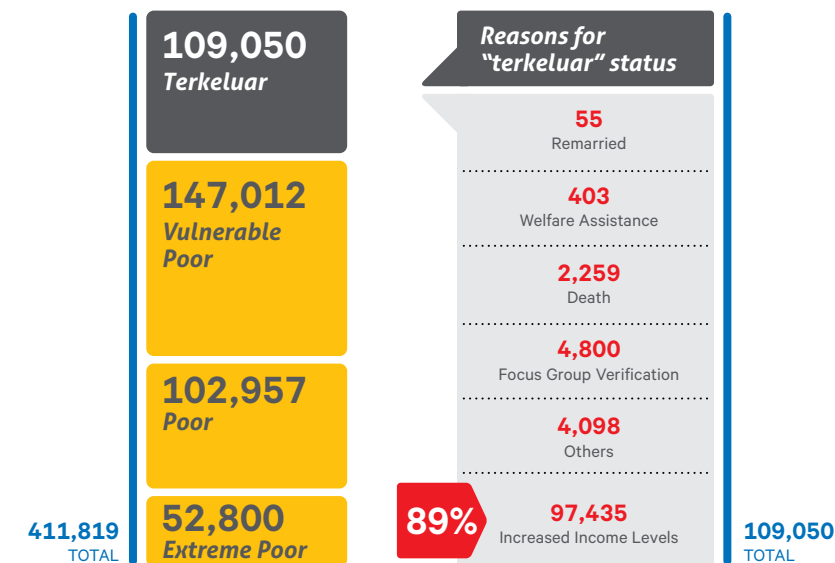
Sources: e-Kasih database

OUTCOME 2

Providing entrepreneurship and skills training

Entrepreneurship and skills training are key elements to gaining the economic empowerment needed to reduce the incidence of poverty. In its effort to build entrepreneurship skills among the financially vulnerable group, specifically women, the LIH NKRA has trained 4,300 women entrepreneurs, which exceeded the initial target of 4,000 set for GTP 1.0. As previously stated, economic self-empowerment is a crucial cornerstone of the LIH NKRA's initiatives and the key strategy deployed for moving the poor out from the cycle of poverty.

OUTCOME 3

Increasing home ownership by the poor

Providing access to home ownership to the poor is a crucial priority for the LIH NKRA. Rentals pose a number of risks for financially vulnerable groups in addition to being a substantial drain on their monthly incomes. Risks include eviction should they be unable to pay rent and a lack of security should the landlord decide to sell the house or be unwilling to renew the lease. Hence, the NKRA under this initiative increased the availability of low-cost homes by some 35,000 units through its various housing programmes. Home ownership by poor households increased to 4,865 over the last three years, which has almost doubled the previous number.

The last year of GTP 1.0 saw marked improvement in poverty reduction as the infrastructure established in the first two years began to bear fruit. Nevertheless, pockets of poverty still exist, particularly in East Malaysia where challenges remain in reaching out to the poverty-stricken groups that need aid the most.

The programme that is directly responsible for delivering these initiatives is the 1AZAM programme, which addresses low-income levels through initiatives work programmes, agricultural aid and business services. These programmes were continued in 2012 and continued to show good progress.

Below are some of the specific achievements of 2012:

Participation of 43,820 households in 1AZAM

One of the key challenges in delivering programming to targeted groups is securing participation. As such, the LIH NKRA had set a KPI for 39,600 poor households in its eKasih database to participate. As at the end of Dec 2012, some 43,820 households participated.

TARGET: TO ENSURE THAT 39,600 NEW POOR HOUSEHOLDS ARE REGISTERED IN EKASIH PARTICIPATE IN 1AZAM PROGRAMME BY 31ST DECEMBER 2012

Ensured that 13,237 existing 1AZAM participants increased their per capita income above the PLI

To ensure that the LIH NKRA programmes were working, the team introduced a new NKPI to measure the number of participants who successfully increased their PLI. In 2012, 15,047 participants successfully increased their income, representing 114% of the 2012 target.

TARGET: TO ENSURE THAT 13,237 EXISTING 1AZAM PARTICIPANTS INCREASE THEIR PER CAPITA INCOME ABOVE THE POOR POVERTY LINE INCOME (PLI)

Developed and trained 1,000 women entrepreneurs

Focusing on women, who are key persons in almost all households, the LIH NKRA exceeded its target of 1,000 by training 1,200 women entrepreneurs for 2012. The NKRA team will expand its focus to other financially vulnerable groups in 2012.

TARGET: TO DEVELOP 1,000 WOMEN ENTREPRENEURS BY 31ST DECEMBER 2012

Increased home ownership by poor households

Home ownership provides stability and security to financially vulnerable groups, and is one of the key objectives of the LIH NKRA. In 2012, the Rumah Mesra Rakyat 1Malaysia programme built 2,010 homes for poor households given a target of 1,500.

TARGET: TO INCREASE HOME OWNERSHIP BY POOR HOUSEHOLDS BY BUILDING 1,500 RUMAH MESRA RAKYAT (RMR) UNDER SPNB BY 31ST DECEMBER 2012

······ Cumulative Target

▮ Cumulative Achievement

As the primary focus of GTP 1.0 is participation and sustainability, the delivered outcomes have centred on the numbers, which have been reported in the NKPI table below. Nevertheless, the success stories of the participants, as illustrated in the following pages, are a better representation of the impact the NKRA has had on the issue of poverty eradication.

NKPI	CUMULATIVE TARGET DECEMBER	CUMULATIVE ACHIEVEMENT DECEMBER	STATUS
Sub NKRA #1 – To ensure that 39,600 newly registered poor households in eKasih participate in the 1AZAM programme by 31st December 2012	**39,600 participants**	**43,820 participants**	🟢
Sub NKRA #2 – To ensure that 13,237 existing 1AZAM participants increase their per capita income above the poor Poverty Line Income (PLI)	**13,237 participants**	**15,047 participants**	🟢
Sub NKRA #3 – To ensure that 7,480 existing 1AZAM participants under KPWKM increase their monthly income by RM200	**7,480**	**7,936**	🟢
Sub NKRA #4 – To ensure that 100% data of the recipients registered under the 1AZAM programme are updated monthly in the eKasih system	**100%**	**100%**	🟢
Sub NKRA #5 – To train and develop 1,000 new Women Entrepreneurs by 31st December 2012	**1,000 entrepreneurs**	**1,200 entrepreneurs**	🟢
To produce half yearly reports on women entrepreneurs (based on survey to identify trends in income generation)	**2**	**2**	🟢
Sub NKRA #6 – To increase home ownership among poor households by building 1,500 Rumah Mesra Rakyat (RMR) under SPNB by 3st December 2012	**1,500 units**	**2,010 units**	🟢

LIH OVERALL STATUS	🟢	🟡	🔴
	90% AND ABOVE	51% TO 89%	BELOW 50%

SUCCESS STORY

Hamzah Khushi Mohamad, paddy farmer, Bukit Rambai Melaka

Before AZAM Tani, I used to earn only RM200 a month from a 1.4-hectare paddy field which I rented. The yield from the field at that time was only 2.5 metric tonnes a year because there was no proper irrigation system and water pump to irrigate the crop. So I listed myself in the eKasih list in 2011 and was soon visited by the Department of Fishery (DOF) and the Malaysian Agricultural Research and Development Institute (MARDI).

After some discussions, the DOF provided me with water pump machines and pesticide pumps to ensure there was consistent irrigation and better pest control. MARDI, meanwhile, gave me advice on how to ensure better quality yields. I am very grateful because now I can have three planting seasons a year compared to just one season previously, and my yield has increased to 8 metric tonnes per season. I now earn RM12,000-RM18,000 per season compared to only RM2,000 previously and this has allowed me to rent another 2.8 hectares of paddy field and invest in more modern equipment.

SUCCESS STORY

1AZAM Sabah Agricultural and agro-based activities, small business & Job placement

Name	Name
Jukinah Bte Antologi	**Felicia Padan @ Edward**
Project	Project / Working
Bakery	**Photography**

Before	After	Before	After
RM0	**RM1,500**	**RM0**	**RM700**
(housewife)	*/ month*	*(not working)*	*/ month*

SUCCESS STORY

1AZAM Sarawak - Agricultural and agro-based activities, small business & Job placement

Name	Name
Abg Jamil Amba	**Martha Lihan**
Abg Bahrum	Project
Project	**Tailoring**
Fisherman	

Before	After	Before	After
RM520	**RM2,485**	**RM450–500**	**RM850–2,799**
/ month	*/ month*	*/ month*	*/ month*

INITIATIVES

7.1

The last 12 months represented the final year of the first horizon of the GTP, and similar to the other NKRAs, the LIH NKRA team started seeing the fruits of the groundwork they laid in the first two years. In terms of execution, the NKRA teams continued to execute their key programme, around which most of its other initiatives are centred.

CONTINUATION OF 1AZAM PROGRAMME

The 1AZAM programme serves strike a balance between providing direct aid to and economic opportunities for them so that they become financially self-sustaining. In 2011, the NKRA substituted the distribution of cash assistance with 1AZAM economic activity programmes to help the poor and extreme poor earn higher incomes and break free from the cycle of poverty.

The 1AZAM programme has been implemented nationwide in stages, with the pilot programme held in Iskandar Malaysia located at the southern tip of the country in 2010.

The programme provides assistance in four essential areas and corresponding sub-programmes:

▶ **Job placements (AZAM Kerja)**
The programme is focuses on finding placements for workers who otherwise have little to no work experience.

▶ **Creating small business enterprises (AZAM Niaga)**
The programme helps establish small businesses through the provision of training and micro-credit financing.

▶ **Creating small service providers (AZAM Khidmat)**
The programme creates employment through the provision of small services such as spa therapists and reflexologists.

▶ **Agriculture (AZAM Tani)**
The programme creates opportunities through the provision of agricultural activities such as facilitating co-operative farming schemes, promoting cash crops and livestock farming.

Meanwhile, in order to promote sustainability the NKRA introduced another KPI in 2012 to ensure that 1AZAM participants who received grants in 2011 earn income above the PLI, and that participants under the KPWKM programme increase their income by RM200. Implementing agencies will monitor and update the impact of the 1AZAM programmes via eKasih.

1AZAM: Building Futures

While the LIH NKRA is focused on helping low-income households, the team recognises that the best way to help is to teach people to financially empower themselves. The NKRA believes that this is the only sustainable way forward, both for aid recipients and for the Government.

Zakaria Daud is a fisherman in Bachok, Kelantan. Although he has no problems with catching or producing his product, he took home a mere RM450 per month in income, which was barely enough to support his household of nine persons.

When the 1AZAM project team met with Zakaria, they realised that his low income was due to middlemen, who would buy wholesale from him before retailing it to the public. With no facilities to bring his product to the market, Zakaria was dependent on these middlemen who took a substantial cut of the revenue

Under the AZAM Tani programme, the delivery team, he delivery team (Lembaga Pertubuhan Peladang) gave Zakaria a motorised tricycle which enabled him to go to market himself. The effect of this small change made a substantial difference, raising

his monthly income several times to RM3,000 per month.

"Many thanks to the Government especially the LPP for giving me plenty of advice and helping me raise my income through this project," Zakaria says, who is now 'terkeluar' from the low-income category.

Shafie Hamzah, also from Kelantan, shares a similar story. Once an odd-job man for his kampung, he is now a successful entrepreneur running a small-scale coconut milk, or 'santan', processing enterprise servicing villages in his area. Under the 1AZAM programme, Shafie received help from the Government in the form of machines, equipment and raw materials totaling RM10,000.

The change has been significant with his income having increased from RM800 per month to RM4,500. "I feel very lucky to have been chosen to participate in the Azam Tani programme and I am thankful for the help that I have received," says Shafie, who looks after a household of 15.

The cases of Zakaria and Shafie illustrate the kind of support provided by the LIH NKRA through the 1AZAM programme. The delivery team feels strongly that there are many more cases similar to Zakaria and Shafie elsewhere in the country, and will intensify efforts in GTP 2.0 to reach out and get them to participate in their programmes.

MIGRATION OF DATA FROM EKASIH TO GREATER EKASIH

The eKasih database is the central tracking and monitoring tool designed to identify rakyat who are most in need of help from the LIH NKRA's programmes. It would be virtually impossible without the database to determine the present state of poverty in Malaysia, and to tailor programmes to meet the specific challenges.

The eKasih database also monitors the effectiveness of 1AZAM programmes through a rigorous KPI system. As part of the GTP's commitment to accountability and transparency, programmes will be modified to better deliver aid should they be shown to be ineffective in raising income levels.

Hence, another important initiative in 2012 was the migration of eKasih data into the Greater eKasih database. This single database will ensure better targeting of those in need, while reducing duplication and resource wastage in the future. This improved version of the eKasih database will be managed by the Implementation Co-ordination Unit (ICU) of the Prime Minister's Department.

CONTINUOUS HOUSING SUPPORT – RUMAH MESRA RAKYAT 1 MALAYSIA (RMR)

The security of a home plays a vital role in helping the less-advantaged break free from the cycle of poverty and thus was made a key initiative of the LIH NKRA's activities. Under the Rumah Mesra Rakyat 1Malaysia Programme, low-cost homes were made available to Malaysian citizens earning less than RM3,000 per month in 2012. Previously, the income threshold was set at RM1,500 per month.

In the middle of 2012, a change in policy and financing term by the Ministry of Finance rendered the initial target of building and restoring 10,000 homes by Dec 31, 2012 impossible. As such, Syarikat Perumahan Negara Berhad (SPNB) revised its target to 1,500 units, which has been achieved.

LOOKING FORWARD TO GTP 2.0

7.2

With a solid foundation established in GTP 1.0, the role of the LIH NKRA takes a significant step forward in GTP 2.0 by introducing a large number of specific initiatives that will target specific areas of focus. GTP 2.0 emphasises economic empowerment of individuals and communities through productive welfare, and this effort will require the establishment of basic facilities and the right environment.

A second focus for LIH NKRA under GTP 2.0 is the development of economic enablers – in other words, creating the right environment enablers - such things as education, nutrition and skills training which when properly fostered in the right environment enable economic empowerment particularly for vulnerable groups. The next three years will also take a more targeted approach in addressing the needs of specific communities such as the Orang Asli (indigenous people) and Penan communities.

The key measure of success for LIH NKRA in GTP 2.0 is to reduce poverty to 2% by 2015 from 3.8%, which means moving 132,000 households out of poverty categories (to 'terkeluar' status). Specific targets include:

▶ Adding another 20,000 participants to the 1AZAM programme, bringing the total to 47,000.

▶ Implementing some 85,000 enabling projects including education, nutrition and skills training.

THE KEY PRINCIPLES OF LIH GTP 2.0

CORE FOCUS
Focus of GTP 2.0 LIH Lab

ECONOMIC EMPOWERMENT

AZAM Programme

Fine-tuning the programme: reaching out to specific communities

Programmes by NGOs / COSs / Corporations

Assisting NGOs /CSOs / Corporations scale-up their existing out-reach programmes

SUPPORTING—average on existing Mini?? / NKRAs if required

ECONOMIC ENABLERS

Providing the right environment to enable economic empowerment
• Health & Nutrition
• Food Aid / Food Bank
• Education for parents and children
• Skill training programme
• Financial
• Housing Facilities / maintenance
• Public Transport access
• Child care / elderly care
• Specific needs for communities e.g. Orang Asli / Indigenous communities /Penan

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GTP 2.0 will focus on the following four main areas of work, which build on the work of GTP 1.0:

PRIORITISE eKASIH PARTICIPANTS WHOM ARE ALREADY REGISTERED

49%
Only 49% of 1AZAM participants are registered in the eKasih database

eKasih Participants **185,722**

AZAM Participants **34,858** — 19%

Non-AZAM Participants **150,864** — 81%

25%

48%

52%

No aid received **71,778**

Aid received **79,086**

1	REGISTERED 2009 **28,374**
2	REGISTERED 2010 **16,154**
3	REGISTERED 2011 **21,565**
5	REGISTERED 2012 **5,676**
4	SOCIAL ONLY **67,448**
6	SOCIAL + ECONOMIC **11,638**
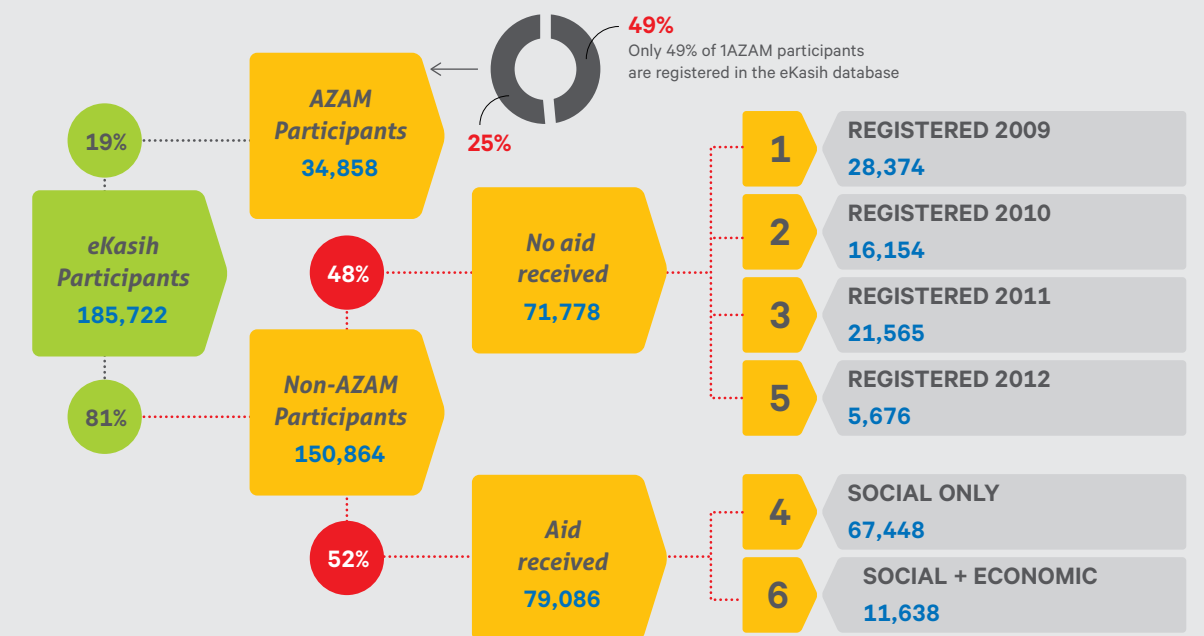
DISTRICTS IDENTIFIED ACROSS THE COUNTRY

eKasih participation vs. AZAM participation rate

Marudi	Keningau
Kuala Terengganu	Tawau
Kuching	Miri
Kota Marudu	Sabak Bernam
Pitas	Papar
Semporna	Hilir Perak
Perlis	Kota Bharu
Pasir Puteh	Tumpat
Pasir Mas	Sandakan
Nabawan	Ranau
Bachok	WP Kuala Lumpur
Beluran	Tanah Merah
Tuaran	Seberang Perai Utara
Besut	Tongod
Sarato (Kalaka	

Number of poor / extreme poor in eKasih

AZAM participation rate (% of eKasih participants classified poor / extreme poor)

1

The poor and extreme poor will continue to be targeted under GTP 2.0. However, the goals of the 1AZAM programme will be more granular and state specific to target under-served districts and place greater emphasis on urban areas. The selection of 1AZAM participants will also be more stringent under GTP 2.0. Selection priority will be given to participants who fall into one or more of the following categories:

▶ Extreme poor and poor households registered with eKasih that have not yet received any assistance.

▶ Extreme poor and poor households that have not yet received any income generating assistance.

▶ Participants from districts where there are a high number of poor and/or extreme poor households but without a corresponding number of 1AZAM participants.

HIGHLIGHTS OF THE KEY DIFFERENCES BETWEEN GTP 1.0 AND GTP 2.0

GTP 1.0	GTP 2.0	
Government-led	1	Joint co-operation between government, corporations, NGOs and CSOs
Broad approach to managing low-income households (extreme poor and poor)	2	Continue targeting this group and those not assisted in eKasih with added emphasis for specific, homeless, PL, HIV, ex-drug addicts, ex-prisoners and their families. Also provide support to specific communities like Penans and Orang Asli
Individual-focused	3	Individual-targeted but leveraging on families and communities to drive transformation
Eradicate extreme poor category and moving people out of the poor PLI	4	Permanently eradicate extreme poor category and preventing rakyat from dropping back below PLI line. Secure the sustainability of these programmes and exit policy

The aim of GTP 2.0 is to ensure that all poor and extreme poor households registered with eKasih have an opportunity to participate in the 1AZAM programme by 2015. The LIH NKRA will also look at ensuring that the outcomes of existing 1AZAM participants are improved.

2

Targeting specific communities that have not been provided sufficient support in the past. These neglected communities include the Penang people in East Malaysia and Orang Asli groups. At present, 80% of the Penan and 30% of the Orang Asli are classified as poor or extreme poor.

GTP 2.0 will also target the urban-poor, which are in danger of falling victims to the rising cost of living. Special emphasis will be given to the elderly and homeless.

3

GTP 2.0 will also target those classified as vulnerable. This group of people may not fall under poor and extreme poor categories, but are in need of support nonetheless due to their circumstances. Hence in GTP 2.0, specific groups such as former convicts, ex-drug addicts, disabled persons (OKU), the elderly and single parents will receive the NKRA's particular attention. In addition, to reach out to these individuals GTP 2.0 will also be providing support to their families to ensure their sustainable journey out of poverty.

In order to reach out to these individuals, GTP 2.0 will also be providing support to their families to ensure their sustainable journey out of poverty.

4

The LIH NKRA will seek greater co-operation from non-governmental organisations (NGOs) to help deliver services and aid, thus leveraging on the latter's expertise in this area. The diagram below shows the intended collaboration between the LIH NKRA and NGOs.

