



**GOVERNMENT
TRANSFORMATION
PROGRAMME**

2014

ANNUAL REPORT



JABATAN PERDANA MENTERI

REAL PEOPLE. REAL STORIES.

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basic
healthcare
for all



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brakes on
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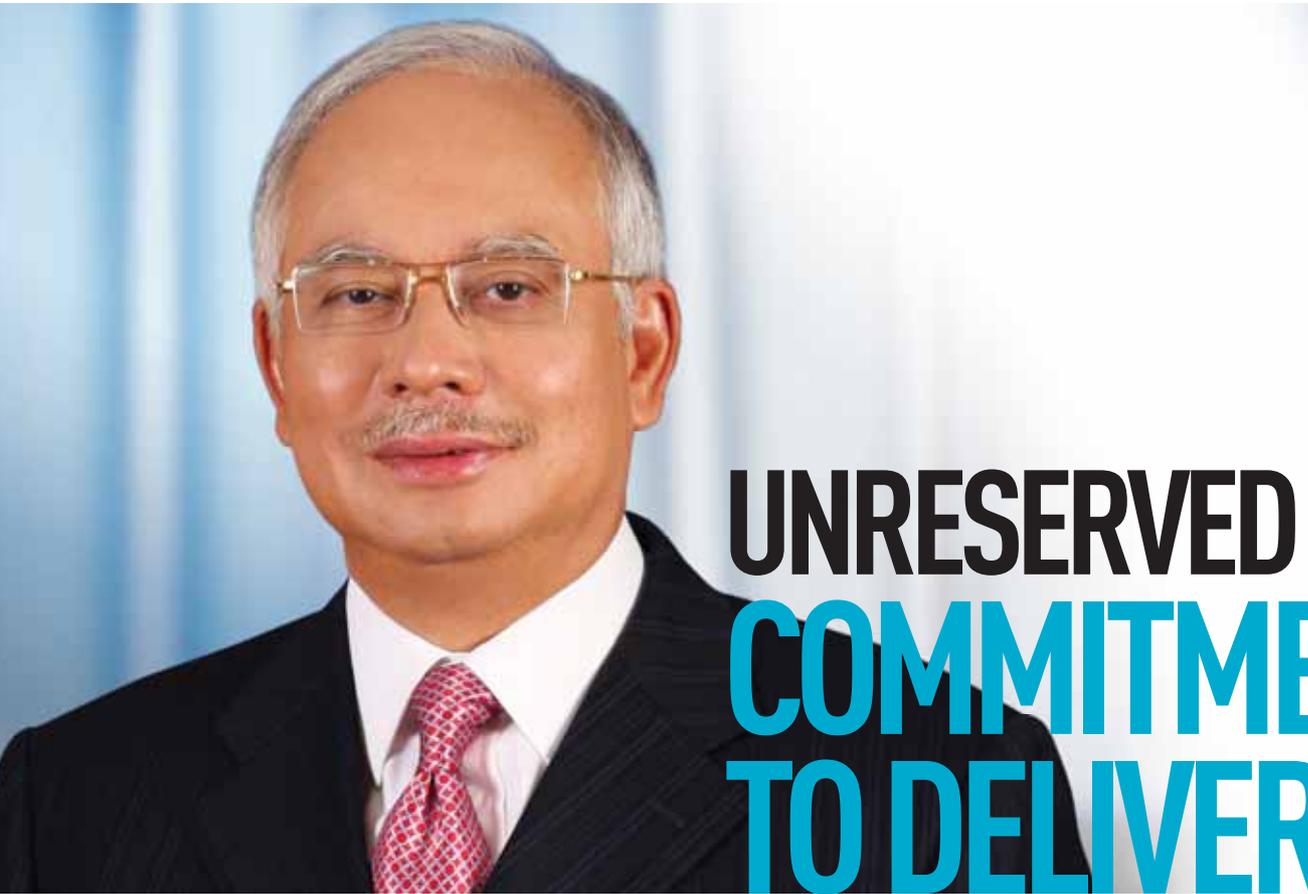




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Ensuring
our children
take the
straight and
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UNRESERVED COMMITMENT TO DELIVER

From its launch in 2010, the Government Transformation Programme (GTP) has set a series of ambitious targets to move Malaysia on to a stronger socio-economic footing.

This year marks the fifth year of implementation and I am pleased to report that we have achieved positive outcomes in the fight against poverty and corruption. In addition, we have achieved improvements in the levels of education, public safety, public transport, and rural development.

The GTP Annual Report serves as a measure of achievements against the targets set and promises made to the rakyat. Each year, we report on what has been accomplished, along with a transparent account about the challenges faced in meeting these targets.

Our fundamental commitment is to ensure that each and every Malaysian is accorded a good quality of life. And the seven National Key Results Areas (NKRAs) under the GTP have been focused to do just that.

Building resilience and delivering sustainable results with accountability have been the key drivers underlying the GTP these past five years.

The GTP has eliminated extreme poverty through one of its main assistance programmes, the Akhiri Zaman Miskin (1AZAM) Programme, via the Raising the Living Standards of Low-income Households (LIH) NKRA. In the last four years, a total of 168,483 Malaysians registered under the eKasih database have moved out of poverty due to these efforts.

1AZAM emphasises the development of financial skills and capacity building of those in need, and we are proud to report that to date, 64,689 Malaysians have participated in financial literacy programmes.

Our development philosophy has always been based on the tenet of inclusiveness, and no NKRA better exemplifies this than the Addressing the Rising Cost of Living (COL) NKRA. In 2014, seven million households

and individuals benefited from Bantuan Rakyat 1Malaysia (BR1M) distributions, ensuring that basic goods and services will always be kept affordable for everyone.

Inclusivity is also the reason that we have made no reduction in our development funding when revising the 2015 budget. We are bringing new growth to rural Malaysia, enhancing the delivery of basic infrastructure, particularly in Sabah and Sarawak, and we will continue to work to narrow disparities between the different parts of our country.

The GTP is strongly committed to raising education standards and to creating a robust learning platform for our students. Our children represent an invaluable resource for Malaysia's future; indeed, we will need several generations of highly skilled and knowledgeable workers to sustain our level of development.

We are also making strides in transforming our public service delivery systems, focusing on areas such as healthcare. For the first time in Malaysia, a programme to revamp the delivery of services and care in hospitals has been rolled out nationwide based on the success of the pilot scheme in Sultan Ismail Specialist Hospital in Johor Bahru.

We are proud to say that over 15.8 million medical cases have now been treated at the 1Malaysia clinics nationwide, and there are now 161 Kedai Rakyat 1Malaysia, providing basic necessities at low prices.

None of these achievements would have been possible without the sustained effort and diligence of the civil service in implementing the GTP's initiatives, and I applaud them for their continued dedication to the national cause. International recognition of our delivery efforts – PEMANDU was ranked last year as one of the Top 20 Leading Government Innovation Teams – is further testament of the role our devoted civil servants have played in driving the country's progress.

Despite a challenging last year, I am genuinely heartened by the way the country has responded. Our ability to unite in the face of adversity provides me with optimism that we will continue to move forward as one to build an ever safer, more prosperous and equal Malaysia. I can personally assure you that the Government and the GTP remain firmly committed to those goals and to further success in meeting the targets we have set for the benefit of all Malaysians.

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YAB DATO' SRI MOHD NAJIB TUN HJ. ABDUL RAZAK
Prime Minister of Malaysia



PRIORITISATION REMAINS OUR FOCUS

I have personally been at the helm of the Government Transformation Programme (GTP) over the course of the last four years, tasked with implementing impossible targets set by our Prime Minister and faced with the challenges that traditionally comes with change.

I am pleased to note that we have persevered through these challenges and delivered outcomes with significant impact on the rakyat over these past five years. As the chairman of the Delivery Task Force (DTF), I would like to assure the rakyat that the Ministries as well as their respective delivery management teams have been putting in one strong shift after another to deliver on their KPIs.

Some of the highlights of the GTP's achievements in 2014 include:

- Expanding the reach of the Kedai Rakyat 1Malaysia programme through the setup of new outlets throughout the country, thus ensuring greater access to more affordable goods.
- Helping 24,646 low-income individuals raise their monthly incomes by RM300 in any three months during the year.
- Continuing to improve our Corruption Perceptions Index ranking for the fifth consecutive year, moving up to 50th position in 2014 from 53rd in 2013.
- Reducing the incidence of crime in the country by 12.6%, making the country a safer place for our rakyat and our foreign guests.
- Improving the quality of education received by our children studying in previously marginalised schools, seen through the increase of 3,105 Band 1 and Band 2 schools in 2014 alone.
- Delivered 485km of rural roads, connected 8,195 households to clean and treated water, and 14,299 households to reliable electricity.
- Raising the number of commuters travelling into Kuala Lumpur using public transport to a record high of 455,728 individuals daily during the morning peak hours, and putting in place a strong foundation for an effective MRT system.

These achievements and many others are bringing us closer than ever before to achieving our goal of becoming a developed nation, while at the same time laying the foundation for sustainability. I applaud my colleagues in the civil service for their hard work in executing these initiatives truly and responsibly, and hope that they will continue to put in the same amount of effort over the next five years.

Challenges will always be present. In that respect, it is necessary to take stock of what we have implemented, making sure that we learn from the processes and refining the outcomes to better cater for the rakyat. I can say with confidence that self-reflection and renewal is required to sustain the appetite and strategies to deliver. Indeed, this has been one of the hallmark traits of the GTP since its inception, and we remain committed to the transformation philosophy set in 2010.

2015 is shaping up to be an important year for us. We remain steadfast and focused in establishing a strong foundation to further enhance our delivery of public services. To this end, a strategic reform initiative, previously under the ETP – Public Service Delivery – is now assigned to the GTP to allow for greater focus and integration to effect faster delivery. Results have been evident thus far and positive impact has been felt – all of which are detailed in this report. Priorityisation to deliver remains our focus and public feedback is necessary for us to improve.

I would also like to express my appreciation to our private sector and community partners who have persevered alongside us over these last five years. I urge them to continue to work together with us as the transformation of Malaysia is a shared experience requiring all of us to participate. With less than five years to reach our goal of becoming a high-income, developed nation by 2020, we must step up our efforts to address missed goals and further accelerate the pace of transformation over the next half decade.

Finally, I wish to express my sympathies to our rakyat who have been affected by the calamities of 2014. The Government remains committed to delivering assistance and support to our afflicted rakyat to the best of our ability, and we hope that it will bring some comfort in their time of tragedy.

“I would like to assure the rakyat that the Ministries as well as their respective delivery management teams have been putting in one strong shift after another to deliver on their KPIs.



YAB TAN SRI DATO' HJ. MUHYIDDIN MOHD YASSIN
Deputy Prime Minister of Malaysia

THE FUTURE DEPENDS ON WHAT WE DO IN THE PRESENT

As we present the 2014 Annual Report on the Government Transformation Programme (GTP), let me begin by saying that the GTP efforts are focused and targeted. The main objectives of the GTP are to ensure that social economic disparities are addressed, and accessibility to social amenities are improved. For that reason, I would like to take this opportunity to take all of you on a reflective journey of what the GTP has achieved holistically.

Every day my colleagues and I receive emails from Malaysians and friends across the country. They will share their hopes, their worries, their challenges, and successes, and recommend solutions for better governance. Some are visibly critical. Many are constructive and hopeful for the future of Malaysia and the opportunities that exists. Some ambitious ones see their challenge beyond the Malaysian shores competing in the global arena. And these emails generally tell me one thing – Malaysians do care about Malaysia!

This year we have deliberately undertaken the task to primarily share the narrative of the GTP from the perspective of some of those Malaysians who have been tirelessly doing the transformational work since 2010 and those who are in receipt of the positive impact. Five years into our transformational journey, we have names of all these millions of people that have been impacted positively, where they are from and who they are. This is the reason why we are able to share their heartwarming and life-changing stories with every one today.

The GTP has been conceived to provide all Malaysians access to improved public services irrespective of race, religion and region. The aim has always been to deliver in areas that mattered most to Malaysians, such as improving the living standards for all, elevating lives in the rural areas through the provision of basic infrastructure and



economic opportunities, assuring quality education for our children, improving the accessibility and connectivity of our urban public transport infrastructure for better commuting, creating a safe environment for all, and promoting accountability and ethical practice, as well as openness to greater accountability and transparency in Government institutions.

To that end, we have in the course of the last five years made significant progress, and in some areas, delivered tremendous transformational change.

Let me start with a story from the pages of our Assuring Quality Education National Key Results Area (NKRA). Nor Izzati Sabrina from Ipoh, like most young children, harbors hopes and dreams. She aspires to become a lawyer someday but her confidence is often challenged by her proficiency in language and communication. To that end, being enrolled in a High Performance School (HPS)-designated school such as SK Marian Convent in Ipoh has helped her immensely in building self-confidence and developing communication and social skills. Nor Izzati recently represented the school in a choral speaking competition. The HPS initiative is but one of the many education initiatives under the GTP to cultivate a spirit of pride in the school, which further motivates teachers, students and parents to take a greater role in their children's education.

“Five years into our transformational journey, we have names of all these millions of people that have been impacted positively, where they are from and who they are. This is the reason why we are able to share their heartwarming and life-changing stories with every one today.

SENATOR DATO' SRI IDRIS JALA

Minister, Prime Minister's Department,
CEO, Performance Management & Delivery
Unit (PEMANDU)

“The GTP has been conceived to provide all Malaysians access to improved public services irrespective of race, religion and region. The aim has always been to deliver in areas that mattered most to Malaysians, such as improving the living standards for all, elevating lives in the rural areas through the provision of basic infrastructure and economic opportunities, assuring quality education for our children, improving the accessibility and connectivity of our urban public transport infrastructure for better commuting, creating a safe environment for all, and promoting accountability and ethical practice, as well as openness to greater accountability and transparency in Government institutions.

The Ministry of Education recognises that there are many Nor Izzatis in Malaysia, and this is the main reason why students just like her are given the support they need during their formative years, through an initiative which started in 2010, called the Literacy and Numeracy Screening (LINUS) programme. This programme aims to screen all Primary 1 to 3 students in order to assess their BM, English, and numeracy levels. The results have been promising, as the latest index shows an average of 88% of our year 3 students being proficient in language, and 98.9% in numeracy.

Asbdullah Ali from Nibong Tebal is another individual who has benefitted greatly from the Azam Tani Programme, an initiative under the Raising Living Standards of Low-Income Households NKRA. As a factory worker earning a minimum of RM 900 a month, he desired to establish a quail eggs business in Seberang Perai. He was provided with only RM 9,000 of cash in kind from the Federal Agriculture Marketing Authority (FAMA) in 2013. Today he is the main supplier of quail eggs and meat in Seberang Prai, Kedah & Perak, earning a minimum gross profit of RM6,000 monthly.

Asbdullah is just one of the 168,483 Malaysians who have benefitted from the 1AZAM Programme that has been running since 2011.

The GTP is a national agenda. Where it is being implemented beyond the Peninsular, the impact and benefits will only be realised and felt by the folks living in those designated areas.

So let me share with you a story of a 60km road that was built in Sabah. When we spoke to the Senior Engineer of the Road Department in Sabah, Mohd Shamsul Nizam Haji Abdul Wahid, he revealed to us that this 60km of road that connects Pekan Sook to Kampung Sinua has changed the lives of at least 10,000 residents of the Murut and Dusun tribes.

Today, there are 18 schools in the surrounding community. He tells us that one of the major benefits is that the children of these tribes can now travel to and from school more comfortably and most importantly, much more safely than when there used to be only gravel or forestry roads.

The Pekan Sook-Kg Sinua road is only 60km out of the 4,553km of roads built and provided for the rural communities today since the initiative under the Improving

“The last five years have demanded resilience from all Malaysians and a commitment from the Government to deliver. 2015 is about how we sustain and build on our momentum. 2015 is about us turning over another page in the GTP roadmap. The next five years towards 2020 is a future for us to write. Let us continue this journey together to make things better for all.

Rural Development NKRA began in 2010. The Murut and Dusun tribes that benefitted are only 10,000 of the 2.5 million Malaysians who have access to these roads today. Also, under the delivery of rural development are the 336,266 households that have been provided access to clean water, and another 129,595 households connected to uninterrupted electricity supply.

Since 2010, the GTP has unequivocally been addressing rural development to achieve a basic standard of living for those outside city centres, which means they now have access to the most basic human needs, such as proper road connectivity, clean water and electricity supply. Having said that, the GTP is not just about better quality of education, developing avenues for increase in incomes, or rural development, it is also about improving public amenities.

Living in the heart of Malaysia's capital today, and having grown up in the forested reaches of Bario in Sarawak, I can relate to the impact of infrastructure transformation in both the rural and urban areas. Like many Malaysians braving the traffic jams in their daily commute to and from work, I am equally frustrated and find myself wishing that the MRT project is completed sooner rather than later.

However, the MRT can only be sustainable if the foundation of the urban public transportation system is developed. This is the primary reason for the GTP to be focused on improving the other modes of connectivity holistically such as the KL Monorail, LRT and KTM Komuter services, and the RapidKL and GO-KL buses, to complement the MRT infrastructure.

With these improvements in the urban public transportation system, pensioners like Tang Wek Eng are able to have greater mobility today within the city through the GO-KL free city bus service. This bus service has enabled individuals like Tang, city workers and many foreign tourists, to travel seamlessly in the city centre, in place of a taxi ride which would otherwise cost them between RM6 – RM10 a trip. Individuals like Tang are just a few of the 35,000 commuters benefitting from this service daily.

Stories like these give us the reason to start the year ahead with renewed vigor and the belief that the GTP is on the right track. Along with the ETP, as part of the National Transformation Programme agenda, our job now is to make sure that every Malaysian feels that they are a part of our country's growth.

The last five years have demanded resilience from all Malaysians and a commitment from the Government to deliver. 2015 is about how we sustain and build on our momentum. 2015 is about us turning over another page in the GTP roadmap. The next five years towards 2020 is a future for us to write. Let us continue this journey together to make things better for all.

GTP MILESTONES

2014

DEC
MOTORCAR THEFT REDUCED BY 20% IN 2014



DEC
33,368 NEW 1AZAM PARTICIPANTS



DEC
DELIVERED UNINTERRUPTED ELECTRICITY
 to 14,296 rural households under
 Project Bekalan Elektrick Luar Bandar



NOV
DELIVERED 485KM OF RURAL ROADS
 UNDER PROJECT JALAN LUAR BANDAR



26 DEC
395,838 TEACHERS AND SCHOOL LEADERS
 successfully completed the Unified Instrument
 baseline assessment



DEC
DELIVERY OF THE FIRST TWO OF THE 12
FOUR-CAR SETS FOR THE KL MONORAIL



NOV - DEC
PARK N RIDES WERE CONSTRUCTED AT THE
AMPANG LRT STATION (1,140 BAYS), THE SHAH
ALAM KTM STATION (558 BAYS) AND THE ASIA
JAYA LRT STATION (607 BAYS)



NOV
CHIEF SECRETARY AND SECRETARY
GENERALS' MEDIA ENGAGEMENT SESSION
 in relation to the Auditor General's (AuG) Report
 to provide a more objective and transparent
 understanding of the AuG's findings



30 OCT
ADDITIONAL 13 SCHOOLS
 are awarded with the High Performing
 School status, bringing the total number
 to 128 schools by end of 2014



2 SEPT
LAUNCH OF PRIme (RESIDENCY
AND IMMERSION PROGRAMME)
 with 163 new principals
 participating in the programme



JUNE

THE DEPARTMENT OF CRIME PREVENTION AND COMMUNITY SAFETY PERSONNEL DEPLOYED NATIONWIDE



MAR

LAUNCH OF BUKIT BINTANG KLCC OPS

led by the Royal Malaysia Police to implement enforcement activities in Kuala Lumpur's Golden Triangle



JAN

THE NEW MINIMUM REQUIREMENTS FOR PRINCIPALS TAKES EFFECT



18 JAN

FIRST KEDAI RAKYAT 1MALAYSIA OPENED IN BETONG, SARAWAK



2013

DEC

COMPLETED THE 'WHITENING' OF BLACK SPOTS

The Black Spot initiative improved city infrastructure in 20 locations in line with Crime Prevention Through Environmental Design principles



18 SEPT

HIGH PERFORMING SCHOOLS

Awarded 24 schools with the High Performance School (HPS) status



JULY

BUILDING ROADS

JALB achieved 100% of its road delivery target (441km)



10-14 AUG

KEDAI RAKYAT 1MALAYSIA

The year's first Kedai Rakyat 1Malaysia opened in Mambong, Sarawak



2012

DEC

WOMEN'S ENTREPRENEURSHIP

Over 4,000 women entrepreneurs developed since 2010



OCT

SAFE CAM INITIATIVE

19,336 CCTVs are active under the first phase of the Safe Cam Initiative, first launched in South Johor



31 AUG

GoKL BUS

The GoKL bus, a free bus service connecting various landmarks within the Kuala Lumpur city centre, commences operations



10-14 AUG

GTP 2.0 OPEN DAY

Held in East Malaysia



2011

31 DEC

eKASIH VERIFICATION

100% eKasih verification is completed

1AZAM Programme

Over 63,000 poor households participate in the 1AZAM Programme



14 NOV

BRIGHTENING HOUSEHOLDS

5,000 Pulau Sebatik villagers' homes are electrified



31 MAR

LAUNCH OF CORPORATE INTEGRITY PLEDGE



4 MAR

HIGH PERFORMING SCHOOLS

Announcement of 23 new High Performing Schools



2010

15 DEC

ANTI-CORRUPTION

Whistleblower Protection Act is introduced



28 NOV

RBI

The Kuching-Serian highway is launched, a 13.73km stretch connecting nine villages and two schools in a remote district in Sarawak



JUNE

URBAN PUBLIC TRANSPORT

10 four-car train sets of the Kelana Jaya LRT line are in operation



4 MAR

ANTI-CORRUPTION "Name and Shame" database is launched



NATIONAL KEY RESULTS AREAS



FOCUSED APPROACH TOWARDS A TRANSPARENT AND EFFICIENT PUBLIC SERVICE DELIVERY



ADDRESSING THE RISING COST OF LIVING



IMPROVING RURAL DEVELOPMENT



IMPROVING URBAN PUBLIC TRANSPORT



RAISING LIVING STANDARDS OF LOW-INCOME HOUSEHOLDS



ASSURING QUALITY EDUCATION



REDUCING CRIME



FIGHTING CORRUPTION



PUBLIC SERVICE DELIVERY TRANSFORMATION



ADDRESSING THE RISING COST OF LIVING



Building Economic Resilience

The rocky global economy in the last quarter of 2014 is strong evidence showing that financial volatility has become the new norm. While not all the sudden changes in the global economy are necessarily bad for the Malaysian economy, one of their consequences is that our rakyat, without intervention, will no longer be able to plan their finances with any substantial degree of certainty. While some of our rakyat may have the leeway to buffer themselves against such uncertainty, there is a significant portion of our rakyat who do not enjoy such protection, namely the lower-middle income groups.

It is for this group of rakyat that we have initiated and continued with the **Cost of Living (COL) NKRA**. Through our assistance programmes such as **Bantuan Rakyat 1Malaysia (BR1M)** and the more affordable goods in the **Kedai Rakyat 1Malaysia (KR1M)**, we are helping this group of Malaysians to build a buffer against uncertainty by helping them build greater economic resilience.



Since the implementation of the COL NKRA in 2011, we have taken incremental efforts and enforced monitoring to ensure universal accessibility to the benefits accorded by its various programmes such as the access to cheaper goods through **Kedai Rakyat 1Malaysia (KR1M)**; access to affordable healthcare through **Klinik 1Malaysia (K1M)**; and access to affordable and nutritious food through **Menu Rakyat 1Malaysia (MR1M)**. These initiatives are important to that segment of the rakyat for whom every Ringgit saved is a Ringgit that goes towards equally important necessities such as education expenses or household maintenance.

Meanwhile, the assistance we have been distributing via **Bantuan Rakyat 1Malaysia (BR1M)**, the **Back to School Assistance Programme** and the **Baucar Buku 1Malaysia (BB1M)** programme work together to ensure that targeted groups of people receive a benefit package which makes a beneficial impact on their day-to-day expenses. We have gradually increased the amounts given out and expanded the reach of these programmes over the years in line with our vision of providing universal coverage to all Malaysians who are eligible and are in need of help.

It is worth repeating that the COL NKRA which is designed to respond to changing on-the-ground circumstances, which are themselves determined by external and internal market movements. The focus of the NKRA is on the target segment of Malaysians who require additional support in addition to Government assistance programmes that are available universally to all Malaysians.

Even while the Government revisits and revises its subsidy and tax policies, the Government remains committed to ensuring that Malaysians remain economically resilient at all times. For this reason alone, the COL NKRA will continue to remain a key component of the Government Transformation Programme.

“It is worth repeating that the COL NKRA is designed to respond to changing on-the-ground circumstances, which are themselves determined by external and internal market movements.”

YAB Tan Sri Muhyiddin Yassin
Deputy Prime Minister of Malaysia

RELIEVING THE PINCH OF RISING COST

The initiatives of COL NKRA are designed to build economic resilience in targeted segments of the Malaysian community in two ways: by providing direct cash assistance to targeted groups while ensuring the availability of affordable basic goods and services. Various Government agencies, including the Ministry of Domestic Trade, Cooperatives and Consumerism (MDTCC), the Ministry of Health (MoH) and the Ministry of Finance (MoF) work together with the private sector to deliver these initiatives to the rakyat.

These initiatives include:

Over the course of the past four years, the COL NKRA has managed to make a greater impact on a larger audience. Through the establishment of new KR1M branches, K1M clinics and the expansion of the BR1M cash assistance programme, a larger number of middle- and lower-income Malaysians have become more resilient to the rising cost of living.

The COL NKRA is reactive by design in that its initiatives can be adapted to suit changing on-the-ground conditions. The following pages will detail the achievements gained and challenges faced within these initiatives in 2014.

Initiatives of the COL NKRA

- 1 Klinik 1Malaysia (K1M) (1Malaysia Clinic)
- 2 Kedai Rakyat 1Malaysia (KR1M) (1Malaysia People's Stores)
- 3 Bantuan Rakyat 1Malaysia (BR1M) (1Malaysia People's Aid)
- 4 Baucar Buku 1Malaysia (BB1M) (1Malaysia Book Voucher Programme)
- 5 Back to School Assistance Programme

Local SMEs benefiting from KR1M initiative



KR1M shops are helping to boost the local SMEs, which are responsible for producing many of the products sold at the shops.

The products are re-badged under the Produk Rakyat 1Malaysia brand, which are then sold at cheaper prices to consumers. Quality products at cheap prices is the key reason that goods sold at KR1Ms are quickly becoming the consumers' choice.

“As an owner of a food shop, I have to restock my inventory every day with basic goods such as sugar, milk, flour and rice,” says Norhayati Mohd Ariffin, 38, a regular patron of the KR1M at Pekan Sungai Besar since it opened two years ago. “With the cheaper prices here, I can buy in greater quantity, which also translates into fair prices for my customers.”

According to Norhaizat Mustafa, KR1M's regional manager for Selangor and Perak, local customer demand has been very encouraging

“The KR1M store here [in Sungai Besar] has become a one-stop shopping centre for families and young people regardless of their earnings,” he says. “From the feedback that we have received, our customers have no issues about the quality of the products available.”

KEEPING BASIC GOODS AFFORDABLE

AND HEALTHCARE ACCESSIBLE

The aim of the COL NKRA is to reduce the burden on the rakyat of paying for basic goods and also of making healthcare more accessible. There are three initiatives under the COL NKRA designed to offset the rising cost of goods and services:

KR1M, which provides more affordable basic household goods

K1M, which provides accessible healthcare

MR1M, which ensures affordable meals for the rakyat

Under these initiatives, all rakyat are eligible to access the outlets; however, most of the consumers are from the low- and middle-income group.

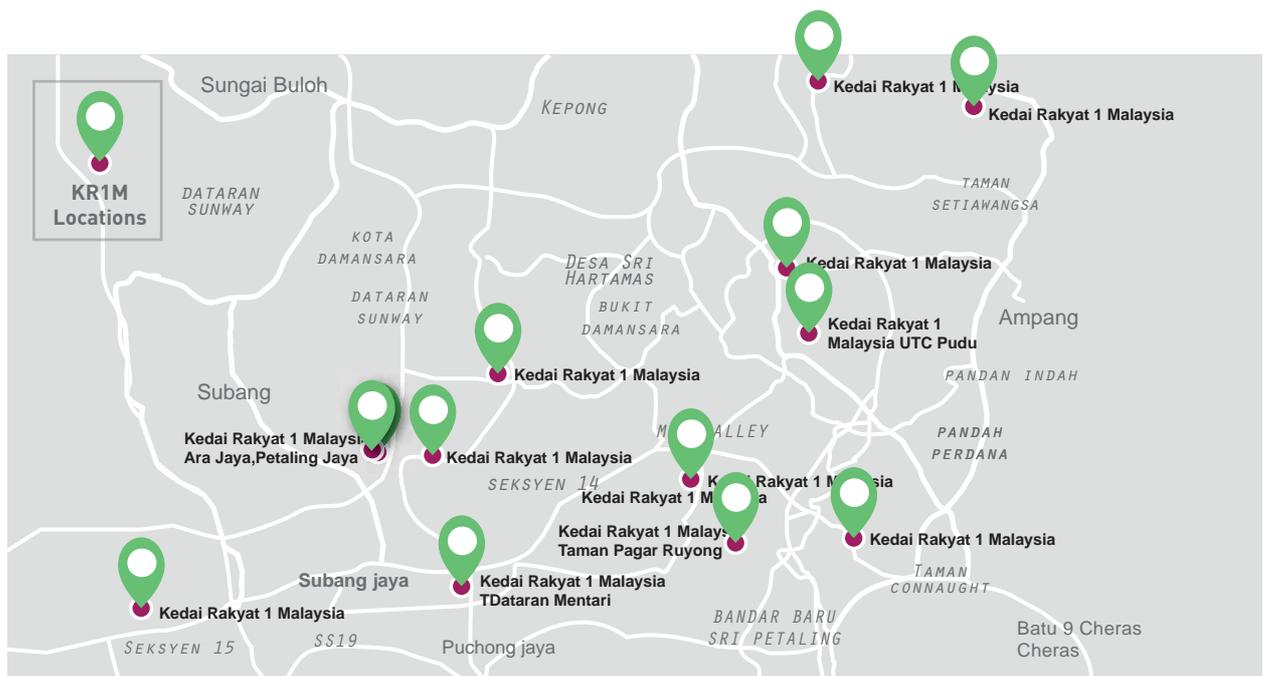
Providing better access to affordable goods for the rakyat

A total of 161 KR1M stores are now located throughout Peninsular and East Malaysia providing household goods at a price more affordable than in other grocery shops. KR1Ms effectively help households save on basic necessities without having to compromise on the quality of goods.