BRIDGING THE GAP BETWEEN NGOs AND NKRA LIH

Malaysian Care | Mercy Malaysia | Love Cheras | Muslim Aid | Kechara Soup

EPIC Homes | Reach Out | NISA | Islamic Relief

MOHR | MOA | ICU, JPM | PEMANDU | KPWKM

SPU, Sarawak | MAFI, Sabah | KWPKM | JKM

Non-Governmental Organisations (NGOs) / Civil Society Organisations (CSOs)

Leverage on strengths and resources of both sides

NKRA Low-Income Household (LIH)

• Presence at ground level

• Committed volunteer force

• Relationship with community, particularly aid recipients

• Long-term engagement with the community

• Holistic approach to aid

• Presence at state / national level – "big picture"

• Limited resources at ground level

• Limited engagement with recipients

• Specific aid – income generation assistance only

Financial literacy education will also be introduced in GTP 2.0 as a key enabler to help low-income households make smart economic decisions, which is vital in helping them break free from the poverty trap. Financial literacy programmes will be integrated with the 1AZAM programme to ensure that participants make the best use of the training they receive.

The goal is to integrate financial literacy for all 1AZAM participants and families as it will ensure a sustainable exit out of poverty. Under this initiative, the LIH NKRA will:

▶ Increase the awareness of financial literacy focusing on poor and extreme poor household needs

▶ Upscale and assist financial literacy training conducted by private sector and nongovernmental organizations

▶ Improve the quality of life of the poor by enhancing knowledge of household management

▶ Leveraging on Financial Literacy Education Training (FLET) programmes to enhance knowledge and decision-making

▶ Categorise eKasih graduate participants under exit policy.

Finally, the GTP 2.0 will also see the enhancement of supporting initiatives such as insurance schemes and shelters for the poor in Malaysia to provide better cover, especially for the urban poor. These supporting structures will ensure that there is a safety net in place for poor households should they need them.

In order to achieve these objectives, the LIH NKRA will work more closely with the various ministries, corporate, NGOs and other relevant NKRAs such Improving Rural Basic Infrastructure (RBI NKRA), Improving Student Outcomes (EDU NKRA) and Improving Urban Public Transport (UPT NKRA). More details are available in the GTP Roadmap 2.0.
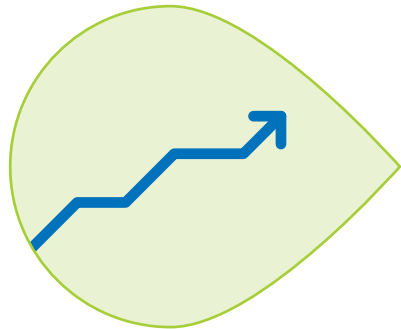
CREATING LINKS IN A CONTINUOUS PROGRAMME OF CHANGE

Ending poverty in Malaysia is an achievable goal. The measures undertaken in the last three years have put forward achievable demands that will have the capacity to effect change. While there will be key differences in the way the NKRA initiatives are implemented over the next three years, the measures, drawn from lessons learnt, will nonetheless be complementary. The goal for the next phase of change is broader engagement from corporate entities, NGOs and individuals.

The LIH NKRA builds on a continuous programme of transformation and will thus see the major flagship initiatives of GTP 1.0 continued over the next three years with enhancements. Enablers will be added to support direct empowerment initiatives, and will in turn develop skills promoting healthy financial decisions.

KEY LESSONS

7.3

Although the LIH NKRA started out distributing direct financial assistance to help low-income households, it quickly became obvious that this was not sustainable – neither for government nor for recipients. There was a need to empower recipients in order to create a long-term solution.

Poverty eradication efforts must take a holistic approach, targeting long-term change and achieving lifestyle transformation. GTP 2.0 will thus help cultivate the right environment to better enable the economic empowerment programmes implemented in GTP 1.0 through a number of tweaks such as the introduction of a mentoring programme and securing the aid of NGOs in sharing expertise. Vulnerable groups will receive special attention in GTP 2.0.

One of the key challenges of GTP 1.0 was to encourage participation among the targeted recipients, who were reluctant to do so for a variety of reasons. These include a general resistance to change and also a lack of trust over the efficacy of the programmes. Some of the participants preferred monetary assistance to training but most were concerned by the sustainability of the 1AZAM programmes. By marshalling NGOs to help with the delivery, the LIH NKRA believes that some of these issues may be overcome going forward.

There were also cases where poor households registered with eKasih did not receive aid in a timely manner. The LIH NKRA

believes that there needs to be greater streamlining of the delivery process to ensure that everyone who registers with eKasih will receive the support and assistance they need. The high cost of delivery services in remote Sabah and Sarawak was another great challenge. Hence, under GTP 2.0 the LIH NKRA effort in these two states will address community requirements while providing economic assistance via the 1AZAM programmes.

As part of the lessons learnt in 2012, the LIH NKRA team has embarked on a number of pilot projects to strengthen the 1AZAM programme, namely initiatives concerning financial literacy, food baskets, community feeding and collaboration with NGOs. These new initiatives will require testing to identify any shortcomings before they are presented to their respective stakeholders for effective implementation.
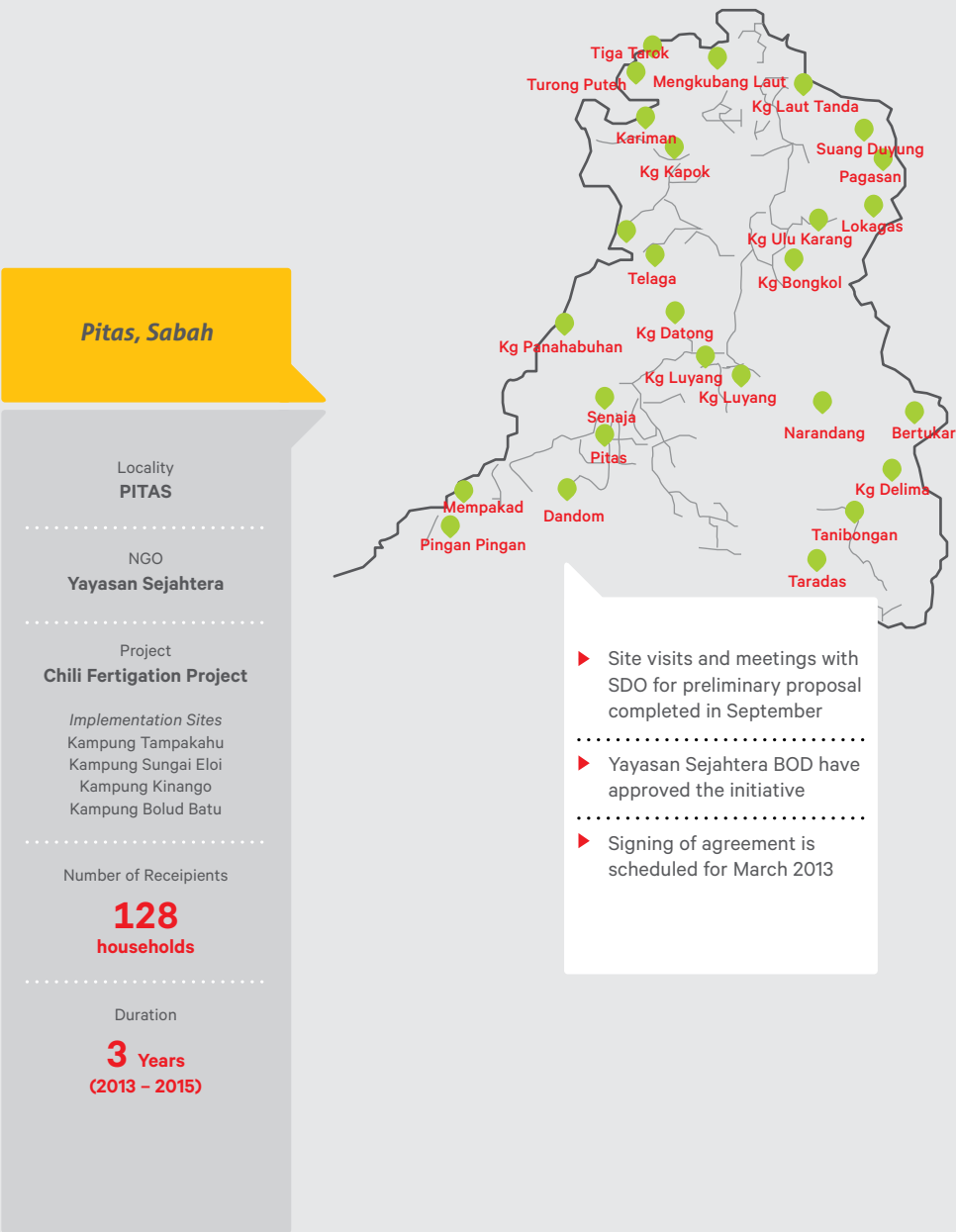
The LIH NKRA conducted a number of pilot programmes in 2012 for GTP 2.0 initiatives to ascertain their viability before full implementation in 2013. These programmes include both economic empowerment and economic enablers. Examples are as follows:

GREATER COLLABORATION AND ENGAGEMENT WITH NGOS

▶ The LIH NKRA team will undertake greater collaboration and engagement with NGOs to deliver their programmes. A number of pilot projects were conducted in 2012 in the areas detailed below:

COLLABORATIONS BETWEEN LIH NKRA AND NGOs ON PILOT PROJECTS

Pitas, Sabah

Locality
PITAS

NGO
Yayasan Sejahtera

Project
Chili Fertigation Project

Implementation Sites
Kampung Tampakahu
Kampung Sungai Eloi
Kampung Kinango
Kampung Bolud Batu

Number of Receipients
128
households

Duration
3 Years
(2013 – 2015)

Map locations: Tiga Turok, Turong Puteh, Mengkubang Laut, Kg Laut Tanda, Kariman, Suang Duyung, Kg Kapok, Pagasan, Lokapas, Kg Ulu Karang, Telaga, Kg Bongkol, Kg Datong, Kg Panahabuhan, Kg Luyang, Kg Luyang, Senaja, Narandang, Bertukar, Pitas, Kg Delima, Mempakad, Dandom, Tanibongan, Pingan Pingan, Taradas

▶ Site visits and meetings with SDO for preliminary proposal completed in September

▶ Yayasan Sejahtera BOD have approved the initiative
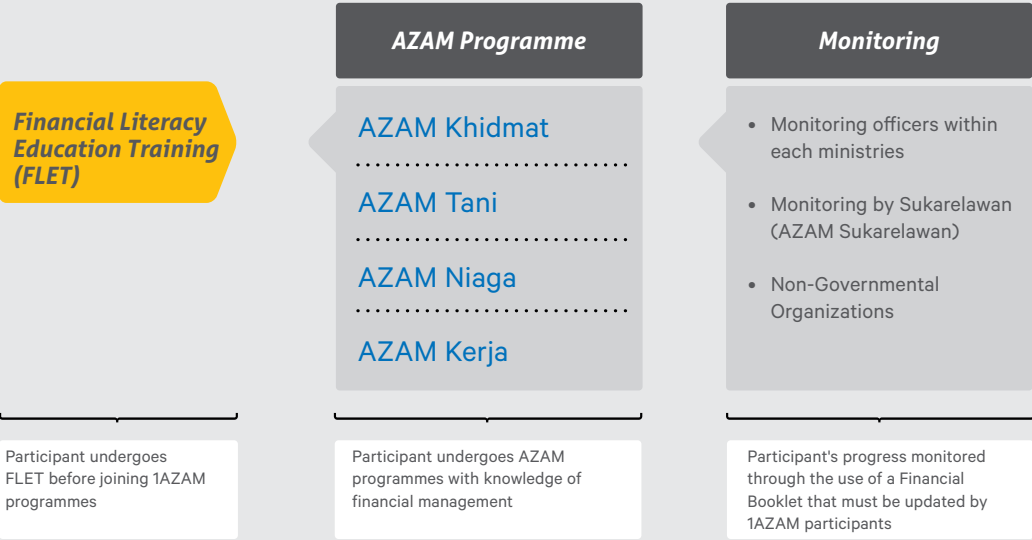
▶ Signing of agreement is scheduled for March 2013

▶ Pilot Projects: Economic Empowerment

▶ Financial Literacy Trainers (Training-of-Trainers). As at December 2012, The Credit Counselling and Debt Management Agency (Agensi Kaunseling dan Pengurusan Kredit or AKPK) has trained more than 500 trainers from all implementing agencies. This is to ensure that in 2013, the implementing agencies are ready to educate 1AZAM participants before other AZAM programmes.

OVER 500 TRAINERS WILL BE TRAINED IN 2012 ACROSS THE DIFFERENT AZAM PROGRAMMES

AZAM Ministry	AZAM	Target Trainers
Ministry of Agriculture	AZAM Tani	90
Ministry of Human Resources	AZAM Kerja	90
Ministry of Women Development, Family and Community	AZAM Niaga	15
	AZAM Khidmat	15
Sabah State Govt	AZAM Tani AZAM Kerja AZAM Niaga AZAM Khidmat	150
Sarawak State Govt		150
Ministry of Federal Territories & Urban Wellbeing	AZAM Bandar	30

CONSEQUENT TO THE EDUCATION PROGRAMME, THERE NEEDS TO BE A STRONG MONITORING PROGRAMME TO ENSURE THAT PARTICIPANTS ADOPT THESE INITIATIVES

Financial Literacy Education Training (FLET)

AZAM Programme
AZAM Khidmat
AZAM Tani
AZAM Niaga
AZAM Kerja

Monitoring
• Monitoring officers within each ministries
• Monitoring by Sukarelawan (AZAM Sukarelawan)
• Non-Governmental Organizations

Participant undergoes FLET before joining 1AZAM programmes

Participant undergoes AZAM programmes with knowledge of financial management

Participant's progress monitored through the use of a Financial Booklet that must be updated by 1AZAM participants

▶ Community Feeding
  • The goal of this programme is to help reduce cases of malnutrition among Orang Asli children. The pilot projects were conducted in Jerantut, Pahang and Grik, Perak.
  • This initiative is to support food baskets for malnourished children, and runs until the children are rehabilitated
  • The pilot project was run in Jerantut, Pahang and Grik, Perak

Feeding Centre Kampung Matau, Jerantut, Pahang

Feeding Centre Kampung Orang Asli Paya Petai, Jerantut, Pahang

Feeding Centre Kampung Orang Asli Sungai Tiang, Jerantut, Pahang

▶ Food Basket
  Urban extreme poor families received a monthly supplementary food basket for a year from the MyKasih Foundation. The food basket programme will leverage on its cashless food aid programme to distribute the aid where needed. The pilots for these projects were conducted in December 2012 in Semporna in Sabah, Samarahan in Sarawak and Kuala Pilah, Negeri Sembilan.

2013 KPIS

	OUTCOME KPIS	2013 TARGET
1	To ensure 35,100 new participants in 1AZAM programme by 31st December 2013 which include the following categories	35,100
	1.1 Extreme Poor and Poor registered in eKasih and eDamak	25,083
	1.2 Recipients of Micro-credit / Loan	5,000
	1.3 Vulnerable Groups	5,017
2	To ensure 17,060 existing 1AZAM participants increase their income by RM300 for three months by 31st December 2013	17,060
3	To ensure 35,100 1AZAM participants in Financial Literacy Programme by 31st December 2013	35,100
4	To ensure 100% updating in eKasih system by 31st December 2013	100%
5	To train and develop 1,000 new women entrepreneurs by 31st December 2013	1,000
6	To ensure collaboration between 1AZAM programme and 25 Non-Governmental Organizations and elements/entities of the corporate sector by 31st December 2013	25
7	To ensure the implementation of 40 1AZAM community and group-based programmes by 31st December 2013	40

Improving Rural Basic Infrastructure

CREATING OPPORTUNITIES FOR RURAL RAKYAT

MINISTER'S FOREWORD

DATO SERI MOHD SHAFIE BIN HAJI APDAL

Minister of Rural and Regional Development

As a nation with high ambitions of becoming a high-income nation, our achievements would be deemed a failure if we disregarded the quality of life of rural Malaysians. With about 30% of Malaysians, or about 8.1 million people, still living in rural Malaysia, it is fundamentally important that the rural rakyat have reliable access to basic amenities such as good quality roads, clean water and electricity.

Rural Malaysians are as important to our country's future as urban Malaysians, and they form an important part of the spine of our country.

While there has been significant development in this area over the last several decades, the Government felt that the pace of development was not sufficiently fast and hence developed the Improving Rural Basic Infrastructure NKRA (RBI NKRA) to speed up the delivery of these basic amenities.

The GTP 1.0 team kicked off with a good start in its efforts to bring these basic infrastructures to all rural rakyat in the Peninsular and East Malaysia. As a result, an unprecedented number of rural Malaysians now enjoy greater connectivity, access to reliable electricity and clean water.

However, the work has not always been smooth sailing. Challenges including delays in in land acquisition, shortage of materials and sub-standard delivery of contractors' have impeded progress, but the achievements of the NKRA are still impressive by any account.

The results achieved to date are meaningful, and suggest that we have made headway in our efforts to help rural rakyat. Although we believe more still needs to be done, a strong foundation for basic infrastructure has been laid over the past three years.

Moving forward, GTP 2.0 will enhance change and build on the basic foundation established in GTP 1.0, while at the same time finishing the delivery of infrastructure that in the first phase.

Furthermore, GTP 2.0 will see the scope of RBI extended to further develop the economies of rural areas. In line with this change of focus and direction, the NKRA is changing its name in GTP 2.0 from Improving Rural Basic Infrastructure NKRA to Improving Rural Development NKRA.

Rural Malaysians are as important to our country's future as urban Malaysians, and they form an important part of the spine of our country. The Government has a duty and a responsibility to rural Malaysians to ensure they enjoy all the comforts of their city cousins. Only in this way will we be able to achieve the visions of unity of 1Malaysia.

Improving Rural Basic Infrastructure NKRA

OVERVIEW

The Rural Basic Infrastructure NKRA (RBI NKRA) was implemented to ensure that the rural rakyat were given access to basic amenities: roads, clean water, reliable electricity and housing. By all accounts, the efforts of the RBI NKRA have significantly improved the quality of life for rural rakyat in both Peninsular and East Malaysia over the last three years.

The RBI NKRA lab realised that the lack of basic amenities proved to be a significant stumbling block to the development of rural areas, leading to stunted incomes and poor development opportunities. As a result, the singular thrust of GTP 1.0 was to take proper corrective action in terms of physical infrastructure.
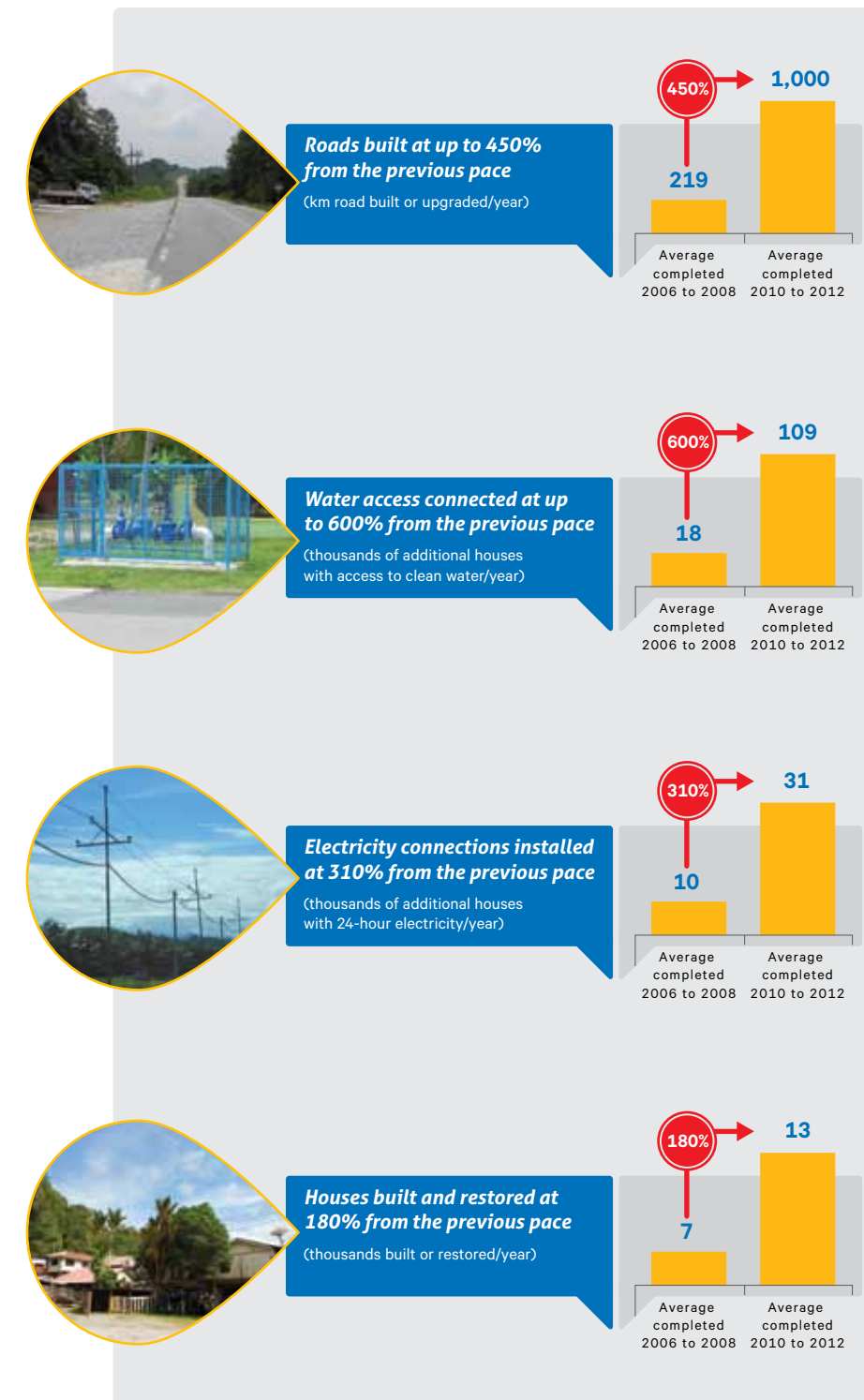
The RBI NKRA also realised a key concern was the pace of delivery. As with other NKRAs, the team is cognisant of the need for Big Fast Results, i.e., the GTP's mandate to deliver impactful results immediately. The RBI NKRA has thus adopted an accelerated programme for the delivery of infrastructure.

At the same time, the RBI NKRA recognises that rural Malaysians need more than just infrastructure to transform their prospects into vibrant centres of activity. Hence, in a bid to the urban diaspora and to raise rural income levels, the NKRA will increase its focus to encompass economic development over the next three years.

The RBI NKRA recognises that rural Malaysians need more than just infrastructure to transform their prospects into vibrant centres of activity.