KR1M stores essentially sell goods at cheaper prices by stocking in-house brands, i.e. the Produk Rakyat 1Malaysia brand, which are 15% to 30% cheaper than in regular stores. Produk Rakyat 1Malaysia goods are

generic goods purchased in bulk, or sourced from small- to medium-sized enterprises (SMEs) from across Malaysia in line with the GTP's overall emphasis on holistic transformation. In this way, the KR1M initiative also helps boost business for local suppliers. KR1Ms presently stock over 272 Produk Rakyat 1Malaysia grocery items.

In addition to Produk Rakyat 1Malaysia goods, KR1M stores also offer other household brands to create a comprehensive selection of goods for customers. Prices of Produk Rakyat 1Malaysia goods in KR1M stores in East Malaysia, which has been a focal point for expansion over the last two years, are priced the same as in the Peninsula.



Expansion of Kedai Rakyat1Malaysia shops to reach households in the Kuala Lumpur and Klang Valley



Kedai Rakyat 1Malaysia

Coverage has become a priority for the expansion of this initiative. Since the launch of the first store in 2011, the reach of KR1M has expanded annually as outlets continue to be added in various locations. Local authorities are consulted in helping identify locations for the new outlets.

In 2014, an additional 36 KR1M stores opened for business: 16 in Peninsular Malaysia and 20 in East Malaysia, with 6 in Sabah and 14 in Sarawak. COL NKRA has also continued to increase the distribution of Produk Rakyat 1Malaysia goods to non-KR1M distribution points such as to sundry stores as well as other private grocery outlets. As of end 2014, a total of 569 shops nationwide are selling selected Produk Rakyat 1Malaysia goods. Adding the total number of KR1Ms, the number of shops which sell Produk Rakyat 1Malaysia totals 730 shops.

Making a difference with Kedai Rakyat 1Malaysia

For Abd Rahman Hassan and Wan Noraziah Wan Ghazali, a married couple with children, the KR1M in Putrajaya has become a one-stop shop for most of their household needs. The wide range of products and the cheaper price of goods are the main selling points of the KR1M, according to Wan Noraziah.

“It’s easy to find daily household goods here,” she says. “From soap to kitchen supplies, I am very supportive of the KR1M here. I hope that more branches will be opened in other states and regions. And because I’m so used to shopping at KR1M, I keep looking out for it everywhere I go. I am very satisfied with the products available here.”

Abd Rahman Hassan says that shopping at the KR1M has cut his monthly expenses by a significant amount—from RM600 to about RM400 monthly—representing savings of a third of his disposable income. The savings, the couple says, are helpful.

Muhammad Raduan Ismail, who works for Indah Water Konsortium, agrees. He is a frequent patron of the Putrajaya KR1M which is located conveniently near his workplace as he finds the quality of the products comparable with other stores.

“I spend about RM200 to RM300 per month on household expenses, but here I can save about RM100,” he says.

Most lower- and middle-income earners can still afford to shop at regular stores, but they are also highly price sensitive and appreciate savings wherever they can find them. KR1M shops are extremely important to this segment of Malaysians who have to maintain strict monthly budgets.



Affordable basic healthcare for all

Habibah Sharif is a nurse at the Pandamaran K1M in Kampung Delek, Klang. The clinic sees between 80 and 100 patients on weekdays, and even more on weekends. The response, Habibah says, has been overwhelming.

“Since we opened, the response has been very encouraging. We are providing area residents with faster treatment because the Government health clinic is quite far with limited operating hours,” she says.

“Most of our patients come for follow-up visits after receiving treatment from health clinics and there are also those who need daily care such as changing their wound dressing, so we offer those services.”

The one-ringgit treatment has become the defining trait of the K1M. Offering fast and cheap treatments in areas where Government hospitals have become overcrowded, K1Ms are playing an important role in relieving pressure on existing infrastructure. The focus of K1M is thus to provide accessibility to treatment.

Habibah says that the quality of service delivered at K1M is the same as in health clinics with the only difference being that they can only treat minor medical issues such as fevers, flus and removal of stitches. However, there have been cases where patients show up with serious ailments and receive immediate care before being referred to hospitals.

Quick and cheap admittance to basic healthcare services

K1Ms offer fast, convenient and affordable treatments in locations where Government hospitals and clinics have become overcrowded. K1M plays a vital role in providing basic healthcare to Malaysians through better accessibility to its services. For 2014, a total of 51 K1Ms have commenced operation throughout the country in both Peninsular and East Malaysia.

The first K1M opened in 2010 at Kampung Kerinchi in Kuala Lumpur. Today, there are over 307 and 161 of each throughout the nation, including Sabah and Sarawak. The two services represent the Government’s commitment to deliver affordable basic goods and services to all rakyat, particularly in high-traffic areas with high concentrations of lower income groups.

The K1M initiative is based on a philosophy similar to that of KR1M in that its objective is to provide quality treatment for minor ailments at an affordable price. K1M clinics are not meant to replace public hospitals or Government clinics. Instead, they provide supporting services in strategic locations near residential communities to make clinic visits more convenient.

K1Ms also function as an informal triage service for serious ailments that would otherwise go unnoticed or untreated because patients cannot afford to see a private practitioner or live too far away from other healthcare facilities. In these communities, K1Ms are making a real difference in the lives of their residents.

Since inception, K1Ms have carried out more than 15,777,194 basic treatments such as for cuts, fever and colds. With the current figure of 307 K1Ms throughout the country, the MOH continues to deliver on its goal of further expanding the service throughout the nation to further increase its reach.



15,777,194 medical cases (cumulative as of 31 Dec 2014) have now been treated at the 307 (as of 31 Dec 2014) 1Malaysia clinics nationwide



Find the nearest Menu Rakyat 1Malaysia eateries using the myKPDNKK smartphone application

Great taste at lower prices

The MR1M initiative is a programme designed to ensure the provision of affordable and quality meals at selected eateries throughout the country. MR1M keeps the price of breakfast and lunch to RM2.00 (RM2.50 in East Malaysia) and RM4.00 (RM5.00 in East Malaysia) respectively, thus ensuring that Malaysians of all income groups can afford a hot meal.

In 2014, the MR1M initiative had an additional 578 participating eateries throughout the country. The MR1M initiative also implemented a mobile app allowing users to locate the nearest participating outlet and the food items on offer.

In addition to cost savings for the consumer, the MR1M initiative has also proven to be an effective marketing tool for participating restaurants as they receive free advertising from their listing on the MR1M website and app. A list of all participating outlets and menu items is available on the MR1M's website at <http://www.1pengguna.com>.

Rakyat approves of KR1M products

“In my opinion, the KR1M store has really helped the residents here in terms of the price of products,” says Hussain Karim Ally, a KR1M officer. “For example, a 5kg bag of rice here costs RM11.90, which is lower than most places. It is from that perspective that we are helping the people in this community.”

Hussain says that KR1M products are similar in quality to other branded goods, and this similarity is being endorsed by the number of customers who choose the cheaper Produk 1Malaysia brand.

“Our KR1M products are quality products as well—they are of the same quality as others but only with a different brand,” he adds. “We see a lot of consumers and shop owners make their purchases here. Many of them who work in canteens come to purchase our 1Malaysia sardines and bread for resale. In fact, you’ll notice that we’ve run out of bread because a customer came last night who bought 20 loaves of bread.”

The KR1Ms made it a point to not compromise on quality as the COL NKRA wanted to send the message that the rakyat did not have to make sacrifices based on pricing. In this regard, the KR1Ms are helping ordinary Malaysians further stretch their household expenses on a daily basis.



PROVIDING CASH ASSISTANCE

TO TARGETED GROUPS

To further build economic resilience in our rakyat, the COL NKRA implements initiatives that intercede on behalf of the rakyat through the distribution of targeted cash assistance. The three flagship initiatives are:

BR1M cash assistance for targeted groups

RM100 Back to School Assistance Programme for primary and secondary school students

RM250 1Malaysia Book Voucher Programme for students enrolled in tertiary education institutions

Helping offset the cost of living through targeted handouts

The BR1M initiative's reach and amount has expanded annually over the past two years. In 2014, the amount was increased from RM500 to RM650 to households earning RM3,000 per month and below. A new BR1M of RM450 was introduced for households earning between RM3,001 and RM4,000 per month. BR1M for individuals above the age of 21 who earned not more than RM2,000 monthly was increased from RM250 to RM300.

The BR1M programme was even diversified to include the Group Takaful 1Malaysia (i-BR1M) programme which provides insurance coverage up to RM30,000 to all BR1M recipients in the event of death or permanent disability. Under this programme the Government contributed RM50 to each i-BR1M participant.

Take for example an average Malaysian household of five comprising two parents, a child enrolled in college and two children in either primary or secondary school. Assuming that the household qualifies as a BR1M recipient by earning RM3,000 a month and below, the total cash assistance they receive from the COL NKRA is:

To further build economic resilience in our rakyat, the COL NKRA implements initiatives that intercede on behalf of the rakyat through the distribution of targeted cash assistance.



BR1M: Helping low income groups better manage their expenses



G. Munisamy from Muar, Johor has been a recipient of the BR1M cash assistance programme since 2010, reports the Star, a local newspaper. As far as he is concerned, the introduction of the programme could not have come at a better time because it was then that he had to undergo a heart bypass operation.

His description of the BR1M assistance as his “emergency cash” is fitting as the retiree was living on a fixed income. Munisamy, now 75, was a former oil palm plantation worker who receives a monthly pension since his retirement. With limited alternative sources of income, the required heart bypass surgery came as an unexpected and heavy expense.

“I used my previous BR1M payments for my medical bills. I will also use the coming payments for my treatments,” Munisamy says.

Munisamy is one of thousands of Malaysians living on fixed incomes post-retirement with limited recourse to additional funds. The BR1M’s contribution is making a real difference in the lives of these people and will continue to be a cornerstone of the Government’s efforts to reduce the cost of living

A BR1M recipient, retiree Che Buang Mat, 77, said the money would help his family with daily expenses as well as pay for his knee treatment. M. Andy Marr, 75, expressed gratitude to the Federal Government and said he had never received such cash assistance before. “I will use it wisely as I am without income,” he said.

Relieving our students’ cost of education

COL NKRA also distributes cash assistance to students who are seen as an important target group. In 2012, Malaysia took a significant

step forward in reducing the cost of education by abolishing public school fees, thus making public education free for the first time in Malaysia. This has been further supported by other initiatives designed to mitigate the cost of education including:

Back to School Assistance Programme:

All students enrolled in primary and secondary schools have been receiving RM100 annually to help offset back-to-school costs and other expenses.

1Malaysia Book Voucher Programme:

Students enrolled in public or private tertiary education institutions received a RM250 book voucher in 2014 to offset the cost of books. The amount of the voucher was increased from RM200 previously.



VIEW FROM THE DELIVERY MANAGEMENT OFFICE

Dato' Sri Alias Haji Ahmad

Chief Secretary for the Ministry of
Domestic Trade, Co-operatives and
Consumerism



KR1M AND MR1M REMAIN IMPORTANT PROGRAMMES FOR RAKYAT

Dato' Sri Alias Haji Ahmad, Chief Secretary for the Ministry of Domestic Trade, Co-operatives and Consumerism, says that the KR1M and MR1M programmes continue to play important roles in terms of offering cheaper and affordable substitute products for low- and middle-class income Malaysians, and will continue to do so into the future.

Although both programmes have come under some criticism for unfairly subsidising goods and food items to the disadvantage of regular businesses, the Chief Secretary says that the Government intervention is necessary given the present economic climate.

"The purpose of these programmes is to alleviate the people's burden in the face of spiralling cost of living," he says. "These are the areas where the Government's economic intervention is deemed necessary. Other outlets are free to trade as usual and have an option to provide affordable goods and meals. Until a better solution to the issue is provided, these programmes will continue for the general welfare of the rakyat."

Meanwhile, COL NKRA's focus on these programmes has shifted since their initial implementation. While securing the provision of cheaper goods and menus was the priority at the start of the respective programmes, Alias Haji Ahmad says that attention is now being paid to enhancing accessibility.

"From merely providing affordable goods and meals, the programmes have evolved in the sense that emphasis has been given to ensuring that the rakyat have, at all times, physical and economic access to sufficient, safe and nutritious food necessary to meet their daily dietary needs and food preferences for an active and healthy life," he says.

"Merely providing affordable goods and meals is no longer acceptable and the programme has moved on to ensuring that a continuous supply of quality goods and meals is accessible to the public while ensuring that the standards set by the Ministry of Health are met."

To facilitate greater accessibility, the number of KR1M outlets and participating MR1M eateries have continued to grow in 2014. The objective for KR1M outlets, in particular, is to ensure the presence of at least one KR1M shop in each Parliamentary Constituency.

"I would say that we are, for the moment, on track and have almost completed setting up KR1M in all designated Parliamentary Constituencies," Alias Haji Ahmad says. "However, I would only say that the Ministry is successful once all 56 KR1M outlets are up and running in East Malaysia and 222 KR1Ms nationwide."



ENHANCING OUR PROGRAMMES

TO REACH THOSE WHO NEED THEM MOST

The COL NKRA is continuously looking to enhance its initiatives by expanding their scope of reach or the way that they have been structured. This expanded reach has been a key priority of the COL NKRA and will continue to be so in 2015. The KPIs for 2015 include:

The Government will replace the Group Takaful 1Malaysia or i-BR1M with the Family Bereavement Scheme. The new scheme will entitle the next of kin of BR1M recipients to receive RM1,000 and is effective for a year.

Expanding the number of KR1M outlets by 25 shops

Expanding the number of K1M points by 40 clinics

Expanding the handouts of the Back to School incentive

Direct handout of BR1M (see figure on next page).

66

Prime Minister Datuk Seri Najib Razak announced in his Budget 2015 speech that the amount distributed will be further increased to RM950, RM750 and RM350 for each of the respective groups. The table below shows the growth in reach and approved numbers under BR1M since its inception.

BRIM	1.0	2.0	3.0	4.0
Date	April 2012	Feb 2013	Feb 2014	
Eligibility	≤ RM3,000	≤ RM3,000 (households) ≤ RM2,000 (singles)	RM3,001-RM4,000 (households) ≤ RM3,000 (households) ≤ RM2,000 (singles)	RM950 for eligible household recipients with total earnings of RM3,000 per month and below + Family Bereavement Scheme
Handouts	RM500 (households)	RM500 (households) RM200 (individuals)	RM650 (households earning ≤ RM3,000) RM450 (households earning > RM3,000-RM4,000) RM300 (individuals earning ≤ RM2,000) RM50 contribution to the Group Takaful 1Malaysia (i-BR1M)	RM750 for eligible household recipients with total earnings more than RM3,000 to RM4,000 per month + Family Bereavement Scheme RM350 for eligible single individual recipients aged below 21 years old with income of RM2,000 per month and below



GLOSSARY OF ACHIEVEMENTS

No	KPI	Target	Actual	% Achieved	
1	Number of New Kedai Rakyat 1 Malaysia (KR1M)	At least 35 (Sabah: 6) (Sarawak: 12) (Labuan: 1) (Semenanjung: 16)	36	100	●
2	Number of active outlets participating in Menu Rakyat 1 Malaysia (MR1M)	At least 1,000	1,000	100	●
3	Direct handout to the Rakyat (BR1M): (i) RM650 for eligible household recipients with total earnings of RM3,000 per month and below + iBR1M RM50 (ii) RM450 for eligible household recipients with total earnings between RM3,001 and RM4,000 per month + iBR1M RM50 (iii) RM300 for eligible single Individual recipients aged below 21 years old with income of RM2,000 per month and below + iBR1M RM50	100% (i) 100% (ii) 100% (iii) 100%	98.7%	99	●
4	Number of new Klinik 1Malaysia providing services	50	51	102	●
5	Back To School Incentive - Implementation of RM100 cash handout to students Year 1 to Form 5 (number of students)	100%	100%	100	●
6	Implementation of RM250 book voucher to IPTA & IPTS students (RM claimed by book stores)	100%	90% Actual payments for claims as of Nov 2014	90	●
TOTAL				99%	●

2015 KPI TABLE

No	KPI	Target
1	Set up of new KR1M	25 i) 20 - Peninsular Malaysia ii) 3 - Sarawak iii) 2 - Sabah
2	Handout of Back to School Incentive	100%
3	Handout of BB1M	100%
4	Direct handout to the Rakyat (BR1M) i) RM950 for eligible household recipients with total earnings no more than RM3,000 per month + Family Bereavement Scheme ii) RM750 for eligible household recipients with total earnings between RM3,001 and RM4,000 per month + Family Bereavement Scheme iii) RM350 for eligible single individual recipients aged below 21 years old with income of RM2,000 per month and below	100%
5	Number of new 1Malaysia Clinics providing services	TBC i) 26 - Peninsular Malaysia ii) 2 - Sarawak iii) 2 - Sabah + 2014 Backlog

BR1M

Bantuan Rakyat 1Malaysia

RM3.6 bil

distributed to **6.8 million** households and individuals



K1M

307

Klinik 1Malaysia were established to provide virtually cost-free treatment for the rakyat



The Back To School Assistance Programme



assisted **0.5 million** primary and secondary students, providing

RM100 each

KR1M

Kedai Rakyat 1Malaysia, 161 Stores Nationwide

15% - 30% cheaper



A private-run convenience store that offers basic necessities at a **cheaper price compared to a local grocery store**



RM250 each

MR1M

Menu Rakyat 1Malaysia



RM2.00
breakfast



PENINSULA

EAST MALAYSIA

Offers **more affordable meals** in collaboration with private restaurants



RM2.50
breakfast

RM4.00
lunch

RM5.00
lunch

RM250 each

book vouchers (under BB1M) were distributed to **1.2 million students** enrolled in tertiary education institutions

The book vouchers assisted students of both public and private local institutions

IMPROVING RURAL DEVELOPMENT



The Forgotten Path

Our development and journey from an agrarian society to an industrialised nation has been nothing short of remarkable. We must be thankful for how far we have come.

Today, for most, amenities that were once exclusive are now commonplace across all income groups. But what about the three out of every ten Malaysians who currently live in our grandparents' reality?

We then realise that the forgotten path is the development of these rural areas, which were once the sole economic drivers and home to the majority of Malaysians.

We have to make sure that no one is left behind. Hence we embarked on the GTP in 2009 to focus on the breadth, scale and pace of basic infrastructure delivery and provision of amenities to our rural rakyat. Over the past five years, the initiatives under the **Improving Rural Development NKRA (RD NKRA)** have changed the lives of over 5 million Malaysians living in rural areas in many ways, through the delivery of basic amenities and infrastructure to improve standards of living.



“We then realise that the forgotten path is notably the development of these rural areas, which was once the sole economic driver and home to the majority of Malaysians.”

Dato' Seri Haji Mohd Shafie bin Haji Apdal

Minister of Rural and Regional Development

An additional 336,266 households with access to clean and treated water today means that more families can enjoy what was once considered a luxury. More rakyat, just beyond those living in urban areas, are enjoying an improved standard of living. In 2014, we delivered clean water to over 8,195 households in Peninsular Malaysia, Sabah and Sarawak.

An additional 129,595 households with access to 24-hour electricity translates to greater productivity after sunset, and now, more so than before, children living in rural areas can choose when to study. Beyond that, hospitals and schools can function and service the communities better, and life has improved. In 2014, a total of 14,299 households have access to 24-hour electricity.

For most of our brothers and sisters living deep within the rural areas, 73,392 houses have been restored and built for families that could not otherwise afford them. With proper shelter and space, they are now enjoying much needed rest in anticipation of the next day. In 2014, 8,995 houses were built and restored for rural communities.

We can say with pride that we have built 4,553km of roads and restored 2,056km of roads at seven times the pace of construction compared to previous years. These roads serve to connect townships and are built as foundations for the future growth of rural economies. In 2014, we built a total of 485km of roads and extended our reach to Sabah and Sarawak.

Since 2013, we have started a programme focusing on the sustainability of this development of rural areas through the 21st Century Village Program. Through this programme, we are reviving what used to be our most valuable asset, agricultural farms, but now armed with greater potential to create lasting jobs and to become important components of our production supply chain.

We aim to transform existing villages into thriving economic centres that can provide the means and opportunities for our rural brethren, and we recognise that there is much to be done. We are proud of the participants and winners of the Rural Business Challenge, all of whom share this same vision. Their stories are compelling, and more so, their impact will be substantial.

As we continue on this journey towards developed nation status, we must not forget the path that has brought us here.

NOBODY IS LEFT BEHIND

ON OUR JOURNEY TOWARDS DEVELOPED NATION STATUS

The principal objective of the RD NKRA is to expedite the development of rural areas in Malaysia through the delivery of basic infrastructure and the implementation of targeted programmes to catalyse economic growth. In doing so, rural Malaysians will be better equipped to contribute to national wealth and contribute to the attainment of the goals set out in Vision 2020.

The RD NKRA's focus is to address the lack of investment in basic economic enablers in the country's rural areas. Access to basic amenities such as 24-hour electricity, clean water and paved roads is still limited in pockets of the country. Malaysians who live deep

within the forested regions in East Malaysia do not have access to clean water or electricity, and are forced to travel via dangerous and unreliable logging roads.

Over the past five years, the RD NKRA has made a strong push to deliver infrastructure to these areas in both Peninsular and East Malaysia. Significant progress has been made in this endeavour and rural rakyat are enjoying an improved standard of living. To further leverage on these improvements, additional initiatives designed to stimulate economic activity were introduced in 2014.

These initiatives continued in 2014 to achieve the following outcomes:

Achievements of the RD NKRA initiatives in 2014

- 1 Delivered 485km of paved or equivalent roads against a target of 437.65km
- 2 Provided 8,195 households access to clean or treated water against a target of 8,000 households
- 3 Connected 14,299 households to a reliable electricity source against a target of 14,295 households
- 4 Identified an additional 23 Rural Business Challenge winners who will start or enhance their rural business enterprises to further catalyse rural economic development

Empowering rural communities to find their space and pace as Malaysia moves forward towards 2020

"When you visit Bario, you automatically feel the calm and serenity of the place," says Renai, a proud member of the Kelabit tribe in Bario. "We pride ourselves on being a supportive community full of spirit that emanates a love for life, despite the challenging times of the past."

Bario, once a secluded village on the easternmost border of Sarawak, is today experiencing a developmental revival.

The delivery of basic amenities such as treated water, electricity and internet access has been accelerated for the village thanks to the RD NKRA. In turn, this is playing a crucial role in improving the livelihoods of the Bario people.

"Before the transformation work, people from the outskirts of Bario had to walk for an hour to get into town. With the infrastructure in place now, people have started to use cars. A lot of the youngsters have four-wheel drives and have started doing a bit of business on the side," says John Terawe, one of the district-level village councillors.

Through the infrastructure made available via the RD NKRA, local enterprises have been blossoming, creating opportunities for residents in the areas of cottage industries and tourism.



“Malaysians who live deep within the forested regions in East Malaysia do not have access to clean water or electricity, and are forced to travel via dangerous and unreliable logging roads.”

“Eco tourism is one of the big things—many of them try to be guides. Now that there are three flights coming in every day, it is proof that there is demand, otherwise there will be nothing to justify this increase,” Terawe says.

“Now that more tourists are coming to Bario, we are hopeful that this will drive more change for us. For example, there are now more homestay businesses to cater for these tourists because we do not have hotels here. But who knows—in a few years we might have one of those big hotels setting up business, I won’t be surprised.”

Acknowledging the work that has been done to date, it is agreed that more work needs to be done. As Bario is the capital of the Kelabit tribe, Terawe says the dream is to develop Bario to be on par with other towns in the country.

“Well, because Bario is the biggest city and the capital of the Kelabit tribe, we want to develop the place... At least it would be fair for us to be on par with other developed small towns, not necessarily KL because that is not comparing apple to apple,” he says. “The Government has to continue guiding the development programmes and monitoring them closely. We must also think sustainability—keeping in mind not only our future generations here in Bario, but also throughout Malaysia.”

These achievements, together with accomplishments in previous years, have benefited over 5.07 million rural rakyat.

While basic infrastructure will continue to be delivered under the RD NKRA, the delivery team will also place greater emphasis on creating economic value in rural areas through the 21st Century Village programme. In 2014, the following initiatives were implemented under the RD NKRA:

RD NKRA Initiatives

- 1 Delivering roads to enhance connectivity into rural areas
- 2 Providing access to clean or treated water to rural households
- 3 Connecting households to reliable sources of electricity
- 4 Constructing or repairing homes for low-income groups in rural areas
- 5 Maintaining rural roads
- 6 Creating economic opportunities via EPP 7: Premium Fruits and Vegetables
- 7 Creating economic opportunities via the Desa Lestari village co-op programme
- 8 Identifying rural business champions via the Rural Business Challenge

The following section provides a detailed overview of the initiatives and their accomplishments in the previous year.

BUILDING ROADS

TO ENHANCE RURAL CONNECTIVITY

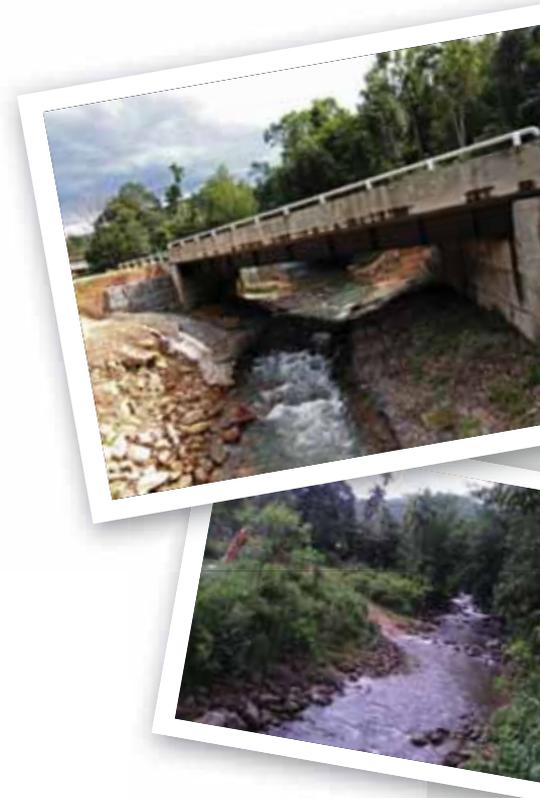
Year	2010	2011	2012	2013	2014
Roads Delivery (KM)	783	1,013	1,553	718	485
Total	4,553 KM				

The focus on building roads in rural areas of Malaysia plays an important part in integrating rural communities with the rest of the nation. More importantly, connectivity is a key enabler for economic empowerment and facilitates the transport of people and goods essential to a high quality of life. Residents in rural areas of Malaysia should not feel trapped within their own communities, but must be free to travel in and out of their communities.

Greater connectivity directly encourages other commercial activities such as tourism, and facilitates greater access to markets for rural producers.

Goods are priced cheaper because of the lower cost of transportation, which in turn helps rural rakyat better manage their finances and focus spending on other areas of their lives such as their children’s education and building savings for the future.

Delivery efforts have been focused in East Malaysia as the rough and inaccessible terrain in the remote areas of Sabah and Sarawak have hampered delivery efforts in the past. However, the RD NKRA has managed to make up for lost time in 2014 and has accounted for the undelivered roads carried over from 2013.



Before and after the roads upgrading project at Jalan Sugud Timpangoh, Penampang, Sabah



Jalan Kampung Tas

Building inroads to a better life

A 60km road connecting Sook to Kampung Sinua in Keningau, Sabah is changing the lives of over 10,000 residents. Whereas schoolchildren from two secondary schools and 16 primary schools used to have to make their way to and from their schools via a bumpy gravel road, the sealed road, completed towards the end of 2014, has made their journeys safer and more reliable.

“The road is a major achievement for us,” says Mohd Shamsul Nizam Haji Abdul Wahid, Senior Engineer of the Road Department for Sabah’s Public Works Department.

“It’s a very good quality road that I’m very proud of. The construction quality is high and was completed nearly three months ahead of schedule. It serves the surrounding community, which mainly comprises the Murut and Dusun tribes, connecting them to Pekan Sook, which is experiencing an economic boom at present.”

Mohd Shamsul adds that the road is helping the surrounding residents transport their goods—fresh fruit and vegetables—to market thus raising their quality of lives.

“Our beneficiaries, in general and not just for the Sook road, are mostly *kampung* folks,” he says. “The roads have had a good impact on them especially in terms of greater connectivity and ease of travel. Our hope is that this will bring positive benefits to both the financial and social economies of these rural areas.”

The Sook–Kg Sinua road is but one example of the RD NKRA’s accelerated thrust into Sabah. Mohd Samsul says that most of the 24 districts in Sabah have seen the delivery of new roads since the start of the GTP, averaging about 10 roads per district.

“Before the NKRA started, our statistics show that only 45% of the roads in Sabah were sealed roads,” he says. “Today, the percentage has gone up to 55%. While it may seem like a small increment, it is actually a massive change as we have about 10,000km of road in the state.”

It has not always been smooth going, Mohd Shamsul admits. Material shortage and the lack of skilled consultants and contractors have proved to be obstacles, but they have managed to find workarounds.

“We experienced some shortage of construction material such as gravel and cement, but fortunately, we managed to secure the cooperation of suppliers to manage the problem,” he says. “As for our consultants, we have identified six anchor contractors who can work based on our specifications and we have used them throughout the state.”

While the availability of good quality roads in Sabah cannot as yet be compared to Peninsular Malaysia, Mohd Shamsul is confident that the RD NKRA is helping bring the Eastern Malaysian state closer to parity with its Western counterparts.

“Before the NKRA started, our statistics show that only 45% of the roads in Sabah were sealed roads. Today, the percentage has gone up to 55%. While it may seem like a small increment, it is actually a massive change as we have about 10,000km of road in the state.”



Jalan Kampung Tas

ACCESSIBLE CLEAN WATER

IS A BASIC HUMAN NEED

Year	2010	2011	2012	2013	2014
Water Delivery (HH)	36,273	73,227	187,567	31,004	8,195
Total	336,266 HH				

The lack of reliable access to clean water is both hazardous to health and disruptive to the daily routine of residents in rural areas. In times of shortage, rural rakyat are forced to forage for water, which puts their health in jeopardy as untreated water may be tainted with pathogens.

The regularity of ill health means that community residents are often forced to miss work to recuperate or to care for sick family members. The lack of access to clean water also jeopardises small-scale manufacturing businesses, which need access to clean water for their outputs.

Delivery efforts have been focused in East Malaysia because, as with roads delivery, access to rural communities is challenging even at the best of times. This difficulty means that it is sometimes altogether impossible to connect remote communities to the main water pipeline. To work around this problem, the delivery team has



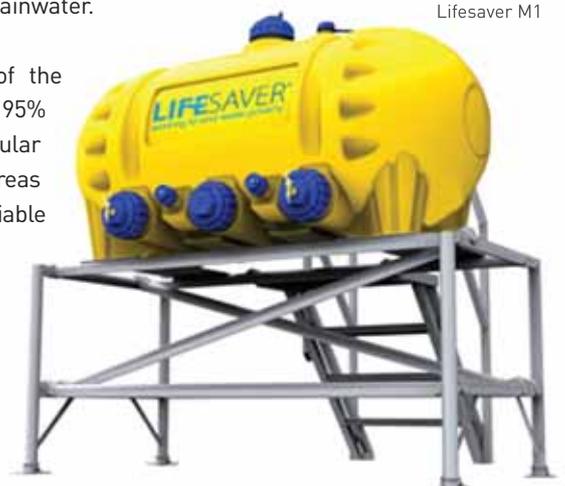
Kuala Lipis

had to make adjustments and deploy innovative solutions. One such example is the deployment of the Lifesaver M1, which is a water filtration system that is designed to operate independently by harvesting and filtering rainwater.

The overall commitment of the RD NKRA is to ensure that 95% of rural areas in Peninsular Malaysia and 90% of rural areas in East Malaysia will have reliable access to clean water by the end of the GTP.



Tuaran, Sabah



Lifesaver M1

Acceleration of water projects benefiting over 100,000 rural Sabahans



Batas Paip water tank

Lim Lam Beng, the Deputy Director of the Sabah Water Department, has noticed a significant change in the way water projects are being delivered in the rural areas of Sabah over the past five years. Since the start of the GTP, the RD NKRA has added 25 new water treatment plants processing over 115 million litres of water per day, which is subsequently distributed through an extensive piping network.

“Before the NKRA, we had about 48 treatment plants operating in the state, so the addition of the 25 new plants is a significant addition,” Lim says. “That we have been able to complete the water projects in such a short span of time to benefit over 100,000 rural households in Sabah is a significant accomplishment by any measure.”

The water treatment plants together with other water projects bring the total number of water infrastructure initiatives earmarked for Sabah to approximately 200 under the GTP. Of that total, some 171 projects have been implemented, which has brought about massive change to rural Sabah, Lim adds.

“The projects are definitely improving the wellbeing of rural folk as they are spending less time on foraging for water,” he says. “Urban Malaysians may not appreciate this but some of these rural folks had to walk between 2km and 3km every day to fetch water in the past. Moreover, the water drawn from some of these sources isn’t always safe.”

Delivering basic infrastructure in East Malaysia has been a focus of the RD



Batas Paip water tank

NKRA since 2012. Due to the relative inaccessibility of the Sabah terrain coupled with a lack of manpower, construction has not always been the easiest of tasks.

“There are many challenges whenever you try to go undergo such a massive delivery of projects in a short time,” he says. “We initially faced problems with inexperienced consultants, working with stakeholders to obtain land approval and electrifying the infrastructure in remote areas. We faced issues with material shortage as well, but I am pleased to say that we have managed to resolve most of these problems over the past five years.”

Lim, who has a rural background himself, will be retiring after more than 30 years in the service of the Department. He says that the achievements of the GTP have been one of the highlights of his career.

BRIGHTENING HOUSEHOLDS

BY CONNECTING THEM TO ELECTRICITY

Year	2010	2011	2012	2013	2014
Electricity Delivery (HH)	27,266	27,004	41,030	19,996	14,299
Total	129,595 HH				

Electricity is a key requirement of a decent standard of living and for economic activity. It has become such a staple need of modern living that its importance is almost on par with that of clean water. From meeting basic needs such as helping a child to study at night to more complex needs such as enabling internet access, rural electrification is necessary to narrow the gap between urban and rural areas in Malaysia.

As with roads and water supply delivery, rural electrification is accompanied by access challenges and at times also requires innovative, localised solutions. From the provision of diesel generators to the construction of mini-hydro dams, the RD NKRA team has adjusted its delivery of infrastructure based on specific and localised circumstances.



Kampung Pa Dalih, Sarawak



Electricity delivery to hit all targets by 2015

According to the Ministry of Rural and Regional Development’s (Kementerian Kemajuan Luar Bandar dan Wilayah or KKLW) Project Manager of the RD NKRA’s electricity initiatives, delivery of infrastructure has been on schedule and will meet the target of 95% coverage by 2015 in East Malaysia. Ramdan Baba says that by the end of 2014, there was 97.6% electricity coverage in Peninsular Malaysia, 94.1% in Sabah and 91.1% in Sarawak.

“We should achieve our target by the end of this year,” Ramdan says. “While we haven’t done any social impact assessments yet, this achievement—to reach at least 95% coverage throughout the nation—is a big accomplishment.”

Delivery of electricity has not always been a straightforward process, he adds. Although 97% of the projects are basically about connecting communities and villages to the main grid, the remaining 3%—because of access and terrain issues—require alternate solutions, i.e. the development of micro-hydro systems. The latter essentially places small-scale hydro generation infrastructure near water sources to generate power for nearby communities.

“The biggest challenge is accessibility because the majority of the rural communities are located more than 50km away from the nearest town,” Ramdan says. “Thus transportation and the access are problems, which makes the jobs time consuming and labour intensive.”

Under the RD NKRA programme, the infrastructure is handed over to the utility company responsible for overseeing the area, who will then be responsible for operating and maintaining the infrastructure. The ultimate goal is to hit 99% coverage in all areas in Malaysia before 2020.

BUILDING HOMES

FOR RURAL COMMUNITIES

Year	2010	2011	2012	2013	2014
Housing Delivery (HH)	16,926	14,365	22,085	11,021	8,995
Total	73,392 HH				

We are also focused on building quality homes for the rural poor because the challenges in obtaining homes can be highly expensive, especially in the more remote regions. The lack of access to homes means that the rural poor will have very few opportunities to improve their lot in life to sustain their families.

One of the key challenges at the start of the programme was to ensure that only truly deserving rakyat were eligible for homes. Hence, since the beginning of the GTP, potential beneficiaries of the housing programme are identified from District and State level agencies and Civil Servants as well as from the *eKasih* portal.



Menggatal, Sabah

Providing shelter and encouragement to rural Sabahans

The RD NKRA's delivery of houses to needy rural Malaysian residents has made a considerable contribution to the lives of rural Sabahans, uplifting their lives and providing a basis for them to pursue economic activity.

"The Program Bantuan Rumah is very important for us because if you go to Sabah, you can see low-income folks almost everywhere, especially in the remote areas," says Abu Bakar Haji Abdul Latip, the Deputy Permanent Secretary of the state's Ministry of Rural Development (*Kementerian Pemabangunan Luar Bandar* or KPLB).

"Of course, we're not only giving them free houses. We follow up with them to ensure that they have settled in well and that they are

doing something useful to better the quality of their lives. We typically also provide them with opportunities to pursue economic activity."

Shelter and houses play a key role as economic enablers in that they provide permanent shelter for families, thus freeing up the breadwinner to find work without the worry of having to relocate every now and then. KPLB's district offices are responsible for identifying recipients and also the delivery of the housing.

"The target audience is heads of households who have registered under *eKasih* [the national poverty database]," he says. "This is compulsory as it ensures that only eligible individuals receive the help."



Menggatal, Sabah

Since the start of the GTP, Abu Bakar says, about 9,250 houses have been delivered under the programme in Sabah alone. However, he says that with about 50,000 poor households registered in Sabah, there is still much work that needs to be done in the area of housing delivery.

BRINGING OUR VILLAGES INTO THE 21ST CENTURY

The investments made into rural basic infrastructure have changed the lives of rural rakyat, but more needs to be done to further improve their quality of life. The RD NKRA team believes that the delivery of basic infrastructure alone is not sufficient in transforming rural areas into thriving and sustainable centres of commerce, and hence has also focused its efforts on delivering programmes designed to catalyse economic development.

The **21st Century Village** (21CV) programme was introduced to achieve this transformation, and a key part of this programme is to ensure sufficient economic opportunities for rural rakyat. As part of the 21CV programme, the RD NKRA has leveraged on other components of the National Transformation Programme (NTP) and championed the development of local rural icons to act as role models and catalysts to spur rural development.

Although the 21CV programme is only two years old, it has already begun to yield significant achievements in the area of economic development, particularly with respect to the impact of the **Rural Business Challenge** (RBC) and the *Desa Lestari* programmes. The level of interest shown by rural rakyat in participating in these programmes has been very encouraging and signifies that the initiatives are proceeding along the right track.

However, this is not to say that there have not been challenges. One that stands out in particular is the challenge of identifying land suitable for agricultural activity, which is a key requirement of the EPP 7: Premium Fruits and Vegetables initiative. Insufficient or inappropriate land for agricultural activity has introduced setbacks to the delivery of the initiative, although potential solutions have been identified such as expanding the search for land in East Malaysia.



EPP 7: Sdili Kecil, Bandar Penawar, Johor

Notwithstanding the challenges, the 21CV programme will continue to be implemented to create value for rural areas. The programme comprises four distinct pillars of transformation:

- i. Investing in youth through the Rural Business Challenge
- ii. Investing in the agricultural potential of rural areas by leveraging on EPP 7: Premium Fruits and Vegetables

- iii. Investing in *kampungs* through the *Desa Lestari* programme
- iv. Creating integrated villages through the *Rimbunan Kaseh* programme.

The RD NKRA manages three of the four pillars identified above. The fourth, the *Rimbunan Kaseh* programme, is coordinated and managed by the Implementation Coordination Unit (ICU) within the Prime Minister's Office.

INVESTING IN ROLE MODELS FOR RURAL YOUTH

The first cohort of participants of the RBC are forging the way forward in terms of exhibiting the full potential of rural areas in Malaysia. The challenge, which encourages young entrepreneurs to establish their businesses in rural areas of Malaysia, is the RD NKRA's way of demonstrating to the rest of Malaysia that the rural countryside can produce thriving economic centres.

Winners of the RBC are given support in terms of funding and advice to start or expand their businesses, and are expected to show returns in terms of increased income over the next 12 months. There has been tremendous success so far in a diverse number of rural economic activities.

The RBC was turned into a reality TV show for the 2014 edition of the competition. Under this format, competitors met with a panel of judges on a weekly basis to share with them and update them on their business development plans.

The level of interest shown by rural rakyat in participating in these programmes has been very encouraging and signifies that the initiatives are proceeding along the right track.



Majlis Perasmian RBC

RBC helps mushroom entrepreneur realise dreams



Rusila Yusof, 33, is a serial entrepreneur. Since 2007, she has thrown her efforts behind her mushroom cultivation enterprise, which has experienced ups and downs due to the vagaries of small businesses in general. With limited funding and unstable partnerships, Rusila found herself having to close down and restart her enterprise on two separate occasions.

However, this has all changed, ever since she was selected as a winner of the Rural Business Challenge in 2012. The RM500,000 grant she received from the RBC gave her the capital she needed to restart her own enterprise, which is today an integrated mushroom business that includes not only a mushroom farm, but also a factory manufacturing mushroom-based products such as her award-winning mushroom sauce as well as a mushroom-themed eatery.

“The impact of winning the competition has been huge,” Rusila says. “The RBC gave me everything I needed, from A to Z, to restart my enterprise. Aside from the land which was given to me, everything else was purchased with the grant money—the machinery, mushroom house, our office and raw materials.

“If I had to take a loan from the bank instead, the bank would have been only willing to cover infrastructure and construction, but with the RBC, it covered the working capital I needed, such as for office equipment, wages and raw materials.”

Aside from the financial help for the purchase of machinery and materials, winning the RBC has also helped raise the profile of her company.

“When I won the RBC, more agencies started noticing my company,” she says. “It’s hard to get one’s foot in

the door, especially in areas such as export. However, the agencies have been helping me in various aspects, including marketing. So for example, when I attend expositions such as the Malaysian Agricultural, Horticultural and Agrotourism showcase, I get a lot more attention from relevant parties.”

From her two previous mushroom businesses, Rusila knew she had a business model that could work. But the lack of control over capital in her previous two attempts meant that she could not fully execute her business plan. The grant from the RBC addressed this crucial need for capital and gave her full control over the business. As a result, her income doubled from RM20,000 monthly in the previous enterprise to RM70,000 at present.

Rusila is also giving back to the Terengganu community in which her business is based and has hired 22 workers to help work on her various businesses. While she acknowledges that product promotion and access to markets is not as convenient as it could be if she were based in a city centre, Rusila says that being based in a rural setting has other advantages such as competitive wages and cheaper costs of production.

At the same time, Rusila also teaches at the local college and polytechnic on mushroom cultivation, and has written a book on succeeding in the mushroom business. For Rusila, the foundation of her success is winning the RBC.

“Thanks to the RBC, my business is better established and better organised,” she says. “I’ve been recommending the RBC to other entrepreneurs and friends I meet at expos and so far, three of them have participated and received grants as well. It’s a great way to help small rural businesses get started.”

CREATING SUSTAINABILITY

THROUGH EMPLOYMENT IN AGRICULTURE

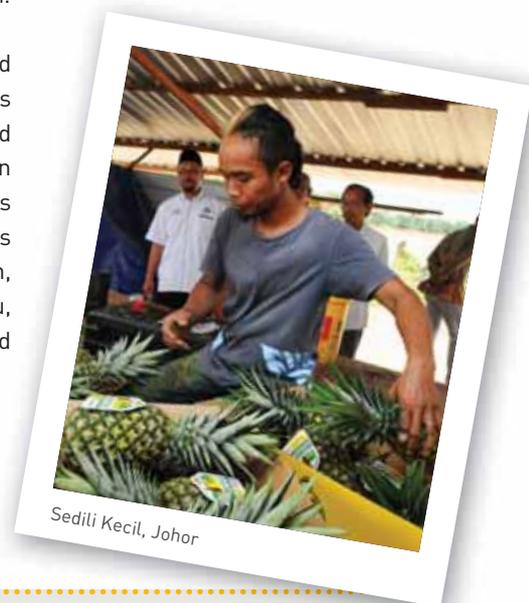
Under the EPP 7: Fresh Fruits and Vegetables programme, villagers are provided training and employment by the anchor company and the land by KKLW in collaboration with state agencies such as KEJORA. The anchor company is also responsible for developing and operating the farm, as well as marketing the produce. As the programme is expected to deliver a significant transformation to the community, proposed farms must meet minimum scale requirements (i.e. a minimum size of 200 acres).

The experience of the villagers at Kg Sedili Kecil is an indication of the vast potential contained within rural areas of Malaysia. With the right project and

the right partners, the potential can be quickly and lucratively actualised to the benefit of all parties involved. This programme operates on the basis that rural rakyat need to be given the right economic opportunities and these farms, established by reliable operators, will be able to provide them.

While two farms were initially mooted to be signed on in 2014, only one was completed as state agencies decided to pull out of the other project in favour of developing palm plantations instead. Moving forward, KKLW has identified 3,500 acres in Rompin, Pahang and 200 acres in Desaru, Johor to make up for the missed targets in 2014.

The scarcity of available land for farming in the Peninsula is also driving greater efforts to find land suitable for the programme in East Malaysia as well as the right private sector anchor partners.



Building futures for our rural villages

Villagers of Kampung Sedili Kecil, Johor have undergone a substantial change ever since the KKLW together with the South East Johor Development Authority (*Lembaga Kemajuan Johor Tenggara* or KEJORA) chose the village to be the site of the Tuan Seh Pineapple Plantation Project, an initiative implemented under the EPP 7: Premium Fruits and Vegetables programme. In a village where jobs were previously scarce and hard to come by, the construction of the pineapple plantation has come as a welcome boon to almost all residents.

“Who doesn’t want a stable income?” asks Muhammad Adam Ramesh Abdullah, 36. “Of course it’s a good thing that I am getting paid every month. Before this, my income was uncertain; on some days I had a job,

on other days I didn’t—this is a good change. Ever since I became a part of this project, I no longer have to worry about my expenses.”

Muhammad Adam is one of the beneficiaries of the project, which is being operated by private sector anchor partner ERGOBUMI Sdn Bhd. In addition to a stable income, project employees are given valuable skills training in the mass production of pineapples that are sold in hypermarkets such as Giant and Tesco around the country.

As the anchor partner, ERGOBUMI is responsible for the overall management of the farm including the use of technology to facilitate the planting and grading process. According to Patrick Teoh Gim Hooi,

ERGOBUMI’s director, the farm yielded 30 tonnes of pineapples from one acre of land at the first harvest.

KEJORA has assigned 300 acres of land for the farm, of which one acre was planted as part of Phase 1. Subsequent phases will see the expansion of planting operations.

“Six local workers have been hired since the opening of the farm but more will be added once all the infrastructure for the farm is completed in 2016,” Teoh says.

This will translate directly into even greater job opportunities for Kg Sedili Kecil villagers, who were formerly fishermen facing uncertain futures. But now, with the pineapple farm, their futures have been secured for the long term.

Finding career opportunities in the rural areas

Hazleen Syafiza Mansur is an example of how the RD NKRA aims to reverse trends, especially amongst the youth. After she acquired her degree in Mass Communications from Universiti Teknologi MARA in Shah Alam in 2006, Hazleen decided to return home to Sungai Petani, Kedah after graduation.

“Even after being offered a few jobs in KL, I wanted to go home to Kedah to be with my family. The availability of job opportunities in Kedah helped my decision, and I was confident that my livelihood back home would be just as assured” she says.

Hazleen is one of the winners of the inaugural Rural Business Challenge held by the Ministry of Rural and Regional Development. The competition is designed to help youths develop their businesses located in rural areas by allocating cash grants and other forms of assistance.

When Hazleen entered the competition, she was already running a small but thriving chocolate-making business. Working together with her family and seven employees—persons with disabilities whom she met while working as a government officer—Hazleen had ambitions to grow her brand nationwide.

“I wanted to fulfil my business mission to be a local chocolate maker and transform the Hazleen brand of chocolates into a famous household name,” she says.

With her grant of RM1.5 million from winning the RBC, Hazleen has already expanded her chocolate production from between 500kg to 1,000kg per month to 2,500kg over the past two years. Her target is to increase production to 7,000kg per month.

“That is my challenge,” she says. “My obstacle now is in marketing and promotion but this should improve



now that I have an office in Klang to manage the central part of the country and another office in Kuantan to manage the east coast. And we manage the north through our head office here in Sungai Petani.”

She plans to increase her number of retail distribution points from 500 to 1,000 in 2015, and is presently seeking GMP (Good Manufacturing Practice) certification for her chocolates in addition to the *halal* certification she has already received.

“This is my dream,” Hazleen says. “I want to expand my business and hire more workers, in particular persons with disabilities to help them be productive members of society.”



HELPING VILLAGE COOPERATIVES

ENHANCE THEIR OPERATIONS

Kg Lonek serves as a good example of the aims of the *Desa Lestari* programme, which forms the third pillar of the 21CV programme. Through *Desa Lestari*, the RD NKRA aims to bolster the capacity of existing rural cooperative programmes by increasing their income and streamlining their operations. As rural economies tend to be isolated from the main market, they must align their activities within each economy to create value for one another, thus creating a self-subsisting entity. A total of 36 villages have been identified to date.

Desa Lestari is being funded and monitored by the Economic Empowerment Division, which will also collaborate with other implementing agencies to identify suitable candidate villages. For example, it has worked with the Rubber Industry Smallholders Development Authority (RISDA) and KEJORA to implement the programme.

The agencies are responsible for managing the purchase and construction of new assets, maintenance of the cooperatives and monitoring of the implementation of projects.



Kampung Lonek

BUILDING MODERN FARMS

FOR ECONOMIC EMPOWERMENT

The *Rimbunan Kaseh* programme, coordinated and managed by the ICU, plays the role of building modern, integrated farms together with state governments and their agencies. These farms are designed to be completely integrated to maximise efficiency and minimise waste in all their operations. These farms subsequently hire rural villagers and provide housing for them to create a community centred on the farm.

Rimbunan Kaseh farms, a collaboration with IRIS Corp Bhd, represent

model communities emphasising environmental sustainability to provide food and income to rural rakyat. For example, the farms rear fish through an aquaponics system and wastewater from that project is used to irrigate plants to grow fresh produce. Worms that are cultivated in plant compost are then fed to free-range chickens to complete the cycle.

The *Rimbunan Kaseh* programme is funded by the Federal Government and directed primarily at the rural poor who lack employment and homes.



Kampung Lonek

Putting our villages on a more sustainable footing

One of the most endearing features of Kampung Lonek, a village located about 7km away from Bahau, Negeri Sembilan, is the way it has preserved the look and feel of a traditional

kampung. The village's charm made it a natural tourist destination, which in turn spurred the development of a homestay programme in 2004. The popularity of the programme developed so much so that it would eventually become the main product of the *kampung*.

The homestay industry in Kg Lonek made a quantum leap forward in 2013 when it was selected as a *Desa Lestari* participant, an initiative under the RD NKRA designed to

accelerate the development of rural economic activities. The homestay programme was subsequently placed under a village cooperative, Koperasi Homestay Lonek Jempol Bhd, which coordinates and manages the programme as a whole.

As a *Desa Lestari* participant, the co-op has received a grant from KKLW to develop the village, specifically to improve the homestay programme for tourists.

"Among our projects is the construction of a chalet to increase the number of houses available and to hold camping activities," says Badariah Ahmad, the chairman of the co-op. "Aside from that, we have also constructed a broadband centre to help develop our villagers' computer skills and we have also used the grant to purchase vehicles such as vans and a tourist tram and heavy machinery."

Badariah says that the co-op has also developed other commercial activities such as crafts from rubber trees, bee keeping and equipment rental for tourists. He adds that one of the top priorities for the co-op is to train and provide exposure to village youth, particularly with respect to business management skills. In so doing, the co-op is transforming Kg Lonek into a sustainable economic centre.

"The co-op is trying to increase the standard of living for villagers by giving them as many opportunities to participate as possible in every activity," he says. "This is helping increase and create income, while we also pay a dividend at the end of the year."

Moving forward, the co-op is encouraging villagers to improve their communication skills, particularly in the English Language, as the majority of their visitors come from overseas.

VIEW FROM THE DELIVERY MANAGEMENT OFFICE

Aida Shazleen Binti
Mohd Sohaimi

Principal Assistant Secretary for the
Ministry of Rural and Regional Development

RURAL DELIVERY: A REWARDING CHALLENGE FOR THE DMO

For Aida Shazleen Binti Mohd Sohaimi (Principal Assistant Secretary), the delivery of each of the RD NKRA initiatives comes with its own particular challenges requiring unique solutions. While the RD NKRA has generally done very well in terms of meeting all KPIs for its projects, there are sticking points with some projects, particularly those that involve third parties. One such initiative facing issues is the EPP 7: Premium Fruits and Vegetables initiative.

“We are facing challenges obtaining land for the project,” Aida says. “First we have to secure land with potential for farming. We have to look at the geography and conditions of the land, whether it is prone to issues such as flooding, what is the gradient of the piece of land—these are all considerations that come into play.

“Once we have identified the land, we also have to work with local authorities and other agencies to obtain approval for the land. Hence we need to sit together to establish a rapport and agree on the vision for the land. This comes with challenges of its own, but we are getting better at it now that we have a few years’ experience under our belt.”

The delivery of basic infrastructure also suffers from similar problems, she says: “Unfortunately, not all our project delivery partners meet our expectations in their executions, and this has delayed the delivery of some water projects in Sabah and Sarawak. We have since blacklisted those problematic contractors and consultants.”

From these experiences, the delivery team at the KKLW has realised that there needs to be closer monitoring of project delivery and of their delivery partners, Aida adds. To facilitate closer scrutiny of execution, the Ministry is setting up a “war room” where key stakeholders can meet and discuss issues, both real and potential, with each other.

“From the war room, we can identify from an early stage projects that are failing which will allow us to give them more immediate help,” she says. “In our experience, we have noticed that there are projects that seem to be problem-free but when we sit together to discuss them, we realise that there are improvements that can be made.”

These discussions may also spark innovations or creative solutions to problems which crop up unexpectedly. Aida says that the severe flooding experienced in 2014 is one such example of an unforeseen obstacle suddenly cropping up. However, she says that through that experience, the delivery team is now better prepared to take contingency action should it happen again.

“As I’ve said, the challenges are constantly changing and we learn something new every day,” she says. “But the second time we encounter the challenge, we will know how to respond.”

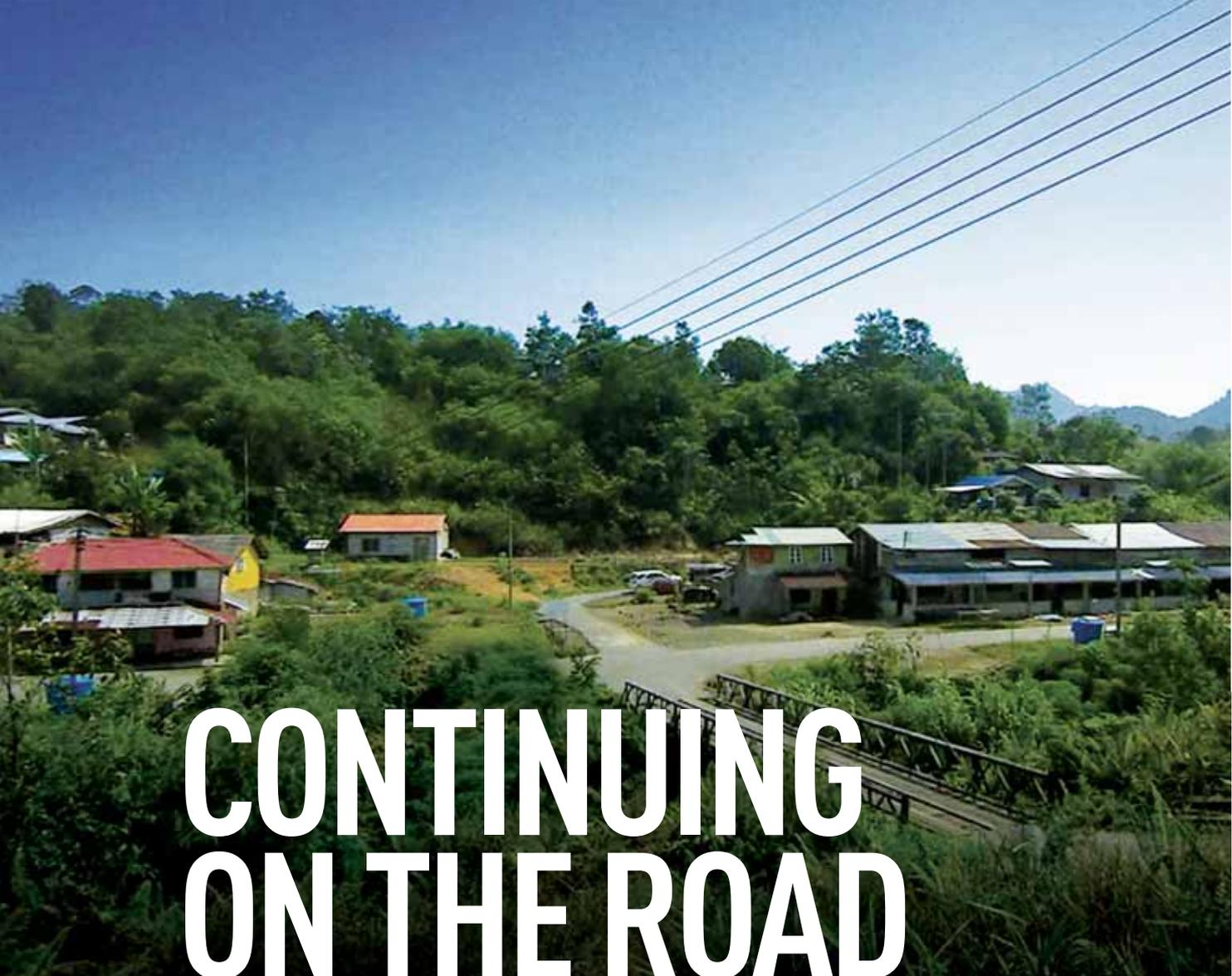
Moving forward, Aida says that the delivery team will be looking at prioritising projects based on a needs basis. She says that the introduction of the GTP has helped introduce a more purpose-driven approach to the implementation of deliverables, and helped facilitate greater cooperation among the civil service and other partners.

This is particularly important in the next stage of delivery, namely in the creation of 21st Century Villages, which requires the delivery of comprehensive solutions not limited to basic infrastructure. With respect to the 21CV programme, Aida acknowledges that there have been challenges in getting the buy-in from rural rakyat, but she says that this is improving now that the impact and outcomes of the first two years of the initiative can be seen and felt.

For example, Aida says that there are *kampungs* who are clamouring to participate in the *Desa Lestari* programme after they have seen the impact of the programme on early participants.

“When we go down on the ground to inspect the *kampungs*, we find that not only has the participating *kampung* flourished, but that the surrounding *kampungs* are also inspired to do the same for themselves,” she says. “In fact, this has become a bit of a challenge for us because when we select *kampungs* to participate, we often find that there are more eligible *kampungs* than we had budgeted for.”

While challenging, Aida says the delivery of the RD NKRA initiatives is a rewarding experience. Formerly from the Ministry of Science, Technology and Innovation, she says her new role with the KKLW has brought her in closer touch with the beneficiaries of the initiatives and the change that is introduced into their lives.



CONTINUING ON THE ROAD LESS TRAVELLED

Every year, the developmental expenditure allocated for rural development projects is set in order to ensure that all Malaysians, in both rural and urban areas, can enjoy the benefits of moving towards developed nation status. The vision of the RD NKRA is to deliver basic amenities at a much faster rate than before so as to empower families and uplift their living standards, so that they can also gain the same opportunities as the urban communities.

Through sharing and complementing the nation's socio-economic growth, rural communities will not be left behind. However, impactful transformation requires time and commitment from various Ministries and agencies, as well as from the rakyat themselves.

Although the road may be rocky, achieving the targets set by the GTP 2.0 Lab by the stipulated 2015 deadline is the RD NKRA team's utmost focus in delivering change along the no longer forgotten path.