Roads built at up to 450% from the previous pace
(km road built or upgraded/year)

450%
219 — 1,000

Average completed 2006 to 2008 — Average completed 2010 to 2012

Water access connected at up to 600% from the previous pace
(thousands of additional houses with access to clean water/year)

600%
18 — 109

Average completed 2006 to 2008 — Average completed 2010 to 2012

Electricity connections installed at 310% from the previous pace
(thousands of additional houses with 24-hour electricity/year)

310%
10 — 31

Average completed 2006 to 2008 — Average completed 2010 to 2012

Houses built and restored at 180% from the previous pace
(thousands built or restored/year)

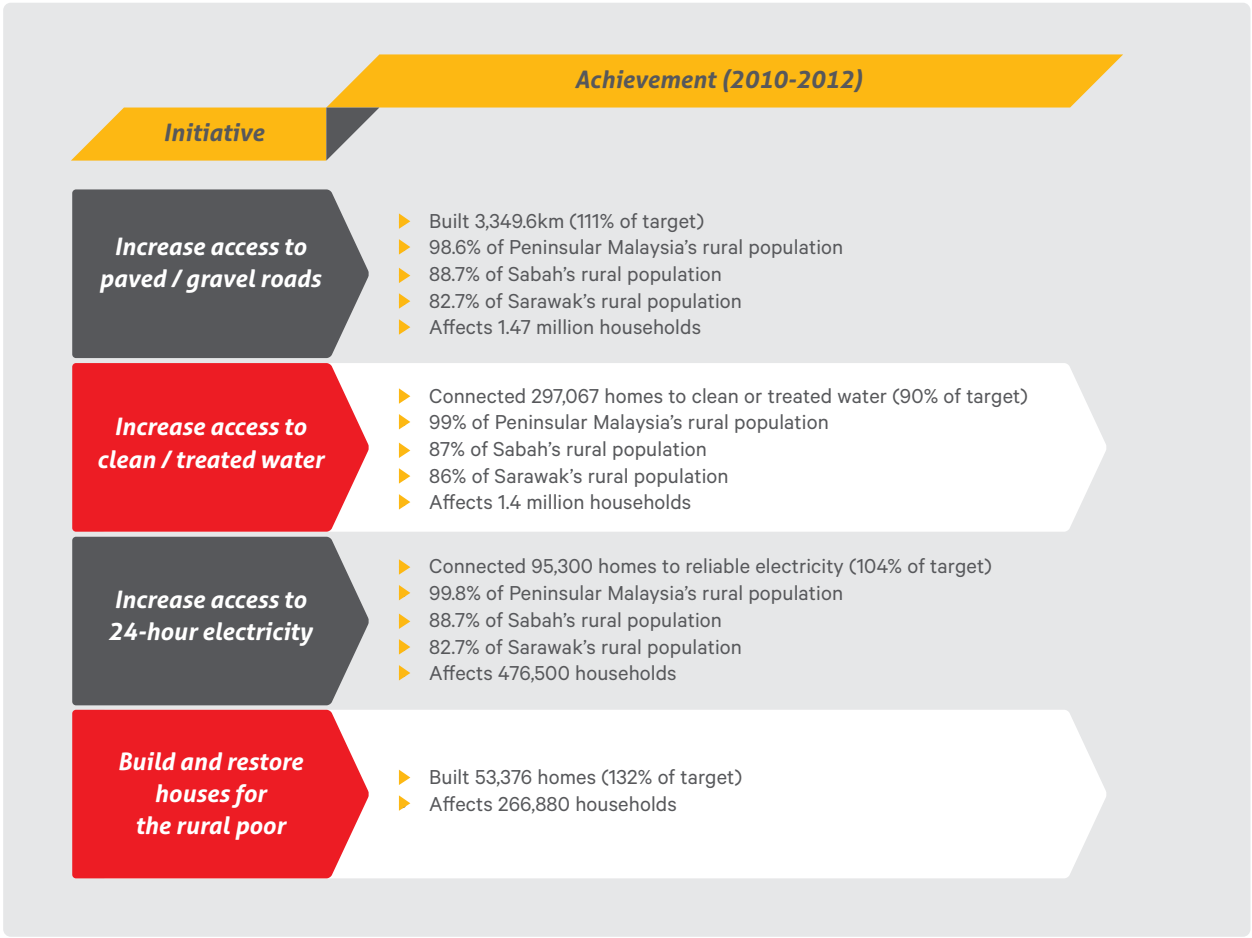180%
7 — 13

Average completed 2006 to 2008 — Average completed 2010 to 2012

GTP 2.0 continues the work from the previous three years to enhance the changes implemented in rural Malaysia.

Despite decades of effort by the Government to raise the quality of life of all Malaysians to acceptable levels, rural Malaysians continued to do without basic amenities such as quality roads, clean water and access to reliable electricity. Rural rakyat have been clamouring for better access to modern infrastructure, and the RBI NKRA has marshalled all its resources and efforts in response to these needs.

The RBI NKRA delivered significant outcomes in the implementation of their initiatives in GTP 1.0, although unforeseen circumstances meant it did not meet all of its targets. As a result of its initiatives, the NKRA achieved the following targets for each of its main areas:

Initiative	Achievement (2010-2012)
Increase access to paved / gravel roads	▸ Built 3,349.6km (111% of target) ▸ 98.6% of Peninsular Malaysia's rural population ▸ 88.7% of Sabah's rural population ▸ 82.7% of Sarawak's rural population ▸ Affects 1.47 million households
Increase access to clean / treated water	▸ Connected 297,067 homes to clean or treated water (90% of target) ▸ 99% of Peninsular Malaysia's rural population ▸ 87% of Sabah's rural population ▸ 86% of Sarawak's rural population ▸ Affects 1.4 million households
Increase access to 24-hour electricity	▸ Connected 95,300 homes to reliable electricity (104% of target) ▸ 99.8% of Peninsular Malaysia's rural population ▸ 88.7% of Sabah's rural population ▸ 82.7% of Sarawak's rural population ▸ Affects 476,500 households
Build and restore houses for the rural poor	▸ Built 53,376 homes (132% of target) ▸ Affects 266,880 households

Although construction of basic infrastructure will continue under GTP 2.0, the first phase of the transformation programme also laid down an important foundation enabling the RBI NKRA to focus on rural economic development beyond infrastructure considerations alone.

From this standpoint, GTP 2.0 continues the work from the previous three years to enhance the changes implemented in rural Malaysia.

As 2012 was the last year in the first horizon of the GTP, the RBI NKRA pushed its partners hard to meet its targets and fulfil its commitments to the rural rakyat. By any measure, the NKRA's accomplishments were commendable.

RBI NKRA DELIVERY PARTNERS

Programme	Implementing Agencies	Co-Ordinating Parties
Road	Public Works Department (both federal and state levels) Department of Irrigation and Drainage (stage level)	Ministry of Rural and Regional Development (KKLW)
Water	Public Works Department, Sarawak (Water) Department of Water, Sabah Water supply operators (state level)	Sabah and Sarawak State Governments (including UPEN Sabah and SPU Sarawak) EPU / ICU / MoF / PEMANDU
Electricity	Tenaga Nasional Berhad Sabah Electricity Sdn Bhd SESCO Berhad	
Housing	Ministry of Rural Development, Sabah Ministry of Rural Development, Sarawak Rubber Industry Smallholders Development Authority (RISDA) FELCRA Berhad Majlis Amanah Rakyat Department of Orang Asli Affairs Regional Development Authorities (KESEDAR, KEDA, KEJORA, KETENGAH)	

The challenges faced by the RBI NKRA team were numerous: delays in land acquisition, shortage of building materials, and issues with the performance of contractors. However, important lessons were learnt from these setbacks, and will be taken into consideration in the deployment of initiatives in GTP 2.0.

As for specific activities in 2012, the RBI NKRA continued to work on projects and delivered the following outcomes:

OUTCOME 1

Continued delivery of clean water to 200,000 rural rakyat households

The RBI NKRA continued to work on delivering construction programmes to bring clean water to rural Malaysians.

The specific projects include:

▶ Keningau Water Treatment Plant, which will benefit some 8,000 rural villagers upon completion in December 2012

▶ Lingga Water Supply, which will bring clean water to 449 rural villagers by March 2012

▶ Project Sistem Bekalan Air Mukim Dualog Sikuati, Matunggong, Kudat which is expected to serve 1,139 rural villagers by December 2012

Important lessons were learnt from these setbacks, and will be taken into consideration in the deployment of initiatives in GTP 2.0.

OUTCOME 2

Delivering roads for 2.2 million rural rakyat in Malaysia

The RBI NKRA focused its 2012 efforts on helping some of the most isolated rakyat living in rural Sabah.

Three development programmes in particular stand out:

▶ Upgrading a 40km stretch of Jalan Pulau Bum-Bum, Semporna; 20,000 households are expected have access to the road by November 2012

▶ Construction of a 5km road at Jalan Piau Nagaya; 10,000 households in Ranau will benefit from this project by January 2012

▶ Construction of a 14km road at Jalan Pagasan; 1,000 households in Pitas will benefit from this project by September 2012

OUTCOME 3

Delivering reliable power for 476,500 rural rakyat in Malaysia

The RBI NKRA's commitment to providing 24-hour electricity in Sabah has seen notable results. Access is delivered under the Ministry's Program Bekalan Elektrik Luar Bandar (BELB Programme).
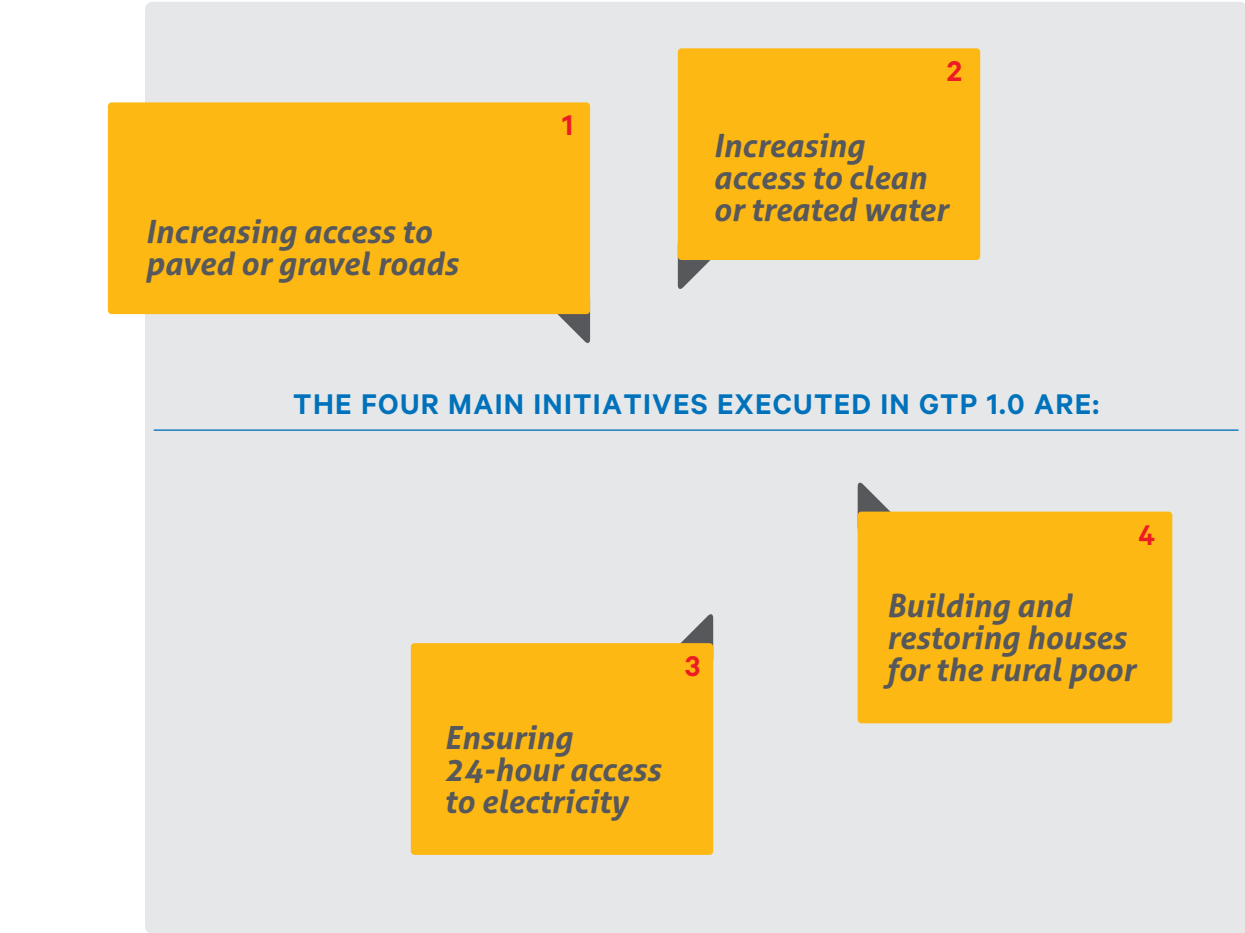
▶ Construction of a Grid Line 2011 - 2012 Zone 5 at Sabah under the BELB Programme, which hooked up 3,127 households to 24-hour electricity upon the project's completion in October 2012.

▶ Construction of a Grid Line 2011 – 2012 Zone 6 at Sabah under the BELB Programme, which hooked up 661 households to 24-hour electricity upon the project's completion in August 2012

NKPI	Target 2012	Achieved up to 31 Dec 2012
Road Delivery	**1,349.9km**	**1,553km** ↑
Peninsular Malaysia	462km	520km
Sabah	455km	555km
Sarawak	433km	478km
Water Delivery	**201,192 HH**	**187,567 HH** ↓
Peninsular Malaysia	26,225 HH	78,896 HH
Sabah	68,092 HH	60,398 HH
Sarawak	72,875 HH	48,273 HH
Electricity Delivery	**39,442 HH**	**41,030 HH** ↑
Peninsular Malaysia	3,037 HH	3,366 HH
Sabah	15,455 HH	15,563 HH
Sarawak	20,950 HH	22,101 HH
Housing Delivery	**14,565 units**	**22,085 units** ↑
Peninsular Malaysia	4,105 units	8,698 units
Sabah	5,243 units	6,380 units
Sarawak	5,217 units	7,007 units

INITIATIVES

8.1

The initiatives of GTP 1.0 were focused on the delivery of rural basic infrastructure to achieve two long-term goals: improve the quality of life of rural Malaysians and enable greater access to markets thereby improving economic wellbeing. With a significant portion of Malaysians living in rural areas, efforts focused on improving their livelihoods become all the more significant especially if Malaysia is to attain its vision of becoming a high-income nation.

1 *Increasing access to paved or gravel roads*

2 *Increasing access to clean or treated water*

THE FOUR MAIN INITIATIVES EXECUTED IN GTP 1.0 ARE:

3 *Ensuring 24-hour access to electricity*

4 *Building and restoring houses for the rural poor*

The past 12 months have been all about "getting down to business" for the RBI NKRA, says Dato Ibrahim Muhamad, the Secretary-General of the Ministry of Rural and Regional Development. As the primary delivery agency responsible for executing the initiatives of the NKRA, Ibrahim says the last 12 months have seen Ministry officers going above and beyond the call of duty to ensure that targets were met.

"We are really serious about getting down to business with the NKRA," he says. "We might not have delivered much in the previous years prior to the NKRA, probably because of the budget, but now we are paying close attention to delivering the support our rural rakyat needs."

Perhaps unusually, one of the biggest challenges facing the NKRA was ensuring that every cent budgeted for the NKRA was spent, Ibrahim says. "Our budget jumped from RM2 billion to RM8 billion in 2010, and with the same number of staff – the same strength – you've got to be creative."

The tight delivery deadlines expected of the RBI NKRA meant that the delivery team had to institute novel ways of working around certain issues. For example, in the case of raw material shortfalls, the Ministry sought temporary approval to allow contractors to source water piping from non-registered suppliers.

Another example is related to the construction of new housing for rural rakyat. To mitigate the high cost of constructing homes for eligible rural rakyat, the delivery team engaged the help of the military under a Blue Ocean Strategy to support the building efforts. Ibrahim says the novel approach saved the Ministry approximately 30% per home. Rural development in Malaysia is fraught with numerous challenges, but perhaps one of the biggest challenges faced by the NKRA team has been ensuring that all the various stakeholders pull as one to ensure that adequate quantity and quality of infrastructure is delivered.

"What you need is co-operation and collaboration between the different agencies," Ibrahim says. "There must be an understanding. Once we face a problem, we have to go to the right agency.

"For example, we need co-operation from local Governments and councils to develop infrastructure on their land, and we have experienced some delays in this area. However, over the years, we have established the proper relationship and execution should be a lot smoother now."

Ibrahim, who has been in government service since 1978, says that the GTP programme is truly innovative and changing the fundamental way Government operates.

"The Government needs to adopt this procedure in the forward and we should not go back to the old ways," he says. "We are more serious and focused, and performance oriented–this is true progress."

Meanwhile, he says he is looking forward to GTP 2.0, which will see greater emphasis placed on rural development. With basic infrastructure established over the last three years, the RBI NKRA will build on this achievement by enhancing the lives of the rural rakyat.

INCREASING ACCESS TO PAVED OR GRAVEL ROADS

The benchmark test for this initiative is the number of Malaysians living within five kilometres of paved, gravel or laterite roads. The goal here is to increase connectivity between rural villages to create greater access to markets and also to ease the burdens of rural rakyat who may otherwise have to traverse unsafe roads to reach their destinations.

While the NKRA team has delivered a significant length of roads in the first three years of the GTP – 3,349.6km in total – it has not yet reached its ultimate goal of ensuring that 95% of all East Malaysians have similar access. At present, 88.7% of Sabah's rural population and 82.7% of Sarawak's enjoy this facility.

INCREASING ACCESS TO CLEAR OR TREATED WATER

Access to clean or treated water is a fundamental human right, and the Government is committed to ensuring that 95% of all Malaysians will have access to this important resource. Under GTP 1.0, the delivery team encountered a number of difficulties in implementing this initiative, the most significant being material shortfalls.

Specifically, the Ministry of Rural and Regional Development found that supplies of High Density Polyethylene (HDPE) pipes were insufficient to keep pace with its delivery speed. The Ministry managed to circumvent this problem by obtaining temporary approval to source HDPE pipes from non-registered vendors.

The RBI NKRA is committed to ensuring that 95% of all rural Malaysians will enjoy access to 24-hour electricity.

ENSURING 24-HOUR ACCESS TO ELECTRICITY

Access to reliable electricity is not only not only important for industry, but crucial to enjoy a decent standard of living. As with the previous two initiatives, the RBI NKRA is committed to ensuring that 95% of all rural Malaysians will enjoy access to 24-hour electricity.

Where possible, rural homes will be connected to the national grid. However, in areas too remote or instances where connection to the main grid is too expensive, the NKRA team has put in place alternative generating facilities such as solar-hybrid and micro-hydroelectric generators. GTP 2.0 will see a new initiative introduced to ensure that such facilities do not fall into disrepair because of wear-and-tear.

BUILDING AND RESTORING HOMES FOR THE RURAL POOR

The RBI NKRA is committed to delivering homes to the truly deserving rural rakyat. The delivery team works closely with other agencies and Ministries, including the Low-Income Households NKRA, to identify appropriate candidates. Meanwhile, the military has also pitched in to help build and restore rural homes, which has helped helped keep down the cost of construction.

LOOKING FORWARD TO GTP 2.0

8.2

The RBI NKRA is undergoing a substantial evolution heading into GTP 2.0. The focus of the NKRA will no longer be on rural basic infrastructure alone, but will instead take on the more holistic development task of developing rural areas. As such, the RBI NKRA will be renamed the *Rural Development NKRA*.

Although the NKRA will retain infrastructure development as a workstream in its overall strategy, a maintenance component has been introduced within this workstream to ensure that infrastructure does not fall into disrepair. Meanwhile, a second workstream focused on rural economic development – the 21st Century Village Programme – will also be introduced in GTP 2.0 as a key anchor.

GTP 2.0: SUSTAINABLE RURAL DEVELOPMENT

Rural Basic Infrastructure (RBI)

Road
95%-99% of population have access to roads

Water
95%-99% of population have access to clean or treated water

Electricity
95%-99% of population have access to electricity

Maintenance
Effective maintenance for all GTP roads, electricity and water projects

21st Century Village (21CV)

Agriculture
Develop large scale modern farms

Tourism
Enhance or upgrade Eco or Agro Tourism villages

Plantations
Enhance production of oil palm, rubber or sago plantations

Cottage Industry
Enhance traditional foods and handicrafts production in village

Social Amenities (Schools, Waste Management, Healthcare, etc.)

In Tawas where I am from, more roads have been built which helped to open the area for further development. There has been construction of houses for the poor as well. It is really helpful to these people, especially since most of them can't even dream of owning a house.

Amirudin Rsake, 43
Self-employed

In contrast to GTP 1.0, under GTP 2.0 the NKRA will expand its reach to ensure a sustainable future for Malaysia's rural community. In doing so, the aim is to create vibrant rural economies that will provide attractive incomes thereby reversing the urban diaspora as well as raise the overall gross national income of the country in line with the development goals of Vision 2020.

The Ministry of Rural and Regional Development will champion the 21CV programme, and held its inaugural Rural Business Challenge in 2012 – a competition encouraging participants between the ages of 18-40 to come up with a business plan for rural industries. The winners of the competition were announced on Aug 31, 2012.

Meanwhile, the NKRA will step up delivery of infrastructure to enhance coverage of remote interior areas in both Peninsular and East Malaysia. Another two million rural rakyat are expected to benefit from these developments upon their completion in 2015.