GLOSSARY OF ACHIEVEMENTS

No	KPI	Target	Actual	% Achieved	
1	Road Delivery (KM)	437.65	485.49	111	
	Semenanjung	226.64	244.29	108	
	Sabah	104.55	108.95	105	
	Sarawak	106.46	132.25	124	
2	Water Delivery (HH)	8,000	8,195	102	
	Semenanjung	2,000	2,195	110	
	Sabah	3,000	3,000	100	
	Sarawak	3,000	3,000	100	
3	Electricity Delivery (HH)	14,295	14,299	100	
	Semenanjung	1,644	1,540	94	
	Sabah	4,151	4,227	102	
	Sarawak	8,500	8,532	100	
4	Program Bantuan Rumah (PBR) Ratio - Houses Repaired : New Houses Built	8,175 (Ratio 80:20)	8,995	110	
	Semenanjung	2,908	3,560	112	
	Sabah	2,732	2,637	97	
	Sarawak	2,535	2,798	110	
5	Road Maintenance (KM)	730	815	112	
6	AGRI EPP#7: Upgrading Capabilities to Produce Premium Fruits and Vegetables - Large Fruit Farms	2	1	50	
7	Desa Lestari	13	13	100	
8	Rural Business Challenge (i) RBC Winners	13-20	115%	115	
	Percentage of 2012 winners achieving 25% of increase of income	80%	90.9%	114	
TOTAL				102%	

2015 KPI TABLE

No	KPI	Target
1	Road Delivery (km length)	697
2	Water Delivery: Number of Households	7,500
3	Electricity Delivery: Number of Households	13,319
4	Housing: Number of Houses	9,500
5	Road Maintenance (km length)	313
6	21CV: Desa Lestari	13 Village
7	21CV: EPP 7	2 Site
8	21CV: RBC	80% of the 2013 Winners achieving 30% Increase of Income

A total of **5 million** Malaysians in rural areas have benefited during **2010-2014**



3 Sites private-driven fresh fruit and vegetable farms (2013-2014)



34 Winners Rural Business Challenge to encourage youth participation (2013-2014)



10 out of 11 Rural Business Challenge 2012

Winners increased their income by **25%**



42 Villages to enhance economic activities of village co-operatives (2013-2014)



21st Century Village Programme

is a new introduction to the RD NKRA, which aims to transform existing villages into thriving economic centres that can **provide economic opportunities for the rural communities**



Rural basic infrastructure delivery and number of people impacted since 2010:

4,553 kilometers
rural roads completed

2.5
million
people



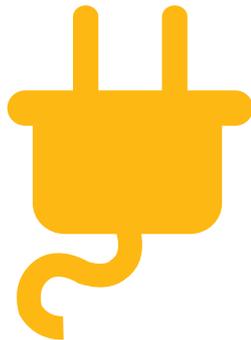
336,266
rural houses
have access
to clean water

1,681,330 people



129,595 rural
houses have
access to reliable
electricity

647,975 people



73,392
rural
houses built
and restored

366,960 people



State-driven Modern Farms

to develop and maintain
modern farms with state
governments and their
agencies





IMPROVING URBAN PUBLIC TRANSPORT



Improving Connectivity and Accessibility

One of the hallmarks of any world-class city is the presence of an effective public transport system to provide efficient transport into and out from the city. Our ambition, with the **Improving Urban Public Transport (UPT) NKRA**, is to implement one such public transport network within Greater Kuala Lumpur/Klang Valley to bring the city on par with other developed cities.

While we have made significant progress in enhancing our rail, bus and taxi services over the past five years, it is apparent to us that more work needs to be done. Data continue to show positive growth, which suggests that our initiatives are on the right track. For example, ridership numbers for the peak period in the morning grew 4% in 2014 to 455,728 public transport riders compared to 437,525 in 2013. Increasing customer satisfaction of public transport services to 86% from 71% is further evidence that our network is slowly, but surely, improving.



“The frequency of trains has improved tremendously and is comparable to global-city standards, in terms of accommodating both disabled and elderly passengers as well as the general public.”

First and foremost, we are trying to reduce congestion in the city. Surely we can all relate to the frustration and wasted time spent caught in traffic jams, the amount of fuel wasted by our idling vehicles, the hopeless search for a vacant parking bay. The point is, a well-integrated public transport network is simply a more efficient way for daily travel into and out from the city.

Secondly, an efficient public transport network raises productivity for businesses located within the city centre. Traffic jams stifle the movement of workers and goods, which in turn makes Kuala Lumpur a less attractive place to do business in for both locals and potential foreign corporates. The greater access engendered by public transport also makes the city a more convenient location for recreation and social activity, thus raising the overall liveability of the city.

As I reflect back on how things have progressed, I can say that our achievements since the start of the GTP have been significant. The frequency of trains has improved tremendously and is comparable to global-city standards, in terms of accommodating both disabled and elderly passengers as well as the general public. Some of our public transport services, such as our RapidKL buses, have even been outfitted with free Wi-Fi service to make travel a more enriching experience.

We recognise that the general view of our public transport system indicates that more needs to be done to further improve its delivery. We at the Ministry of Transport (MoT), together with *Suruhanjaya Pengangkutan Awam Darat* (SPAD) and other stakeholders, are committed to changing this, and are dedicated to improving the network to better serve the rakyat. For example, we recognise that the lack of adequate first- and last-mile connectivity and the lack of integration between the various modes of public transport continue to be factors deterring greater public take-up of public transport.

The rakyat can be rest assured that we are already working on solutions to these problems, alongside others that are standing in the way of further development. We remain open to criticisms of our public transportation system, and encourage constructive feedback on how to better improve our services. Going forward, I invite all rakyat to join us in this national agenda to create a better-connected and more accessible city.

Dato' Sri Liow Tiong Lai
Minister of Transport

* AM Peak window is approximately between 6am - 10am weekday.

MAKING PUBLIC TRANSPORT THE BETTER OPTION

Malaysia's cities have become significant centres of growth in the country and will become even more so as the country nears its goal of becoming a high-income, developed nation. As cities grow, so do their economic activities, which in turn require a constant flow of people to play their roles as workers or as consumers. Once this flow stops or is obstructed, the city fails to work or works at sub-optimal levels.

The population of Greater Kuala Lumpur and the Klang Valley (GKL/KV) is expected to reach the 10 million mark in 2020, adding additional pressure on its roads which are already near capacity. While roads in GKL/KV are generally still serviceable, they are sensitive to any disruptions that may have a blowback effect through the entire system, causing congestion.

Prolonged traffic congestion has numerous impacts that are both social and economic. Fuel is wasted by idling vehicles, productivity lost as workers are caught in traffic, air quality is degraded by needless emissions and drivers are frustrated by the long commute into and out of the city.

There are two conventional solutions to congestion: either build more roads or find alternate ways to transport people in and out of the city, e.g. through public transport. In the UPT NKRA's view, an efficient and effective public transport system is the key solution in improving people mobility.

GKL/KV already had in place an established public transport system using both road and rail prior to the GTP. However, rapid rate of urbanisation in the city had quickly consume available capacity, and the public transport system is today operating close to its limits. Further limiting public transport effectiveness and efficiency is the lack of integration between the various modes of public transport.

Commuters are therefore forced to make inconvenient transfers or experience long waiting times at stations. Frequent breakdowns in service further fuelled public dissatisfaction with public transport services and encouraged many to commute with private vehicles instead. In other cases, the lack of first- and last-mile connectivity means that there is no convenient way for commuters to make the first and last



Bus Rapid Transit (BRT) – Sunway Line is under construction and to be launched in June 2015

legs of their journey—from their homes to the stations and from the stations to their destinations—further discouraging the use of public transport.

To win people back over to the usage of public transport, the UPT NKRA is implementing the initiatives outlined in the GTP Roadmap to transform public transport into a viable alternative to private vehicle use. Over the past five years, RM 3.5 billion has been spent to implement the initiatives under the UPT NKRA (excluding LRT extension and Monorail expansion projects). While progress has certainly been made, a lot of work remains to be done.

The UPT NKRA continued to work on these initiatives in 2014, and achieved the following:

	On-time performance of the KTM Komuter service during the AM Peak period
1	The UPT NKRA managed to ensure a 97.5% on-time service of its KTM Komuter service during the AM Peak period.
	Increased customer satisfaction with public transport services
2	A survey held in November 2014 showed that customer satisfaction with public transport services had increased to 86% from 71% in 2014, indicating that our initiatives to enhance the public transport system is yielding results.
	Increased last-mile connectivity
3	The NKRA's initiatives to increase last-mile connectivity saw 2,407 parking bays added to four stations ¹ in the Klang Valley rail network, making it more convenient for commuters to access the rail service.

Project implementation challenges impact ridership numbers

There have been delays to the implementation of projects such as the construction of the Gombak Integrated Transport Terminal (ITT), the delivery of the new four-car monorail sets (which will be completed by the end of 2015) and construction of the Kuala Lumpur-Klang Bus Rapid Transit (BRT) route. This has impacted the projected public transportation ridership growth.

At the same time, the pace of construction of key infrastructure projects such as the construction of the LRT extension project faced delays due to project implementation issues. In addition, extra prudence is being exercised in construction due to various accidents associated with the projects in 2014.

Another challenge is the pervasive shortage of stage bus drivers. The insufficiency in stage bus drivers has affected operators' ability to effectively service all bus routes hence resulting in commuters seeking alternative

mode of transportation, i.e. through private vehicles. The shortage of stage bus drivers can be attributed to several factors including weaknesses in the existing business model such as low compensation, high costs of living in GKL/KV and high costs of entry as well as prevailing perceptions such as low job stature and harsh working conditions. Several initiatives have been implemented over the past two years to resolve the shortage such as recruitment of former military personnel and women drivers, and an aggressive recruitment plan by Prasarana—those initiatives have met with limited success.

As a result of these challenges to project implementation, the UPT NKRA has revised its targeted Peak AM ridership numbers to 550,000 in 2015 from 750,000 previously.

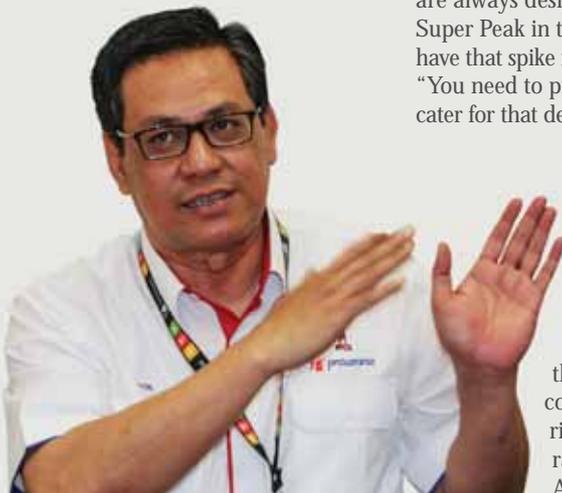
Changing commuters' mind-sets also continues to be a key challenge in the development of the public transportation sector. The UPT NKRA acknowledges that convincing private vehicle users to trade the usage of cars for public transportation may be the biggest hurdle it has to overcome. Restoring public confidence in public transport will require the UPT NKRA to show that the public transportation network is well-integrated, reliable and efficient. Moreover, there is also a need for better first- and last-mile connectivity beyond what has been accomplished thus far.

Changing perceptions cannot be accomplished overnight. Nevertheless, the UPT NKRA remains convinced that the work being done today will lay the foundation necessary to create a viable and attractive alternative to private vehicle usage for the future once the initiatives have been completed.

¹ Shah Alam, Padang Jawa, Ampang and Asia Jaya



View from Prasarana: UPT challenge is to provide a range for commuters during peak periods



Although daily rail ridership numbers grew significantly in 2014—rising 18% to 527,659 for LRT and Monorail riders from 447,777 in 2011—Group Managing Director of Prasarana Malaysia Berhad, Azmi Abdul Aziz, says that more needs to be done to further boost ridership numbers, particularly during the AM Peak period, also known as “Super Peak”.

“Rail services, anywhere in the world, are always designed to cater for the Super Peak in the morning when you have that spike in demand,” Azmi says. “You need to provide the capacity to cater for that demand.”

The UPT NKRA has been actively monitoring public transport ridership numbers for the AM Peak, which has shown a steady increase over the years with the total coming in at 455,728 riders in 2014. Although rail growth is heartening, Azmi says that what

has been done is not enough to significantly boost rail use.

“To increase public transport use, we have to find ways to increase the number of riders even during the morning peak,” he says. “For the morning peak, we can increase ridership but we need to find ways to taper the spike during the Super Peak. One solution is if we could get people to travel at different hours [rather than all at once] during that morning peak period.”

Azmi cites the example of Singapore’s Land Transport Authority (LTA), which launched a programme to offer free MRT travel at designated stations if commuters completed their journeys before 7.45am, i.e. the pre-peak hour. To encourage greater travel during these hours, the LTA has also engaged with employers to convince them to offer flexi-hours for their workers.

“We should take stock of what Singapore has done to entice the people to travel pre-peak,” Azmi says. “But to do that, we have to improve our automatic fare collection system.”

To ensure smooth integration between rail lines, currently both the LRT and Monorail Lines in GKL/KV have been outfitted with automated fare collection (AFC) system. However, for complete urban rail network integration, we have to integrate with KTM Komuter Service, which the installation of the facility for the KTM Komuter will not be completed until 2016.

Meanwhile, Prasarana is continuing to work on improving first-mile and last-mile connectivity, and is planning the deployment of better feeder services for housing areas. However, the service is not likely to be deployed until 2016 at the very earliest.



GETTING PEOPLE THERE

BY PUBLIC TRANSPORT

The UPT NKRA's initiatives to improve modes of public transportation in the GKL/KV region are focused on developing public transport networks, including the KTM Komuter and LRT services, buses and taxis. The following section details the UPT NKRA's achievements in enhancing these services for the rakyat.

Boosting the standard of rail services

Rail public transport usage is the fastest growing among all modes of public transportation according to ridership data from rail operators. Based on the ridership data, daily ridership for all rail services rose 23% to 685,706 commuters in 2014 from 557,921 in 2011*. The reliability, speed and carrying capacity of trains make it one of the most efficient modes of public transportation, and will be an even more significant driver of public transport use when the Mass Rapid Transit (MRT) being developed by the Economic Transformation Programme (ETP) commences operations in 2017.

Nevertheless, the UPT NKRA believes that the existing rail networks—the KTM Komuter, KL Monorail and LRT services—can be further improved to reach their full potential. The UPT NKRA has in place three key initiatives designed to improve the existing operations of these services and to expand their reach:

- KTM Komuter and LRT Enhancement
- KL Monorail capacity expansion
- Kelana Jaya and Ampang LRT Line Extension Projects.

ENHANCING RAIL SERVICES

These initiatives designed to improve train services have borne fruit. A 2014 poll of public transport riders showed that 86% of the respondents were satisfied with public transport services, up from 48% in 2010. Reasons cited for greater satisfaction include:

- Increased comfort level by providing more capacity (increased headway to every 15 minutes for KTM Komuter), and upgraded stations with better facilities.
- Increased reliability of rail services (Komuter on-time service performance of 97.5% during AM Peak; LRT Kelana Jaya Line service every 2.5 minutes from 5-7 minutes.)
- Improved first and last-mile connectivity with Park n Ride complexes, integrated stations and pedestrian walkways/linkages.



Monorail service operating from 6am to 12am daily

One of the benchmarks used to measure the success of the improvements is the performance of the rail system during the busiest time of the day, i.e. the morning rush hour or AM Peak. To increase the carrying capacity of the rail services, new, bigger car-sets were introduced into the system as per the table below.

Capacity enhancement	Effect
Introduction of 38 new six-car sets for the KTM Komuter service	Reduced headway, i.e. the time in between trains, at peak hours from 30 to 45 minutes to every 15 minutes
Introduction of 35 new four-car sets for the LRT Kelana Jaya Line	Reduced headway to 2.5 minutes during AM Peak and increased the comfort level for passengers
Introduction of the first four-car sets (out of 12) for the KL Monorail (Full deployment to be completed in 2015)	Doubled the current two-car set capacity, which allowed more passengers to use the Monorail

* includes LRT, Monorail, KTM Komuter Service and ERL

The direct impact of the new car-sets was the reduction of headway time at peak hours, which increased ridership and improved on-time performance. Thanks to the additional capacity of the new train cars, AM Peak ridership numbers increased 4.1% in 2014 to total 455,728 commuters from 437,525 commuters in 2013. This number is expected to further increase when all new monorail cat-sets have been introduced into the system.



In addition to increasing the capacity, the UPT NKRA has implemented an initiative to upgrade the ancillary systems of the rail service. One example is the installation of the Automated Fare Collection (AFC) system in the LRT lines. A similar system was planned for the KTM Komuter but delivery was delayed as the previous vendor was underperforming. A new vendor will be appointed in 2015 to undertake this project, with a targeted completion date of 2016.

Meanwhile, work to increase the capacity of the KL Monorail service took a step forward after the first of the 12 four-car sets was delivered in December 2014. Delivery of the remaining cars will occur in phases throughout 2015.



“Taking the LRT is a smooth trip and it’s very convenient. The ticketing system is quite nice and has improved a lot. I studied in the UK and you can say that the system here is equal to the one over there, so it’s good.”

Alif Ikhman Ahmad Lela

Making trains a viable alternative for suburban commuters

Chua Geak Lan who commutes daily to her workplace from her home in Gombak is one such person who has made the switch. She parks her car at the Park n Ride multi-storey car park attached to the Gombak LRT station. As she is an LRT commuter, she only has to pay RM4 per entry.

“I’ve been using this service for the past six months and I find the facility very nice,” she says. “I’m staying at Taman Gombak so this is very convenient for me. I take the LRT down to KLCC and walk through the convention centre to get to my office at Wisma UOA 2.”

For Chua, using the LRT expedites her travel time into the city, and she doesn’t have to deal with limited and

costly city parking. Not having to battle with other drivers on the road also makes the journey more relaxing and she no longer has to worry about the effect bad weather might have on travel time.

Chua is one of thousands of Malaysians who have made the decision to use public rail transport as their daily mode of commute. Although convincing private vehicle users to make the switch to public transport still remains the biggest challenge for the NKRA, greater network integration and better first- and last-mile services will make compelling arguments in support of public transport.



EXTENDING THE LRT LINES

The LRT service transformed the public transport system in the GKL/KV region when it was first introduced in 1998. Since then, both LRT lines have grown significantly, particularly the Kelana Jaya Line which has experienced problems with overcrowding in recent years. The issue has since been resolved with the addition of new four-car sets for the line, which reduced the headway time of the service to 2.5 minutes during the AM Peak period.

To further enhance the connectivity of the LRT service, the two lines will be extended to other locations under the Line Extension Programme (LEP). The Kelana Jaya Line will be extended to cover an additional 12 stations before finally stopping at the Putra Heights Integrated Station. The Putra Heights station will also be the terminus of the

Ampong Line extension, which will see an additional 12 stations constructed along the way. Both line extensions have been designed to provide LRT service to major residential areas, including Puchong, Subang Jaya and USJ.

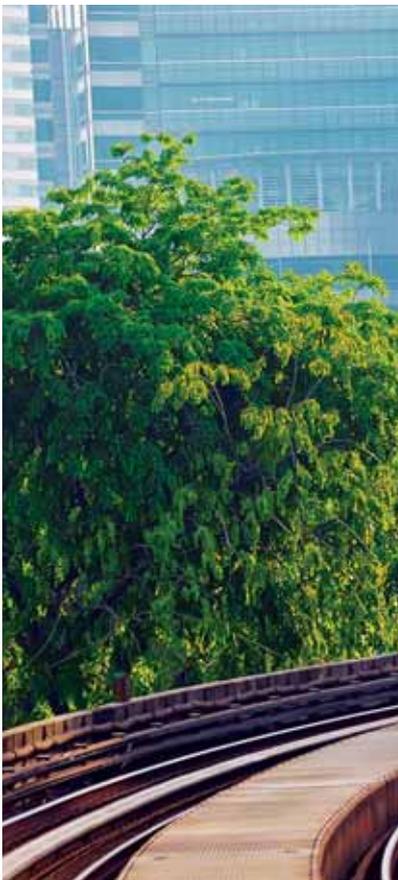
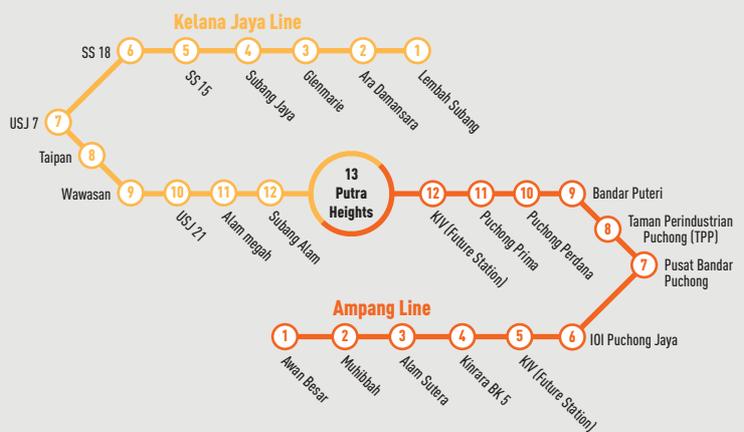
The extension projects have been approved and construction has since commenced. The extension of both lines is expected to add another 300,000 daily riders to the system.

LRT Extension Project construction schedule

Ampang Line	Stations	Completion Date
Phase 1	Awan Besar to Kinrara BK 5	October 2015
Phase 2	Station 5 to Putra Heights	March 2016

Kelana Jaya Line	
	Lembah Subang to Putra Heights
	June 2016

Stations of LRT Line Extension



Making buses a more attractive option

Buses remain important to the public transport system because they provide access and connectivity to areas not covered by any of the three rail services. They also play an important role in providing local travel, particularly for urban and suburban communities outside of the Kuala Lumpur city centre.

The bus network within the GKL/KV region has seen significant improvement since the start of the GTP. Initiatives have emphasised improvements in terms of accessibility and capacity to make the stage bus service a more comfortable and efficient mode of transport for daily commuters. Some key achievements of the UPT NKRA since the start of the GTP include:

Upgrading 1,177 bus stops in key locations, including Sepang, Subang Jaya, Ampang Jaya, Selayang, and Shah Alam

Designing and constructing 372 new bus stops in 12 local authorities in GKL/KV

Introducing 470 new RapidKL buses to increase bus frequency in the Klang Valley

Refurbishing the iconic Puduraya Terminal into the modern, inter-urban Pudu Sentral bus terminal

Construction of the Integrated Transport Terminal at Bandar Tasik Selatan (*Terminal Bersepadu Selatan*), which serves as a key hub for all public transport modes.

Since 2013, efforts to enhance the GKL/KL stage bus network have focused on improving the feeder bus network and on introducing intra-city buses to ease the problem of congestion.



The UPT NKRA continued to work on the following initiatives in 2014:

- Enhancement of GKL/KV Stage Bus Network:
 - GoKL City bus service within the Central Business District (CBD)
 - Stage bus network re-organisation and feeder bus network improvement
- Bus Rapid Transit
- Bus Stop Information Panels
- Overcoming stage bus driver shortage

ENHANCING THE GKL/KV STAGE BUS NETWORK

A key problem in the existing bus network is the lack of proper coordination in the assignment of bus routes. Competing bus operators have gravitated towards more profitable routes, focusing their services there, thus leaving unprofitable routes under-served. As a result, bus coverage within the region is not uniform, thereby affecting the accessibility and connectivity of the bus service.

The UPT NKRA has been working with the operators to streamline the bus network as the first phase of a more comprehensive revamp of the overall bus network. An agreement was struck with all bus operators last year, and the operators have committed to servicing their assigned routes in 2015.

To ensure that operators adhere to their assigned routes, all buses will be fitted with Global Positioning System (GPS) units, which will allow real-time monitoring of their locations by a Command and Control (C&C) Centre at SPAD.

Construction of the C&C Centre is complete and presently work is being done to operationalise the centre. The UPT NKRA will be exploring available options to determine the best approach to the running of the C&C Centre. Once online, the C&C Centre will monitor the performance of all 1,500 stage buses within the Klang Valley and provide commuter-related information through 24 Passenger Information Display (PID) panels already installed at selected bus terminals within the region.

OVERCOMING THE STAGE BUS DRIVER SHORTAGE

Another factor contributing to poor bus coverage is a continuing shortage of the number of available stage bus drivers. There is an estimated shortage of about 500 drivers* in the system. Fewer drivers means fewer buses on the road, and hence insufficient coverage.

*Source: Prasarana

VIEW FROM SPAD

Mohd Nur Ismal bin Mohamed Kamal

Chief Executive Officer, Suruhanjaya Pengangkutan Awam Darat



INCREASING RIDERSHIP CHALLENGING UNTIL BIG PROJECTS COME ONLINE

SPAD's CEO Mohd Nur Ismal bin Mohamed Kamal says that the public transport ridership is unlikely to increase significantly until the comfort and convenience of using public transport makes it an attractive alternative to private vehicle use. While introducing "push factors" such as parking control in the CDB may help in this regard, he says that this move will be unlikely until the public transport network is fully developed.

"We won't see major improvements in public transport mode share until both the pull and push initiatives are substantially implemented to properly put into the equation the enhanced comfort and convenience of taking public transport vs. the true cost of using private vehicles," Mohd Nur Ismal says.

As we continue to expand the capacity and the reach of our public transport network, we will attract higher ridership from new population catchment areas. Even then, many will opt to take private vehicles if they have to transfer more than twice or walk more than 400 meters to take public transport. The truth is for most people, public transport will never be as comfortable and convenient as driving your own car. For as long as the cost of driving is not adjusted to reflect the true cost to society in terms of environmental impact, productivity losses, road accidents, and consumption of public funds in building and maintaining the road networks, most people will continue to make the wrong transport mode choices. This will be a big problem for Malaysia as we add around 500,000 new vehicle registrations every year. Push measures are needed to fully effect mass migration from private to public transport as experienced in London and Singapore.

"However, it is unlikely that we will take this measure anytime soon as we are still in the midst of working on our pull factors such as trunk services and improving the railway. The value of the public transport network itself must increase to the point where it becomes a viable alternative."

Furthermore, he adds that 2015 will be a challenging year for the UPT NKRA as initiatives with immediate impact have already been implemented in the first five years of the GTP.

"The next few initiatives that will drive ridership such as the LRT extension and the completion of the MRT won't be completed until 2016-2017," he says. "We don't think that we will see a significant increase in supply capacity in 2015."

SPAD's focus for 2015 will be placed squarely on enhancing existing services. The introduction of the new four-car sets into the KL Monorail service is one such example. Although the new cars will add capacity, Mohd Nur Ismal says, what is more important is that the new cars will solve the overcrowding issue to improve the level of comfort of the service.

On the theme of service enhancement, the operationalisation of the Centralised Taxi Service System (CTSS) in 2015 will also improve taxi services significantly, he adds, because it will ensure a more appropriate distribution and availability of taxis within the GKL/KV region. Taxi drivers essentially function as individual operators presently as there is no one overarching network to supply them with accurate information. Without CTSS, there is no way for us as a regulator to know at any point in time how many taxis are available, supply and demand patterns, and whether they are using meters or not.

"One of the major issues identified from a survey of taxi services last year is that even though we have plenty of taxis in terms of sheer numbers, i.e. number of taxis per thousand population, they are scattered throughout the region because of the vast area of the Klang Valley and the lack of a communication backbone," Mohd Nur Ismal says.

"As a result, the matching of supply and demand is not that great. We have a huge supply of taxis in one area while taxi demand is unmet in other areas. These taxis are essentially not connected to any kind of network so they don't know where the demand is. Hence, it is critical for us to get them on the CTSS."

Meanwhile, SPAD is also looking at ways to make the public transport system viable during off-peak periods. Ridership numbers outside of the AM Peak is limited and do not contribute to financial sustainability of the operators. This will be an area to be looked at in 2015, he says.

Efforts to resolve the issue in 2013 met with limited success, thus leading to the drafting of a more comprehensive solution in 2014. Over the past two years, the UPT NKRA has tried to recruit bus drivers from an alternate pool of candidates including former military personnel and women drivers, but response was lukewarm. A Prasarana-led recruitment drive also met with limited success, suggesting that the root of the problem pertained to structural issues within the job itself.

The plan, which addresses some of these structural issues such as remuneration and other incentives, has been fully drafted but will require

final endorsement before it can be put into action in 2015. As it is not a short-term solution, the impact will not be immediately felt. In the meantime, the UPT NKRA will also explore other possibilities to enlarge the existing pool of candidates.

IMPROVING BUS CONNECTIVITY WITHIN THE CBD WITH GoKL

The GoKL bus service was introduced in 2012 in line with the UPT NKRA's overall ambition to improve public transport within the GKL/KV region. GoKL is a free bus service which is designed to function as a feeder bus service providing last-mile connectivity integrating other modes of public transport. When it was launched, GoKL comprised two lines serving the KLCC-Bukit Bintang and Pasar Seni-Bukit Bintang routes.

In 2014, two new lines, the Blue and Red Lines, were introduced to expand the service to serve the Medan Mara-Bukit Bintang and KL Sentral-Jalan Tuanku Abdul Rahman routes. There are presently no plans to further expand the service and the focus moving forward will be on ensuring the quality of the service.



GoKL—Helping commuters get around town

The introduction of the free GoKL bus service is creating a viable and more economical alternative for commuters. Initially comprising two lines, the service was further expanded by an additional two lines—the Blue and Red Line—last year to complement the existing Green and Purple Lines.

The new lines have significantly expanded the reach of the service, especially with respect to first- and last-mile connectivity as the buses service 65 stops along their routes. They also cover many of the LRT and KTM Komuter train stations in the city, which contributes to a more integrated public transport system. An estimated 35,000 commuters use the service daily.

“If they could manage it, I’d like to see a GoKL service everywhere,” says retiree Tang Wek Eng. “When I go to Kuala Lumpur, I take it everywhere and when it’s time to go home, I take it again. I don’t have to pay a single sen for the service.”

For Tang, who lives on a fixed income, the GoKL service has significantly increased her mobility and enabled her to visit her favourite spots in town. She adds that she now takes the GoKL in place of a taxi ride which would cost her between RM5 and RM6.

For Mohd Hanafiah, 30, the free GoKL bus service has been a financial blessing. He works in Bukit Bintang within the city centre and commutes from home on a daily basis.

“I travel to Bukit Bintang every day, and if I were to take regular public transport, it would cost me more than RM200 per month,” he says. “If I were to use my own car, it would cost me between RM300

and RM350 per month. However, with the GoKL bus service, I am saving 80% of my transport costs.”

Meanwhile, GoKL bus driver Mohd Aidhuzairi Zawawi, a veteran of the industry with nine years’ driving experience, says that working for the GoKL service has been a pleasure.

“I’ve had lots of different experiences,” Mohd Aidhuzairi says. “I’ve met foreign tourists and locals, young and old—GoKL is definitely the best public transport option in town for everyone. I get a lot of regular passengers who work in the offices and they are always grateful and have a smile on their face. It gives us great satisfaction.”