BENEFICIARIES FROM GTP 1.0 AND GTP 2.0

	GTP 1.0 (2010-2012)	2.0 (2013-2015)	Total Beneficiaries
Peninsular Malaysia	2,214,000	677,000	2,891,000
Sabah	1,107,000	615,000	1,722,000
Sarawak	1,178,000	758,000	1,906,000
TOTAL	4,499,000	2,050,000	6,549,000

RURAL BASIC INFRASTRUCTURE IN GTP 2.0 WILL FOCUS MORE ON REMOTE AREAS WHICH IMPACTS A SMALLER NUMBER OF RAKYAT AS COMPARED TO GTP 1.0

GTP 1.0 (2010-2012)

Kelantan
K. Terengganu
Miri
Bintulu
Mekah
Betong

4.5 MILLION RAKYAT

Most RBI projects are partially accessible sites

Impact / Benefit

GTP 2.0 (2013-2015)

Kelantan
K. Terengganu
Gua Musang
Jerantut
Keningau
Ranau
Miri
Bintulu
Baram
Mekah
Belaga
Betong
Kapit

4.5 + 2 MILLION RAKYAT

GTP 2.0 will focus will focus more on interior and remote areas

Impact / Benefit

KEY LESSONS

8.3

The first three years of the GTP have been instructive for the RBI NKRA. While its goals are singular and tangible, unexpected issues such as delays in land acquisition, shortage of materials and delays due to contractor performance have been instructive.

As a result, the RBI NKRA is committed to ensure that such operational issues do not recur. For instance, with respect to land acquisition issues, the NKRA is committed to more closely engaging key stakeholders such as state agencies and land owners to ensure speedy resolutions. The NKRA will also seek assistance from local leaders and politicians in executing acquisition plans.

The RBI NKRA is also considering seeking special approvals from the Ministry of Finance to source materials from non-panel suppliers to ensure that it does not fall short of building supplies again. The NKRA will also conduct better monitoring and tracking of contractors' performance to ensure developments are delivered on time and in good standing.

The lessons from GTP 1.0 will ensure that the delivery of infrastructure in GTP 2.0 will go ahead as smoothly as possible.

Improving Urban Public Transport

MOBILISING ALL MALAYSIANS

MINISTER'S FOREWORD

DATO SERI KONG CHO HA

Minister of Transport

The year 2012 has been a banner year for the UPT NKRA with the public transport infrastructure put in place two years ago yielding visible results. The extensive infrastructure we have laid down has increased public transport ridership to 334,598 persons during peak hours in 2012 from the baseline number of 226,184 in 2010.

Despite our best efforts, we did not meet the 25% public transport modal share[1] for 2012, partly due to the large preference for and rapid growth of private vehicle use. However, the target remains an aspiration for the Improving Urban Public Transport NKRA as it is still very relevant towards realising our main goal of reducing traffic congestion in KL.

We believe that we had a good start and are on the right track. For one, GTP 1.0 addressed the problem of congestion by introducing 35 four-car train sets for the Kelana Jaya LRT line in 2011, increasing the daily passenger capacity by 4.3% to 226,602 passengers from 217,084 in the previous year. As a result, there was an increase of 10.4 million commuters in 2012, or 18%, compared with 2010.

Despite our best efforts, we did not meet the 25% public transport modal share[1] for 2012 partly due to the large preference for and rapid growth of private vehicle use.

In terms of the KTM Komuter service, the four six-car train sets started operations in March 2012 and eased the morning rush by increasing ridership by an additional 10,000 persons daily. These accomplishments are especially meaningful since rail usage presently contributes about 40% of the daily public transport ridership.

GTP 1.0 also saw the upgrading of 1,116 bus stops while the installation of 272 new bus stops in 2012 is currently underway within Greater KL. Meanwhile, the 35 year-old iconic landmark of Puduraya Terminal, now renamed Pudu Sentral, has been massively refurbished and transformed into an inter-urban use bus terminal.

Apart from the refurbishments, 470 RapidKL buses were also introduced in 2012 to increase the frequency of buses in the Klang Valley, resulting in 4.04 million more passenger traffic compared to the preceding year. We have also acknowledged that the best transport systems in the world are those which are the most integrated.

With this in mind, GTP 2.0 contains a number of initiatives that will better integrate existing facilities including the LRT, Monorail and the up-and-coming MRT.

Despite current congestion in the greater Kuala Lumpur area, and expectations of an increased population of 10 million people in eight years time, the use of private vehicles continues to increase.

We need to work closely with all stakeholders and create awareness among the rakyat to get greater public participation. It will not be easy, especially given how hard we know it is to convince the public to make the switch from private to public transport, but we are hopeful that we will succeed.

Raising the modal share of UPT to 25% from 12% remains a tall order, but the public can expect a build-up of momentum on the many initiatives we have already put in place to achieve this goal.

1
—
Public transport modal share refers to the percentage of commuters that use public transport to travel within the city, as well as in and out of the city, against the percentage of commuters that use private vehicles.

CHAPTER 9

Improving Urban Public Transport NKRA

OVERVIEW

Traffic congestion, particularly in the city centre of Kuala Lumpur, is a growing concern with roads in the area already reaching full capacity. The population of Kuala Lumpur is poised to grow an additional four million persons by 2020, which will put additional stress on the road network leading to greater congestion. Kuala Lumpur needs to put in place a more efficient public transport system to relieve pressure on its roads and to provide commuters an alternative way to get in and out of the city.

2
—
Transforming Kuala Lumpur into one of the world's most liveable cities is a key initiative under the Economic Transformation Programme.

Traffic congestion leads to a host of other problems: lost productivity, pollution, fuel wastage–all of which take away the overall liveability of the Kuala Lumpur city centre.[2] Moreover, business and commercial interests are also dependent on a reliable and efficient transport network, particularly in centres of commerce such as the central business district within Kuala Lumpur.

While Kuala Lumpur is already home to a number of public transport networks that make use of both rail and road, the lack of a focused approach in previous years has created a disjointed system that does not integrate into a comprehensive whole. The Improving Urban Transport NKRA (UPT NKRA) was set up to address this issue by streamlining existing public transport options with the addition of new ones such as the extensions of Light Rail Transit (LRT), KTM Komuter lines and Mass Rapid Transit (MRT) system.

The focus in GTP 1.0 was to transform public transport into a more attractive and viable option for commuters, thereby creating a "pull factor" to convince them to make the switch.

The NKRA's National Performance Indicator (NKPI) is to increase the ratio to 25% of commuters using public transport to enter Kuala Lumpur from just 16.42% in 2011. Otherwise known as the modal share of public transport, the UPT NKRA has focused its initiatives to increase the capacity, reliability, connectivity and convenience of public transport.

The NKRA has implemented a number of initiatives over the last three years including refurbishing stations, increasing train cars and creating express bus routes to start the process of easing traffic flow. The focus in GTP 1.0 was to transform public transport into a more attractive and viable option for commuters, thereby creating a "pull factor" to convince them to make the switch. Owing to the work of the NKRA, public transport modal share had risen to 20% in 2012.

The UPT NKRA spent the first three years of the GTP developing infrastructure and the capacity of the public transport network. The UPT NKRA believes that it first has to improve the infrastructure and travel experience of the public transport network if it is to convince existing private vehicle users to make the switch. In Kuala Lumpur, this means introducing changes to the two central modes of public transport: road and rail.

The UPT NKRA's initiatives took a holistic approach and addressed issues throughout the public transport supply network. For example, one of the UPT NKRA's key initiatives was to increase the capacity for existing rail lines to reduce wait times for passengers during peak hours. This will not only help streamline traffic flow, but makes rail travel a more viable option.

The UPT NKRA also adopted initiatives to streamline the flow of traffic, and made regulatory reforms to ensure that the transport networks operate more efficiently. A summary of the UPT NKRA's activities in GTP 1.0 are detailed on the next page.

The UPT NKRA's initiatives took a holistic approach and addressed issues throughout the public transport supply network.

**VIEWS FROM THE DMO:
BUILD IT AND THEY WILL COME**

The solution to the biggest challenge facing the public transport issue, says Azmi Abdul Aziz the Chief Development Officer of the Land Public Transport Commission (SPAD), is simple: provide good and efficient alternatives to car or motorcycle use and commuters will make the decision to switch. Build it, and they will come, says Azmi, who is also affectionately known as 'Cikgu' or teacher by the NKRA team.

"In terms of changing mind sets, it's not going to be that much of a challenge because if we can provide alternative solutions for them to travel, they will use it," he says. "The challenge is in providing those alternative options."

Some of the solutions offered by the UPT NKRA are simple, such as the introduction of six-car trains to be used by the KTM Komuter, Azmi says. But the lack of co-ordination in the past has meant that these quick-win ideas just weren't implemented prior to SPAD coming into existence.

"Our role is to look creatively at how things can be done–how we can implement quick-win solutions," Azmi says. "In addition to the six-car sets, we are looking at track improvements and ways to improve service levels of the Komuter service."

Examples of such improvements include the bus rapid transit initiative, which is expected to commence construction in 2013, as well as information boards that track bus locations thus giving commuters a rough idea of when their bus is expected to arrive. Nonetheless, Azmi says, there needs to be greater stakeholder engagement in GTP 2.0 be they the rakyat, state Governments or other agencies. Presently, SPAD is the Government agency responsible for public transport issues in Peninsular Malaysia, but it needs to secure the co-operation of state Governments, which have jurisdiction over land use.

SPAD was formed as part of the GTP to tackle the issues plaguing the public transport network such as inefficient routing, insufficient capacity and the lack of integration between the various modes of public transport. The speed with which the commission was put together–six months after the drafting of its governing Act–is an achievement in its own right, Azmi says.

FOCUS HORIZON

End 2009 to 2010

2011 to 2012

2013 and Beyond

1 De-bottleneck capacity of a system already its limits

- Kelana Jaya LRT head way from 3 to 2 mins
- Improve existing bus services on high demand and congested routes

- Bus dedicated Right of Ways: Bus Expressway Transit, Bus Rapid Transit and bus lanes
- KTM Komuter capacity expansion to improve headway from 45 minutes to 15 minutes

- KL Monorail capacity expansion
- LRT Extensions: Kelana Jaya and Ampang Lines

2 Stimulate demand to "pull" people to public transport

- Service standards enforcement
- Station integration (e.g., KL Sentral – Monorail pedestrian link) and park-and-ride

- Feeder bus coverage of unserved (white) areas
- Number, quality, and coverage of bus stops

- Integrate Smart Ticketing across all operators

3 Take heavy vehicles out of Central Business Districts (CBDs)

- Enforce existing laws on heavy vehicle restrictions and bus lanes

- Transport terminals: ITT Bandar Tasik Selatan, Intermodal terminals and city hubs for bus-rail linkages

4 Regulatory Restructuring

- Accelerate formation and operations of SPAD to drive industry restructuring

5 Manage demand through "push'

6 Klang Valley MRT Development

- Achieve step increase in capacity
- Improve public transport connectivity in GKL/KV

Over the course of GTP 1.0, the UPT NKRA boosted rail KTM Komuter capacity by 144% to 1,100 riders per train trip from 450 during peak hours. The team implemented a number of quick-win initiatives including adding bigger rail cars and expanding capacity on busy routes. Rail presently accounts for about 40% of all public commutes into the city, but was previously deemed unreliable.

The UPT NKRA has addressed some of these issues, but the majority of the work to improve the rail experience will be implemented in GTP 2.0. KTM track rehabilitation, LRT line extension and the creation of new rail routes also fall under the purview of GTP 2.0 as these initiatives have a longer gestation period than the Big Win initiatives introduced in GTP 1.0.

The UPT NKRA also refurbished a number of bus stations and terminals to create better service facilities for the rakyat. One notable upgrade was the landmark Pudu Sentral station, which was transformed into an inter-urban use bus terminal. A new terminal, the Integrated Transport Terminal Bandar Tasik Selatan (ITT BTS) was also constructed in GTP 1.0 and has commenced operations.

Meanwhile, the UPT NKRA made a number of smaller improvements to road facilities such as bus stop improvements and to the buses themselves, all geared towards improving the commuter experience. Bus ridership increased to 10,000 persons during the peak morning hours over the first three years of the GTP. A total of 1,116 bus stops in Greater KL were refurbished between 2009 until 2011, whilst a total of 272 new bus stops were constructed in 8 Local Authorities in 2012.

The UPT NKRA continued to implement several key initiatives in 2012, which registered ridership growth that outpaced each of the previous two years: for instance, modal share grew to 20% in 2012 from 16.4% in 2011 and 17% in 2010. Though the initiatives helped bring up the numbers in 2012, the full impact of the initiatives will not be felt until subsequent years when there is greater take-up by the rakyat together with greater service integration.

PUBLIC TRANSPORT MODAL SHARE
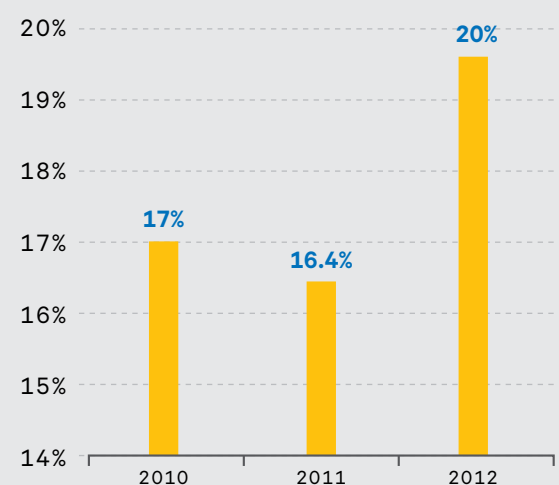
One of the key aspirations of the UPT NKRA is to respond to Malaysian commuters, who have been demanding efficient public transport. The UPT NKRA has delivered the following outcomes in 2012, and expects to deliver more in GTP 2.0.

OUTCOME 1
Putting into service six-car sets for the KTM Komuter train service

37 out of 38 six-car train sets ordered for the KTM Komuter have been put into service reducing waiting time during AM peak periods from 45 minutes to 15 minutes. The new six-car sets more than double the capacity of existing rail cars to 1,100 passengers from 450 passengers each. KTM Komuter riders make up 35% of all rail commuters, and rely heavily on the train for their daily commute into the city.

OUTCOME 2
Introduction of Go KL

The Go KL is a public bus service offering free rides for commuters within the Kuala Lumpur City Centre. While the initiative was initially earmarked to be implemented in GTP 2.0, the UPT NKRA introduced two lines (Green and Purple lines) on August 31, 2012 ahead of schedule. Fifteen GoKL buses servicing both Green and Purple lines report a daily ridership of about 14,000 passengers. Indirectly tourists tend to spend more with free mobility within the shopping district.

OUTCOME 3
Launch of Pasar Seni City Bus Hub

The launch of the Pasar Seni City Bus Hub in August 2012 greatly enhanced integration between the bus and rail services in one of the busiest areas within the Kuala Lumpur city centre. The RM9.5 million facility is the first of several planned for five main corridors covering the heaviest traffic areas. At the same time, the Pasar Seni City Bus Hub is also serviced by the GoKL City Bus, a free shuttle service introduced last year as part of the NKRA's effort to provide seamless connectivity within the city.

OUTCOME 4
Construction of Gombak Park & Ride

The Gombak Park & Ride facility was completed on Oct 30, 2012. The facility is a parking bay for 1,200 cars that allows commuters to use rail to travel into and out of the city. More Park & Rides have been slated for development along other rail lines including the LRT station at Kelana Jaya and the KTM stations at Klang and Rawang.

OUTCOME 5
Implementation of Bus Information system

Bus commuters now have a better idea of the waiting time before their bus arrives thanks to the introduction of the Passenger Information System (PIS), which tracks the location of buses through the use of the Global Positioning System (GPS). In the first phase of implementation 59 bus stops in Kuala Lumpur were outfitted with info boards that provide accurate to-the-minute information about the wait-time before buses arrive.

Statistics from 2012 showed a significant rise in the number of commuters opting for public transport over the use of private vehicles, which is a sign of success of the initiatives implemented by the UPT NKRA in the first two years of the GTP. But despite these positive results, the UPT NKRA has not achieved its target of attaining 25% public transport modal share for 2012.

Public transport ridership increased by 80,000 passengers per day in 2012 but the gains in ridership were offset by the faster growth of private vehicle use. Data indicates that public ridership grew to 930,468 trips in 2012 from 622,185 trips in the previous year. However, the number of private trips grew to 4.35 million from 3.5 million over the same period.

Though there has been an increase in public transport ridership, its modal share has not grown much from 17% in 2010.

PUBLIC TRANSPORT RIDERSHIP VS PRIVATE VEHICLES 2011 – 2012

↑ **23%**
Private Trips

↑ **4%**
Public Transport Ridership
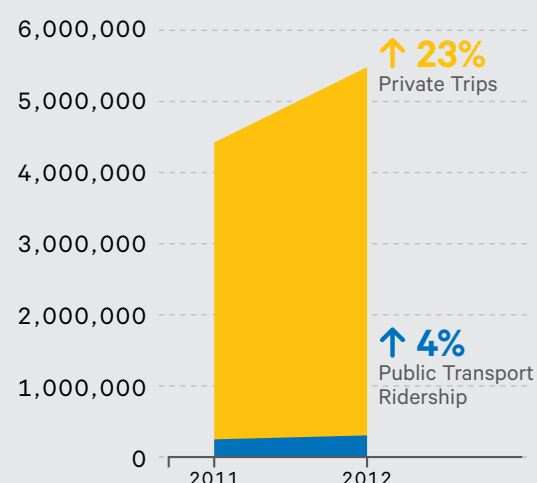
Sources: URUSBUDI,Operators, JPJ

Three factors contribute to the speedier growth of private vehicle use:

▶ Faster growth of private vehicle ownership – about 10,000 cars every two weeks – owing to affordable fuel and vehicle costs.

▶ Reluctance of private vehicle owners to switch to public transport owing to a lack of awareness or poor accessibility, connectivity and reliability.

▶ The growth of rail, the only alternative to road transport in Kuala Lumpur, has not kept pace with the growth of roads as rail is not as profitable.

The preference of commuters to own and drive their own vehicles rather than make the switch to public transport has hampered the efforts of the UPT NKRA team to boost public transport modal share. However, as the KPI table on the next page shows, the UPT NKRA managed to achieve all its capacity goals as well as increase consumer satisfaction despite missing its modal share targets.

The aim in GTP 2.0 is to further enhance "pull factors" to encourage commuters to make the switch, while "push factors"–i.e., discouraging the use of the use of private vehicles–are being considered for implementation as well.
The combination of both push and pull is expected to improve public transport modal share over the next three years.

UPT NKRA / NKPI

	KPI	Target 2012	Actual Achievement	Results
1	Modal Share	25%	20%	80%
2	Ridership of public transport (per day A.M. peak)	600,000	334,598	56% *
3	Population living within 400m of public transport route	72%	72%	100%
4	KTM Komuter peak load factor	100%	53%	189%
5	RapidKL LRT KJ line peak load factor	80%	83%	96%
6	Bus peak load factor	70%	87%	124%
7	Passenger satisfaction	55%	73%	133%
8	Weighted average ratio of public journey time to private journey time	1.60 : 1	1.43 : 1	112%
9	Road safety (deaths per 10,000 vehicles)	3.01	2.8	108%
Overall				**111%**

* Achievement is the average of monthly return from Jan – Oct

90% Above
Achievement of 90% and above

51 % to 89%
Achievement of 51% to 89%

INITIATIVES

Although the UPT NKRA did not meet its modal share target of 25% in 2012, the 11 initiatives implemented in GTP 1.0 to improve the urban public transport system achieved show significant results in terms of adding capacity and improving accessibility and connectivity. The initiatives were grouped under four main categories of Bus, Rail, Integration and Network.

The UPT NKRA upgraded a total of 1,116 bus stops in GTP 1.0 and began work on an additional 272 new bus stops within Greater KL in 2012.

BUS

The bus network remains an important mode of public transport for the rakyat, but congested roads as well as overlaps of routes have resulted in inefficiencies for the service. The Kuala Lumpur bus service also faces capacity issues in terms of equipment as well as a lack of qualified drivers.

To rectify the issue, 470 new RapidKL buses were introduced in GTP 1.0, and four new Bus Expressway Transit (BET) routes were proposed. The UPT NKRA also took steps to upgrade supporting facilities such and created integrated transport terminals such as the one in Bandar Tasik Selatan.

The UPT NKRA upgraded a total of 1,116 bus stops in GTP 1.0 and began work on an additional 272 new bus stops within Greater KL in 2012. It has also started implementing the Bus Expressway Transit (BET) and an initial two Go KL bus services (Green & Purple lines).

RAIL

The rail network into and out of the Kuala Lumpur City Centre remains the most important public transport route accounting for 40% of total public transport ridership. It is also the only mode of public transport that services satellite cities in any significant scale via the KTM Komuter trains.

In 2012, the UPT NKRA gradually injected 37 KTM Komuter six-car train sets beginning in March, which significantly improved the capacity of the rail line. As a result, waiting times during AM peak hours reduced from 45 minutes to 15 minutes. Similar enhancements were also undertaken for Light Rail Transit (LRT) Kelana Jaya networks, generated significant increases in passenger capacity.

The expansion of the LRT train route is also presently underway and estimated to be completed by the end of the 2nd quarter of 2015, extending service to satellite communities that are presently under served.

In 2012, the UPT NKRA gradually injected 37 KTM Komuter six-car train sets beginning in March, which significantly improved the capacity of the rail line.

INTEGRATION

The UPT NKRA recognises that the change to best public transport systems are integrated, meaning that there are cohesive and simple transfers between different modes of public transport. This means that commuters should be able to transfer from train lines to inter- and intra-city buses seamlessly when undertaking their journey.

GTP 1.0 has made a number of changes to facilitate better integration, the most notable being the introduction of the Integrated Transport Terminal in Bandar Tasik Selatan, which integrates south-bound intra-city travel with the KTM Komuter, LRT and ERL. The refurbished Puduraya Bus Terminal performs the same function but caters to north-bound traffic.

There are also plans underway to better integrate the two main LRT lines–the Kelana Jaya and Ampang lines–at three stations: Hang Tuah, Masjid Jamek and Titiwangsa. The goal is to create common concourses facilitating seamless transfers between both lines. Presently, commuters need to exit the turnstiles from each respective line before transferring over to the other, which further adds to commute times.

The launch of the Pasar Seni Bus Hub in August 2012 also represented the first of several city bus hubs planned to improve integration between road and rail service. Similar facilities have been planned for five other corridors within the city centre, and are expected to ease traffic congestion and further encourage public transport usage.

Supporting infrastructure such as parking complexes near rail stations–also known as Park & Rides–are also being developed along side some of the busiest locations, such as in Sungai Besi and Gombak.

NETWORK ENHANCEMENT

The goal of initiatives under this workstream is to further enhance and tweak the network infrastructure of all modes of public transport to make it more attractive to commuters. For example, the introduction of information boards providing estimated arrival times using GPS systems for buses in selective bus stops make bus travel a more reliable form of public transport.