The GoKL service is also creating greater exposure for drivers such as Mohd Aidhuzairi as they receive training to better converse in English and to better interact with passengers.

EXPEDITING BUS TRAVEL WITH THE BUS RAPID TRANSIT

To further boost the connectivity of the bus service, a new Bus Rapid Transit (BRT) initiative was mooted for the GKL/KV region in 2012. BRT is a specialised form of bus priority designed to meet passenger demand by incorporating aspects of mass transit. It features segregated lanes on the road designed expressly for buses, and is serviced by designated or staggered stations.

A number of BRT routes have been identified for the bus system in the region and the UPT NKRA team is presently responsible for managing and monitoring the planning progress of the KL-Klang BRT. The 34km route will pass through three main

roads, namely, the Federal Highway, Jalan Syed Putra and Jalan Tun Sambanthan, and is expected to serve 1.58 million rakyat living in key residential nodes along the corridor. When completed, the KL-Klang BRT is expected to initially channel up to 400,000 passengers daily.

Although construction was initially scheduled to start in the fourth quarter of 2014, the implementation schedule has been pushed back as discussions regarding the funding plan and business model are still ongoing.

“The 34km route will pass through three main roads, i.e. the Federal Highway, Jalan Syed Putra and Jalan Tun Sambanthan, and is expected to serve 1.58 million rakyat living in key residential nodes along the corridor. When completed, the KL-Klang BRT is expected to initially channel up to 400,000 passengers daily.



Future BRT KL-Klang Project



Raising the standard of taxi services in Malaysia

Taxis play an important role in facilitating public transport in a number of ways as they service all legs of a journey, be it the first-, mid- or last-mile. However, the taxi service in Malaysia has shown a number of shortcomings, ranging from the inadequacies of the existing business model to insufficient oversight of taxi operators. To address these issues, the UPT NKRA has implemented a number of initiatives designed to help bring the taxi service in Malaysia to a new level of performance. The initiatives are:

- Introducing a new taxi business model
- Implementing a Centralised Taxi Service System (CTSS).

ENHANCING TAXI SERVICES THROUGH A NEW BUSINESS MODEL

The new taxi business model is designed to help taxi drivers reduce their operating costs and raise their incomes. To achieve this, the UPT

NKRA has introduced a new standard and business model for taxi operators and will implement a Centralised Taxi Service System to streamline the entire industry. The objective is to create a more effective and efficient industry that will abide by stipulated standards while increasing performance levels.

The benchmark measure for this initiative is the number of budget taxis in Kuala Lumpur being on par with ASEAN best-in-class standards. Performance quality of the taxis will be benchmarked against those of Singapore, Jakarta and Bangkok in terms of customer satisfaction, enforcement, driver training, vehicle standards, and regulation of fares.

In 2014 alone, 3,788 taxis attained those standards, bringing the number up to a total of 6,960 taxis to date. The long-term goal is to ensure that at least a quarter of all Kuala Lumpur budget taxis achieve those standards. To achieve this, issues with the current operating environment and lack of enforcement must be resolved.

To support the development of the new business model, a new class of taxis

Improving taxi service a priority to boost public transport

Debra Low finds it easier to take public transport into town from her home in Petaling Jaya than to catch a taxi to get to her destination within Petaling Jaya itself. Despite efforts from the authorities to clamp down on unsavoury practices such as cherry picking and price-fixing, she says that she still encounters operators who continue with these illegal practices.

“Especially when it’s raining or I don’t have too far to travel,” she complains. “One driver even told me that it was not worth his time to take me there because it was only two kilometres away unless I paid him three times what I know it would cost by meter.”

Debra refuses to give in to these demands and sometimes ends up waiting for hours to catch a scrupulous taxi. “I have no choice but to take taxis because I can’t afford a car and very few buses stop near my house,” she says. “So I have to wait and hope.”



operating under the Teksi 1Malaysia (TEKS1M) badge was launched. TEKS1M was first introduced by the Prime Minister Datuk Seri Najib Razak in 2013 under a *Program Pelancaran Perdana*, which issued 1,000 individual licenses for the TEKS1M service class. In 2014, SPAD made a decision to reform the taxi service under its Taxi Industry Migration plan by using TEKS1M as the platform to standardise the service classes within the industry.

Under the TEKS1M programme, taxi operators need to adhere to certain standards, including the make of car, i.e. the Proton Exora, as well as operational standards. TEKS1M is part of a wider Taxi Transformation Plan by SPAD, which will look at the entire framework holistically, including reviewing fares, regulatory structure and reducing costs.

To date, there are 875 TEKS1Ms on the road licensed under the *Program Pelancaran Perdana*. The remaining 125 TEKS1Ms under this programme will be placed into service by the end of the first quarter of 2015.

At the same time, SPAD also started licensing TEKS1M operators in 2014 under its Taxi Industry Migration Plan. Under this plan, SPAD is approaching both individual taxi operators and taxi companies to upgrade to meet TEKS1M requirements and to operate under the TEKS1M badge.

CENTRALISED TAXI SERVICE SYSTEM TO ENHANCE OVERSIGHT

Similar to the C&C Centre for bus operators, SPAD will create a Centralised Taxi Service System to monitor the performance and location of taxi operators. The CTSS, when online, will be able to monitor offences such as non-meter compliance, reckless driving and operating a taxi without a valid license. It will also function as a booking and dispatch centre to coordinate drivers within the network, thereby increasing the success rate of meeting passenger bookings.

Rollout of the CTSS has been delayed to 2016 as there has been change in the business model. The system will complete construction by the end of 2015. Some 1,500 taxis will be fitted

with the on-board unit in the first phase of installation.

SPAD will also take stronger enforcement action against errant taxi drivers who continue to insist on ignoring the use of meters or cherry-picking passengers. In addition to providing a vital transport service for city commuters, taxi drivers also play a crucial role as Malaysia's ambassadors to tourists. However, Malaysian taxi drivers were listed as among the world's worst on news agency CNN's travel website, which highlighted the poor-performing service in its article, "Malaysia Travel: 10 things to know before you go"².

The UPT NKRA initiatives are making a strong effort to remedy this problem through the introduction of CTSS and the implementation of TEKS1M standards. These initiatives, which will help improve enforcement and raise the taxi operators' service levels, will address some of the aforementioned concerns moving forward.

² Retrieved on 4 March from: <http://travel.cnn.com/malaysia-travel-10-things-know-you-go-281306>

TEKS1M gaining traction with drivers

For TEKS1M driver Nasrul Normatis, plying the new taxi service class has been a positive experience so far. Customers are enjoying the more spacious and more comfortable ride and this has in turned translated to better driver-passenger relationships.

"The advantage is that these TEKS1M cars are bigger and hence more comfortable," Nasrul says. "While other taxis can also seat four passengers just like mine, passengers have to squeeze to fit whereas my car seats four comfortably."

Nasrul is an individually licensed TEKS1M driver and has been driving the new service class for nine months. While there were some initial hurdles when he first started—customers were not aware of the new taxis at the beginning or they were concerned that TEKS1Ms might be a more expensive "premium" class of taxi—things have changed since there has been greater awareness.

Aguman Aliya, a TEKS1M driver for the past seven months, reports the same although he says

that the situation has improved considerably. Aguman adds that the Government's assistance in paying the down payment for the new car was very welcome, and that he would recommend the TEKS1M programme to other drivers.

"My income is okay now but it was difficult at the start because people didn't recognise the colour of our TEKS1M cars," he says.

MANAGING PUBLIC TRANSPORT DEMAND

While the majority of the UPT NKRA initiatives are focused on the supply side of public transport, the UPT NKRA has started implementing initiatives designed to manage user demand as well. The aim of the initiatives is to make it more attractive for commuters to make their journeys via public transport rather than to use their own private vehicles. Two initiatives are being implemented to achieve these ends:

Parking control management

This initiative will review parking rates within the CBD to better reflect market conditions

Journey Planner app

The implementation of the app makes public transport travel more convenient by giving users the ability to plan out the entire leg of their journey

Transforming parking control in the central business district

In collaboration with Dewan Bandaraya Kuala Lumpur (DBKL), parking rates in the central business district are being reviewed to ensure that they are better aligned with market demand. Presently, parking rates within the CBD are deemed to be too low as there is insufficient parking available on most days.

This has led to illegally parked cars, which contribute to congestion in the city. Violations such as double-



Urban commuters at Hang Tuah Monorail Station



parking, waiting in no-wait areas and in spots reserved for emergency services contribute to congestion as vehicles are forced to manoeuvre around these obstacles.

The UPT NKRA's initiative to better manage parking thus comprises two sub-initiatives: reviewing parking rates, making it more costly for commuters to park in the CBD and

taking sterner action against parking violators. The review of parking rates is expected to be a "push" factor encouraging greater use of public transport and DBKL has been tasked with implementing this initiative. However, the introduction of "push" factors will be put on hold until the entire public transport structure is up and running to provide a viable alternative to private vehicle use.

Making journey planning more convenient for commuters

The implementation of a Journey Planner app is expected to help commuters better plan their trips using public transport. The aim in doing so is to make commuting via public transport an even more convenient and predictable process for commuters, thus serving as further encouragement for them to make the switch.

SPAD will focus on building the backend that will supply real-time data to app developers. The app developers can subsequently make use of this data to create a journey planning solution for commuters. SPAD is working closely with several companies to develop a transit app that will provide information on how public transport commuters can most efficiently get from one point to the next. The Journey Planner app is expected to be completed by the end of 2015.

“The implementation of a Journey Planner app is expected to help commuters better plan their trips using public transport.”



Urban commuters in KL Sentral station



Artist's impression of a BRT station

MAKING PUBLIC TRANSPORT AN INTEGRATED AND SEAMLESS EXPERIENCE

One of the hallmarks of a good public transport system is that its various modes of transport are interconnected, thus ensuring that commuters have a seamless public transport experience. Ideally, this means that commuters will be able to make the entire journey, from the first mile to the last mile, using public transport. The journey can thus be divided into three legs:

- **First-mile:** The first leg of the journey from the commuter's point of origin to the public transport facility.
- **Mid-mile:** The accessibility and integration of the public transport facility itself with other modes of public transport.
- **Last-mile:** The final leg of the journey from the public transport facility to the commuter's final destination.

One of the challenges affecting public transport is the lack of first- and last-mile connectivity, resulting in a "missing link" between the commuter's origin and the station, and between the station and the final destination. As travel arrangements for these legs of the journey are not always readily available, public transport becomes a less attractive option.

The UPT NKRA's integration initiatives have been designed to address all three legs of the journey. These initiatives are:



New Park N Ride at Ampang LRT Station to enhance first-mile connectivity



The UPT NKRA's integration initiatives

	<p>Constructing Park n Ride facilities at public transport stations</p>
1	<p>Park n Rides are facilities designed to encourage greater use of public transport by providing a secure parking area. Commuters can drive from their homes or points of origin to the station and park their vehicles there and make the rest of their trip via public transport.</p>
	<p>Constructing integrated stations at selected locations</p>
2	<p>These stations are situated at strategic locations to integrate bus and rail services so that commuters have access to any location connected via road or rail.</p>
	<p>Providing an integrated ticketing system</p>
3	<p>This initiative aims to streamline ticketing systems such that commuters can make seamless transfers between different modes of transport or between different routes.</p>
	<p>Constructing pedestrian linkages</p>
4	<p>Pedestrian linkages facilitate greater first- and last-mile connectivity as commuters can safely travel by foot to their destination.</p>

A feeder bus service has been planned for selected KTM Komuter stations following the successful pilot of the programme at the Serdang and Kajang KTM stations. However, a shortage of bus drivers and the lack of appropriate infrastructure in the identified stations have delayed the delivery of this service. The feeder service will commence once the bus driver shortage problem has been resolved.

Stations earmarked for the feeder service include stations in Padang Jawa, Shah Alam, Klang, Sungai Buloh, UKM Bangi and Rawang.

Enhancing first-mile connectivity with Park n Ride facilities

Park n Rides are car park facilities meant for the use of public transport commuters to safely park their vehicles while continuing on the main leg of their journeys via public transport. This initiative will reduce the number of vehicles entering the CBD to minimise congestion.

In 2014, Park n Rides were constructed at the Ampang LRT station (1,140 bays), the Shah Alam KTM station (558 bays) and the Asia Jaya LRT station (607 bays).



Making LRT travel convenient for Ampang Residents

With over 1,000 parking bays and replete with security features including CCTV cameras and 24-hour patrols by security guards, the Park n Ride facility at the Ampang LRT station has been universally applauded by its users. One of the biggest concerns of LRT users, namely the safety of their vehicles parked at stations, is effectively addressed by the presence of these security features at the facility.

“I feel safe with the new Park n Ride,” says Norahana Othman, a housewife who commutes into town regularly. “The new multi-storey design with its security features and reserved parking for women and people with disabilities is very different from what we had before. Whether it’s day or night, I am not afraid of parking my car here.”

Aisyah Fauzi, a 28 year-old executive at Etiqa Takaful Bhd, agrees, saying that the Park n Ride was the initiative that women commuters had been waiting for all this time. She also

lauded the use of the MyRapid card, which can be used to pay for her LRT trip as well as for parking. But for Aisyah, one of the key benefits is how much less she is paying for her daily travel expense.

“The price of parking at RM4 a day is cheap and worthwhile for regular commuters such as myself,” she says. “From here to Kuala Lumpur costs me RM9 a day, which represents great savings for me. If I were to drive straight to my workplace in Kuala Lumpur, the cost of petrol alone would have set me back between RM10 and RM15. I am saving 50% of my round-trip cost using the LRT.”

The Ampang LRT Park n Ride facility was launched last July and is operated by Syarikat Prasarana Negara Bhd as part of the UPT NKRA’s initiatives to encourage greater use of public transport. In addition to security components, the Park n Ride facility also boasts other features such as the



use of a “Parking Guidance System” to display occupancy information and to direct users to vacant spaces.

“Besides that, the facility is outfitted with lifts, emergency staircases, panic buttons and disabled access,” says Mohd Rahimi Ahmad, Head of Operations for Rapid Rail’s Ampang LRT route. “We hope that this facility will encourage more city dwellers, especially those living around Ampang, to support the use of the LRT to make their journeys.”

VIEW FROM THE DELIVERY MANAGEMENT OFFICE

Datuk Ruhaizah Mohamed Rashid

Deputy Secretary General in Policy
for the Ministry of Transport



GAINING PUBLIC CONFIDENCE KEY TO UPT NKRA SUCCESS

Datuk Ruhaizah Mohamed Rashid, the Deputy Secretary General (in Policy) for the MoT says that although the UPT NKRA has not hit its target in terms of absolute numbers, the fact that there has been a growing trend in public transport ridership is still a good sign that the initiatives are moving in the right direction. The main challenge, she says, is still restoring public faith in the quality and reliability of the public transport network.

“The basic challenge is to gain the confidence of the public, to prove to them that our public transport is better now compared to the past,” she says. “Only when we accomplish this can we create a [significant] model shift; as long as we cannot get buy-in from the public, public transport won’t develop far. But of course, we must also continue to improve services.”

While it is unlikely that the UPT NKRA will hit all its targets in 2015, Ruhaizah remains optimistic about the future of public transport beyond the next year.

“This is not the end yet,” Ruhaizah says. “We still have a long way to go. If you put it within a larger context, five years is not a very long time in terms of infrastructure development. Public transport involves a lot of infrastructure changes—not only in terms of increasing buses and trains, but also developing ancillary services.”

The GTP’s key achievements, says Ruhaizah, have been the enhancement of first-mile connectivity through the construction of Park N Ride facilities at selected train stations as well as the reduction of headway during the Peak AM period. Moving forward, she believes that the train service will be further improved when the initiative to improve the KTM Komuter tracks and core services commences in 2015.

“There is still a lot more to do, e.g. construction of more Park N Rides, operationalisation of the Centralised Taxi Service System (CTSS), construction of *Hentian Akhir Bandar* (HAB) where stage buses can rest before continuing their journey, and a number of ongoing projects,” she says. “Our hope is that the Automated Fare Collection system on the KTM Komuter service will commence in 2015. We are aiming to start by April or May so everything will be ready by the middle of 2016. Once that is done, the public will have greater convenience in terms of travel between various public transport modes.”

The same is also true for the bus driver shortage issue, Ruhaizah says. The UPT NKRA, together with the bus operators, is presently looking for long-term solutions to the shortage issue and is considering stepping up the recruitment of women drivers to fill some of the vacancies. As the drivers are key enablers of other initiatives, the ability of the UPT NKRA to deploy initiatives is being limited by this problem.

But as public transport initiatives tend to cut across different authorities and jurisdictions, Ruhaizah says it is important to establish a strong governance model that is able to secure the buy-in and cooperation of all involved. Lack of stakeholder buy-in has delayed the construction of ITT Gombak, for example. Although implementers are confident that an agreement will be reached in 2015, the setback has already affected projected public transport ridership forecasts.

“We are not going to lay off and will work harder to ensure projects are implemented and push our stakeholders to make sure the projects are completed according to timelines,” Ruhaizah says.

CREATING INTEGRATED STATIONS

IN STRATEGIC LOCATIONS

Integrated facilities, such as the Integrated Transport Terminal *Bandar Tasik Selatan* (ITT BTS) or Terminal Bersepadu Selatan launched in 2011, have played important roles in making public transport travel a more convenient and effective experience for commuters. The ITT BTS, comprising 55 bus platforms, 150 taxi bays, 1,000 parking bays and 1,800 seats for the public, has ensured a seamless public transport experience for users by bringing together all the different modes of public transport under one roof.

The UPT NKRA has continued to enhance the connectivity of the public transport network by building more *Hentian Akhir Bandar* (HAB), which loosely translates as “End Terminals” throughout the GKL/KV. The HABs are designed to integrate the various forms of public transport, i.e. bus services, taxis, LRT and KTM Komuter.

There are presently four HABs in the region:

- HAB Pasar Seni - 23 Routes
- HAB Munshi Abdullah - 7 Routes
- HAB Jalan Silang - 19 routes
- HAB Wira Damai (completed in November 2014) - 4 Routes.



The Pasar Seni City Bus Hub to service 23 routes

Two more HABs in Shah Alam and Petaling Jaya respectively are being constructed. The HABs will significantly extend the connectivity of the bus network by providing interconnectivity with other bus routes and other modes of public transport in some stations.

Building pedestrian linkages for commuters

First- and last-mile connectivity has also been enhanced by the construction of pedestrian walkways and linkages from train stations to major destinations. These linkages create safer pedestrian corridors making it easier for commuters to go back and forth from the stations. In 2014, two pedestrian walkways—one in Wangsa Maju and another at the Sri Rampai LRT station—were completed. Both linkages have significantly improved access to the public transport stations.

“First- and last-mile connectivity has also been enhanced by the construction of pedestrian walkways and linkages from train stations to major destinations. These linkages create safer pedestrian corridors making it easier for commuters to go back and forth from the stations.”





PRIORITISING OUR INITIATIVES

The setbacks experienced by the UPT NKRA in 2014 have mandated the UPT NKRA to relook at its priorities for 2015. One of the key challenges that will receive greater attention is the problem of the stage bus driver shortage. The lack of drivers (who are key enablers) is preventing the delivery of other initiatives such as feeder services and better coverage of bus service routes.

While several solutions were already mooted in 2014, the results of those exercises have not proven substantial enough for long-term implementation. All stakeholders are presently in discussion to address some of the structural and remuneration issues facing the profession, and are looking to arrive at a solution in 2015 which may include an incentive scheme.

Similarly, the UPT NKRA is also prioritising the approval of ITT Gombak catering to the express buses servicing

the Eastern Corridor, and is optimistic that an agreement can be reached with the Selangor State Government. The delay has been caused by the inability to reach a mutually agreeable land swap agreement for the site of the terminal.

The improving customer satisfaction in rail services suggests strongly that there is a desire in Malaysians to make the switch to public transport if it were viable to do so. What tends to be impeding greater take up are issues that are already being worked on, such as missing links within the journey, insufficient coverage and poor service.

In addition to the initiatives being implemented under the UPT NKRA to plug these missing links, other transit projects are presently underway through other stakeholders. For example, a third LRT line (LRT3) was announced by the Prime Minister

in 2015, which will link Shah Alam, Bandar Utama and Klang together with the main LRT network. The project is presently undergoing finalisation plans in terms of the project's cost, route alignment, the project management structure, etc.

The BRT Sunway, the first ever in Malaysia, developed by Prasarana is expected to be launched in June 2015. The BRT will link the KTMB station in Setia Jaya to the Kelana Jaya LRT Line (after it completes its extension programme) at Bandar Sunway. The BRT will serve Bandar Sunway and Subang Jaya's population of over half a million when completed. Seven stations have been located along the BRT route, and first-mile connectivity enhanced by the presence of a Park N Ride facility. The BRT will be serviced by 15 units of electric buses, which have a carrying capacity of 60 passengers each.

GLOSSARY OF ACHIEVEMENTS

No	KPI	Target	Actual	% Achieved	
1	AM Peak public transport ridership	470,000	455,728	97	●
2	Population residing within 400m of public transport nodes	71%	72%	101	●
3	Customer satisfaction level	75%	86%	115	●
4	KTM Komuter load factor	75% - 80%	92%	87	●
5	KTM Komuter on-time performance during AM Peak (within 10 minutes)	95%	97.5% (Average Jan - Dec)	103	●
6	Stage bus AM Peak load factor	80%	69%	81	●
7	Number of additional parking bays at Klang Valley Rail Network	2,100	2,407	115	●
8	Number of KL Budget Taxi Fleet - at par with ASEAN Best-in-Class	4,100	3,788	92	●
TOTAL				99%	●

2015 KPI TABLE

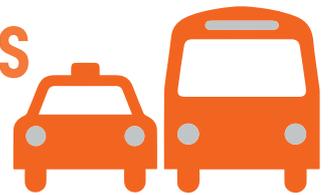
No	KPI	Target
1	AM Peak public transport ridership (GKL/KV)	550,000
2	Urban Public Transport customer satisfaction level	75%
3	Number of KL Budget Taxi Fleet - at par with ASEAN Best-in-Class	4,100
4	KL Monorail Expansion Project: Number of 4-car train sets delivered and commissioned	12
5	Bus Rapid Transit Corridor 1 (KL - Klang) project: LOA issued	100%
6	Percentage of completion on the streamlining of Klang Valley Stage Bus Network according to Corridors	100%
7	Percentage completion of design for the KTMB Ticketing System (AFC)	100%
8	ITT Gombak Project: Finalisation of the Supplementary Agreement	100%

Longest BRT route in Klang Valley linking Kuala Lumpur to Klang is in the planning stage and has been proposed. However, implementation of the project is subject to the Government's approval on its funding structure



Park and Ride completed in 2014: Shah Alam (558 bays), Padang Jawa (102 bays), Ampang (1,140 bays) and Asia Jaya (607 bays), which total up to

2,407 bays



With an additional two lines introduced (**Blue and Red lines**) beginning May 2014, the daily ridership for GoKL city bus increased to

35,000 passengers



Public transport AM Peak ridership

increased to **455,728** (target 2014: 470,000).

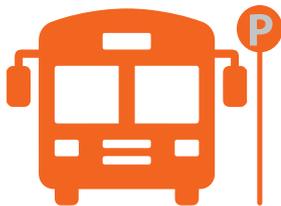
There are improvements in the public transport system such as better integrated terminals, increased capacity of the rail service and reduced headway of public transport services



Implementation of the **Passenger Information Display (PID)** at 58 major bus stops in the Klang Valley to provide estimated arrival times for buses servicing specific routes—this was completed in 2013



New Pasar Seni and Munshi Abdullah city bus terminals



that help to decongest Kuala Lumpur central business districts by regulating bus travel into the city and redirecting bus traffic to the terminals to ensure the most efficient flow

KTM Komuter

service improved:



Waiting time reduced by 15 minutes **from 30 min to 15 min**



Based on 2014 traffic survey, the load factor for KTM Komuter increased to

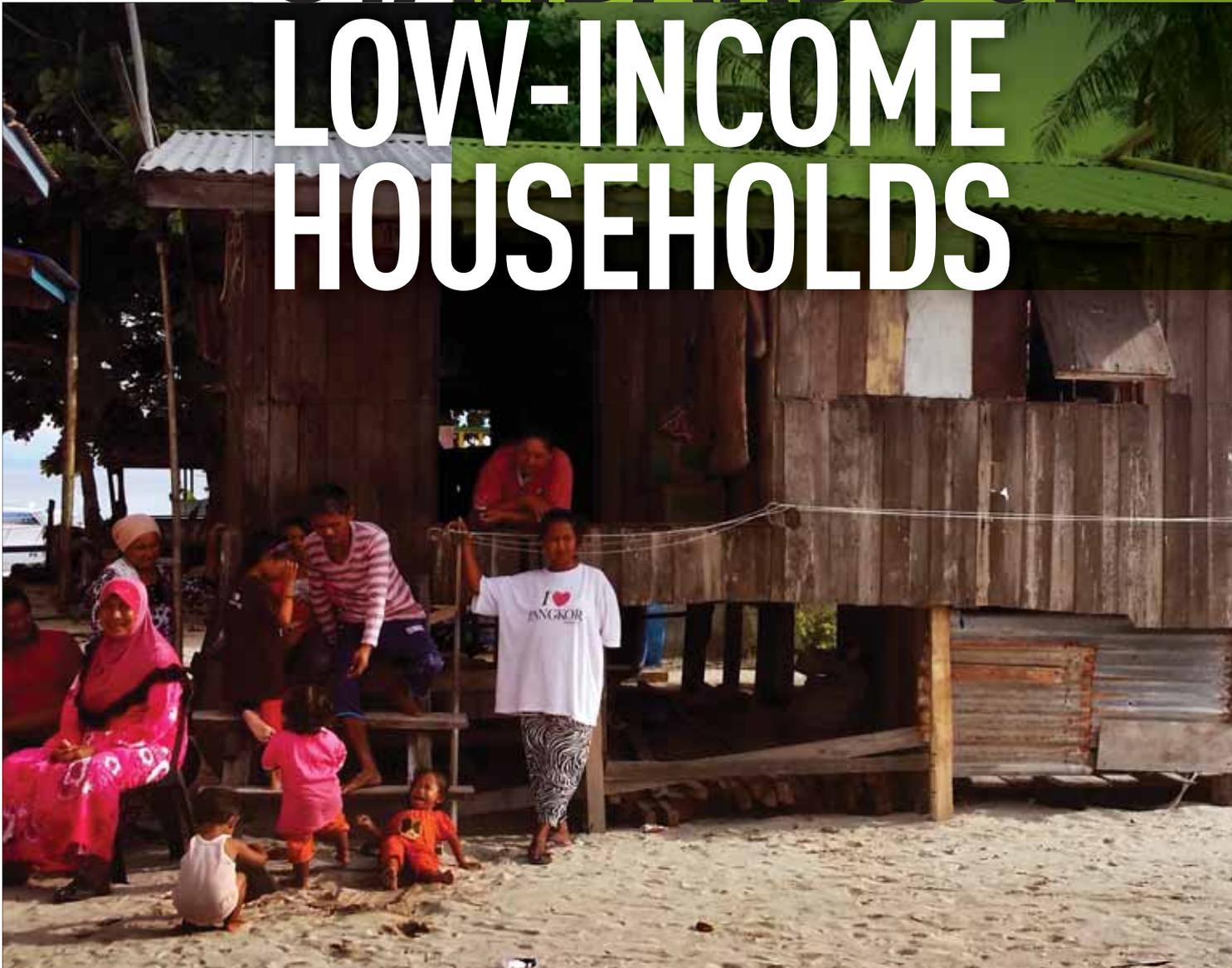
92%



On time-performance during AM Peak for KTM Komuter increased to **97.5%**



RAISING LIVING STANDARDS OF LOW-INCOME HOUSEHOLDS





Lives and Livelihood

Our aim in the implementation of the **Raising Living Standards of Low-Income Households NKRA (LIH NKRA)** initiatives is straightforward—improving lives by improving livelihoods. Over the years, our country has seen significant changes in both economic and financial development, as well as in the composition of our low-income groups. However, there were pockets of low-income rakyat that remained regardless of Government efforts, and hence the founding of the LIH NKRA to reach out to them.

The LIH NKRA supports low-income groups through the delivery of direct assistance and financial empowerment training and support. As sustainability is a key priority for us, we place greater priority on skills and vocational training and financial empowerment. However, we have also identified vulnerable groups that require immediate and targeted assistance, and for them we have implemented community feeding and healthcare programmes to place them on a stronger footing before delivering skills training.

Our assistance is mainly delivered through our flagship **1AZAM (Akhiri Zaman Miskin) Programme**, which offers support and training in four key work streams as well as to the urban poor. We recognise that the low-income groups in Malaysia come from diverse backgrounds and have unique needs that cannot all be met by a single delivery framework. While we maintain a universal and general philosophy in the LIH NKRA, we are dependent on the expertise and support of our partners to identify the best ways to deliver assistance to targeted groups.

Moving forward, we will be doing even more for our programme participants through the introduction of the Beyond 1AZAM Programme. We started the pilot project in September 2014 with the aim of helping our successful 1AZAM participants further develop their capacities to similarly further increase their incomes. The Beyond 1AZAM programme aspires to arm our participants with advance entrepreneurial and business skills, e.g. marketing, promotion and distribution, to help them further enhance their earning potential.

We are excited by some of the prospects who have already come through the basic 1AZAM programme, and we believe that they have what it takes to become even greater contributors to national wealth. Our hope is that the Beyond 1AZAM programme will create a generation of successful entrepreneurs and service people comprising participants who were once deemed as “low-income”.

“Our hope is that the Beyond 1AZAM programme will create a generation of successful entrepreneurs and service people comprising participants who were once deemed as “low-income”.

Dato' Sri Rohani Abdul Karim
Minister of Women, Family and Community Development

PROVIDING OPPORTUNITIES TO MOVE ABOVE THE POVERTY LINE INDEX (PLI)

Malaysia's commitment to poverty eradication has a historical link to the past. When the country first became an independent nation, it emerged as a country still largely dependent on the agricultural produce of its rural communities. In 1970, almost fully half of all Malaysians were deemed to be living in poverty. This would be improved over the years through the intervention of Government development programmes, and by 2012, less than 1.8% of Malaysians were living in poverty.¹

Nonetheless, the commitment of the Government to a high-income, developed nation required that more be done for those remaining living under the poverty threshold, and this became the rationale for the LIH NKRA.

The LIH NKRA is committed to the betterment of the lives and livelihood of low-income Malaysians in line with the country's development philosophy of inclusivity. Even as both the ETP and GTP programmes continue to drive Malaysia up the value chain, the LIH NKRA is committed to the equitable distribution of prosperity and wealth to ensure that all Malaysians will be able to enjoy the fruits of progress.

The initiatives of the LIH NKRA promote equity between the economic classes by providing assistance to the low-income group. These efforts are divided into two categories: to provide direct assistance to hardcore poor, poor and vulnerable group and secondly, to empower them to find sustainable and meaningful incomes. Participants are drawn from the national *eKasih* database and receive skills and vocational training under the 1AZAM (*Akhiri Zaman Miskin* or Ending the Era of Poverty) Programme.

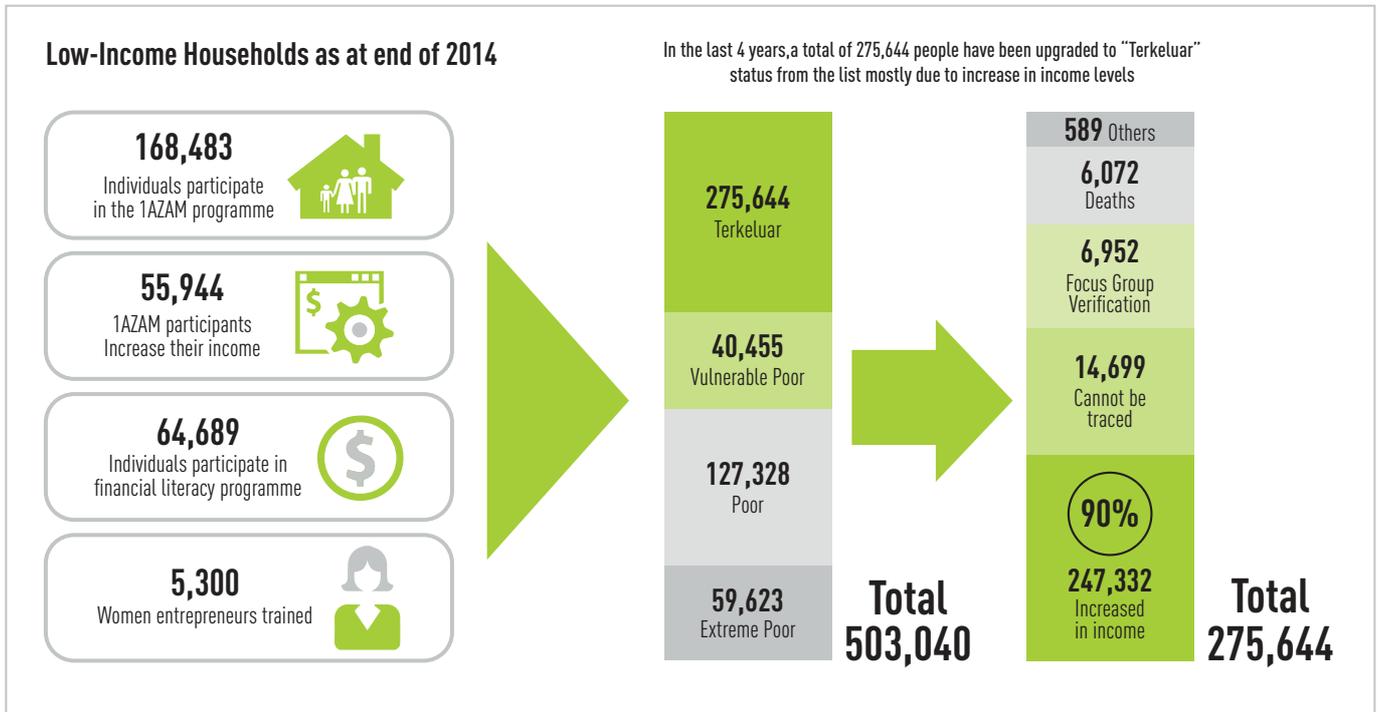
Since the start of the GTP, more than 50% of low-income households, or 188,000 rakyat, have been moved out

from that category thanks to the efforts of the Government, including those under the LIH NKRA and other poverty eradication programmes. In addition to these initiatives that deliver economic empowerment, economic enablers are provided through initiatives such as: direct assistance such as food baskets, healthcare, KEDAP (*Kelas Dewasa Untuk Orang Asli dan Penan* or Adult Classes for Orang Asli and Penan), senior care, housing facilities and most importantly, to give opportunity for the low income groups to generate income via 1AZAM Programme.

¹ In 2009, prior to the start of the GTP, the Household Income Survey showed that the incidence of poverty in Malaysia was 3.8%.

The NKRA continued to see achievements in 2014, including:

	Ensured that 24,646 1AZAM participants (target: 28,900 participants) raised their income by RM300 for any three months
1	To measure the effectiveness of the 1AZAM programme, the LIH NKRA monitors participants post-programme to ensure that they put the skills acquired to use. Changes in their income levels are measured and the participant is deemed to be successful if he or she raises their monthly take home income by at least RM300 for any three months.
	Increased collaboration with NGOs and corporate sector partners
2	The Government recognises that winning the fight against poverty cannot be an individual effort and has enlisted the help of partners including non-governmental organisations (NGOs) and private corporates to fund and support programmes. In 2014, 46 programmes (target: 36 programmes) were implemented together with these partners.



Cumulative Figure increase in income by RM200 in 2012 and RM300 in 2013 & 2014. Programme started from 2012 onwards

These achievements, and others, are the result of initiatives undertaken in 2014 designed to enhance and improve the delivery of programmes to the targeted groups.

At the same time, the LIH NKRA is also taking significant steps to evolve in 2015 and beyond. Over the last five years, the focus of initiatives implemented was to provide basic

foundational skills necessary to help participants free themselves from poverty, but the next few years will see initiatives implemented to help them become financial successes.

Initiatives undertaken are as follows:

- Improving monitoring and evaluation of 1AZAM participants**

The LIH NKRA team continued to enhance their monitoring of 1AZAM participants post-programme to ensure that the skills and support acquired have boosted their income levels. The benchmark of success is for the participants to raise their income by RM300 in any three months during the year. The monitoring and evaluation is conducted at the grassroots level, which can be a resource-consuming endeavour. To assist in these efforts, the LIH NKRA has solicited the help of other federal and state agencies such as the Ministry of Women, Family and Community Development (*Kementerian Pembangunan Wanita, Keluarga dan Masyarakat* or KPWKM).
- Delivering economic enablers to vulnerable groups**

The LIH NKRA has made the delivery of economic enablers to groups in need of aid such as the Penan community in East Malaysia and Orang Asli groups in Peninsular Malaysia a key focus these past two years. From improving health and nutrition to providing home help services, these enablers are changing the lives of these vulnerable groups and helping them become economically self-sustaining individuals.

Dubbed the Beyond 1AZAM Programme, the LIH NKRA will tailor upskilling initiatives targeted at successful 1AZAM participants in a bid to help them further enhance their businesses through advanced courses such as online marketing and market diversification, as well as micro credit financing. Some 2,000 successful 1AZAM participants were selected for the pilot programme that began in September 2014, with the results of the programme to be published in 2015.

1AZAM: HELPING LOW-INCOME GROUPS HELP THEMSELVES

1 AZAM is a comprehensive programme cutting across Ministries and agencies in regards to implementation. As the figure below shows, 1AZAM implementation is the result of collaboration between federal, state, district and municipal authorities as well as other agencies such as Kolej Yayasan Sabah.

The 1AZAM programme is divided into three distinct phases. In the first phase, the 1AZAM programme focused on increasing participation by encouraging low-income individuals to register themselves with the *eKasih* database. In the second phase, 1AZAM focused on delivering income-enhancing initiatives to participants

based on the KPI of a RM300 increase for any three months within the year. The aim is to help participants increase their incomes, and perhaps more importantly, to sustain that increase.

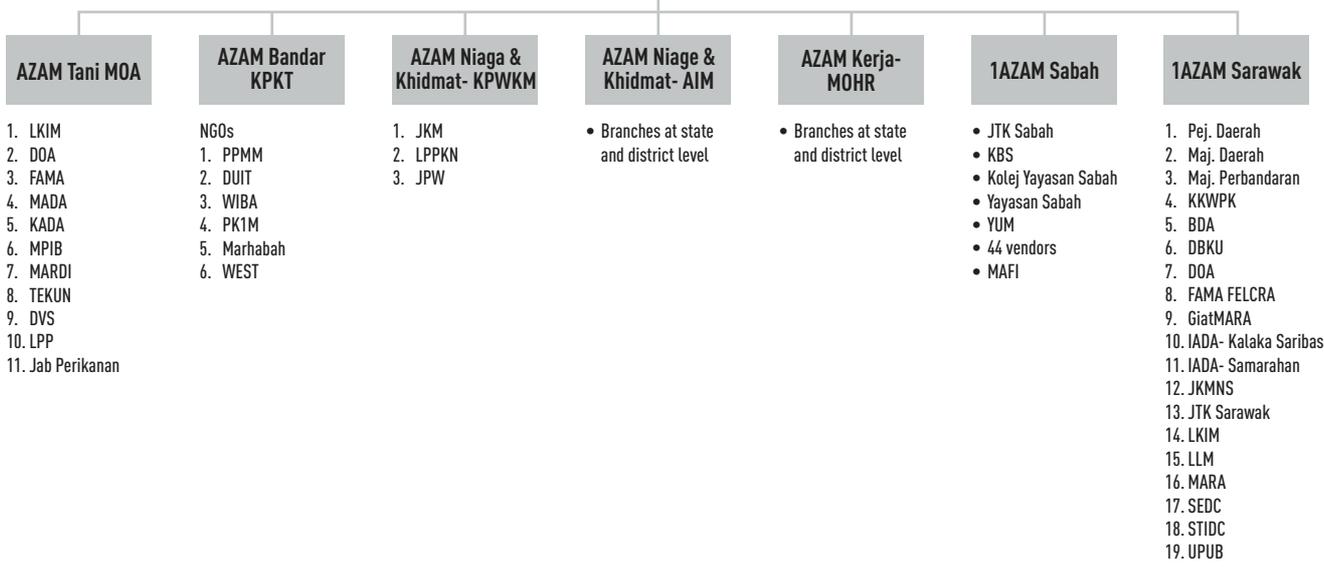
In the third phase, which will begin in 2015, LIH NKRA will implement the Beyond 1AZAM Programme, which is designed to further boost the income levels of successful 1AZAM participants. Beyond 1AZAM is selective and will only enrol participants who have successfully raised their income levels, and show promise for further development. Beyond 1AZAM's benchmark of success is for participants to raise their incomes by a further 50%.

“1AZAM is a comprehensive programme cutting across Ministries and agencies in regards to implementation.”



1AZAM Programme implementing structure

1AZAM Programme



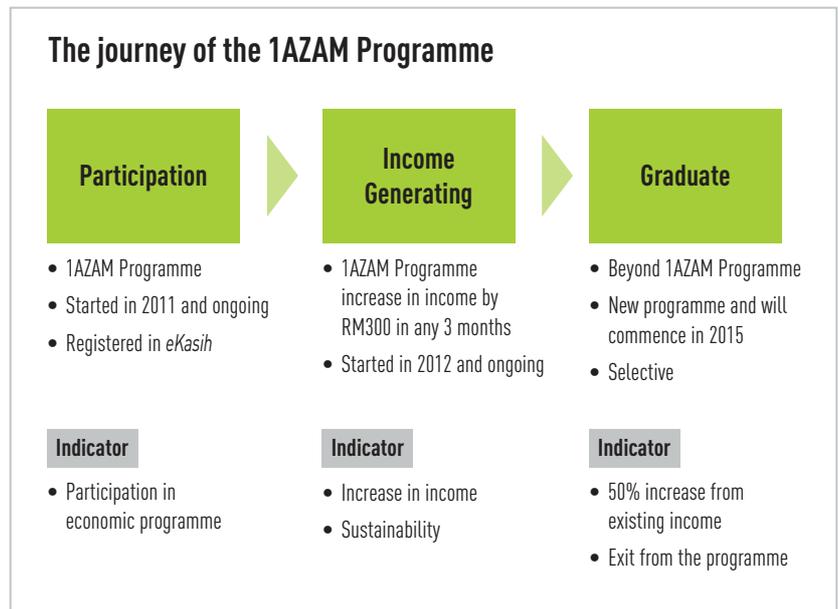
In 2014, the LIH NKRA continued to focus its initiatives on the second phase, namely to raise income levels and monitor participants to ensure they sustained the income increase. Income enhancement was conducted via the core 1AZAM programme, which is divided into five streams:

AZAM Kerja
AZAM Niaga
AZAM Khidmat
AZAM Tani
AZAM Bandar

In 2014, 24,646 1AZAM participants raised their income by RM300 for any three months, which represents 85% of the LIH NKRA's KPI for 2014. The requirement that participants sustain income growth over a period of time is important because the aim is to create sustained, long-term change rather than one-off benefits. Sustained income growth over a period of time is evidence that the recipient has sufficiently changed to be self-subsistent.

Participants in the programme are drawn from the *eKasih* database which tracks and monitors the impact of service delivery on programme participants. The *eKasih* database creates data that can be used for the NKRA analytics to determine how to better serve the low-income group. The Ministry is committed to selecting 1AZAM participants from the *eKasih* database and will continue to work across all agencies to prioritise *eKasih* registrants.

In 2013, problems were encountered where participants were not being directed to the right AZAM channels or were channelled into unrealistic



streams. Vendors have since been required to conduct more thorough needs analysis in screening potential participants to obtain a more stringent selection of participants interested in joining the AZAM programmes. This has yielded some improvements in 2014.

However, monitoring the progress and development of programme participants at the grassroots level remains a challenge due to several reasons:

- the large number of programme participants;
- the de-centralised location of participants; and
- the amount of effort required to provide regular and timely monitoring of their progress.

The LIH NKRA continues to work with its programme delivery partners and NGOs to identify a better framework to conduct the monitoring and evaluation part of the programme.

Feedback from delivery partners and from empirical observations also suggest that some of the AZAM

recipients tend to be resistant to long-term change, which sets back efforts to help develop long-term change in their financial habits. Mitigation efforts such as motivational workshops are constantly held to help change their mindsets, and the monitoring and evaluating (M&E) framework is regularly tweaked to better reflect the reality on the ground. The LIH NKRA's collaboration with NGOs to help with M&E has shown some success and there are plans to further leverage this relationship in the future.

Finally, attention has been drawn to cases of discrepancies by LIH NKRA vendors in the Auditor General's Report. Stern action will be taken against underperforming partners, such as show cause letters and warnings issued. Continued underperformance will lead to the cancellation of contracts and further action where appropriate.

The following section details the unique training and support provided by each AZAM work stream and its targeted audience.

AZAM Kerja

AZAM Kerja aims to place low-income workers in jobs that will help them increase their income through more steady and meaningful work in the service sector. The programme focuses on various careers that are suited for individuals with little to no qualifications. The programme also helps provide training and instruction to help them meet the job requirements.

To further expand its offering, in 2014, the AZAM Kerja programme piloted a Work Voucher Programme in five states: Kuala Lumpur, Selangor, Perak, Negeri Sembilan and Johor. Each state was assigned 20 places for participants, who were assigned part-time work in jobs such as in convenience stores and petrol stations near their homes. Workers received daily pay in the form of work vouchers for their day's work.

One of the key challenges faced in the deployment of the programme was the lack of participation from the targeted groups. For example, in Johor, Negeri Sembilan and Selangor, only 12 of the 20 places were filled by workers. The delivery team also encountered some setbacks in terms of finding companies willing to cooperate.

Standard Operating Procedures (SOP) for the programme will continue to be improved moving forward to increase the participation rate. The LIH NKRA team is also working with agencies under the Ministry of Human Resources (*Kementerian Sumber Manusia* or KSM) to streamline the processes and procedures of the Work Voucher Programme to make it more attractive to target groups.



AZAM Kerja participants are given job placements as beauticians at La'Joise

Boosting employment prospects through AZAM Kerja

AZAM Kerja is helping to bring employers and employees in Malaysia together as part of its overall objective to raise income levels by providing well-paying jobs to targeted recipients.

Under its job placement initiative, AZAM Kerja pairs qualified employees with participating employers, such as La'Joise beauty salon, which has hired two AZAM Kerja participants.

"We are hoping to help create a generation of skilled youth with good career futures to help raise the financial status of the individuals, their families and the country," Wan Adilah Syahirah Wan Jaafar, the General Manager of La'Joise says.

However, she adds that not everyone who participates in the AZAM Kerja programme is automatically selected for employment as La'Joise needs to pick the candidates that best meet its criteria. Wan Adilah says that La'Joise has been a participant of the AZAM Kerja Programme since 2013, and has since trained 26 participants.

Under the AZAM Kerja Programme, participants are provided a place to stay and training in their chosen profession to give them the skills necessary to seek further gainful employment and become financially independent.

Nurul Hazra Roslang, 18, is an AZAM Kerja participant presently working at the La'Joise outlet in Klang, Selangor. A fresh secondary school graduate, she says getting a job right out of school was a "dream come true".

In addition, she says that she is receiving proper skills training during her time at L'Joise, which she hopes will help her towards her aim of setting up her own beauty salon some day.

Building capacity to help reach goals



Through the AZAM Kerja programme Clarisa Balicao now owns her own hair salon. She can now earn up to RM8,000 in a single month.

Clarisa Balicao, a resident of Kota Marudu in Sabah, is one of the beneficiaries of the AZAM Kerja programme. Formerly a worker at the Magical salon, Balicao has now taken over the salon and pays the former owner in instalments. As an AZAM Kerja programme participant, she received training in areas related to her business's activities—facials, hair styling and beauty therapy—and she now earns between RM6,000 and RM8,000 per month.

While not every AZAM Kerja participant ends up owning their own store like Clarisa, every participant will receive an opportunity to develop valuable employment skills in various sectors. Through job placements, the AZAM Kerja programme provides workers with on-the-job and business experience.

“I’m happy. The courses I took organised by AZAM Kerja’s Train and Place programme have really helped. I now see about a hundred customers every month who come for haircuts, hair styling and treatment. But I would still like to expand if I could.”

Clarisa Balicao

Beauty Salon Owner, Kota Marudu, Sabah



AZAM Niaga

AZAM Niaga is a programme targeted at budding entrepreneurs who have the skills necessary to start a small or sundry business of their own. The AZAM Niaga programme provides support in the form of training and micro-credit financing to these individuals to help fund their initial start-up costs. AZAM Niaga participants are expected to have some experience running small-scale businesses to qualify for the programme.



Saidah Samadi set up her very own cooking classes with the help of AZAM Niaga

“The biggest change is that I always have money in my pocket. I no longer have to worry about money at the end of the month—we have the courage to change the things we want and expand the business. I started with a small turnover and now I have a full-time worker and two assistants. I never thought I would have these things.

Saidah Samadi

Bakery Owner, Ipoh, Perak

Funding initial start-ups to unlock potential

Saidah Samadi, 48, has always had an entrepreneurial nature. Upon the request of her daughter, she took it upon herself to learn how to cook and make *kuih*. When friends started asking her for the recipes or to teach them, she decided to hold classes and started selling her culinary products through agents and online through Facebook.

The Ipoh, Perak, resident was a beneficiary of the AZAM Niaga programme, which helped develop her cooking classes and also her culinary offerings. Saidah says her life has transformed tremendously since then.

Saidah's dream now is to get her Sijil Kemahiran Malaysia (SKM) Grade 2 qualifications so that she can teach at the local community college. She also has plans to open a store to further expand her reach.



AZAM Tani

AZAM Tani supports income growth of participants by focusing on agro-related businesses such as poultry farming, cash crops and aquaculture farming. Participants are assigned projects based on their ability, expertise and the needs of the participant. AZAM Tani supports participant development through financial aid, capacity training, providing technical expertise and other facilities.



Growing incomes by helping support agri-business

Hassim Mohammad Hussain, 50, says that one cannot entertain thoughts of giving up if one is a farmer. Formerly a menial labourer who planted corn in his spare time to generate additional income, Hassim is today a full-time papaya grower due to the help and training he received from AZAM Tani.

“I initially experienced challenges marketing my fruit, but after a year of participation in the AZAM Tani programme, opportunities began to present themselves to me and demand for my papayas grew,” Hassim adds.

A father of eight, Hassim is one of the biggest papaya producers in Alor Setar, Kedah. He received about RM8,850 worth of equipment from AZAM Tani in 2011 from Muda Agricultural Development Authority (MADA or *Lembaga Kemajuan Pertanian Muda*) authorities under the AZAM Tani programme at the start and now sells about a tonne of papayas each day to five buyers.

“Demand is still growing and some are even interested in exporting to Thailand,” he adds. His income has grown more than five times—from between RM800 and RM1,000 per month to between RM5,000 and RM6,000.

Hassim’s story is an indication of how the programme works by focusing its efforts on participants with a strong work ethic and experience in the agricultural field. The hope is that the provision of these amenities will help the business succeed and thus uplift the participants from poverty.



Photo courtesy of Sinar Harian

From factory worker to regional quail supplier

Asbdullah Ali, from Nibong Tebal Penang, has seen his monthly salary as a factory worker of RM900 grow exponentially since being selected as a participant of the AZAM Tani programme. Today, Asbdullah is a successful supplier of frozen quail meat, which has been marinated with a special homemade recipe.

“I used to ferry quail food and my children to school at the same time, all cramped and congested,” the poultry farmer says of the days when he used to drive a Perodua Kancil. “Sometimes, I felt upset thinking of my children’s fate. Now, I have a truck to take them to school with better comfort and safety. I am happy. I am very grateful.”

As a participant of the AZAM Tani programme, Asbdullah received RM9,000 worth of assistance from

the Federal Agricultural Marketing Authority (FAMA) to expand his existing quail business, which he ran on the side together with his wife while he was a factory worker.

At that time, Asbdullah says, they had insufficient volume to ever see any real profits. The assistance from FAMA gave them the capital to purchase 4,000 baby quails for breeding as well as the necessary equipment. In 2009, the couple had around 200 quails.

Today, Asbdullah is one of the main suppliers of quail eggs and meat in Seberang Prai Selatan, Kedah and Perak and rears between 15,000 and 20,000 birds.

Photo courtesy of New Straits Times



AZAM Tani changes the life of a satay seller



Photo courtesy of New Straits Times

Azemi Majid laboured as a factory worker for most of his life, earning barely enough to support his family. At age 46, he decided to resign from his position and set up his own satay stall with his gratuity of RM5,000 in Shah Alam, Selangor.

“I paid my debts in full. Then, I rented the lot here, bought a freezer, blender, grill and meat. I had to work every day for the first six months,” he says.

Bringing home a monthly income of between RM700 and RM800 was not a significant improvement over his previous work as a factory worker. However, all that changed after he was selected to be a participant in the AZAM Tani Programme by the Malaysian Pineapple Industry Board (MPIB).

Azemi received equipment and appliances (worth a total of RM9,000) to upgrade his stall, and was also provided with business skills training to enhance his capabilities. His capacity grew significantly, and he now brings home a monthly income of between RM3,500 and RM4,000.

“I still work daily to make sure business runs smoothly but I don’t have to worry where my next meal is coming from,” he says. “More importantly, I am doing something I am passionate about.”

His AZAM Tani trainer, Ahmad Miqdad Mohsin, says that Azemi is one of the 18,000 poor individuals enrolled in the programme from which there have been many success stories. Azemi is doing well, he adds, because he is applying the skills learnt during training.

AZAM Khidmat

The AZAM Khidmat programme is directed at low-income individuals interested in working in the service industry either as an entrepreneur or as a worker. Similar to the AZAM Niaga programme, AZAM Khidmat provides support in the form of training and financing for participants looking to start their own small service provider businesses.



Providing relevant training to help businesses thrive

Sharifah Junaidi Sayed Idrus owns and operates her own salon and spa in Perak. A participant of the AZAM Khidmat programme organised by the Perak state government, Sharifah has been generating a steady income from her enterprise. She received training as well as equipment for her salon.

“In the past, my income was not stable compared to now when my monthly income, even with a few clients, can come up to RM3,000. On some days, I earn more than RM400 a day.”



Sharifah Junaidi is a small service provider and owns Usahawan Salun & Spa. She diversified her business and improved prospects through training under the AZAM Khidmat programme

AZAM Bandar

AZAM Bandar is directed at helping the urban poor raise their level of income by providing appropriate training, capital and equipment to help them either find employment or start their own businesses. AZAM Bandar also helps participants identify how they can grow their businesses to boost income and diversify their revenue streams.



Improving livelihoods in cities around the country

The LIH NKRA's AZAM Bandar initiatives are held in cities throughout the nation and not just in the Klang Valley. Implemented together with local NGOs, the AZAM Bandar work stream is helping transform the earning potential of the urban poor to make them positive contributors to the economy.

In Kelantan, the Malaysian Businesswomen's Association (*Persatuan Wanita Dalam Bisnes Malaysia* or WIBA) has been actively running vocational training courses since 2013. According to WIBA's chairperson Nor Faizah Mohd Noor, about 92% of the participants drawn from the *eKasih* database have managed to increase their monthly income by RM300 for three months in 2014.

"We run practical skills workshops such as sewing and retail workshops," Nor Faizah says. "At times, we even help them set up their online marketing distribution points and set up kiosks for them at farmer's markets."

WIBA runs a monthly programme to help its participants market their products by organising monthly trips to farmer's markets as well as other retail locations. According to Nor Faizah, this has worked very well and she plans on continuing the programme next year.

But as with other programme implementers, Nor Faizah says that the biggest challenge faced by WIBA is in changing the mindsets and attitudes of participants.

"When they finish the programme, they are initially very excited but this doesn't last," she says. "When we did follow-up monitoring sessions, we found that a minority of them have not put the skills acquired to work. We have to keep calling on them and visiting their houses to encourage them to put in the effort."

Nor Faizah adds that although the 92% achievement rate is laudable, she believes that she can reach out to the remaining 8%. She says that post-programme follow up sessions

are critical because the programme only lasts eight days and participants then attend a two-day motivation workshop. Ten days, she says, is not enough to change mindsets and attitudes.



VULNERABLE GROUPS:

HELPING THEM BECOME INDEPENDENT

PINEAPPLE FARM GIVES SECOND CHANCE TO RECOVERING DRUG ADDICTS

Under AZAM Tani, the Ministry of Agriculture (MoA) has been working with the Malaysian Pineapple Industry Board (MPIB) and the Cure & Care Rehabilitation Centre (CCRC) to provide gainful employment to recovering drug addicts at a farm in Jelebu, Negeri Sembilan. This programme is part of a wider initiative focused on vulnerable groups including Orang Asli, single mothers and disabled persons.

The farm in Jelebu commenced operations in 2013 on 40 acres of land. In the first phase of the project, the farm planted 20 acres of land growing two types of pineapple varieties, i.e. N36 and Yankees. The fruit has seen significant demand from area residents as well as from fruit dealers.



In the meantime, the programme is giving recovering drug addicts a sense of purpose and income to prevent them from relapsing into drug abuse. The example of the Jelebu farm is a strong endorsement of the success of the LIH programme in helping low-income vulnerable rakyat while at the same time raising the profile of the regional economy.



HELPING HIV+ WOMEN BECOME SELF-RELIANT

Women diagnosed with HIV are among some of the most vulnerable groups in Malaysia. Usually catching the infection from their husbands, these women typically have young children to care for and thus find employment and income opportunities very limited.

To help these women increase their income to better support their families and themselves, the LIH NKRA together with the Ministry of Human Resources' Department of Labour and AIDS NGO *Pertubuhan Masyarakat Prihatin* established a community sewing project in Bachok, Kelantan.

Under this project, the participants were given sewing equipment and training to produce textile goods for sale to the community. A play area was

also set up for their children so that they no longer had to keep a constant eye out on them.

Ten HIV+ women participated in the project, which aims to create sufficient income for them to purchase basic goods such as milk powder and diapers. On average, participants managed to earn about RM500 a month. While project participants experienced initial problems in breaking into the market, efforts by the implementation teams have managed to overcome this problem by securing orders from nearby schools.

The project has made the women more self-reliant and equipped them to better care for their children by providing them with employment in a field that fits their condition. The aim is to expand these projects nationwide such that any rakyat with vulnerabilities will receive the opportunity to improve their own livelihoods.

DEVELOPING ECONOMIC ENABLERS

FOR LOW-INCOME GROUPS

The focus of the LIH NKRA was expanded to include delivering economic enablers as it quickly became clear that building skills and providing opportunities alone are insufficient in helping low-income individuals if their capacity to work is affected by obstacles due to their circumstances in life. There are cases where the incomes remain stunted not because of the lack of opportunity or desire, but simply because the individual cannot afford to do so.

To resolve this issue, the LIH NKRA has started delivering economic enablers to targeted communities to complement its empowerment work with 1AZAM. At the same time, it has also delivered enablers that are tailored to the specific needs of vulnerable groups, such as the Orang Asli and Penan communities.

The LIH NKRA team has sought the assistance and expertise of external partners including NGOs and corporate partners to help execute and support the delivery of enablers. Furthermore, as NGOs have long-standing relationships with some of these communities, they are better positioned to identify the needs of the community.

Nonetheless, the LIH NKRA team believes that its collaborative work with its external partners can still be further improved. For example, one problem that has cropped up is the misalignment of the Corporate Social Responsibility (CSR) vision with the LIH NKRA's poverty reduction objectives.

This issue is to be resolved by further expanding the LIH NKRA's network of partners and by deepening its working relationships with partners so that it can bring delivery of initiatives to the next level.

The following section details the economic enablers which formed the core focus of the LIHN NKRA's delivery initiatives in 2014. The enablers were

selected as the result of a needs analysis and in terms of the impact they would have on the targeted community.



Providing food baskets for urban poor

One of the key Food Basket Programmes delivered in 2014 is the *Titipan Kasih* Programme, which is administered by the Ministry of Urban Wellbeing, Housing and Local Government (*Kementerian Kesejahteraan Bandar, Perumahan dan Kerajaan Tempatan* or KPKT) together with the NGO MyKasih Foundation. The programme is targeted at the hardcore poor identified under the *eKasih* database who meet the following additional criteria:

- The head of the household is less than 60 years old
- The household contains at least five persons
- Per capita earning of the household is less than RM120 monthly.

Under the programme, the household receives RM80 per month, which is directly credited to the recipients' MyKads. The household head is also required to make use of the funds at selected outlets such as Mydin, Giant, Eonsave, etc. The funds are only eligible for the purchase of essential items including rice, flour, cooking oil, sugar, salt, condensed milk and eggs.

In 2013, 3,200 households from across Malaysia participated in the programme.

The distribution of food aid through *Titipan Kasih* follows a stringent process which begins with the registration of the household on the *eKasih* database. The selected recipients are forwarded to MyKasih, which conducts on-the-ground checks to verify the eligibility of the recipients. A second round of checks is conducted by KPKT before



disbursing the funds to MyKasih which in turn distributes the funds to the recipients.