As the UPT NKRA has mainly focused on increasing capacity in GTP 1.0, the rakyat can expect to see more innovations in this workstream over the next three years.

Proposed key functions

1 Serve as collaboration platform for new UPT enforcement-related initiatives.

2 Improve efficiency of UPT enforcement processes (e.g., IP processing, cross-agency processes and etc.).

3 Serve as UPT enforcement information sharing hub where it can serve as intelligence for future operations.

4 Support new bus and taxi initiatives of the GTP 2.0 UPT lab. (For example, enforcement of bus lanes where JPJ and PDRM are involved in enforcement of private vehicles.)
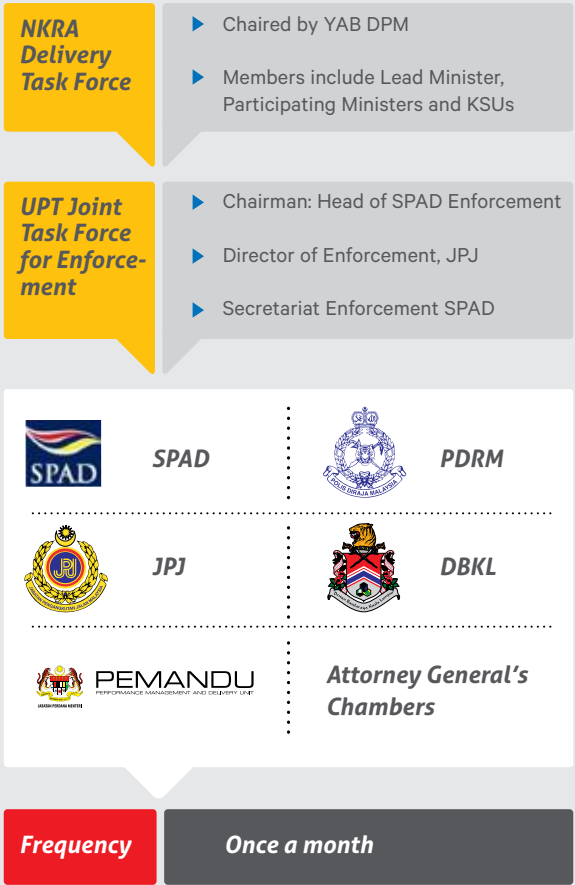
ENABLERS

In addition to the initiatives above, the UPT NKRA has also identified a number of 'Enablers' that will help to achieve its target modal share. The enabling projects are:

▶ **Fare review**
Fares will be reviewed to ensure they are commercially sustainable and that operators as well as routes will not be abandoned if found to be unprofitable.

▶ **Driver's Academy and Enhancement Programme**
A lack of qualified bus drivers continues to be a significant issue for urban public transport, and the development of a training academy will help to solve this issue.

▶ **Joint Task Force for enforcement**
Enforcement of the various facets of UPT remains a key issue as at least six regulatory agencies overlook UPT. The creation of a joint task force will help streamline the enforcement process ensuring greater efficiencies.

STRUCTURE OF THE JOINT TASK FORCE FOR ENFORCEMENT

NKRA Delivery Task Force
▶ Chaired by YAB DPM
▶ Members include Lead Minister, Participating Ministers and KSUs

UPT Joint Task Force for Enforcement
▶ Chairman: Head of SPAD Enforcement
▶ Director of Enforcement, JPJ
▶ Secretariat Enforcement SPAD

SPAD	PDRM
JPJ	DBKL
PEMANDU	Attorney General's Chambers

Frequency **Once a month**

> ▶ **Watching brief for Regional Cities and Corridors' Public Transport Initiatives**
>
> As most of the UPT NKRA's initiatives are focused on Kuala Lumpur and the Greater Klang Valley, a mechanism to monitor UPT in other areas including the economic corridors is necessary. The results of this brief will be integrated into the Land Transport Department's regional masterplan.

> ▶ **Greater KL Business Revitalisation and Car-Free Zone**
>
> The goal of this enabler is to enhance the attractiveness of Greater KL by discouraging the use of private vehicles. The revitalisation of the city centre is also expected to help encourage the public to spend more time out of their cars and in the city.

LOOKING FORWARD TO GTP 2.0

9.2

The UPT NKRA aims to continue to enhance and deliver changes building on the successes and achievements of GTP 1.0. The focus will again be placed on the modes of public transport, but the aim is to place greater focus on specific areas. Accordingly, the aspirations of GTP 2.0 for UPT NKRA are divided into five workstreams:

1	2	3	4	5
Buses	*Rail*	*Taxis*	*Integration*	*Travel Demand Management*

The introduction of the five workstreams allows the UPT NKRA to take a more crystallised approach in dealing with each individual section as they all have been assigned their own specific key performance indicators (KPIs).

For example, the rail workstream will see specific initiatives implemented to further boost the reliability and capacity of the rail network through exercises such as track rehabilitation and the upgrading of the KTM's power network. These initiatives will be carried out in response to complaints of unreliability and regular breakdowns in the system.

The introduction of the five workstreams allows the UPT NKRA to take a more crystallised approach in dealing with each individual section as they all have been assigned their own specific key performance indicators (KPIs).

Busy LRT lines will also be expanded and extended to allow for greater accessibility, and will complement the introduction of the Klang Valley Mass Rapid Transit System being developed under the Economic Transformation Programme.

The extension of the Kelana Jaya and Ampang LRT lines, which is expected to be completed in 2015, will see the current daily peak morning capacities of both lines increased by 100,000 commuters. The KL Monorail capacity will also be expanded in GTP 2.0 under the Urban Rail Development Plan of the Land Public Transport Master Plan drafted by SPAD.

The bus and taxi services will receive similar treatment as the UPT NKRA strives to improve the region's public transport network. This is in line with the overall GTP programme of development, which has identified GTP 2.0 as the phase in which the initial changes introduced in GTP 1.0 are intensified throughout the system.

For instance, there will be the introduction of Inter-Urban Transport Terminals (IUTT), city-bus service within the central business district, and reorganising the stage bus and feeder bus network. These efforts are aimed to increase UPT ridership to 750,000 daily by 2015.

The taxi workstream is of particular interest after weaknesses in the administration of the system came to a head in 2012. Taxi drivers publicly voiced their displeasure with the present system that leaves some economically disadvantaged. The UPT NKRA is committed to responding to these concerns and improving the working standards for the taxi driver community.

The initiatives under this work stream include the implementation of a Centralised Taxi Service System (CTSS) to enhance the enforcement and monitoring capabilities of industry regulators and operators of taxi fleets. There will also be introduced of a new taxi business model that will help taxi drivers with their vehicle maintenance and financing packages.

Meanwhile, the UPT enabling projects will include a review of public transport fares in the Greater Kuala Lumpur/Klang Valley, the setting up of a bus driver's academy, the establishment of a joint enforcement task force to monitor the UPT system, a watching brief for public transport initiatives elsewhere in the country and the introduction of car-free zones.

More information about the initiatives of this workstream can be found in the GTP Roadmap 2.0.

9.3

As with any programme of change, the UPT NKRA has identified a number of instructive lessons from the execution of GTP 1.0 initiatives. There has been some resistance to the call for change, and some points of resistance were not anticipated by the UPT NKRA team.

Greater education and awareness-raising is necessary on the part of the UPT NKRA to get the rakyat to give public transport another chance.

However, the team has learnt valuable lessons from each setback and will add these lessons to their arsenal in its execution of the GTP 2.0 initiatives. For example, one crucial limitation of the urban public transport system is the geography of Kuala Lumpur itself. As the city centre has limited room for growth, any traffic solution must be implemented within stipulated boundaries.

In another example, the Integrated Transit Terminal announced for Gombak has been delayed owing to land issues. This was another unforeseen setback, but demonstrated the need to obtain support from all levels of Government and the grassroots in strategies.

Finally, there has been difficulty convincing the rakyat at large to make the switch to public transport. Greater education and awareness-raising is necessary on the part of the UPT NKRA to get the rakyat to give public transport another chance.

With much of the infrastructure and capacity work implemented in GTP 1.0, the challenge for the UPT NKRA in GTP 2.0 is to actively increase public transport's modal share, i.e., the ratio of commuters who use public transport against those who use private vehicles to commute to the city centre. GTP 1.0 efforts have mostly been focused on the 'pull' factors, i.e., initiatives to make public transport more attractive to commuters. While this has proved fruitful, it has not attracted as many commuters as the UPT NKRA would have liked. In the GTP 2.0, the focus of the UPT NKRA is to continue the work on improving connectivity and reliability while leveraging on the capacity enhancement that was carried out in GTP 1.0.

CHAPTER 10

Ministerial Key Result Areas

At the heart of the MKRAs is the aspiration to transform top-down government bureaucracy into a rakyat-centric and performance-based vehicle.

Each Cabinet Minister was tasked with formulating goals, otherwise known as the Ministerial Key Result Areas (MKRAs), along with accompanying Ministerial Key Performance Indicators (MKPIs). This directive was given by the Prime Minister, and aims to inculcate a culture of quantifiable accountability at the seniormost levels of government.

These MKRAs comprise key functional areas within the scope of each ministry, and are closely aligned with the overall GTP goal of improving public service delivery in accordance with the 1Malaysia People First, Performance Now agenda.

At the heart of the MKRAs is the aspiration to transform top-down government bureaucracy into a rakyat-centric and performance-based vehicle. The MKRAs also seek to address issues that fall outside the purview of the seven NKRAs to ensure comprehensive and efficient implementation of the GTP.

ACCOUNTABILITY FIRST

10.1

In an effort to ensure accountability, the MKRAs and MKPIs are personally reviewed and assessed every six months by the PM to ensure performance is on track.

If the Ministers face any challenges or obstacles, concerted effort championed by the PM investigate ways to ensure performance stays/remains on track. In driving the development of the MKPIs, a dedicated KPI officer was appointed for each minister.

(M)KPI OFFICERS:

- Support the development of the MKPIs by planning their implementation and harmonising initiatives between various ministries.

- Track and report progress of the MKPIs to their respective Ministers and aid in the review process.

THEY ARE DEVELOPED BASED ON THE FOLLOWING COMPONENTS:

- **Key Result Areas developed based on a ministry's vision and mission.**

- **MKPIs, which are outcome-oriented and address the rakyat's needs.**

- **KPI targets, which must be bold, stretched and deliver results fast.**

- **Identification of interdependencies between ministries and touch points. For example, how each MKPI positively impacts the country and the rakyat.**
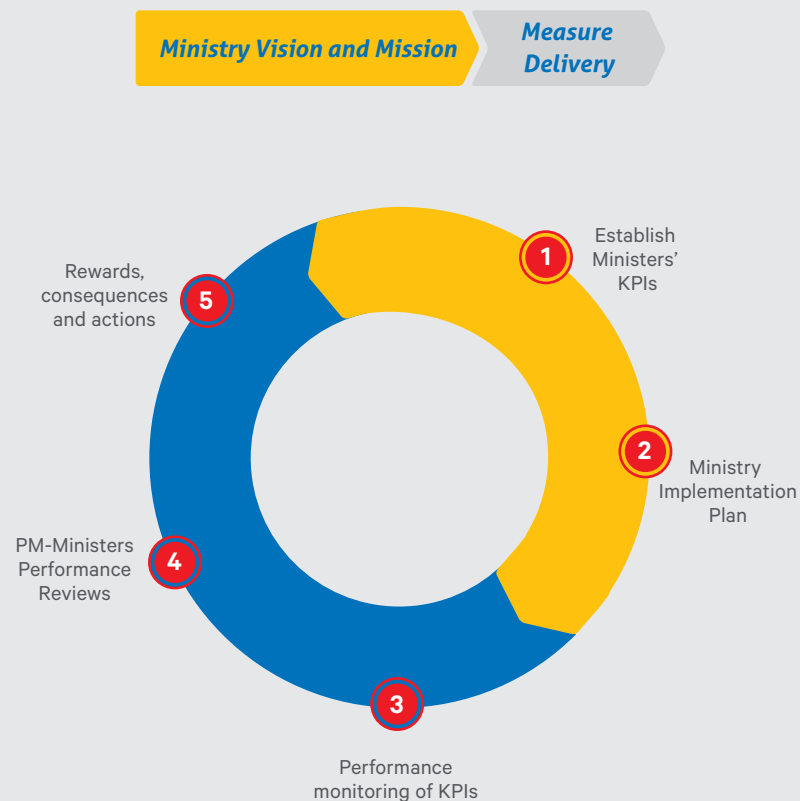
Over the last three years, the MKRA programme has stacked up success upon success, and has seen further fine-tuning of the programme. Ministers have now been assigned comprehensive Scorecards which consist of KPIs from MKRA, NKRA and National Key Economic Areas (NKEA), which were derived from the Government Transformation Programme and Economic Transformation Programme.

DEVELOPMENT OF MKPIs

10.2

The MKPIs are not arbitrary targets, but arrived at through a structured approach.

A STRUCTURED APPROACH WAS USED TO DEVELOP THE MKPIs FOR MINISTERS

Ministry Vision and Mission ➤ Measure Delivery

1. Establish Ministers' KPIs
2. Ministry Implementation Plan
3. Performance monitoring of KPIs
4. PM-Ministers Performance Reviews
5. Rewards, consequences and actions

MKRA ACHIEVEMENTS 2012

10.3

608 KPIs (86.5%) of 703KPIs have achieved their targets of 90% and above, as compared to 552 KPIs (83.6%) in 2011.

OVERVIEW

2011 KPIS

There are a total of 660 KPIs in 2011 with

| 83.6% | 552 Green KPIs | 11.2% | 74 Yellow KPIs |
| 3.9% | 26 Red KPIs | 1.2% | 8 White KPIs |

3.9% 1.2%
11.2%
83.6%
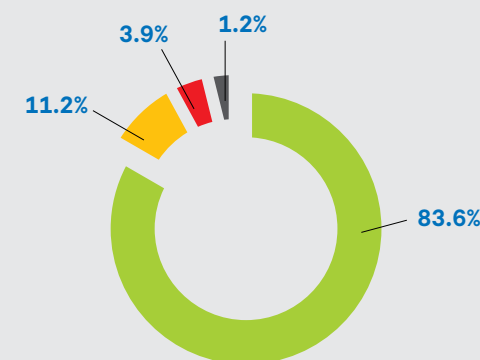
2012 KPIS

There are a total of 703 KPIs in 2012 with

| 86.5% | 608 Green KPIs | 9.6% | 67 Yellow KPIs |
| 3.2% | 22 Red KPIs | 0.9% | 6 White KPIs |

3.9% 0.9%
9.63.2%
86.5%
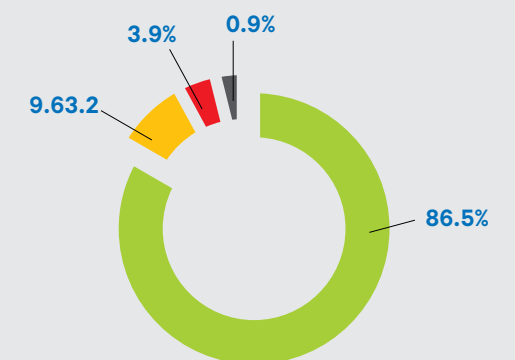
● Above 90%   ● Between 51% – 89%   ● Below 50%   ● Not Available

MOVING FORWARD

10.4

As with the rest of the NKRAs which embark on GTP 2.0, the MKRAs will also build on foundations laid to pose more challenging MKPIs, and will enhance initiatives already begun.

Moreover, greater accountability and responsibility is expected from each Minister, specifically with respect to pushing the envelope for greater transformation over the coming years.

The PM has also committed himself to better support the efforts of the Ministers in their respective portfolios, and to provide a better overview of the overall transformation plan. Transparency remains the order of the day, as is accountability to the rakyat.

The MKRAs and their accompanying MKPIs remain important components of the entire GTP process as well as to the country's overall developmental goals, and will not be neglected in GTP 2.0. This is a novel approach to ministerial commitment and ownership, which also sends a strong message that the transformation process begins from the very top.

Transparency remains the order of the day, as is accountability to the rakyat.

DELIVERING OUTCOMES
YOUTH DEVELOPMENT

CHAMPION:
MINISTRY OF YOUTH AND SPORTS

The strategic goal of the IKBN is to groom a generation of skilled youth whom are multi talented thereby increasing the diversity and availability of human resources in the country. There are presently 20 IKBN all around Malaysia with over 10,000 students enrolled as of 2012.

The IKBN is a decades-old institution established by the Ministry of Youth and Sport, which was originally set up to manage retrenchments. The IKBN offered skills training programmes for youth who found themselves unemployed. In the early 1990s, the programme was expanded to focus on human resource development particularly in building technical and vocational skills in line with industry needs.

Participants of the IKBN programme are tested twice a year to screen for competencies and a tracer study is carried out post-graduation to monitor student progress.

In 2012, the tracer study showed that 78% of IKBN graduates found employment after graduation. Graduates are also tracked post-convocation to gather data and ascertain performance to ensure that the IKBN programmes are meeting their basic objectives.

Employability of IKBN graduates (%) from 2008 to 2011

Graduating Class	2008	2009	2010	2011
Marketability	70%	73%	76%	78%

Source: Laporan Kajian Kebolehpasaran Graduan IKBN 2009, 2010, 2011 and 2012

The achievements of this MKPI feed directly into the overall goal of the country's development plan to create a high-income nation by 2020. The Ministry of Youth and Sports is committed to ensuring that the next generation of Malaysian youth adapt to the changing landscape of the country's economic and industrial profile.

FIVE INITIATIVES

As part of its MKPI, the Ministry of Youth and Sports has committed itself to enhancing the marketability of IKBN graduates. In doing so, it has implemented five initiatives:

- Improve and deliver industry-driven training through:
  —More targeted developmental training workshops
  —Intensifying analysis and research of industry needs as well as identifying industry needs which will subsequently be incorporated into IKBN training modules

- Increase promotional activities to better match IKBN graduates with industry

- Implement co-operative bridging programmes with institutions of higher education to help place IKBN graduates within those institutions

- Increase the standing of the IKBN by participating in national competitions such as Pertanding Kemahiran Malaysia, EimaRace and My Skills competitions

- Enhance career opportunities through various programmes such as Career Week with industry, engaging with entrepreneurial development agencies as well as industry in general

DELIVERING OUTCOMES
ENHANCING COMMUNICATIONS

CHAMPION:
MINISTRY OF INFORMATION, COMMUNICATIONS AND CULTURE (MOICC)

An important component of the MoICC's portfolio is to ensure the continued improvement of communication services in Malaysia, and this has been deemed an MKRA. In delivering on this commitment, MoICC has implemented a number of programmes to ensure that the standard of wireless communications in the country meets quality benchmarks. The Mandatory Standard for of Service (for public cellular service) is one such programme.

Based on the requirements of this benchmark, cellular providers must report the number of dropped calls experienced by their users, and that and that number of dropped calls must not exceed a 5% threshold. The provision of dropped call data provides the MoICC with a baseline to start from, which is further acted upon by a task force involving the Malaysian Communications and Multimedia Commission (MCMC) and providers.

Beginning in 2012, this programme was widened to provide nationwide dropped-call

statistics twice a year. The first measurement, completed in June 2012, showed that 1.3% of total calls were dropped. At the same time, the MoICC has also stepped up efforts to expand internet broadband penetration throughout the country via a variety of initiatives. By the end of October 2012, broadband penetration reached 64% of the country's population from 10.9 percent in 2006.

This significant increase in penetration is a direct result of the National Broadband Initiative launched in 2009, specifically through the establishment of Rakyat Internet Centres (Pusat Internet Rakyat) and the distribution of 1Malaysia netbooks to families with incomes of less than RM3,000.

Moreover, 2011 saw the introduction of the Wireless Village programme to selected villages in rural areas, which were provided with internet access. Over 1,400 villages were established and some 349,400 netbooks were distributed in that year alone. These initiatives were continued in 2012, which also saw the creation of Desa Internet Centres.

MoICC expects to enhance penetration in 2013 by establishing a further 689 wireless villages, 162 Rakyat Internet Centres and the construction of an additional 336 communication towers.

The Government firmly believes that one of the key enablers of a high-income nation is nation is a population firmly in touch with the technological advancements of the day. By increasing broadband penetration, particularly to rural rakyat who may otherwise not be able to afford the utility, the Malaysian Government is delivering on its commitment to inclusiveness, ensuring that all rakyat receive similar opportunities regardless of background.

DELIVERING OUTCOMES
PROTECTING INTELLECTUAL PROPERTY RIGHTS (IPR)

CHAMPION:
MINISTRY OF SCIENCE, TECHNOLOGY AND INNOVATION (MOSTI)

As the lead ministry formulating policies in the areas of science, technology and innovation, MOSTI is also directly responsible for formulating policies supporting and sustaining growth in these areas. In 2009, the Cabinet approved the Intellectual Property Commercialisation Policy for research and development (R&D) projects funded by the Government of Malaysia.

This policy makes a formal recognition of the importance of intellectual assets in driving the growth of a knowledge-based economy, and regulates and promotes the commercial uses of research outputs of R&D projects funded by the Government.

This policy ensures that all royalties and commercial fees received from activities such as technology transfer and licensing are governed in accordance with the terms and conditions of the research agreement. The policy also ensures that proceeds are chanelled to the right funds such as MOSTI's Science Fund, Techno Fund and Inno Fund, or other agencies under MOSTI such as MTDC and MDEC.

This policy covers a number of IPR categories including:

• PATENTS
• INDUSTRIAL DESIGNS
• COPYRIGHTS
• TRADE/SERVICE MARKS

IMPROVING AND INSTITUTING ONLINE FEE COLLECTION SYSTEM (SISTEM KUTIPAN YURAN OR SKY)

Objective of the project

To facilitate the collection of fees by school officials
Prior to the establishment of this system, SKY was managed offline. By connecting it to the internet, the project enabled greater connectivity for all clients and managers.

Advantages of the project to the community/target group

For managers:
- Facilitates data management such as of student and financial information, as well as management of the collections database through the automation of services such as payment reminders.
- Automatically backs-up data as well as provides up-to-date financial data allowing for more efficient management of funds.

For teachers and clerks:
- Streamlines the fee collection system by centralising all data automatically.
- Online payment of funds removes need for handling of cash by teachers or clerks.

For parents:
- Do not have to be physically present to make payment.
- Centralises all payment and enrolment databases for children attending school.
- Records of payments are made automatically allowing for greater oversight of fees.

Expected Outcome

SKY has the potential to become a universal application for all schools and school-related organisations such as its Parent-Teacher Associations. The benefits are self-evident as it allows for an automated and better streamlined process for the payment of fees online without having to physically attend schools. Moreover, SKY also has the potential to be expanded to other non-school organisations.

LOW COST MOBILE CHARGER FOR MOBILE PHONE (LCSOC)

Objective of the project

To build fully functional prototypes for LCSOC.

Advantages of the project to the community/target group

LCSOC is inexpensive and therefore can be made commonly available at nearby shops/outlets (e.g., 7-Eleven, Petronas Mesra, Shell Select, newsprint vendors etc.). LCSOC can be attached to the back of a mobile phone, and allows users to conveniently charge and use their mobile phones while walking around. In short, LCSOC provides an on-the-spot power solution for mobile phone users that is inexpensive, readily available and convenient to use.

Brief Explanation of the project

LCSOC is designed as a low cost device with estimated selling price of RM15 per unit. Its Power Controller Unit was built based on "ON Semiconductor DC-DC Power Management IC". This technology offers the best combination of low cost, small footprint and good performance.

LCSOC is designed to be the most compact mobile charger with an affixable surface, therefore it can be attached at the back of mobile phone, whereby user can conveniently charge and use their mobile phone while walking around. LCSOC compact design was achieved through its innovative power circuit layout and housing design. Patent for LCSOC has already been filed with MyIPO in October 2011.

LCSOC has a retractable power cable where user can adjust power cable length accordingly. The retractable mechanism is an inventive method called "Sleeve Assisted Linear Retractable" that creates retractable mechanism with very minimum space (will be patented under Method Claim patent). This method allows LCSOC to have retractable power cable without compromising its compact size.

International Performance Review

The International Performance review (IPR) is a crucial element of the Government Transformation Programme (GTP), providing an independent view on the results of the initiatives implemented under the various NKRAs. The IPR, which is overlooked by a panel of international experts, invites outside perspectives that challenges the findings of the GTP while offering suggestions on how it could be better run.

The 2012 IPR session was held over three days last January, representing the third time that the panel was assembled to critique the GTP. The Panel comprised of independent third-party experts ranging from international development organisations to large-scale multinational corporations, and even representatives from other governments.

The IPR Panel received presentations from directors of each of the NKRAs and concluded the session by presenting their findings to the Prime Minister and his Cabinet on the final day. The IPR Panel also held discussions with PriceWaterhouse Coopers, which were appointed external consultants to develop a set of Agreed Upon Procedures (AUP) with the NKRA. The AUP helps check that the interpretation of the data and results conform to good international practice.

This section of the GTP 2012 Annual Report identifies the individual members of the 2012 IPR Panel, and presents its findings. It is important to bear in mind that

the IPR findings and suggestions are addressed by each individual NKRA in the implementation of initiatives in the following year. A section in this chapter has been dedicated to presenting the way the GTP's 2012 initiatives had taken into account the Panel's findings from the previous year.

MEMBERS OF THE 2012 IPR PANEL

Mr Michael Thatcher

Chief Technology Officer, Asia
Microsoft Corporation

As Chief Technology Officer for the Public Sector in Asia, Mr Thatcher is responsible for Microsoft's Technology Policy initiatives and engagements with Government and Academic leaders. Through this bi-directional dialog, he ensures that the unique needs of these constituencies are reflected in Microsoft's technology and development strategies. He has been leading this function since March of 2010.

He has worked for more than 25 years in the development, management and sales of information technology. Prior to his current role, Michael spent 5 years as Microsoft's Chief Technology Officer in the Middle-East & Africa and more than 6 years at the US corporate headquarters doing technical development, marketing and policy strategy.

He is co-inventor for two patents and has three pending applications. Before joining Microsoft, Mr Thatcher spent more than 10 years developing and deploying technical systems for oceanographic research with Wood Hole Oceanographic Institution, Lamont-Doherty Earth Observatory and Sea-Bird Electronics.

Mr Stephen Sedgwick AO

Public Service Commissioner
Australian Public Service Commission

Mr Sedgwick has had a long and distinguished career in the public sector, having served in a number of departments beginning in 1972. He was Secretary to the Commonwealth Departments of Finance, Employment and Education between 1992 and 2002, and was a member of the Board of the Asian Development Bank for five years until 2007. He became Australian Public Service Commissioner in December 2009 after a period as Professor and Director of the Melbourne Institute of Applied Economic and Social Research at the University of Melbourne. He was awarded the Centenary Medal in January 2001 and was made an Officer in the Order of Australia in June 2012.

He is a Fellow of the Institute of Public Policy at the Australian National University (ANU), and is a member of a number of Boards and Advisory Groups. These include the Sir Roland Wilson Foundation, the Advisory Council of the ANU Crawford School of Economics and Government, the Advisory Board for the Australian National Institute for Public Policy, the Board of Directors of the Commonwealth Association for Public Administration and Management, the Advisory Group for the Australian Human Rights Commission Male Champions of Change Research Project, and the ACT Government's Learning Capital Council.

Mr Sedgwick graduated with Honours in Economics from the University of Sydney and holds a Master's Degree from the University of London (LSE).

Ambassador Ombeni Yohana Sefue

Chief Secretary
Government of the United Republic of Tanzania

As Chief Secretary, Ambassador Sefue is Secretary to the Cabinet and Head of the Public Service. Prior to that, he served as Ambassador and Permanent Representative of the United Republic of Tanzania to the United Nations in New York from 31st August 2010.

He was also Tanzania's Ambassador to the United States of America in Washington D.C. from 15th June 2007 to 14th August 2010, with concurrent accreditation to Mexico. Ambassador Sefue served as his country's High Commissioner (Ambassador) to Canada from October 2005 to June 2007, with concurrent accreditation to Cuba.

A career diplomat, Ambassador Sefue also served as Counselor in the Embassy of Tanzania in Stockholm, Sweden, between 1987 and 1992.

He worked with Hernando de Soto's Institute for Liberty and Democracy to establish a *Property and Business Formalisation Program* for Tanzania intended to provide legal protection and empowerment of the poor. Among other initiatives, he was also involved in the promulgation of the *Tanzania Mini Tiger Plan* intended to transform Tanzania into a middle-income country as well as the Tanzania Development Vision 2025.

In 2006-07, Ambassador Sefue assisted President Mkapa when the latter was a Commissioner in the Commission on Legal Empowerment of the Poor, an independent international commission, hosted by the United Nations Development Program (UNDP) in New York, focusing on the link between exclusion, poverty, and the law. In 2008, the Commission issued its report, *Making the Law Work for Everyone.*

In recognition of his extensive diplomatic career and the work done with different presidents, Ambassador Sefue received from President Jakaya M Kikwete one of the Nation's highest awards, *The Order of The United Republic of Tanzania, First Class*, on 9th December 2012.

Sir Michael Barber

Chief Education Advisor
Pearson PLC

Sir Michael Barber is a leading authority on education systems and education reform. Over the past two decades his research and advisory work has focused on school improvement, standards and performance; system-wide reform; effective implementation; access, success and funding in higher education; and access and quality in schools in developing countries.

Sir Barber recently joined Pearson as Chief Education Advisor, leading Pearson's worldwide programme of research into education policy and efficacy, advising on and supporting the development of products and services that build on the research findings, and playing a particular role in Pearson's strategy for education in the poorest sectors of the world, particularly in fast-growing developing economies.

Prior to Pearson, he was a Partner at McKinsey & Company and Head of McKinsey's global education practice. He co-authored two major McKinsey education reports: 'How the world's most improved school systems keep getting better' (2010) and "How the world's best-performing schools come out on top" (2007). He is also Distinguished Visiting Fellow at the Harvard Graduate School of Education and holds an honorary doctorate from the University of Exeter.

He previously served the UK government as Head of the Prime Minister's Delivery Unit (from 2001-2005) and as Chief Adviser to the Secretary of State for Education on School Standards (from 1997-2001). Before joining government he was a professor at the Institute of Education at the University of London. He is the author of several books including "*Instruction to Deliver", "The Learning Game: Arguments for an Education Revolution",* and *"How to do the Impossible: a Guide for Politicians with a Passion for Education".*

Dr Yukon Huang

Senior Associate
Carnegie Endowment

Dr Yukon Huang is a Senior Associate at the Carnegie Endowment in Washington DC and formerly the World Bank's Country Director for China. He was a member of the National Economic Advisory Council to the Prime Minister of Malaysia.

Prior to this, he was the World Bank's Director for Russia and the former Soviet Union and earlier Lead Economist for Asia. He has also held positions at the U.S. Treasury and professorships at various universities in the United States and abroad. He is currently an adviser to the World Bank and the Asian Development Bank, as well as various governments and corporations.

Dr Huang has published widely on development issues in professional journals and popular media. He is an A-List contributor to the Financial Times and his writings are frequently seen in outlets such as the Wall Street Journal and Bloomberg. He has a PhD in economics from Princeton University and a BA from Yale.

Mr Yong Hee Kong

Private-Public Partnerships Adviser
Commonwealth Secretariat

As the PPP Adviser, Yong Hee Kong provides advisory and capacity-building support on PPP to the 54-member countries in the Commonwealth. He has more than 30 years' experience advising public and private sectors on Public-Private Partnerships (PPP), privatisation, project financing and strategic planning.

He holds a B.Eng (Hons) in Civil and Structural Engineering (UK), an MBA (UK), a Diploma in Corporate Treasury (UK), and a Postgraduate Diploma in Islamic Studies from ISTAC, International Islamic University, Malaysia.

Mr Yong qualified as a Chartered Accountant (England and Wales) with Deloittes, Haskins and Sells, UK. He has published widely on issues in PPP and edited the book, 'Public-Private Partnerships Policy and Practice – a Reference Guide'. His views expressed here are his own.

Mr Michael J Hershman

President
The Fairfax Group

Michael Hershman is an internationally recognised expert on matters relating to transparency, accountability, governance, litigation and security. The Fairfax Group, founded in 1983, has been retained by governments, corporations, law firms and international financial institutions to assist on matters relating to the conduct of senior-level officials and/or the entities with which they do business.

In 1993, along with Peter Eigen, he co-founded Transparency International, the largest independent, not-for-profit coalition promoting transparency and accountability in business and in government. For the past six years he has served Interpol as a member of the International Group of Experts on Corruption, and for the past 12 years, he has sat on the Board of the International Anti-Corruption Conference Committee.

Mr Hershman is a member of the Board of Directors of the U.S. Chamber of Commerce Foundation, and advises the Chamber on corporate compliance issues. Since 2007, Mr Hershman has been a member of the Board of Directors and the executive committee of the Centre for International Private Enterprise.

Mr Hershman serves as Chairman of the Senior Advisory Board for the International Anti-Corruption Academy and is a Member of the Independent Governance Committee for FIFA.

Dr Andrew Lee

Director Strategy Policy and Governance with the Driver and Vehicle Services Division
Department of Transport, Government of Western Australia

Dr Andrew Lee has over thirteen years' experience working in strategy and policy in Australia, including service as a senior advisor to a Commonwealth Shadow Minister and a State Minister. For the last seven years he has managed reforms in business regulation and occupational licensing for the Government of Western Australia, including projects for the Council of Australian Governments 'Seamless National Economy' agenda. He has also worked for a major trade union.

Dr Lee has a BA with first class honours in History from the University of Western Australia and a PhD in History from the Australian National University.

In addition to regulatory reform, his interests include stakeholder relations and issues management, and strengthening public service performance in both strategic advice and service delivery. He currently holds the position of Director Strategy Policy and Governance with the Driver and Vehicle Services division of the Department of Transport, Government of Western Australia.

Dr Lee is participating in the IPR in a personal capacity and any views expressed are his own.

Alex Mourmouras

Chief, D5 Division, Asia and Pacific Department
International Monetary Fund

Dr Alex Mourmouras has served in four IMF departments for over 19 years, in operational positions and as a leader of IMF training programs. As chief of the D5 division in the Asia and Pacific Department, he leads the work of the ASEAN division responsible for Brunei, Indonesia, Malaysia, Philippines, and Singapore. He is also the mission chief for Malaysia. Previously, he served as division chief in the European and Middle Eastern Division of the IMF Institute for Capacity Development, and as chief of the European Division in the IMF Institute.

In 2007, Dr Mourmouras served as Acting Director and Chief Training Economist of the Joint Africa Institute. From 1999 to 2003, he was economist and senior economist in the IMF's Policy Development and Review Department (PDR), contributing to a comprehensive review of IMF conditionality, the revamping of the IMF's debt sustainability framework, and the formulation of policies to prevent and deal with misreporting of information to the IMF.

Prior to joining the IMF, Dr Mourmouras held the position of Associate Professor of Economics and Director of Graduate Studies at the University of Cincinnati. He has also held academic positions at other universities. He obtained a Bachelor's degree in Applied Mathematics from Harvard College and a PhD in Economics from the University of Minnesota.

Dr Ravi Balakrishnan

Resident Representative
International Monetary Fund

Dr. Ravi Balakrishnan is currently the IMF Resident Representative with regional responsibilities based in Singapore. He started his career at the Bank of England and Bank of Spain before joining the IMF in 2001. Since then, he has worked on various countries across regions and income thresholds including Bolivia and the United States, and was also part of the team that produced the IMF's World Economic Outlook before taking up his current position. As Resident Representative, he has been actively involved in the Fund's work on Malaysia and Singapore, on capital flows to the region, and on inclusive growth. Dr. Balakrishnan has published various research papers (related to labour markets, inflation dynamics, exchange rates and capital flows) in well-known journals. He holds a PhD and MSc in Economics from the London School of Economics (LSE) and a BA Honours from Churchill College, Cambridge University.

FINDINGS OF THE 2012 IPR PANEL ON THE GTP

On the basis of the information provided by PEMANDU and PWC's review of the data, the Panel noted that the GTP was "still very relevant and still very vibrant". The Panel agreed that the results achieved by the GTP have been impressive, but suggested that it may be time for the Government to re-evaluate the goals of the programme.

"After three years of work, it may be time to take a step back and review the objectives (of the transformation programme)," said Michael Hershman, who has been an IPR Panel member since the start of the GTP.

"It may be time to ask yourselves whether your final objectives are too modest. For example, should you still be looking at raising GNI per capita to US$15,000 by 2020, or should it be done sooner than that?

"We are urging PEMANDU to take a broader look at what the Government can really accomplish over the course of the next seven years." In particular, the Panel has in mind taking stock of the experience of the first three years and identifying which programs are cost effective and which ones need to be reshaped.

Specifically, it would be desirable in the next round to look at the entire package of measures in the GTP and ETP in terms of effectiveness and efficiency in addressing poverty and equity. This would include examining the various subsidy programs, the cost of living NKRA, rural development and the special programs under the SRI inequity objectives. The cost of living program is one that should be looked at closely as the Panel retains the concerns voiced last year regarding its contribution to a transformation program given that it seems aimed at dealing with short-term pressures.

Other suggestions from the Panel looked at addressing qualitative issues, namely:

▶ embedding the GTP culture into the civil service so that responsibility can be progressively transferred from PEMANDU, hence helping ensure that the GTP

achievements and processes are made sustainable;
▶ increasing the emphasis on underlying structural reforms, qualitative assessments and perceptions feedback from the public of the GTP rather than simply focus on NKPIs; and
▶ reducing the complexity of reporting results, focusing on the main KPIs which illustrate transformation progress (e.g. reductions in reported crime, increases in the modal share of public transportation), and to better align reported numbers with the national accounts data.

Malaysia's GTP, Hershman added, had distinguished itself from other transformation programmes the Panel had observed elsewhere in the world, particularly through its use modern technology throughout its initiatives.

"The focus of our inquiries and our sessions the last few days in part was to see if the best of government practices and private industry practices were applied to the GTP (and) we found not only the use of data and technology combined with an ethical base, conduct and values approach has allowed it to distinguish it from other government transformation programmes we have observed around the world in recent memory," Hershman said.

The Panel also credited the Government for its strong political backing of the GTP as well as its commitment to making data publicly available. The Panel also made the following specific recommendations for select NKRAs in the delivery of their report to the Cabinet.

CORRUPTION

"We continue to be very impressed with the building blocks for the anti-corruption infrastructure in Malaysia," said Hershman, who is one of the founding members of Transparency International.

"This is starting to pay dividends and will continue to pay dividends in coming years. I already see what I believe to be a slight change in the culture about how business ought to be conducted and this is particularly true of corporations here."

The panel is pleased to see a shift in emphasis from enforcement to prevention and education in GTP 2.0. The Fighting Corruption NKRA introduced the Education and Public Support workstream into its overall framework for the second horizon of the GTP, which will begin with anti-corruption education begun in schools and to all members of parliament. The Panel further noted the initiatives that will be taken in GTP 2.0 on strengthening the work done by MACC with the setting up of the Special Committee on Corruption to answer questions concerning MACC Annual Report and the Executive Review Committee. The proposed tracking of actions on findings in the Auditor General's Report through an online dashboard is commendable. The publication of more than 6,600 government contracts online is encouraging and we would encourage this to

be extended to other government commercial agreements, subject
to commercial-in-confidence limitations.

The IPR also made the following specific suggestions that they would like to see incorporated into the GTP going forward:

- ethics training for all public servants within Malaysia at both the federal and state level;
- greater action taken on political finance reform;
- the continued expansion of the e-procurement system through faster growth and the inclusion of higher cost contracts;
- the creation of an independent anti-corruption prosecutor to complement the special corruption courts;
- appropriate oversight over intermediaries and special officers whom are often the progenitors of corruption; and
- promote the independence of the media and investigative reporting in the media.

EDUCATION

The IPR Panel was encouraged by the plans going forward under the EDU NKRA, and reserved special praise for its use of technology to broaden its reach to all students in Malaysia. They were, in particularly, happy with the plan to test all English teachers in Malaysia for language proficiency, the expansion of the LINUS programme to include English and the specific testing done for both literacy and numeracy.

However, the Panel expressed concern about declining student outcomes in the benchmark Trends in International Mathematics and Science Study (TIMS).

"The TIMS scores, which are beginning to decline and are not where we hoped they would be is something that you need to look at more deeply, to try and find the cause behind that," said Michael Thatcher.

He added that though there has been good use of technology and focus on technology to improve student results, he encouraged greater exploration of innovation to further increase capacity.

"There has been an absolute tremendous use of technology and focus on technology towards solving some of the problems with regard to increasing reach, creating new opportunities and looking at how we can upskill some of the shortfalls with the teaching faculty and students," he said.

"One thing we encourage you to do is keep looking at new innovative approaches for development. For example, while the use of technology has become pervasive, using technology as an educational tool itself, should be made part of teachers training curriculum. The Skills needed for the 21st Century Workforce are different. It is essential to ensure that academic education is adapted to ensure that these skills are developed. Technology itself can be used to scale a transformational education."

CRIME

The decline in the crime rate was a positive take-away for the IPR Panel, who was encouraged by the use of technology and data to direct limited police resources to areas that need it the most under the Hotspot Initiative.

"You have a fundamentally larger police force hitting some of the key hotspot areas [and] this has been a very good initiative, which has allowed you to focus on specific areas," he said. "One of the questions that came to us though was, 'How do you analyse and respond to some of the root causes driving crime?' and we think more investigation needs to be done there."

The question was raised in the earlier IPR panel discussions where the panel members and the NKRA team discussed catalysts of criminal activity, such as drug addiction, and their impact on crime numbers. The IPR Panel agreed that more needed to be done in the areas of prevention, such as getting drugs off the street.

The other issue, the Panel reported, was the fact that public perception of crime continued to worsen despite the reduction in reported crime rates. More work needed to be done to identify and manage the issue, it added, including addressing the question of whether the indexing system used by the police force were adequately capturing the country's criminal patterns. We understand that GTP 2.0 will be addressing this issue.

RESPONDING TO IPR 2011

The findings of the IPR Panel are taken into consideration in implementing of the GTP's initiatives in the coming year. Some of the NKRAs which received specific feedback from the 2011 IPR Panel have documented how the suggestions from the previous year were adopted.

POVERTY REDUCTION

Both the Low-Income Households and Rural Basic Infrastructure NKRAs were commended on their efforts in reducing poverty in Malaysia, particularly due to their inclusive nature and ability to reach out to non-urban rakyat. The 1AZAM programmes are commendable initiatives to move more poor out of MOFP (move out from poverty) status. The IPR Panel reserved special praise for the 21st Century Village Programme, which is to be undertaken by the RBI NKRA in GTP 2.0.

"We commend the efforts on including RBI to a broad range of communities," Thatcher said. "The near elimination of extreme poverty in the country is very commendable. We were particularly drawn to the 21st CV programme as something which will allow today's youth to have all the basic services and needs met in their villages without having to migrate into urban centres."

Other areas that were encouraging to the IPR Panel included the financial empowerment initiatives that were implemented to raise the average income of rural rakyat. The IPR Panel nonetheless advised the Government to take a more holistic approach with respect to poverty reduction.

"We would caution however there needs to be a holistic approach to combat poverty," Thatcher said. "[To look at] what the role of subsidies are, cash transfers, and how to target and condition them as well as looking at safety nets."