While the Food Basket Programmes will continue into the future, the long-term sustainability of the programmes is contingent on the identification of more sponsors to help offset the cost of the programmes.



Delivering home help to seniors and homes with disabled children

Low-income individuals are sometimes constrained by their obligations to their elderly parents or disabled children and thus unable to work regularly. To help free them from some of these obligations, the LIH NKRA has worked together with the Community Welfare Department (*Jabatan Kebajikan Masyarakat* or JKM) to expand its Home Help Programme.

JKM's Home Help Programme is being run together with NGOs to provide aid to senior citizens. Through a collaborative effort, vulnerable groups are identified and the NGOs fund the delivery of the aid required. In 2014, the programme was running in 222 Parliamentary locations with the assistance of 124 District Community Welfare Offices.

One challenge of this initiative is that some of the NGOs are not sufficiently trained to deliver the care required. Remedial training is being implemented for these volunteers to help improve their quality of service.



Improving connectivity for Orang Asli

Reliable roads and other forms of public transport is a key economic enabler allowing remote Orang Asli residents to access the market or areas where there are jobs.

For the Orang Asli community in Temenggor, Perak the trip to the nearest major city, Gerik, has been cut from four to five hours by road to about 40 minutes, says Hj Abdul Wahid, the Director of the Orang Asli Affairs Department for Perak State.

“The community is using a ferry to purchase supplies from the city and tourists are also using it to visit the community,” Abdul Wahid says. “The ferry is definitely making an impact on the lives of the community, but we would like to improve this in future.”

One concern that may be dissuading greater use of the ferry—it presently makes only one trip back and forth every day—may be the fare charged. For a round trip, the cost is RM30 per person, which is cheaper than the commercial fare. However, Abdul Wahid says, it may still be a significant amount for the kampung folks.

“There’s more than 3,000 people in the kampung and although the ferry is at capacity when it makes the trip back and forth, this is only 20 people,” he adds. “We are going to see if we can lower the cost of operating the ferry and perhaps reduce the fare charged.”

As with the Temenggor-Gerik ferry service, greater connectivity will provide Orang Asli living far upstream greater access to education, health and economic opportunities to improve their quality of life.



However, maintenance of roads, prioritisation of communities and the quality of the roads supplied are issues that need to be resolved to ensure better infrastructure delivery. To improve the delivery process going forward, the LIH NKRA will implement a stronger monitoring and accountability system post-implementation together with the delivery partners.

“Reliable roads and other forms of public transport is a key economic enabler allowing remote Orang Asli residents to access the market or areas where there are jobs.”

DELIVERING CLEAN WATER

IN ULU MUJOK, SIBU



The LIH NKRA continued to expand the number of communities targeted by LIH NKRA activities and in 2014 widened its scope to deliver clean water and sanitation to the Iban people in Ulu Mujok, SibU. Clean water is a key enabler of health and economic development, and must be a priority in remote areas.

The aim of the RM1 million project is to provide clean and treated water, and proper sanitation for area residents.

When completed, the project is expected to benefit approximately 254 households consisting of 1,692 people. The project includes the construction of a dam as well as piping to deliver water from treatment sources to the homes themselves, which are sparsely located within the region.

The provision of clean water is expected to increase the quality of health and thus provide the residents with a better quality of life.

ENCOURAGING THE PRIVATE SECTOR

TO PLAY AN IMPORTANT ROLE

NGOs and corporate partners play an invaluable role in the LIH NKRA's delivery of programmes as their contributions help sustain and further enhance poverty eradication efforts. To facilitate greater participation by NGOs and corporate partners, the LIH NKRA is implementing the following initiatives:

- Expediting tax exemptions for NGOs fighting poverty: NGOs actively focused on fighting poverty and providing support services such as healthcare, shelter and education will see their tax exemption applications expedited under the LIH NKRA.

- Matching NGOs with corporate partners or individuals: To ensure that NGOs receive sufficient support in terms of corporate donors and/or volunteers and staff, the LIH NKRA will help NGOs better publicise themselves to potential partners, thus expediting the matching process.

Presently, the LIH NKRA is using mainstream media channels to publicise the list of NGOs requiring support but the team will eventually set up a permanent online microsite to promote the NGOs and their projects.



Encouraging NGO partners to contribute their efforts

Siti Nur Mokhtar, the chairperson of the Association of Malay Professionals, Malaysia (*Persatuan Profesional Melayu Malaysia* or PPMM), has seen a significant change in the delivery of programmes to low-income groups since the establishment of the LIH NKRA. What may be the greatest benefit of the NKRA is the level of awareness that the LIH NKRA is generating, especially for potential programme recipients.

“Particularly for the LIH NKRA where we are very much involved, we find that the rakyat, in general, are more willing to participate in initiatives that have the potential to change their lives and lifestyles,” she says.

At the same time, PPMM's engagement with LIH NKRA activities has also raised the NGO's

delivery capabilities and awareness of the complexities involved in the task of poverty eradication.

“Our engagements via various Ministries on the subject of poverty eradication is getting more and more complex and fluid as we dive deep into the process of programme delivery.”

PPMM was founded in 2002, and is focused on human capital development in line with the nation's human capital plan outlined in Vision 2020. The aim of PPMM is to engage the grassroots to build the capacity of the target groups to contribute to society through the delivery of customised poverty eradication programmes that are tailored according to the initial project brief.

Siti Nur says that PPMM's participation in the LIH NKRA's activities has helped her organisation's voice be better heard within the larger dialogue on poverty eradication, and in their dealings with the various Ministries when discussing policy interventions.

“We are pleased to say that the programmes monitored by the LIH NKRA are much more efficient and meaningful, as relevant interventions are introduced based on feedback from the grassroots,” Siti Nur says.



Emkay Group uplifts the lives of remote Orang Asli community in Gerik



Emkay Group has made helping the Orang Asli community in the Belum Temengor rainforest complex a key part of its CSR efforts since 2008. Located in Gerik, Perak, Belum Temengor is home to about 3,800 Orang Asli from the Jahai and Temiar tribes, says Emkay Foundation's General Manager Zainon Kasim.

One of the Foundation's key activities in this area is the delivery of basic education to the children who otherwise receive no instruction.

"There is no school and no facility offering any kind of childhood education for the children," Zainon says. "To help these children, we started setting up 'toy libraries' which are stocked with educational toys."

"We encourage children to come to the library to play and they also learn as they play. This basically gives them a first taste of education. We now have five libraries established."

With the participation and support of LIH NKRA, Emkay Group has managed to expand the services offered to the communities to the mothers as well.

"When I spoke with the MoHR, what I was looking for was a body to provide skills training for the mothers who have nothing else to do," Zainon says. "With the LIH NKRA, *Jabatan Tenaga Kerja Perak* now provides sewing machines and they bring in employers and teachers who teach them how to sew."

Since the programme was introduced, the mothers of the children have been actively involved in a lot of sewing and beading arts and crafts, and are also encouraged to make traditional cultural products, she adds. These crafts are then sold and the proceeds go back to the mothers.

"It's making a huge impact. From earning nothing, the mothers are now earning RM500-RM600 a month, which is a lot of money for those living in the jungle," Zainon says, and adds that they are also teaching the mothers how to count so that they can better manage their money.

These projects are presently being held in villages with a concentration of between 100-150 villagers. Zainon says that the work being done at Belum Temengor has been extremely fulfilling, and she hopes that other corporate partners will replicate the work that is being done there.

“There is no school and no facility offering any kind of childhood education for the children. To help these children, we started setting up 'toy libraries' which are stocked with educational toys.”

Zainon Kasim
General Manager, Emkay Foundation



VIEW FROM THE DELIVERY MANAGEMENT OFFICE

Mohammad Faizal Abdul Rahim

Head DMO for LIH NKRA,
Ministry of Women, Family
and Community Development



CHANGING MINDSETS STILL THE HARDEST TASK

What may arguably be the most important requirement needed to break free from the clutches of poverty is the right attitude and mindset, says Mohammad Faizal Abdul Rahim. Unfortunately, he adds, changing mindsets is also the hardest and most challenging part about programme delivery.

“It’s hard to shift them from their present way of thinking to ensure that they can sustain the assistance given by the Government,” he says. “When we carry out follow up checks with some programme recipients, we find that in some rare cases, they’ve done nothing with the assistance they have been given.”

The fundamental change introduced by the GTP programme is the greater emphasis placed on teaching participants to fish, rather than giving them the fish itself, Faizal adds. But this requires work and effort on the part of the participants, and some of them would rather continue to operate under the old regime of direct assistance.

Nonetheless, these cases are few and far between as the LIH NKRA initiatives have continued to overachieve on set KPIs. However, Faizal adds, these achievements must be considered with a pinch of salt owing to the floods that occurred towards the end of the year that may have disrupted programme delivery or the efforts of participants to increase their incomes.

Another challenge faced by the delivery team is the vast number of participants that need to be monitored regularly, he says.

“The GTP was implemented almost five years ago so these past two years have been very important for us in terms of monitoring. On the strength of the Ministry alone (KPWKM), we don’t have the resources to monitor all 36,000 participants, which is why we have engaged our agencies and partners in every state to help us with this task.”

While the LIH NKRA has met almost all its KPIs for 2014, Faizal believes that the team can still be doing more. “There’s still room to improve,” he says. “We don’t want our country to be known as a welfare state, so we are going to do more for our participants this year. For the participants who have demonstrated that they are able to sustain their increased incomes after participating in 1AZAM, we will enrol them in our Beyond 1AZAM Programme.”

The Beyond 1AZAM Programme is designed to further upskill successful participants to make them greater financial successes in their chosen fields. However, for the other group of 1AZAM participants who have not managed to sustain their increased incomes, the LIH NKRA will continue to work with them to see how they can be further helped, he says.

Going forward, one of the improvements that Faizal would like to see is the streamlining of the candidate identification process. While he agrees that the *eKasih* database is an important tool for selecting candidates, he believes that Ministries, through their other work in the field, can also identify candidates ready for 1AZAM. He says that this will be discussed with the Implementation and Coordination Unit (ICU), which administers the *eKasih* database, moving forward.



CONTINUING TO MOVE MORE FAMILIES

ABOVE THE PLI

The LIH NKRA will continue to refine its programme delivery to recipients, particularly in the areas of monitoring and evaluation of its AZAM participants. While some participants have shown significant progress in terms of bettering their income—thus transforming their lives and livelihood—many still fail to break free from the cycle of poverty.

Meanwhile, the delivery of economic enablers will also continue to be a priority even as the LIH NKRA team explores with NGO partners options to see how the needs of vulnerable groups can be better met. The expansion of the Penan mission to include dental hygiene in 2015 is a good illustration of how lives can be further transformed, and the LIH NKRA is committed to doing more of the same for other targeted groups.

GLOSSARY OF ACHIEVEMENTS

No	KPI	Target	Actual	% Achieved	
1	Number of new 1AZAM participants monitored at the minimum of 6 months after implementation	32,300	33,368	103	●
2	Number of existing 1AZAM participants who increased their income by RM300 for any 3 months	28,900	24,646	85	●
3	Number of 1AZAM participants in Financial Literacy Programme	32,300	28,518	88	●
4	Number of 1AZAM projects in collaboration with NGOs and Corporate Sector	36	46	128	●
5	Number of 1AZAM Community/ Group Based Programmes	77	77	100	●
6	To ensure 100% updates in <i>eKasih</i>	100%	100%	100	●
7	Number of graduated 1AZAM participants who obtained Micro Credit loan	500	555	111	●
TOTAL				102%	●

2015 KPI TABLE

No	KPI	Target
1	Number of new participants participating in 1AZAM programme	23,200
2	Number of new and existing 1AZAM participants who increased their income by RM300 for any 3 months	24,669
3	Number of 1AZAM participants in Financial Literacy Programme	23,200
4	Number of 1AZAM projects in collaboration with NGOs and Corporate Sector	36
5	Number of 1AZAM Community/Group Based Programmes	60
6	Beyond 1AZAM participants who obtained minimum 50% increase in income from existing 1AZAM projects for a consecutive 3 months	2,100
7	Percentage of updates recorded in <i>eKasih</i>	100%

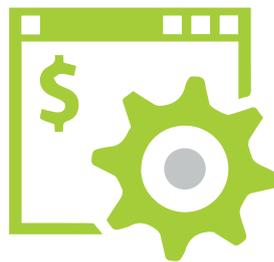
168,483 individuals participated

in the LIH NKRA's flagship 1AZAM Programme since 2011



33,368 new participants

in the 1AZAM Programme. The programme is designed to empower low-income households with the necessary skills and support to be financially independent



5,300 women entrepreneurs

developed to achieve economic empowerment and increase income levels from 2010-2013



64,689 individuals participated

in financial literacy programme since implementation in 2013



In the last 4 years, a total of **275,644 people** have been upgraded to "Terkeluar" or "moved out of poverty" status, which was 90% due to increase in income levels



Enhanced the role of NGOs and Corporate Partners

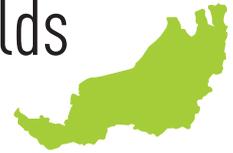


in alleviating poverty through the implementation, monitoring, coordination and acceleration of delivering aid to the low-income target groups.

Examples of NGOs and Corporate Partners:

Love Cheras, KSKA Penyayang, Malaysian Care, Muslim Aid, Persatuan Orang Pekak Malaysia, Yayasan EMKAY, MyKasih Foundation, CIDB, ASTRO, GE, Media Prima, AirAsia, Breakthrough, TESCO

Improved the lives of low-income households in **Sarawak** through economic enablers



Food Basket Programme and Community Feeding

for malnourished children implemented for the Penan Community



Construction of a community centre sponsored by CIDB in Long Keluan



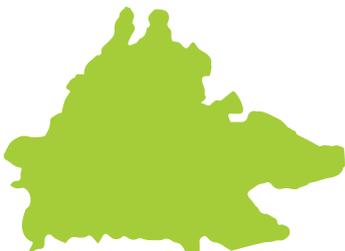
Provided **water and sanitation** programme for



Built **Klinik Desa** in Teluk Melano



Improved the lives of low-income households in **Sabah**



through economic enablers

With Yayasan Sejahtera, enabled self-sustaining livelihood for **128 families** in Pitas



With **Sabah Society for the Blind (Persatuan Orang Buta Sabah)**, upgraded existing reflexology centre



With ASTRO, increased quality of life and access to **education** for students in Ranau



With **Association of Single Mothers, Kota Kinabalu (Persatuan Ibu Tunggal Kota Kinabalu)**, provided facilities and equipment for single mothers to upgrade their skills and generate income





ASSURING QUALITY EDUCATION



Fueling and fulfilling the ambitions of our young

To be an astronaut” is the ambition of 12-year old Muhammad Izzawanie Zaidie Hirul Nizam, a student at Sekolah Kebangsaan Tasik Chini in Pekan, Pahang. If it comes true, Izzawanie will not only be the second Malaysian to go into space, but very likely the first Orang Asli to go into space.

While it may have once been but a wistful dream for him, it is today a realistic and achievable ambition as he is part of the reason that SK Tasik Chini is now one of the best performing schools in the country. So much so that the headmaster of SK Tasik Chini is the leader of the only Orang Asli school in the country to have been awarded a New Deal because of his efforts in improving student outcomes.

The Malaysian Government’s initiatives to improve the quality of education through our improvement of schools, teachers, principals and the education framework boils down to just one thing: improving the quality of education received by our



students to ensure secure futures for them. In so doing, we also secure the future of our country as we, like most countries around the world, require a well-educated and skilled work force in our journey to become a high-income developed nation.

The **Assuring Quality Education National Key Result Area (EDU NKRA)** under the GTP plays a vital role in fulfilling this ambition. Armed with thorough initiatives addressing almost every aspect of a child's education from pre-school to secondary school, the EDU NKRA has effected a transformative change in the basic elements of our education system.

For example, there has been an increasing number of high performing schools and a reduction in the number of low performing schools since the start of the GTP. At the same time, our focus on promoting greater **Early Childhood Care and Education (ECCE)** has similarly seen significant returns with the number of children enrolled in pre-school rising annually. And in the case of our principals and teachers, we are in the process of reforming the profession to transform it into a merit-based system, which will ensure that our children have the best qualified individuals at the front of their classrooms.

We have scored quick wins in the areas of **Special Education Needs (SEN)** and **Technical and Vocational Education and Training (TVET)** in 2014 after plugging some of the gaps that were identified in special lab sessions. The initiatives we have put in place have already borne fruit with reports of SEN Transition Programme participants having graduated into skilled employment upon graduation.

But the success we have enjoyed did not come about without significant work and self-reflection on the part of our delivery partners and planners. Our initiatives have worked because we have made honest appraisals of the shortcomings in the previous regime and because we have had the courage to make those changes required of us. The positive changes that we see today, such as the remarkable story of SK Tasik Chini, are results of these initiatives over the course of the past five years. Work will continue and I am confident that we will see more of such success stories in the years to come.

Indeed, I fully expect to see significant improvements in our students' performance now that the first cohort of students who started formal schooling at the same time as we started our NKRA initiatives prepares to take the UPSR examinations in 2015. These efforts, in tandem with the implementation of the Malaysia Education Blueprint (2013-2025), aim to ensure that every child's potential can be fully harnessed and henceforth gear up Malaysia to become a leading nation spanning the economic, social, technological, cultural and ethical spheres.

“Our initiatives have worked because we have made honest appraisals of the shortcomings in the previous regime and because we have had the courage to make those changes required of us.”

YAB Tan Sri Muhyiddin Yassin

Deputy Prime Minister of Malaysia
and Minister of Education



Developing our teachers for a brighter tomorrow

Teachers play a crucial role in any teaching environment, and hence we have made supporting their development and profession key elements of the Education NKRA. We recognised early on that the teaching profession in Malaysia needed to be rejuvenated to improve education outcomes and to turn the profession into a career of choice for our high performing school graduates. I am pleased to note that the initiatives implemented by the GTP so far have done much to achieve these goals in line with the vision of the Malaysian Education Blueprint (MEB).

In 2014, the EDU NKRA continued to work on initiatives designed to deliver positive impact on teachers as a whole. These initiatives, taken individually, work on improving specific elements of the teaching profession. But when considered as a whole, it becomes evident that they are designed to complement our other initiatives, which have been focused on students and schools, to bring about comprehensive transformation in the education sector.

These initiatives are crystallised under the new Teacher Charter introduced by the GTP, and has seen the introduction of a more a comprehensive **Unified Instrument (UI)** to better assess the performance of our teachers throughout the country. A new performance-based career advancement pathway as well as framework for continuous professional development (CPD) has also been rolled out towards this end.

The new career pathway system will expedite the advancement of our best-performing teachers to ensure that they are put in positions of authority where they can influence and inspire change for the better in our schools. Similarly, the introduction of a new CPD framework will ensure that our teachers are always kept up to date on the newest developments with regard to best international teaching practices and to support them in achieving their own career aspirations.

To support the attainment of these goals, we are rolling out the UI which assesses and evaluates teacher performance in an objective and holistic manner. The implementation of the UI is crucial as it will establish a measurable baseline for us to identify both strong and weak teachers, and thus allows us to take all necessary action. The UI has been rolled out to all schools to help teachers and principals familiarise themselves with the guidelines. We will commence using the UI as an evaluation tool in 2015.

Through these initiatives, we expect to create a cohort of high-performing teachers recruited from some of the brightest talent that our country has to offer.

The Teacher Charter addresses the core disciplines of teaching and is tailored to bring about long-term, sustainable change. However, we are facing other pressing short-term issues as well. One of the key issues that has been highlighted in past Annual Reports is the large number of English teachers in the country needing remedial training.



“The need to enhance English proficiency has become ever more pressing as the subject will be a mandatory pass subject for the SPM in 2016.”

Dato' Seri Idris Jusoh

Minister of Education II

We have since introduced various initiatives to address this. One of which is the Professional Upskilling for English Language Teachers (ProELT) Programme which will help to upskill the existing pool of English Language teachers. A total of 5,010 English teachers took the course in 2013 and the outcome was highly positive with more than 76.4% improving by one level of proficiency and about 10% increasing by 2 levels of proficiency. In 2014, a total of 9,000 teachers took the course and the results of the post-course assessment will be announced in 2015.

The need to enhance English proficiency has become ever more pressing as the subject will be a mandatory pass subject for the SPM in 2016. We are aware that some schools need to improve their English outcomes and hence we are deploying our school improvement partners and specialists to help these schools better prepare their teachers and students.

These are but some of the initiatives being undertaken by the EDU NKRA to support our teachers towards achieving the goals outlined in the MEB. I am confident that we are taking the necessary actions to strengthen the supply and capacity of our teachers, and that this will bring about beneficial outcomes for our education system as a whole.

I am confident that we will further strengthen the teaching profession as we embark on the third phase of the GTP. I am thankful for the support shown by all stakeholders including teachers, parents and students and look forward to their continued support. Finally, I would like to take this opportunity to invite them to talk to us and let us know how we can better improve the teaching environment in the country, for the betterment of our nation.

EDUCATION IS THE KEY

Malaysia's need for a highly skilled and educated workforce will increase as it nears its developmental goal of becoming a high-income, developed nation, and hence there is a need to ensure that its students are adequately prepared to take up the mantle when that day comes.

Malaysia has made great strides in education since Independence more than 57 years ago. Its achievements in education are reflected in its adult literacy rate of 93.1%, the high demand for Malaysian talent, near universal primary school enrolment and its fast growing rate of secondary school enrolment. These are significant achievements by any measure and serve as evidence that the education system is progressing down the right track.

At the same time, there are concerns that the education framework needs improving. International benchmark tests such as the **Trends in International Mathematics and Science Study (TIMSS)** conducted by the **International Association for the Evaluation of Educational Achievement (IEA)** and the **Programme for International Student Assessment (PISA)** conducted by the **Organisation for Economic**

Cooperation and Development (OECD) show that Malaysian students regularly underperform their counterparts in peer countries.

To arrest this decline in student performance, the **Ministry of Education (MoE)** embarked on an ambitious plan of change, captured within the **Malaysian Education Blueprint (MEB)**, to steer the education system onto the right track. The EDU NKRA, which is a subset of the MEB, contributes to the overall objective of the MEB by focusing on improving student outcomes and assuring quality education for Malaysian students.

Making a difference in the students' learning environment

When the 2013 UPSR results were finally posted, SK Tasik Chini reported a 100% student pass rate for the third year in a row. Although a good result for any school, this achievement by SK Tasik Chini becomes much more impressive when one realises just how far this school has come in the past five years.

The school comprising 111 Orang Asli students from the Jakun tribe was ranked 6,910th nationwide out of 7,617 schools, putting it squarely among the worst-performing schools in the nation. Students at SK Tasik Chini, who left school with insufficient training, faced dubious futures.

Some highlights of the EDU NKRA in 2014 include:

- 1 Identifying 13 additional schools that meet the requirements of being **High Performance Schools (HPS)** and rewarding them accordingly. HPS are recognised on the basis of student outcomes and are encouraged to maintain their performance with incentives such as greater autonomy and financial support.
- 2 Significant improvements in the learning outcomes of Orang Asli schools (see the example of SK Tasik Chini above).
- 3 Improving by one notch the English proficiency of 76.4% of all English Language teachers in 2013 who underwent the **Professional Upskilling of English Language Teachers (Pro-ELT)** programme. The upskilling of English Language teachers was introduced to ensure the presence of qualified teachers in all classrooms.
- 4 Placing in jobs 8% of a group of SEN students who participated in a pilot Transition Programme held last year. The SEN work stream aims to improve the quality of the SEN programme by making it more relevant to the students' future prospects.



Photos courtesy of Education Technology (ET) Division, Ministry of Education (MoE)

“When I first started teaching here, teachers had to help bathe students and cut their nails for them,” says SK Tasik Chini senior assistant principal Kamarudin Harun. “Before 2009, it was common for students to simply absent themselves from school if they failed their tests. But since the implementation of the Education NKRA, things have changed drastically.”

Identified as a candidate for improvement under the EDU NKRA's School Improvement Programme in 2010—now the District Transformation Programme—SK Tasik Chini received significant assistance in transforming its overall learning environment. Under the EDU NKRA's initiative, School Improvement Specialist Coaches (SISC)

and School Improvement Partners (SIPartners) were sent to the school to coach and mentor the school's teachers and administrators.

SISC and SIPartners are specialists who have been specially trained to identify and recommend solutions to obstacles that obstruct learning. Working closely with the school's community, changes were made to the school that would lead to a remarkable achievement—100% pass rates for the UPSR exams held in 2011, 2012 and 2013.

To put the achievement in perspective, SK Tasik Chini, by the end of 2013, had improved 6,669 positions to rank 241st out of 7,695 schools, and was grouped among the best-performing schools in

Malaysia. Students showed a better attitude towards school, teachers were inspired to work harder with students and parents became more involved in school activities.

Thanks to the new culture of excellence cultivated in SK Tasik Chini, the students are now dreaming of greater educational achievement.

The EDU NKRA is holistic in its approach to education quality improvement, and this is seen through the initiatives designed to ramp up ECCE to initiatives aimed at transforming the fundamental school structure. Core work streams of the EDU NKRA are:

Core work streams of the EDU NKRA

- 1 Pre-school and Early Childcare
- 2 LINUS 2.0
- 3 High Performing Schools
- 4 District and School Transformation Programme
- 5 New Principal Charter
- 6 New Teacher Charter
- 7 Upskilling the Proficiency of English Teachers

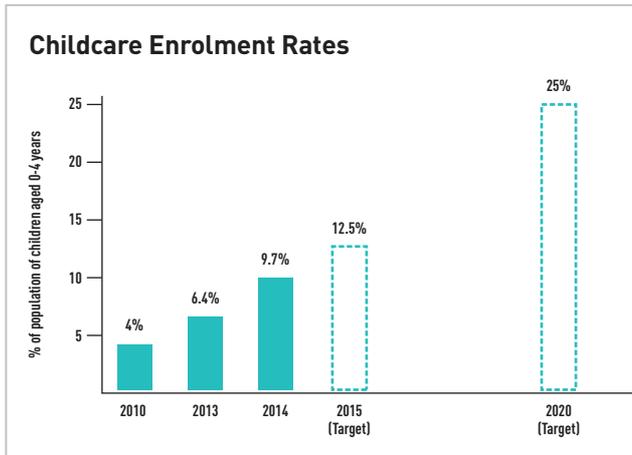
“Its achievements in education are reflected in its adult literacy rate of 93.1%, the high demand for Malaysian talent, near universal primary school enrolment and its fast growing rate of secondary school enrolment.

In addition, the EDU NKRA also addresses issues faced by SEN students and is tasked at improving the quality of TVET delivered within the school system.

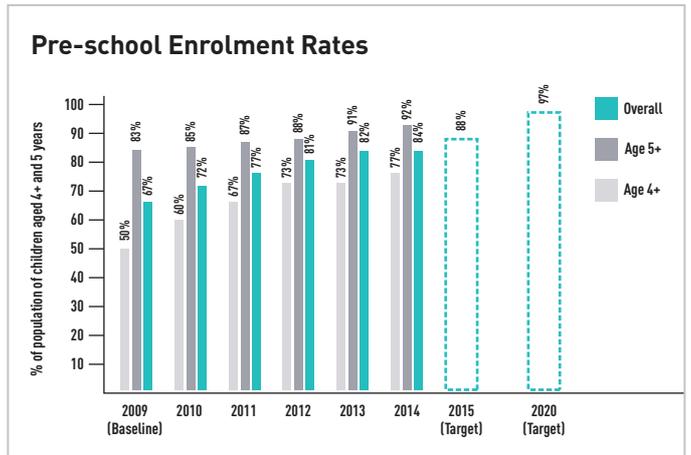
The following section provides a detailed overview of the initiatives implemented and their outcomes in 2014.

BUILDING LEARNING SKILLS EARLY

FOR FUTURE PERFORMANCE



Enrolment rates in childcare centres from 2010-2014



Enrolment rates in pre-schools from 2010-2014

Early childhood education and basic literacy and numeracy have been key components of the EDU NKRA since the start of the GTP. The activities are designed to ensure that students enjoy the benefits of a structured curriculum at an early age, thus arming them with the skills necessary for improved future academic outcomes.

The EDU NKRA implements two initiatives to achieve these ends:

- Pre-School and Early Childcare
- LINUS 2.0 initiatives

Pre-School and Early Childcare focus on boosting enrolment in pre-schools and childcare centres, while ensuring that the standard of ECCE is of quality. The LINUS 2.0 programme, on the other hand, screens students to ensure that they possess basic literacy and numeracy skills after three years of primary schooling.

Making ECCE a priority

The MoE's efforts to boost pre-school and early childcare enrolment have shown steady returns since implementation in 2009 (see left figure). The initiatives put in place focus on two broad objectives:

- increasing enrolment in ECCE
- to ensure quality teaching in ECCE institutions

While enrolment efforts were first centred on pre-schools, they have since been extended to include enrolment in childcare centres.

To promote ECCE enrolment, fee assistance has been given to low-income households to help offset the cost of private pre-schools and childcare centres. Households with SEN children were given additional funds to help offset the higher cost incurred by special education centres.

By the end of 2014, the number of children aged 4+ to 5+ enrolled in pre-schools rose to 84.26% and the number of children aged 0-4 enrolled in childcare centres to 9.71%. As demonstrated in the figure (top right), the enrolment of children aged 5+ in pre-schools has increased steadily to a promising 92% in 2014. At 77% in 2014, the enrolment rate of children aged 4+ has shown vast improvement since 2010, albeit being still low. In 2015, efforts will be targeted to increase pre-school enrolment of the 4+ age group.

In 2014, fee assistance was provided to 41,109 pre-school students totalling RM36.8 million while RM3.1 million of fee assistance was made available to 1,103 children to attend private childcare centres.

Building stronger links with the ECCE industry

In building stronger linkages with privately run ECCE operations, the ECCE Council was established in 2010 to function as the bridging point. In addition to its role as an intermediary between the government and the private ECCE industry, the ECCE Council is mandated to professionalise the industry, raise public awareness about the importance of ECCE and provide quality assurance of the ECCE industry.

Professor Datuk Dr. Chiam Heng Keng, Chairman of the ECCE Council, says that each of these roles play a vital part in contributing to the overall wellbeing of the ECCE sector. This is particularly important because of the impact of ECCE on the development of the young child's brain and parents' demand for quality ECCE has increasingly soared.

"Currently most preschool teachers and childcare providers gained their skills largely from on-the-job training. We cannot risk having preschool teachers who are not knowledgeable or competent because these early years are very critical for brain development."

"Furthermore, numerous institutions have mushroomed offering various kinds of programmes and the range in quality is quite large because of the varying qualifications of lecturers and facilities at each institution," Chiam says.