IMPROVING STUDENT OUTCOMES NKRA (EDU NKRA)

IPR 2011 FEEDBACK & ACTION TAKEN

IPR 2011 Feedback	Action Taken
Malaysia's education standards should be improved to international benchmarks such as those set by PISA and TIMMS. This should be one of the key targets in either the GTP or ETP. **Action Taken**	**GTP 2.0 + EDU Blueprint** ▶ **Access**: Universal access ▶ **Quality**: International average in international assessments ▶ **Equity**: Reduce urban-rural achievement gap
There should be a bolder approach to teacher training and development, helping produce high-calibre teaching staff for Malaysia's primary and secondary schools. **Action Taken**	**New Teacher Charter (in GTP 2.0)** ▶ Competency-based instructors ▶ Comprehensive Continuous Professional Development (CPD)
While both GTP and ETP are relatively new programmes, this is an opportune time to see how both programmes can better be integrated. The aspirations of the GTP and ETP should be brought together to facilitate long-term planning and sustainability. **Action Taken**	**Early Childhood Care & Education (cuts across NKRA, NKEA & SRI)** / **Vocational Education / Training (cuts across NKEA & SRI)**

IPR 2011 FEEDBACK & ACTION TAKEN

Streamline KPI calculation:
Street Crime calculation based on preceding year, not 2009

[NKPI will be replaced]
▶ Street Crime KPI to be replaced with House Break-In KPI in 2013

Consider other success indicators in addition to crime rates, e.g., reduction in prison inmates

▶ Tracked prison recidivism, dropped from 21% to 18%
▶ Removed budget for new prison allocated for 2011 – 2015, RM867 million saved

Track crimes committed by foreign (blue-collar) workers and illegal immigrants

▶ Only 5% of crimes committed by foreign workers and illegal immigrants. Efforts to tighten student visa confirm, and to monitor immigrants from some countries, e.g., Indonesia, Iran, Nigeria, Pakistan, Bangladesh

Focus more on addressing the general scepticism of Malaysians

▶ Strengthened engagements with RA, women, youths, expats and businesses to help support the "United Against Crime" initiative/effort.

FIGHTING CORRUPTION NKRA (ANTI-CORR NKRA)

IPR 2011 FEEDBACK & ACTION TAKEN

IPR Feedback

Action taken on IPR Feedback

▶ Petty corruption is being addressed but more emphasis is needed on grand corruption. On the issue of grand corruption, the government should implement a strong risk-management approach. This relates to identifying high risk corruption sectors such as energy, defence, telecommunications, and instituting strong checks and balances.

▶ Freedom of the press and freedom of information should also be encouraged, and there should be further effort to reform political financing.

▶ Risk management: GTP 2.0 focuses on ways to improve the Auditor General reporting mechanism.

▶ Political Financing: GTP 1.0 – An amendment to the Registrar of Society Act (as part of the proposal in GTP 2.0) will require political parties to implement political financing initiatives.

WE ALSO ACTED ON IPR'S FEEDBACK IN 2012

Feedback:
There needs to be congruence between pricing and policy objectives

Our Position:
Apart from increasing capacity and introducing "pull" measures, we need to slowly introduce "push" factors

What we have done (supply-side)

What we have done (demand-side)

Go-KL Free Bus Service

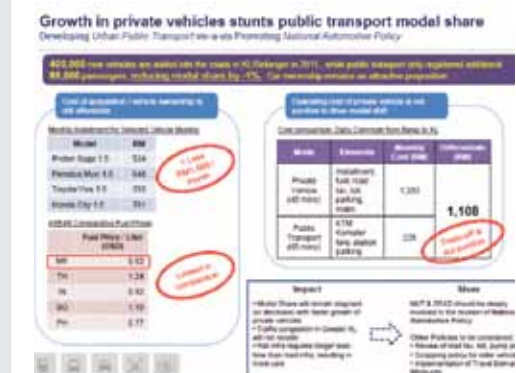### Implement parking controls CBD

50% discount for specific passenger segments

Address growth of private vehicles

GTP ANNUAL REPORT: AGREED UPON PROCEDURES BY PRICEWATERHOUSE COOPERS

The Government Transformation Programme (GTP) is committed to high standards of transparency and accountability, which commitment is reflected in the volume of information the teams make available to the public and international reviewers through various channels. These channels include the Annual Report, Open Day Q&As as well as the regular publication of updates in the media and on its web sites.

The Roadmap for the first horizon for the GTP, otherwise known as GTP 1.0, was published in 2009 and contains a detailed structure of the programme's plans and targets. The results of the initiatives in 2012 are measured against this backdrop for each specific National Key Result Area (NKRA) and are published in this annual report.

Greatest care has been made to ensure that the results published in this annual report are as transparent as possible, with greatest care taken to ensure that the results collected and tabulated are accurate. To this end, PEMANDU engaged an independent third party, PricewaterhouseCoopers Malaysia (PwC), to ensure consistency and accuracy in the GTP's methods, including data collection and measurement. PwC, an independent professional services firm, established a series of Agreed Upon Procedures (AUPs)–specific tests and procedures to review reported results–for the KPIs. The AUPs were applied to a sample taken from the key performance indicators of each NKRA and agency. Each NKRA's calculations were also checked against guidelines and formulae originally developed in the NKRAs' labs and prescribed by PEMANDU.

Over the course of this exercise, PwC's findings highlighted a number of exceptions on the samples selected, which were subsequently addressed and are reflected in this Annual Report. PwC has confirmed that the results reported for the selected samples in the Annual Report have been validated according to the AUPs. PwC also identified opportunities to improve processes and the quality of information. By working together with the relevant Ministries and private sector stakeholders, PEMANDU will take prescriptive action to implement these improvements over the next 12 months.

2012 NKRA Performance and Expenditure Budget

In the interest of transparency and accountability, we present here a detailed summary of the NKRA performance and expenditure budget. One of the key distinctions of the GTP is its emphasis on cost effectiveness rather than expenditure. The GTP adopts a preference for budget savings, where possible, as long as it does not impede the achievements of the NKPIs.

MEASURING THE ACHIEVEMENTS OF THE GTP

Three varying scoring methodologies were used to assess the success of the NKPIs and the NKRAs. Each one has a varying level of strictness (added rules) providing three different testing benchmarks.

The rationale for this approach is to ensure that the results achieved are truly robust. The scoring methodologies are explained below:

| Scoring Method	Description
Method 1	Scoring is calculated by a simple comparison against set 2012 targets. The overall NKRA composite scoring is the average of all scores
Method 2	Scoring is calculated by dividing actual results against set 2012 targets with an added rule: ▶ If the scoring is less than 100%, score #2 is taken as the actual percentage ▶ If the scoring is equal or more than 100%, score#2 is taken as 100% The overall NKRA composite scoring is the average of all scores
Method 3	Scoring is calculated by dividing actual results against set 2012 targets with an added rule: ▶ If the scoring is equal and less than 50%, score #3 is indicated as 0 ▶ If the scoring is more than 50% and less than 99%, score #3 is indicated as 0.5 ▶ If the scoring is equal or more than 100%, score #3 is indicated as 1

The results of each NKRA with it's respective NKPIs are highlighted below:

For the benefit of the reader, a colour code system has been used to reflect the success rate of the NKPIs.

🟢 90% AND ABOVE   🟡 51% TO 89%   🔴 BELOW 50%
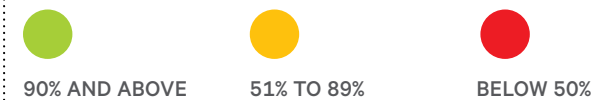
NKRA OVERALL PERFORMANCE 2012

NKRA	Target (FY)	Method 1	Method 2	Method 3	Budget Approved	Budget Spent	% Spent
EDU	100%	118% 🟢	83% 🟡	64% 🟡	390.99	173.70	44.43%
RBI	100%	116% 🟢	98% 🟢	88% 🟡	5,277.43	3,186.37	60.38%
LIH	100%	112% 🟢	100% 🟢	100% 🟢	432.90	371.63	85.85%
COL	100%	110% 🟢	97% 🟢	79% 🟡	3,490.60	2,980.04	85.37%
UPT	100%	109% 🟢	92% 🟢	78% 🟡	1,039.48	695.41	66.90%
CRI	100%	102% 🟢	78% 🟡	70% 🟡	356.85	191.87	53.77%
COR	100%	91% 🟢	82% 🟡	72% 🟡	9.40	1.03	10.97%
Overall Composite Scoring		**108%**	**90%**	**79%**	**10,997.64**	**7,600.05**	**58.24%**

ADDRESSING THE RISING COST OF LIVING

No.	NKPIs	Target (FY)	Actual	Method 1	Method 2	Method 3
1	Bantuan Rakyat 1 Malaysia (BR1M)			123% 🟢	100% 🟢	1.0 🟢
	No. of households to benefit from BR1M	3,400,000	4,179,06			
2	Back To School Incentive - RM100 cash handout to students Year 1 to Form 5 (% of schools payout completed)	100%	100%	100% 🟢	100% 🟢	1.0 🟢
	Number of school students received payment	5,800,000	5,331,207	92% 🟢	92% 🟢	0.5 🟡
3	RM200 book voucher to public and private local institution of higher learning, matriculation and Form 6 students			87% 🟡	87% 🟡	0.5 🟡
	Total value of vouchers redeemed (RM)	260,000,000	225,012,900			
4	Kedai Rakyat 1 Malaysia (KR1M)			98% 🟢	98% 🟢	0.5 🟡
	Total number of KR1M	60	59			
5	Menu 1Malaysia			111% 🟢	100% 🟢	1.0 🟢
	Number of restaurants participating	2,000	2,228			
6	1Malaysia clinics			162% 🟢	100% 🟢	1.0 🟢
	Total number of clinics in operation	50	81			
	TOTAL			**110%**	**97%**	**79%**

No.	NKPIs	Target (FY)	Actual	Method 1	Method 2	Method 3
1	No. of Ministries scoring above 90% in Procurement Accountability Index	25	19	76% 🟡	76% 🟡	0.5 🟡
2	Number of arrest cases brought to trial	25%	34.7%	139% 🟢	100% 🟢	1.0 🟢
3	Percentage of EPP stakeholders announced in 2012 have signed up to Corporate Integrity Pledge (CIP)	100%	100%	100% 🟢	100% 🟢	1.0 🟢
4	No. of people in the database of convicted offenders	300	395	132% 🟢	100% 🟢	1.0 🟢
5	No. of summons settled vs. number of summons issued by JPJ	60%	47.5%	79% 🟡	79% 🟡	0.5 🟡
6	No. of summons issued per hour of operations	13	19	146% 🟢	100% 🟢	1.0 🟢
7	Percentage of trial completed w/in a year	70%	75.5%	108% 🟢	100% 🟢	1.0 🟢
8	Transparency International (TI) Corruption Perceptions Index Score	4.9	4.9	100% 🟢	100% 🟢	1.0 🟢
9	TI Global Corruption Barometer Survey on government actions to fight corruption	52%	Result out in June 2013	0% ⚫	0% ⚫	0% ⚫
10	Percentage (%) of government procurement with Integrity Pact	100%	81.4%	81% 🟡	81% 🟡	0.5 🟡
11	TNS perception survey on how much enforcement agencies are perceived to be affected by corruption	2.75	2.94	92% 🟢	92% 🟢	0.5 🟡
12	Whistleblower Protection awareness and satisfaction survey result	50%	26.8%	54% 🟡	54% 🟡	0.5 🟡
13	Start reporting corruption related Whistleblower cases	100%	100%	100% 🟢	100% 🟢	1.0 🟢
14	% of completion of compliance unit activities	85%	93%	100% 🟢	100% 🟢	1.0 🟢
15	Full fledged implementation of the political funding initiative which includes funds being credited directly into the party accounts, properly recorded and able to be audited.	100%	50% initiatives being pushed through GTP2.0 lab	50% 🔴	50% 🔴	0.5 🟡
	TOTAL			**91%**	**82%**	**73%**

No.	NKPIs	Target (FY)	Actual	Method 1	Method 2	Method 3
1	Reduction in reported Index Crime	5%	7.60%	160% 🟢	100% 🟢	100% 🟢
2	Reduction in reported Street Crime	45%	41.30%	92% 🟢	92% 🟢	0.5 🟡
3	Fear of becoming victim of crime	45%	57.30%	0% 🔴	0% 🔴	0 🔴
4	Increase the number of arrest cases brought to trial (charge rate)	25%	34.70% of IPs opened were brought to trial	139% 🟢	100% 🟢	1.0 🟢
5	Public satisfaction on police service	65%	65.70%	120% 🟢	100% 🟢	1.0 🟢
	TOTAL			**102%**	**78%**	**70%**

No.	NKPIs	Target (FY)	Actual	Method 1	Method 2	Method 3
1	LINUS (Cohort 1)					
	Numeracy Rate	100%	99.92%	92% 🟢	92% 🟢	0.5 🟡
	Literacy Rate	100%	99.84%	92% 🟢	92% 🟢	0.5 🟡
2	LINUS (Cohort 2)					
	Numeracy Rate	95%	97.76%	103% 🟢	100% 🟢	1.0 🟢
	Literacy Rate	95%	96.31%	101% 🟢	100% 🟢	1.0 🟢
3	LINUS (Cohort 3)					
	Numeracy Rate	90%	89.83%	100% 🟢	100% 🟢	0.5 🟡
	Literacy Rate	90%	82.15%	91% 🟢	91% 🟢	0.5 🟡
4	High Performing Schools	50	39	78% 🟡	78% 🟡	0.5 🟡
5	Enrolment to pre-school	87%	80.50%	93% 🟢	93% 🟢	0.5 🟡
6	Head teachers/ principals exceeding target					
	Primary school	4%	NA*	0% ⚫	0% ⚫	0 ⚫
	Secondary school	3%	5.50%	183% 🟢	100% 🟢	1.0 🟢
7	Head teachers/ principals performing below target					
	Primary school	6%	NA*	0% ⚫	0% ⚫	0 ⚫
	Secondary school	8%	5.60%	143% 🟢	100% 🟢	1.0 🟢

No.	NKPIs	Target (FY)	Actual	Method 1	Method 2	Method 3
8	School Improvement Programme (SIP) Composite Score: reduce Band 6 & 7	20%	43.63%	218%	100%	1.0
9	School Improvement Programme (SIP) Composite Score: increase Band 1 & 2	8%	27.14%	339%	100%	1.0
	TOTAL			**118%**	**83%**	**64%**

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The achievements for primary schools will only be made available in 2013. Therefore, these NKPIs will be tracked in 2013.

No.	NKPIs	Target (FY)	Actual	Method 1	Method 2	Method 3
1	To develop 1,000 women entrepreneurs by 31st December 2012	1,000	1,200	120%	100%	1.0
2	To increase home ownership amongst poor households - Build 1,500 Rumah Mesra Rakyat (RMR) under Syarikat Perumahan Negara Berhad (SPNB) by 31st December 2012	1,500	2,010	134%	100%	1.0
3	To ensure 39,600 new participants in 1AZAM programme by 31st December 2012	39,600	43,820	111%	100%	1.0
4	To ensure 13,237 existing 1AZAM participants increase their per capita income above the poor Poverty Line Income (PLI)	13,237	15,047	113.67%	100%	1.0
5	To ensure 7,480 existing 1AZAM participants under KPWKM, increase their monthly income by RM200	7480	7,936	106%	100%	1.0
6	Ensure 100% monthly updating of data in eKasih system for all recipients registered under 1AZAM programme	100%	100%	100%	100%	1.0
7	To produce half yearly reports on women entrepreneurs (based on a survey to identify trends in income generation)	2	2 12 months of data / profile consolidation completed	100%	100%	1.0
	TOTAL			**112%**	**100%**	**100%**

No.	NKPIs	Target (FY)	Actual	Method 1	Method 2	Method 3
1	**Roads Delivery (km)**					
	Peninsular Malaysia	462	520	113% 🟢	100% 🟢	1.0 🟢
	Sabah	454.8	555	122% 🟢	100% 🟢	1.0 🟢
	Sarawak	433.1	478	110% 🟢	100% 🟢	1.0 🟢
2	**Water Delivery**					
	Peninsular Malaysia	60,225	78,896	131% 🟢	100% 🟢	1.0 🟢
	Sabah	68,092	60,398	89% 🟠	89% 🟠	0.5 🟠
	Sarawak	72,875	48,273	66% 🟠	66% 🟠	0.5 🟠
3	**Electricity Delivery**					
	Peninsular Malaysia	3,037	3,366	111% 🟢	100% 🟢	1.0 🟢
	Sabah	15,455	15,563	101% 🟢	100% 🟢	1.0 🟢
	Sarawak	20,950	22,101	105% 🟢	100% 🟢	1.0 🟢
4	**Housing Delivery**					
	Peninsular Malaysia	4,105	8,698	212% 🟢	100% 🟢	1.0 🟢
	Sabah	5,217	6,380	122% 🟢	100% 🟢	1.0 🟢
	Sarawak	5,243	7,007	134% 🟢	100% 🟢	1.0 🟢
	TOTAL			**116%**	**98%**	**88%**

No.	NKPIs	Target (FY)	Actual	Method 1	Method 2	Method 3
1	Modal Share	25%	20%	80% 🟠	80% 🟠	0.5 🟠
2	Ridership of Public Transport	6,000,000	334,598	56% 🟠	56% 🟠	0.5 🟠
3	Population living within 400m of public transport route	72%	72%	100% 🟢	100% 🟢	1.0 🟢
4	KTM Komuter peak load factor	100%	53	189% 🟢	100% 🟢	1.0 🟢
5	Rapid KL peak load factor	80%	83	96% 🟢	96% 🟢	0.5 🟠
6	Bus Peak Load Factor	70%	87	124% 🟢	100% 🟢	1.0 🟢
7	Passenger Satisfaction	55%	73%	133% 🟢	100% 🟢	1.0 🟢
8	Weighted average ratio of public journey time to private journey time	1.6:1	112%	112% 🟢	100% 🟢	1.0 🟢
9	Road Safety (Deaths per 10,000 vehicles)	3.01	3.21	94% 🟢	94% 🟢	0.5 🟠
	Overall Composite Scoring			**109%**	**92%**	**78%**

#bajet   #bajet2013   #bajetrakyat   #childhoodeducation   #corruption

#costofliving   #crime   #crimnkra

#education   #ept   #euro2012   #fikirapa   #flashbackurthegovt

#freeridehome   #ge13   #gokl   #government   #gtp2   #gtp2012

#gtproadmap2   #merdeka55   #myteenlove   #ikoneveryday

#ktm   #lowincomehouseholds   #malaysia   #malaysiaday   #malaysian

#meetidris   #myteenlove   #neb   #news   #nextstage   #nkea

#pdrm   #pemanduar   #publictransport   #respect   #octtwtfest

#pangkahrasuah   #tanyaidris   #teamalpha   #ruralbasicinfra

#teambeta   #tehtarikgtp   #teambrovo   #teammalaysia

#tfmflipped   #tfm   #tfmweek   #urthegovt

#tweet4msia   #twtupkami   #umgtp   #urbanpublictransport

#whatdoyouthink   #whatif   #youarethegovt   #yoursay

Tweetbytes from Twitterjaya

Tweetbytes from Twitterjaya

A key goal of the Government Transformation Programme (GTP) is to raise awareness and support for its initiatives, particularly among the younger generation. The GTP team recognises that the use of traditional media alone is insufficient in reaching out to media savvy youth, and hence has embarked on a number of social media campaigns, particularly through the Twitter micro-blogging service, to convey its message.

The GTP Twitter sessions covered a wide variety of topics targeting various goals from providing information and updates, to facilitating a state-of-the-art Q&A session with key PEMANDU personnel. The use of Twitter to convey the GTP message is also in line with the overall transformation plan to optimise the use of technology to create sustainable and effective solutions.

The following hashtags – topic markers – were deployed as part of the GTP's 2012 social media strategy.

#TehTarikGTP

The #TehTarik GTP accompanied the titular Teh Tarik GTP sessions, which were a series of informal chats between the public at large and the people behind specific GTP initiatives over a cup of teh tarik.

The sessions, which were held at local eateries were tweeted live using the #TehTarikGTP hashtag. Followers were invited to submit their feedback to the GTP team or to simply say hi. The four sessions covered the Urban Public Transport, Education, Crime and Rural Basic Infrastructure NKRAs.

The teh tarik sessions were held in August 2012.

AbdulWahidAbdulHalim
@pikorionexxes

Respect the origin people, they are special @medan_maya #tehtarikGTP @gtp_roadmap

Amirul Zarif Azri
@amirulzarif

Very informative & good session tonight on urban pub transport. Kudos @gtp_roadmap! #tehtarikGTP
http://twitpic.com/a6edv

Marrion Waynor
@iyontagayo

Had a good catch up with the participants of the #tehtarikGTP! Voice out, be heard & you shall find your ways. Congratulations @gtp_roadmap

#tanyaIdris (Ask Idris)

Twitter users were given a unique opportunity to quiz PEMANDU's Chief Executive Officer Datuk Seri idris Jala about anything related to the GTP and ETP last March. The session, which featured tweets prefixed by #tanyaIdris hashtag, saw significant activity and trended no. 2 in Malaysia that day.

The goal of the Q&A session was to engage the public at large, and to provide information on and clarification of questions they might have. This session, along with others, was conducted as part of the GTP's commitment to transparency and accountability.

GTP Roadmap
@gtp_roadmap

Selamat ptg! Check here to know what GTP'S mandate is *bit.ly/vlXtOG* GTP Chief @IdrisJala_ is taking questions. Go on,#TanyaIdris

Bakhtiar Talhah
@btalhah

@gtp_roadmap What are GTP's plans to trim the civil service to optimal levels? Any timeline? #TanyaIdis

idris jala
@IdrisJala_

@btalhah The GTP aims to harness d talent that currently resides within d civil service, many hv done well so far & results r there to prove

#IkonEveryday

The GTP emphasises inclusiveness, and the team took to the Twitter-verse to celebrate the diversity of our country in the lead-up to Malaysia Day.

The tweets, accompanied by the #IkonEveryday hashtag, featured a janitor, van driver and roti bhai, and showcased ordinary heroes and icons who make Malaysia a better place every day. The GTP team also asked followers to submit their candidates for their #IkonEveryday, which received good responses.

Nazrudin Rahman
@naztynator

@gtp_roadmap #IkonEveryday ku adalah pengawai2 yg berhadapan dgn ratusan rakyat dgn fiil2 masing2, tapi tetap senyum & bersopan santun

Md Amin Muslan
@draminmuslan

@gtp_roadmap #IkonEveryday – Traffic Policemen – braving Sun, Rain, Noise and Noxious Fumes so i can be at work and at home on time.

azel3
@azle3

Family, hospital staffs and the men and women at toll booths. They work tirelessly. Respect. #IkonEveryday

The use of Twitter to convey the GTP message is also in line with the overall transformation plan to optimise the use of technology to create sustainable and effective solutions.

#UMGTP 🐦

The #UMGTP hashtag was created to accompany the UM (UndiMsia) Debates GTP. Debaters discussed motions related to the Urban Public Transport, Anti-Corruption and Education NKRAs, which featured the following motions:

▶ *Urban Public Transport: Should it be privatized or government-owned?*

▶ *Corruption: Authorities or Rakyat? Not Doing Enough or Giving Too Much?*

▶ *This house believes that the Government should be fully responsible for the education of children with special needs.*

The debates are available at UndiMsia's YouTube channel at the following url: http://www.youtube.com/user/undimsia

UndiMsia
@UndiMsia

#umgtp govt: education not just about funds and passion, it is also about the mechanism

UndiMsia
@UndiMsia

#umgtp Joyce: Listening to the debate i was just struck by how much that has yet to be done for special need children in this country.

UndiMsia
@UndiMsia

Motion of the day: "This house believes that the government is responsible for corruption in Malaysia." #umgtp

UndiMsia
@UndiMsia

Lokman: We however empathize with the rakyat's needs & desires, as we are part of the rakyat too. #umgtp

#publictransport 🐦

The #publictransport hashtag came about after GTP's involvement with OctTwtFest, which is a gathering of Twitter followers. The GTP team supported OctTwtFest by supplying shuttle services from the Kelana Jaya LRT and Batu Tiga KTM stations.

GTP also set up a booth in the shape of a bus stop at the event, complete with a mock GoKL bus. GTP distributed free Touch 'N Go cards to selected respondents of a public transport survey. The event was a success with approximately 4,000 youth attending.

#MyTeenLove 🐦

GTP attended UNICEF and Childline Malaysia's #MYTeenLove programme in conjunction with World Children's Day on 20 November. GTP live-tweeted from the event as a way to give voice to the children and youth of Malaysia.

ADIBAH NOOR
@adibahnoor

#MYTeenLove share a little less of yrselves on social media. Once u post yr location, u open yrselves to harm by those with malicious intent

Juana Jaafar
@juanajaafar

Danielle Leong from BRATs giving a round-up of #MYTeenLove conversation online as moderated by @thestar_rage

GTP TWEETS

Abd Saad
@AbdSaad3

Now my warehouse got no more blackout due 2 cable theft.Thx @pdrmsia for implementing Ops Lusuh. No more cable theft #crimenkra @gtp_roadmap

GTP Roadmap
@gtp_roadmap

Fresh graduates lack communication skills and have poor English. *http://bit.ly/KeHiZP* Do you agree? Do share your opinions.

Siti Najwa
@SitiNajwaAhmad

@gtp_roadmap My aunty joined AZAMKHIDMAT, after proper training she now works at a child care centre and it pays really good.

Loh Mee Mian
@meemianloh

yeah heard that they connected electricity too RT @kukokpeng: Gd infra in rural Saratok. Credit to @gtp_roadmap ?

Ong Kian Ming
@imokman

@PDRMsia just came to my house to follow up on my case, appreciate their effort, hope they manage to catch these guys @gtp_roadmap

amada charlie
@amadacharlie

@gtp_roadmap Must be able to read, understand, communicate. Problem not starting from U, started from early school days.

Aimi Arina
@eyem3

#didyouknow that a total of 109500 rural homes were connected with clean water supply in 2011 @gtp_roadmap

akmalv.ABU™
@akmalvABU

@gtp_roadmap build multi-lvl parking complex next to train stations. So ppl can park n take train to work. @IdrisJala_

Junaidi Jamsari
@junaidi_jam

@gtp_roadmap To be fair, there are improvements to the LRT. 4 car trains and frequency has increased. Great plan, greater implementation!

Sarah Johan
@johan_sarah

NO CARS! RT @gtp_roadmap: The dedicated bus lanes are to ensure the #GoKL City Bus services meet its frequency of 5mins pic.*twitter.com/cMvv88QZ*

Ah Boon
@AhBoon4

@RusliMohd @tankengliang @azmanhalim @ameermydin there will be another 85 KR1M by end 2012...isnt that fantastic? @gtp_roadmap @IdrisJala_

syadhafiza rosli
@syadrosli

@gtp_roadmap @idris_jala well Rome was not built in a day.. so does all these goals. :) eventually everyone will feel the impact.

Amirul Zarif Azri
@amirulzarif

Took d LRT yest aftr 2yrs. Mightily impressed by d improvements & integration of KJ&Ampang line. Well done @gtp_roadmap!

Amir Moslim
@amirmoslim

Did a whole loop on #gokl green line, now on board @MyRapidKL KJ Line. Gotta love the connectivity! @gtp_roadmap

Md Amin Muslan
@draminmuslan

@gtp_roadmap Thanks for the effort. Its not how much we earned that matter. Its how much we can provide for the family thats important.

Glossary

#

10MP	10th Malaysia Plan
1AZAM	Akhiri Zaman Miskin

A

AADK	Agensi Anti-Dadah Kebangsaan (National Anti-Drug Agency)
AES	Automated Enforcement System
AFC	Automated Fare Collection
AGC	Attorney-General Chambers
AIM	Amanah Ikhtiar Malaysia
AKPK	Agensi Kaunseling dan Pengurusan Kredit (The Credit Counselling and Debt Management Agency)
ASEAN	Association of South-East Asian Nations
ATP	Automatic Train Protection
AUP	Agreed-Upon Procedures

B

BB1M	Bantuan Buku 1Malaysia
BET	Bus Expressway Transit
BFR	Big Fast Results
BHEUU	Bahagian Hal Ehwal Undang-undang (Legal Affairs Division)
BLT	Balai League Table
BPH	Bahagian Pengurusan Hartanah (Property Management Division)
BPI	Bribe Payer Index
BR1M	Bantuan Rakyat 1Malaysia

C

CBD	Central Business District
CCI	Communications Content and Infrastructure
CCSC	Care and Cure Service Centre
CCTV	Closed-circuit television
CF	Certificates of Fitness
CIP	Corporate Integrity Pledge
COL	Cost of Living
COMBI	Communication for Behavioural Impact
CPC	Certificate of Practical Completion
CPI	Corruption Perceptions Index
CPO	Chief Police Officer
CSI	Corporate social investment
CSR	Customer Service Rating
CSRM	Customer Service Rating Machines

D

DBKL	Dewan Bandaraya Kuala Lumpur (Kuala Lumpur City Hall)
DIG	Deputy Inspector-General
DMO	Delivery Management Office
DoS	Department of Statistics
DTF	Delivery Task Force

E

ECCE	Early Child Care Education
EIU	Economist Intelligence Unit
EPP	Entry Point Projects
EPU	Economic Planning Unit
ETP	Economic Transformation Programme

F

FDI	Foreign direct investment
FELDA	Federal Land Development Authority
FLET	Financial Literacy Education Training
FMCG	Fast-moving consumer goods
GCB	Global Corruption Barometer
GCR	Global Competitiveness Report
GIS	Geographical information system
GNI	Gross National Income
GPI	Global Peace Index
GTP	Government Transformation Programme

H

HAB	Hentian Akhir Bandar
HDPE	High-density polyethylene
HDR 2011	Human Development Report 2011
HPS	High Performing School

I

ICT	Information Communications Technology
ICU	Implementation Coordination Unit
IGP	Inspector-General of Police
IIM	Institute of Integrity Malaysia
IO	Investigating Officer
IPR	International Performance Review
IRB	Inland Revenue Board
ITT BTS	Integrated Transport Terminal Bandar Tasik Selatan (also known as Terminal Bersepadu Selatan)

J

JAIS	Jabatan Agama Islam Selangor
JKJR	Jabatan Keselamatan Jalan Raya (Road Safety Department)
JKM	Jabatan Kebajikan Masyarakat (Social Welfare Department)
JKR	Jabatan Kerja Raya (Public Works Department)
JNJK	Jemaah Nazir dan Jaminan Kualiti (School Inspectorate of Malaysia)
JPA	Jabatan Perkhidmatan Awam (Public Service Department of Malaysia)

JPAM	Jabatan Pertahanan Awam Malaysia (Malaysian Civil Defence Department)
JPBD	Jabatan Perancangan Bandar dan Desa Semenanjung Malaysia (Town and Country Planning Department)
JPJ	Jabatan Pengangkutan Jalan Malaysia (Road Transport Department)
JPNIN	Jabatan Perpaduan Negara dan Integrasi (National Unity and Integration Department)
JPW	Jabatan Pembangunan Wanita
JTK	Jabatan Tenaga Kerja (Labour Department)

K

KAR1SMA	1Malaysia Rakyat Welfare Programme
KBS	Kementerian Belia dan Sukan Malaysia (Ministry of Youth and Sports)
KDN	Kementerian Dalam Negeri (Ministry of Home Affairs)
KEDA	Lembaga Kemajuan Wilayah Kedah (Kedah Regional Development Authority)
KEJORA	Lembaga Kemajuan Johor Tenggara (Southeast Johor Regional Development Authority)
KEJORA	Lembaga Kemajuan Kelantan Selatan (Southeast Kelantan Regional Development Authority)
KEMAS	Jabatan Kemajuan Masyarakat (Department of Community Development)
KETENGAH	Lembaga Kemajuan Terengganu Tengah (Central Terengganu Regional Development Authority)
KeTTHA	Ministry of Energy, Green Technology and Water (Kementerian Tenaga, Teknologi dan Air)
KK1M	Kedai Kain Rakyat 1Malaysia
KKLW	Kementerian Kemajuan Luar Bandar dan Wilayah (Ministry of Rural and Regional Development)
KPKT	Kementerian Perumahan dan Kerajaan Tempatan (Ministry of Housing and Local Government)
KPWKM	Kementerian Pembangunan Wanita, Keluarga dan Masyarakat (Ministry of Women, Family and Community Development)
KR1M	Kedai Rakyat 1Malaysia
KSN	Chief Secretary to the Government
KTMB	Keretapi Tanah Melayu Berhad
KWPKB	Kementerian Wilayah Persekutuan dan Kesejahteraan Bandar (Ministry of Federal Territories and Urban Wellbeing)

L

LIH	Low-Income Households
LINUS	Literacy and Numeracy Screening
LPG	Liquid petroleum gas
LPPKN	National Population and Family Development Board (Lembaga Penduduk dan Pembangunan Keluarga Negara)
LRT	Light Rapid Transit

M

MACA	Malaysian Anti-Corruption Academy
MACC	Malaysian Anti-Corruption Commission
MAMPU	Malaysia Administrative Modernisation and Management Planning Unit
MCAD	Mobile Computerise Access Devices
MCPF	Malaysian Crime Prevention Foundation
MDTCC	Ministry of Domestic Trade, Cooperative and Consumerism (Kementerian Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan)
MITI	Ministry of International Trade and Industry (Kementerian Perdagangan Antarabangsa dan Industri)
MKPI	Ministerial Key Performance Indicator
MKRA	Ministerial Key Result Area
MoA	Ministry of Agriculture and Agro-based Industry (Kementerian Pertanian & Industri Asas Tani Malaysia)
MoE	Ministry of Education (Kementerian Pelajaran)
MoF	Ministry of Finance (Kementerian Kewangan)
MoH	Ministry of Health (Kementerian Kesihatan)
MOHA	Ministry of Home Affairs (Kementerian Dalam Negeri)
MOICC	Ministry of Information Communications and Culture (Kementerian Penerangan Komunikasi dan Kebudayaan)
MOSTI	Ministry of Science, Technology and Innovation (Kementerian Sains, Teknologi dan Inovasi)
MOT	Ministry of Transport (Kementerian Pengangkutan)
MPIC	Ministry of Plantation Industries and Commodities (Kementerian Perusahaan Perladangan dan Komoditi Malaysia)
MRCB	Malaysian Resources Corporation Berhad
MRR2	Middle Ring Road 2
MRT	Mass Rapid Transit

N

NBTS	New Bus Ticketing System
NEM	New Economic Model
NGO	Non-governmental organisations
NKPI	National Key Performance Indicator
NKRA	National Key Result Area
NPCS	National Pre-school Curriculum Standard
NPE	New Pantai Expressway
NUTP	National Union of the Teaching Profession

O

OCPDs	Officer-in-Charge of Police District

P

PBT	Pihak Berkuasa Tempatan (Local Municipal Councils)
PDRM	Polis DiRaja Malaysia (Royal Malaysian Police Force)
PEMANDU	Performance Management and Delivery Unit
PGA	Pasukan Gerak Am
PIAM	Persatuan Insurans Am Malaysia (General Insurance Association of Malaysia)
PISA	Programme for International Student Assessment
PPP	Public-Private Partnership Unit
PR1MA	Projek Rumah 1Malaysia
PUSPEN	Pusat Pemulihan Penagihan Narkotik
PVR	Police Volunteer Reserve
PwC	PricewaterhouseCoopers Malaysia

R

RBI	Rural Basic Infrastructure
RELA	Ikatan Relawan Rakyat Malaysia (People's Volunteer Corps)
RISDA	Rubber Industry Smallholders Development Authority
RoS	Registrar of Societies Malaysia
RTC	Rural Transformation Centre
RTD	Road Transport Department,
RTM	Radio Television Malaysia

S

SAIDI	System Average Interruption Duration Index
SAPS	Sistem Analisis Peperiksaan Sekolah (School Examination Analysis System)
SCMS	Safe City Monitoring System
SCP	Safe City Programme
SEAS	School Examination Analysis System
SIP	School Improvement Programme
SIT	School Improvement Toolkit
SME	Small and Medium Enterprises
SMPK	Sistem Maklumat Prasekolah Kebangsaan
SPAD	Land Public Transport Commission (Suruhanjaya Pengangkutan Awam Darat)
SPNB	Syarikat Perumahan Negara Berhad
SPRINT	Sistem Penyuraian Trafik KL Barat Sdn Bhd
SPU	Sarawak State Planning Unit
SRS	Skim Rondaan Sukarela

T

TI	Transparency International
TI-M	Transparency International Malaysia
TIMMS	Trends in International Mathematics and Science Study
TNB	Tenaga Nasional Berhad
TUKAR	Transformasi Untuk Kedai Runcit

U

UKAS	Public-Private Partnership Unit (Unit Kerjasama Awam Swasta)
UNDP	United Nation Development Programme
UPEN	Sabah Sabah State Economic Planning Unit
UPT	Urban Public Transport

V

VPS	Voluntary Patrol Scheme
VTREC	Vehicle Theft Reduction Council of Malaysia

W

WCP	World Class Policing
WEF	World Economic Forum
WJP	World Justice Project

Acknowledgements

The Government Transformation Programme (GTP) is a holistic plan of change involving multiple stakeholders from both the private and public sectors. The Government of Malaysia would like to express its appreciation and gratitude to the participating civil servants, corporations and non-governmental organisations, which have contributed time, effort and advice to the GTP's planning and execution. While it would be practically impossible to acknowledge every agency and person that have contributed to the GTP's implementation, the Government would like to make a special mention of the following organisations.

ADDRESSING THE RISING COST OF LIVING NKRA

Ministry of Domestic Trade, Co-operatives and Consumerism (KPDNKK)

Ministry of Education (MoE)

Ministry of Finance (MoF)

Ministry of Health (MoH)

Ministry of Higher Education (MoHE)

Perumahan Rakyat 1Malaysia (PR1MA) Berhad

REDUCING CRIME NKRA

Attorney General's Chambers (AGC)

Chief Registrar's Office, Federal Courts of Malaysia

Department of Information

Department of National Unity and Integration

Federal Department of Town and Country Planning

Immigration Department of Malaysia

Kuala Lumpur City Hall (DBKL)

Legal Affairs Division (BHEUU)

Malaysia Civil Defence Department

Ministry of Finance (MoF)

Ministry of Health (MoH)

Ministry of Home Affairs (MoHA)

Ministry of Housing and Local Government (KPKT)

Ministry of Information, Communications and Culture (KPKK)

Ministry of Youth and Sports (KBS)

National Anti-Drug Agency (AADK)

The People's Volunteer Corps (RELA)

Prisons Department of Malaysia

Public Service Department of Malaysia (JPA)

Royal Malaysian Customs Department

Royal Malaysian Police Force (PDRM)

Sarawak State Government

FIGHTING CORRUPTION NKRA

American Malaysian Chamber of Commerce (AMCHAM)

Attorney-General's Chambers (AGC)

Auditor-General's Department

Bursa Malaysia Berhad

Central Bank of Malaysia (BNM)

Chief Registrar's Office, Federal Court Of Malaysia

Companies Commission of Malaysia (SSM)

Economic Planning Unit (EPU), Prime Minister's Department

Election Commission of Malaysia (SPR)

Embassy of the United States

High Commission of India

Institute for Democracy and Economic Affairs (IDEAS)

Immigration Department Malaysia

Implementation Coordination Unit (ICU), Prime Minister's Department

Institute of Integrity Malaysia (IIM)

Legal Affairs Division, Prime Minister's Department (BHEUU)

Local Government Department, Ministry of Housing and Local Government (KPKT)

Malaysia Administrative Modernisation and Management Planning Unit (MAMPU)

Malaysian Anti-Corruption Academy (MACA)

Malaysian Anti-Corruption Commission (MACC)

Malaysian Bar

Malaysian Communications and Multimedia Commission (MCMC)

Malaysia Institute Of Corporate Governance (MICG)

Malaysian National News Agency

Media Prima

Ministry of Finance (MoF)

Ministry of Foreign Affairs (KLN)

Ministry of Home Affairs (KDN)

Ministry of Housing and Local Government (KPKT)

Ministry of Information Communications and Culture (KPKK)

Ministry of International Trade and Industry (MITI)

Ministry of Works

National Audit Department

National Institute of Public Administration (INTAN)

National Security Council (MKN)

Public-Private Partnership Unit (UKAS)

Public Services Commission Malaysia (SPA)

Public Service Department of Malaysia (JPA)

Public Works Department (JKR)

Radio Television Malaysia (RTM)

Registrar of Societies Malaysia (ROS)

Road Transport Department Malaysia (JPJ)

Royal Malaysian Customs Department

Royal Malaysian Police Force (PDRM)

Securities Commission Malaysia

Socio-Economic Research Centre (SERC)

Transparency International, Malaysia (TI-M)

United Nation Development Programme (UNDP)

The Malaysian-German Chamber of Commerce and Industry (MGCC)

IMPROVING STUDENT OUTCOMES NKRA

Cambridge ESOL, University of Cambridge, UK

Community Development Department (KEMAS)

Department of National Unity & Integration (JPNIN)

Department of Social Welfare (JKM)

District Education Offices

Early Childhood Care & Education (ECCE) Council

Implementation Coordination Unit (ICU), Prime Minister's Department

International Islamic University Malaysia

Ministry of Education (MoE)

Ministry of Health (MoH)

Public Service Department of Malaysia (JPA)

Pusat Asuhan Tunas Islam (PASTI)

SeDidik Sdn. Bhd., subsidiary of Sarawak Economic Development Corporation (SEDC)

Sekolah Menengah Seri Kembangan

State Education Offices

Yayasan Sabah

RAISING LIVING STANDARDS OF LOW INCOME HOUSEHOLDS NKRA

Agensi Kaunseling dan Pengurusan Kredit (AKPK) / The Credit Counselling and Debt Management Agency

Amanah Ikhtiar Malaysia (AIM)

Economic Planning Unit (EPU), Prime Minister's Department

Ministry of Health (MoH)

Ministry of Human Resources (MoHR)

EPIC Homes

Jabatan Kemajuan Orang Asli (JAKOA) / Department of Orang Asli Development, Ministry of Rural and Regional Development

Ministry of Agriculture & Agro based Industry

Ministry of Federal Territories and Urban Well-Being (MoA)

Ministry of Rural and Regional Development (KKLW)

Ministry of Women, Family and Community Development (KPWKM)

Sabah State Development Office

Sarawak State Development Office

Sarawak State Planning Unit

Office of the State Secretary Sabah

Office of the State Secretary Sarawak

Ministry of Rural Development, Sabah

Ministry of Agriculture & Food Industry, Sabah

Syarikat Perumahan Negara Berhad (SPNB)

Sarawak State Government

Sabah State Government

Implementation Coordination Unit (ICU), Prime Minister's Department

IMPROVING RURAL DEVELOPMENT NKRA

Department of Agriculture (DoA)

Department of Statistics (DoS)

Economic Planning Unit, Sabah

Federal Land Consolidation and Rehabilitation Authority (FELCRA)

Implementation and Coordination Unit (ICU)

Lembaga Kemajuan Johor Tenggara (KEJORA)

Lembaga Kemajuan Kelantan Selatan (KESEDAR)

Melaka State Government

Ministry of Finance (MoF)

Ministry of Rural and Regional Development (KKLW)

Ministry of Rural Development, Sabah

Ministry of Rural Development, Sarawak

Ministry of Tourism (MoTOUR)

National Water Services Commission

Office of the Sabah State Secretary

Office of the Sarawak State Secretary

Perak State Government

Perbadanan Labuan

Public Works Department (JKR), Malaysia

Public Works Department (JKR), Sabah

Public Works Department (JKR), Sarawak

Sabah Economic Development and Investment Authority (SEDIA)

Sabah Electricity Sdn. Bhd.

Sabah State Government

Sarawak Corridor of Renewable Energy (SCORE)

Sarawak Energy Berhad

Sarawak State Government

Sibu Water Board

State Water Department, Sabah

Tenaga Nasional Berhad (TNB)

IMPROVING URBAN PUBLIC TRANSPORT NKRA

Ampang Jaya Municipal Council

Property and Land Management Division (BPH), Prime Minister's Department

Economic Planning Unit (EPU), Prime Minister's Department

Express Rail Link Sdn Bhd

Kajang Municipal Council (MPKJ)

Klang Municipal Council (MPK)

Keretapi Tanah Melayu Berhad (KTMB)

Kuala Lumpur City Hall (DBKL)

Land Public Transport Commission (SPAD)

Local Government Department (JKT)

Malaysian Highway Authority (LLM)

Malaysian Resources Corporation Berhad (MRCB)

Mass Rapid Transit Corporation Sdn Bhd (MRT Corp)

Ministry of Finance (MoF)

Ministry of Transport (MoT)

Ministry of Works (KKR)

Public Private Partnership Unit (UKAS)

Railway Asset Corporation (RAC)

Road Transport Department Malaysia (JPJ)

Road Safety Department (JKJR)

Shah Alam City Council (MBSA)

Selayang Municipal Council (MPS)

Sepang Municipal Council (MPSepang)

Subang Jaya Municipal Council (MPSJ)

State Economic Planning Unit (UPEN) Selangor

Syarikat Prasarana Negara Berhad (SPNB)

Touch 'n Go Sdn Bhd (TNGSB)

Urusbudi TRANSPLAN Sdn Bhd