To raise the standards of training of early childhood educators, the Council initiated the Programme Standards for Early Childhood Education and worked with the Malaysian Qualifications Agency (MQA) to develop the Programme Standards: Early Childhood Education (ECE) for all levels, ranging from Certificate in ECE to PhD specialising in ECE, which all institutions have to comply by May 2015 for their programmes to be accredited by MQA.

The next priority, Chiam says, is getting unregistered childcare centres and preschools to register with the government, because there is no way to monitor their level of performance otherwise. However, the operators' reluctance to register is principally due to the hurdles they have to clear in obtaining the licence.

"Our advocacy work is very important here," she says. "Parents must be aware that quality ECCE is critical and they need to be aware of the importance of sending their children to registered centres/preschools."

Registered ECCE centres tend to charge higher fees than unregistered ones because of the associated costs of meeting requirements such as employing qualified teachers or childcare providers. Advocacy should target on parents instead of just focussing on operators because if parents only enrol their children in registered centres, then this would push unregistered operators to register, she says. It is then a matter of supply and demand.

"Parents should be aware of the importance of quality ECCE so that they will not send their children to just any centres or preschools," Chiam says. "ECCE is more than knowing 'ABCs' and counting your '123s'." "Creativity, problem solving, questioning, exploratory behaviour, curiosity and imagination/fantasy are all parts of a young child's makeup which ECCE should nurture and develop to bring these important abilities to fruition.

However, she does not discount the possibility that more aggressive action may have to be taken against unregistered ECCE centres in the future. But, Chiam adds, the Government must streamline the registration process to make the process less tedious.

"Many think that the registration process is a real hassle and because of this difficulty, some of the ECCE centres choose not to register," she says. "We may have to use a 'stick' to encourage people to register, but we must give them a reasonable timeframe."



Prof Datuk Dr. Chiam (third from left, standing) with some of the winning participants of the ECCE Walk-cum-Hunt 2014 event

Initiatives were also directed to the supply of quality pre-schools and childcare centres throughout the country. To encourage greater participation by private operators, a number of financial incentives including tax exemptions, launching grants and building allowances were put in place for operators who complied with MoE and/or **Ministry of Women, Family and Community Development (MoWFCD)** requirements. In 2014, 251 pre-school operators received launching grants totalling RM4.23 million.

Meanwhile, the number of private pre-schools and childcare centres expanded by 411 and 610 respectively in 2014. Both the MoE and MOWFCD have also issued circulars to approve the licensing of ECCE centres providing both childcare and pre-school services within the same premise. These centres have to comply with the requirements from other authorities including the local councils, fire departments and the Ministry of Health.

Attention has also been focused on raising the overall standard of pre-school education. The **National Pre-school Quality Standard (Standard Kualiti Prasekolah Kebangsaan or SKPK)** assessment instrument was rolled out in 2013 to determine the overall quality of pre-school education in Malaysia.

However, assessments in 2014 determined that the SKPK could be further enhanced by placing greater focus on critical items and by evening out the scoring system for public and private pre-schools. The SKPK was subsequently tweaked in 2014 to provide a fairer and more accurate assessment of pre-school quality in the country.

The long-term aim of implementing the SKPK is to identify weak or underperforming pre-schools so that

assistance and remedial solutions can be deployed to help them strengthen their operations in line with the quality agenda. The intention is for every pre-school in the country to take the enhanced self-assessment in 2015 and beyond.

One of the key challenges in the way of better quality ECCE facilities is the reluctance of ECCE operators to register themselves with the relevant Ministries. As such, these facilities are operating illegally without the oversight of the relevant authorities, and thus do not follow the approved curriculum.

To help address the problem of unregistered operators, the **Social Welfare Department (Jabatan Kebajikan Masyarakat or JKM)** implemented an exercise in 2014 to register these operators and to ensure that they comply with the criteria set under the Childcare Centre Act 1984.

An additional 515 childcare centres were registered with JKM as a result of this exercise, bringing the total number of childcare centres registered or set up in 2014 to 610.

The success of the operation has encouraged the EDU NKRA to conduct more similar exercises in 2015, while also looking at ways to increase pre-school registration. An awareness campaign, *Program Jom Daftar*, is also being implemented in selected areas to encourage pre-school registration and bring together the various agencies responsible to answer questions from pre-school operators.

In 2015, the awareness campaigns will be two-pronged: (1) to encourage parents to enrol children aged 4+ onwards in registered pre-schools, and (2) to continue encouraging and supporting unregistered operators to register their centres with the Government.



Making Early Childhood Care & Education quality a priority

For Abd Halim Ismail, Director of the MoE's Private Education Division developing ECCE in the country emulates the best practices set by developed nations who enjoy greater success in learning outcomes when compared against Malaysia.

"Some of the motivations of the programme included the fact that the most developed nations showed a high percentage of enrolment of children attending pre-school," he says.

"For Malaysia, in 2009, the percentage of children aged 4+ and 5+ attending pre-school was only 67%. Today, this number has reached more than 84%. While the Government's move to provide fee assistance and launching grants helped to boost ECCE in Malaysia, the initiative has also helped to ease the burden of the Government in setting up new pre-schools."

However, there are still a number of challenges that need to be overcome, he says. Examples he provided include the lack of private pre-school providers in the interior areas, especially in Sabah and Sarawak, and the middle income trap which has ensnared children from that income group.

"There are still cases where children from middle income homes have been unable to attend Government pre-schools due to limited seats, and at the same time cannot afford to attend costly private pre-schools in the urban areas," he says.

"At the same time, there is also some discontent among the existing pre-school providers who complain that they have not been provided with any form of incentive, unlike the new players."

While the MoE will continue to work on these issues going forward, Abd Halim says that the MoE may also start taking enforcement action against unregistered pre-school operators in the near future. He says that this is necessary because enhancing the quality of ECCE education is a key focus of the Ministry going forward.

"The MoE is looking forward not merely to increase the supply but is also looking at the quality aspect of both pre-school centres as well as teachers," he says. "For instance, we hope that more pre-school teachers have at least a diploma in pre-school education or ECCE."



En Abd Halim Ismail (middle) at the Program Jom Daftar awareness campaign



Photos courtesy of ET Division, MoE

Building literacy and numeracy skills at foundational levels

To further ensure that Malaysian children have all the learning support they need during their formative years, the EDU NKRA has made the LINUS 2.0 programme a cornerstone of its initiatives. Literacy and numeracy are skills that need to be built in the early years of a child’s education as they form the foundation for all future learning.

Initially focused on literacy in Bahasa Malaysia (BM) and numeracy under LINUS 1.0, the programme has been expanded to measure literacy levels of English in LINUS 2.0 for students enrolled in Primary 1 to Primary 3. LINUS 2.0 also enhanced the existing LINUS programme on literacy in BM and numeracy by addressing gaps and issues identified throughout its implementation.

The end-goal of LINUS 2.0 is to ensure that every student will be literate in both BM and English as well as numerate by the end of Year 3.

Although achievements were high at 98.7% and 98.9% for literacy in BM and numeracy respectively, the LINUS 2.0 screening results from 2014 did not meet targets set out (see Table below). Additional and continuous teacher training is required to improve the quality of remedial classes, as well as continuous assessment of the LINUS 2.0 programme to identify and address gaps and issues.

Basic literacy in English is still the biggest challenge for students as many do not speak it as their first or second language.

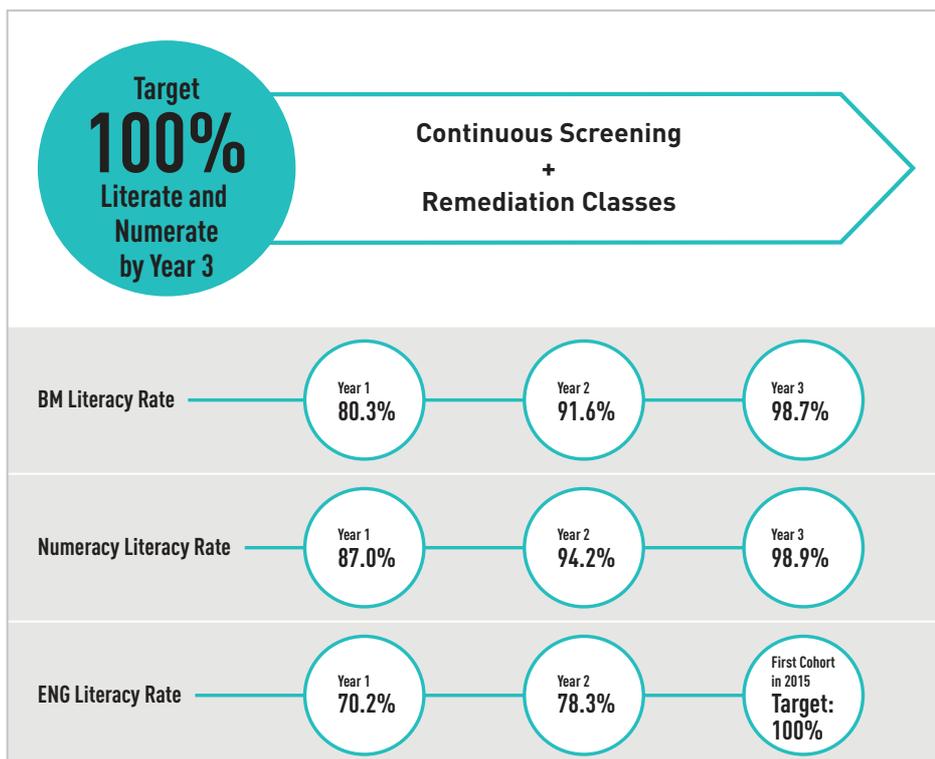
This has resulted in regular English teachers being required to play two roles in one classroom concurrently—to teach regular English syllabus and remedial English syllabus.

This puts a significant strain on teachers as they are challenged to address multiple competency levels of literacy in English considering there are a range of students in a classroom that may not have met the minimum requirement for literacy but also those who have exceeded it.

However, these issues are being addressed by the MoE and PADU which has taken immediate and ongoing measures to upskill existing English teachers to ensure proper teaching quality and standards are met.

In 2015, Year 3 students will undergo the LINUS 2.0 screening for literacy in English for the first time (first cohort) since starting school in Primary 1 when this initiative was introduced. The MoE has set an ambitious target of 100% proficiency for this cohort. With a score of 78.3% literacy rate achieved for Year 2 students for literacy in English in 2014, MoE has to continuously improve its current initiatives to ensure teachers and schools are well prepared with the required pedagogical skills to ensure that the 100% proficiency target is met in Year 3.

In preparation for this inaugural screening, the MoE has conducted briefings and preparations for 327 FasiLINUS teachers and 7,740 Year 3 English teachers nationwide to improve student literacy rates. 1,387 Year 3 English teachers have also been trained for remedial English classes in hotspot schools.



RAISING THE LEVEL OF SCHOOLS

TO IMPROVE STUDENT PERFORMANCE

As the key institution where students spend the majority of their time, the EDU NKRA recognises that school quality will always play a key role in determining student performance. To improve the quality of schools, the EDU NKRA has implemented the following initiatives:

District Transformation Programme (DTP)
High Performance Schools (HPS) Programme

The two initiatives work together to ultimately improve the conditions in schools towards a more conducive learning environment for its students—the first by empowering local authorities to identify weak schools and deploy help to them, and the second by creating incentives for schools to work towards cultivating a high-performance culture.

Empowering districts to ensure schools' needs are met

The DTP is the EDU NKRA's key initiative directly supporting the improvement of schools. The DTP actively develops the capacity of **District Education Offices (Pejabat Pendidikan Daerah or PPD)**, enabling them to intervene in underperforming schools in their respective districts. Under this initiative, PPDs are empowered with greater autonomy to make decisions and to deal directly with the MoE to negotiate resources to support development of schools within their jurisdiction.

PPDs are best positioned locally to identify problems with individual schools and also best positioned administratively to negotiate with the Ministry since they represent several schools at once. The DTP is effectively an upgrade of the **School Improvement Programme (SIP)** which was implemented in the early days of the EDU NKRA with the difference now being that the role of District Education Offices has been revised to provide more frontline support to schools, although the students in schools remain the primary focus.

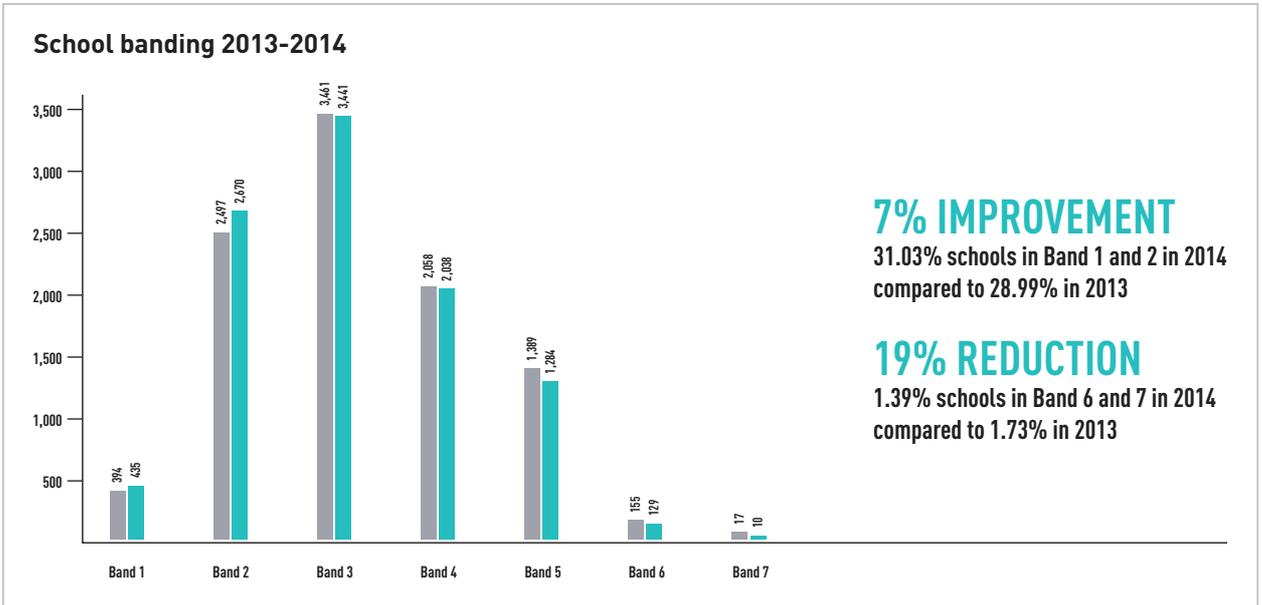
Under the DTP, performance dialogues are held with education offices at the district, state and national levels. District dialogues are held monthly, while state and national dialogues are held quarterly. These dialogues help

to identify the shortfalls of schools at all three levels and to determine the appropriate solutions to them.

In terms of resources, specially trained coaches are stationed at PPDs that can be deployed to schools to improve performance. **School Improvement Specialist Coaches (SISC+)** and **School Improvement Partners (SIPartners+)** are specialist trainers assigned by the PPD to underperforming schools to help improve learning outcomes. While SISC+ focus specifically on training and coaching teachers, SIPartners+ focus on supporting the leadership aspects of the school to transform it into a more effective learning environment. In 2014, 1,032 SISC+ and 312 SIPartners+ were appointed nationwide.



Photo courtesy of ET Division, MoE



School banding change in 2014

“...the first by empowering local authorities to identify weak schools and deploy help to them, and the second by creating incentives for schools to work towards cultivating a high-performance culture.

Recognising our high-performing schools

The **High Performing Schools (HPS)** initiative operates on the basis that schools which turn in strong student performances are on the right track and should be recognised for their achievements.

The measure of success for the DTP is determined by the number of schools that progress into the high-performing Bands and by the number of schools that move out of the lower Bands. In 2014, the number of schools in Bands 1 and 2 increased by 7% to 3,105 (31.03%) schools from 2,891 (28.99%) in the previous year. As for schools in Bands 6 and 7, there was a 19% reduction from 2013 to 139 (1.39%) schools from 172 (1.73%) a year ago (see figure above).

In 2015, PPDs will be assessed to determine gaps requiring improvement based on criteria developed from the various performance dialogues held. The findings are expected to encourage PPDs to directly improve school performance and student achievement.

HPS schools are rewarded with both financial and non-financial incentives to help them maintain their standards of performance. In turn, HPS schools are expected to uphold and further improve their performance while supporting other weaker schools in their neighbourhood. In 2014, 13 additional schools were identified as HPS, bringing the total number of HPS to 128.

Evaluations from the MoE's **School Inspectorate (Jemaah Nazir dan Jaminan Kualiti or JNJK)** and academic results show that some of the HPS are finding it a challenge to maintain their standards despite receiving intervention over the past few years. The MoE will continue to monitor these schools but they will be removed from the HPS list if their performances continue to drop.

SK Taman Megah shows the way forward towards becoming an HPS



Sekolah Kebangsaan Taman Megah (SKTM) was identified as a high performing school in 2013. With a student population of about 971 students and staffed by 52 teachers, SKTM is a typical medium-sized urban public school which has not received any special interventions to improve student outcomes.

Yet, SKTM has shown considerable success in the areas of academic achievement, participation in co-curricular activities and in fostering confident and positive students, with strong participation from the parents. Some of the key achievements of the school include:

- A high majority of students who score at least a “C” grade in the UPSR examination—at 90% and growing
- A significantly higher number of students who score 5As in the UPSR examinations compared against the national average
- A pass rate of almost 100% every year in the English examinations
- Active participation of students in school co-curricular activities including sports and athletics, cognitive and intellectual development activities, arts and cultural development, and community development
- An active participation rate of 30% of parents in school activities.

Indeed, the school is a good example of a high degree of interactivity between the four key levers of the school: the principal, the teachers, the students and the parents.

“We are there for every single activity the children take part in,” says Dr Kalaivani, the chairperson of the Parent-Teacher Association (PTA).

“We are drivers, relief teachers, cashiers, coaches, cooks, cleaners, makeup artists. We do anything that needs to be done.”

The EDU NKRA conducted an analysis of the school in 2014 and concluded that the factors driving the high performance of the school are:

- A confident and open-minded principal who is able to turn adversarial parents into advocates
- An excellent and sustained Penglibatan Ibumapa (Sarana Ibumapa Toolkit) programme
- Dedicated teachers who, among other things, are able to meaningfully use ICT tools (smartboards) and social media to engage students and parents
- Immersion in Malaysian and international cultural exchange activities as well as in the English language
- An articulate student body proficient in both English and Bahasa Malaysia.

While SKTM has in place a framework that has conclusively shown that it is able to sustain positive learning outcomes, it continues to face challenges that it will need to address. For instance, it still experiences difficulty in obtaining administrative support on issues such as replacing teachers and maintaining facilities, and in managing the increased administrative workload to fulfil the HPS criteria.

However, the clear lesson from SKTM is the need for all four levers of the school to be actively engaged in order to create a high performing school as SKTM is otherwise outfitted in the same way as any other school in the country.



Improving Student Performance and Lives



Two Puteri Marians walking along the school corridor

Puan Hajah Saidatul Akma Jamaludin, whose daughter Nor Izzati Sabrina is a student at SK Marian, says that she has seen substantial change in her daughter since attending the HPS-designated school.

“Before she attended the school, Izzati was very shy. I saw a significant improvement in her since she attended this school. She has become very brave,” Puan Hajah says. “In fact, recently she represented the school in a choral speaking competition. She used to be too afraid to even ask questions. This school has certainly helped her in building self-confidence, developing communication and social skills and improvements in other areas.”

By way of widely publicising the list of HPS, the EDU NKRA aims for the HPS initiative to cultivate a spirit of pride in the school, which will further motivate teachers, students and parents to take an even greater role in their child’s education. Puan Hajah, for example, says she takes leave from work these days just so she can attend school functions and meet with her daughter’s teachers.

“In terms of teachers’ commitments to the students, I have seen them go out of their way,” she says. “It’s easy for me to discuss with them problems with my child and I feel that this is what differentiates SK Marian from other schools.”

SK Marian Convent Ipoh, a 2013 HPS inductee, is one such school that is changing the lives of its students and parents for the better. At SK Marian, students are engaged and interested, and are given various opportunities to pursue curriculum-related activities. They attend Scrabble, robotics competitions, and travel overseas as far as to Australia to compete in choral speaking engagements.



“HPS schools are rewarded with both financial and non-financial incentives to help them maintain their standards of performance. In turn, HPS schools are expected to uphold and further improve their performance while supporting other weaker schools in their neighbourhood.”



PUTTING EFFECTIVE LEADERS

AT THE HEAD OF SCHOOLS

The holistic approach to improving the education framework under the MEB calls for the improved performance of principals and head teachers in schools. The success of the New Deals initiative, which rewarded principals and head teachers who contributed to their schools' performance with their leadership skills and excellent track records, has been expanded into the EDU NKRA's

Principals work stream. Initiatives under the Principals work stream include:

New Principal Charter

Induction and immersion programme for new principals

New Deals for principals and head teachers meeting quality standards



Puan Hjh. Rogayah (left), headmistress of SK Marian Convent leading and motivating her fellow teachers

Good principals make good schools



Khoo Swee Poh, the principal of Sekolah Kebangsaan Taman Megah (SKTM) is credited by her school as the inspirational leader responsible for SKTM's continued high performance. She has been instrumental in driving the factors that have led to SKTM being deemed an HPS, which includes academic performance, parent involvement in school activities and student participation in co-curricular activities.

In the EDU NKRA's analysis of SKTM, the team found that Khoo, as the leader of the school, has a clear vision of what and how the school needed to do, and that the vision was clearly articulated to all school stakeholders including teachers, students and their families. She has been able to solicit the cooperation of the stakeholders to transform them into partners working jointly towards the overall betterment of the school.

While principals at other schools may feel intimidated by active parents who may be overly critical, Khoo views them as opportunities and

partners to help her address shortcomings within the school. Active parent participation, she adds, is a push-factor for herself and her teachers to remain engaged and actively work towards solutions.

"I see parents as partners," Khoo says. "I see teachers as partners. I appreciate directness and honesty from all. With active parents, I cannot afford to be complacent."

Another key to Khoo's success as a principal is her ability to strike a balance between being a firm teacher and remaining approachable to her young students. The balance is critical in leading a high-achieving and well-respected primary school as it also serves as an example for her teachers to emulate.

"I'm a down-to-earth person, I avoid the limelight, and I'm a disciplinarian," she says. I can be strict yet even Standard 1 students don't fear me."

Khoo is a good representation of what the EDU NKRA hopes to see in its principals—a performance driven leader with a clear vision of what needs to be done and with the ability to execute based on the vision. Under the EDU NKRA, the process of identifying principal candidates has been improved to identify more individuals like her.

THE NEW PRINCIPAL CHARTER

Current	New Requirement
<p>Common Criteria:</p> <ol style="list-style-type: none"> 1. Declare assets 2. Pass integrity screening 3. Not a loan defaulter / excessive borrower 4. Approval from Head of Department 5. Excellent LNPT scores for three years in a row 6. Free from any disciplinary action <p>Specific Criteria:</p> <ol style="list-style-type: none"> 1. Eligible for promotion (i.e. in the zone) 	<p>Common Criteria:</p> <ol style="list-style-type: none"> 1. Excellent LNPT scores (85%) for the last three years in a row* 2. Free from any disciplinary action 3. Declare assets 4. Pass MACC integrity screening 5. Not a loan defaulter / excessive borrower 6. Approval from Head of Department <p>Specific Requirements:</p> <ol style="list-style-type: none"> 1. For Pengetua - Currently a DG48 For Guru Besar - at least five years as a DGA29 or a DGA32 or DGA34 for PPPLD*** 2. Has undergone and passed NPQEL or NPQH** 3. Has experience in the field of education management - senior subject teacher, senior teacher assistant, administrative positions in PPD/JPN/MoE 4. Has at least three remaining years before retirement 5. Has passed satisfactory health status by a registered medical officer

* LNPT (Laporan Penilaian Prestasi Tahunan) will be used until 2014 and will be replaced by Unified Instrument by 2015
 ** NPQEL - National Professional Qualification for Educational Leaders
 NPQH - National Professional Qualification for Headship
 *** PPPLD - Pegawai Perkhidmatan Pendidikan Lepas Diploma

New minimum requirements for principals under the Principal Charter

There are three parts to the new Principal Charter:

- Selection of potential principals
- Placement of these principals
- Development of principals

2014 was the first year of implementation of the new charter whilst 2103 was spent on developing the groundwork for the initiative including setting new requirements (see figure above) for principal appointments and revising the MoE's **continuous professional development (CPD)** modules.

As the figure above shows, the most significant change introduced by the Principal Charter is to expand the specific requirements of the appointment process from being merely tenure-based as in the previous regime. In essence, the new policy appoints principals based on merit and qualifications. The new policy came into effect in January 2014, and fast-tracked qualified candidates into leadership positions.

To support the initiative, the MoE pressed on with a policy which began

in 2013 to offer more seats for the **National Professional Qualification for Education Leaders (NPQEL)** course, as NPQEL certification is a new principal appointment requirement. The impact of the policy was to create an expanded pool of quality principal candidates in most cases, although there were challenges faced in identifying head teachers for primary schools.

The difficulty was caused primarily by administrative issues. Under the previous regime, primary school head teacher posts were only available to teachers under the diploma-holder track based on the **Civil Service Department's (Jabatan Perkhidmatan Awam or JPA)** job-grading system. However, the majority of candidates who possess NPQEL certification—a requirement for all principals including primary school head teachers under the new Principal Charter—are degree holders.

As such, the pool of eligible candidates was limited to diploma holders with NPQEL certification, which reduced the number of prospective principals. As a result, there was a total of 431 vacancies for primary school head teachers to be filled between July and December 2014.

To resolve this issue, the JPA introduced a flexible-grading system for the position of primary school head teachers to widen the range of eligible candidates to include degree holders. As the new system was instituted in September 2014, state education offices could fill only 305 of the 431 vacant primary school head teacher positions.



Induction and immersion programme for new principals

New principals making the transition from teachers find their scope of responsibilities increase significantly. To help new principals transition into their new roles, the EDU NKRA launched the **Residency and Immersion Programme (PRIme)** on 2 September 2014.

Photos courtesy of ET Division, MoE

Rewarding Effective Leaders with New Deals

School leadership remains one of the key determinants of student outcome in a school, and hence the EDU NKRA has continued to incentivise quality performance with the **New Deals** initiative. The New Deals is a financial and career incentive package designed to encourage performance improvements. Some of the factors used to assess a principal's eligibility include:

Composite score of the principal's school
The principal's annual appraisal report
An unqualified financial audit from the state education department
A history of no disciplinary action
Achievement of school literacy and numeracy targets (for primary schools)

New Deals were awarded to head teachers and principals who met eligibility requirements. 7.3% of primary school headmasters and 8.1% of secondary school principals received New Deals in 2014, which was higher than the targeted 5% for both categories. The intention is to make the criteria for New Deals more stringent in future with plans to reward only the top 5% in 2015.

“...the new policy appoints principals based on merit and qualifications.”

A new real-time monitoring system was also implemented in 2014 to support the new appointment process. The new system replaces the existing principals' database to identify schools with principals who were near retirement and which principal candidate would be best suited to replace him or her. In 2014, replacement candidates for 85.38% of all outgoing principals were identified six months in advance of their retirement to ensure that these vacancies will be filled seamlessly.

PRIme is a one-month residency programme for newly appointed principals to be taken before they assume their duties. PRIme serves as an induction period for the new principal who will be mentored and coached by the outgoing incumbent. The new principal will be exposed to local and specific circumstances within the school such as existing issues, programmes and staff. Through this programme, new principals will experience less of a shock when being introduced to a new environment.

The principals will also undergo an immersion programme alongside principal coaches for seven days within the first six months of their new position to ensure a more seamless transition into their new role. Under the immersion programme, an experienced principal will mentor and monitor the new principal's performance to ensure that they are adjusting well in the school.

In 2014, 163 new principals underwent the PRIme programme.

BUILDING QUALITY TEACHERS;

ASSURING QUALITY LEARNING

Teachers are at the frontlines of the teaching process and play a vital role in ensuring quality learning. Similar to the Principals work stream, the EDU NKRA's Teachers work stream puts in place a framework that will ensure that students are taught by the best teachers. Initiatives designed to enhance teaching quality include:

New Teacher Charter

Creating a better qualified pool of teaching candidates

Upskilling English teachers

New Teacher Charter

The introduction of the new Teacher Charter will create a transparent career pathway for all 410,000 teachers in the country and provide CPD tools to help them achieve their career objectives. The new system will focus on competencies and merit, which will translate into faster progression for high-performing teachers.

The vision for creating clear and transparent career pathways is in line with the goal of the MEB to create a cohort of high-performing teachers in the education framework. A concept paper for career pathways and promotion was approved by MoE's top management in 2014.

Work in 2014 was primarily focused on assessing all teachers and school leaders using the new UI to establish baseline competency, as part of the pre-implementation phase in view of the full roll out in 2015. In 2015, the UI will also be piloted and undergo a pre-implementation phase for school management staff and subject matter experts in preparation for full implementation in 2016.

As part of the agenda to develop a comprehensive CPD framework for teachers, the CPD Master Plan was developed and distributed to all teachers in 2014 as a guide to encourage teachers and education officers to take

CPD courses. In 2014, 24,467 teachers attended Competency Development courses for Grade 41. The aim is to improve their teaching standards as well as management capabilities to improve classroom delivery.

Professional training for 73 low-performing teachers was also conducted in 2014. In 2015, the Competency Development courses will be expanded for all grades, and special courses held for high-performing teachers. However, focus will continue to remain on training low-performing teachers and on monitoring their progress.

One of the challenges faced in 2014 was the poor attendance of teachers called up for training sessions—only 73 out of 116 low-performing teachers (63%) attended the classes. As 2014 was the first year the MoE conducted training courses specifically for low-performing teachers and the UI had not been implemented fully, buy-in from teachers remained a challenge.

Attendance is expected to improve after the UI is fully implemented and teachers are familiarised with the professional qualifications requirements of the CPD Master Plan launched in December 2014.



Photo courtesy of ET Division, MoE

VIEW FROM THE DELIVERY MANAGEMENT OFFICE

Rosnarizah Abdul Halim

Deputy Director of Teacher Training Division
for the Ministry of Education, and Programme
Manager for New Teacher Charter



NEW TEACHER CHARTER TO IMPROVE TEACHING OUTCOMES

The new Teacher Charter has been designed to raise the overall standard of teaching and improve the existing support system for teachers in line with a goal in the Malaysian Education Blueprint to make teaching a more attractive career choice, says Rosnarizah Abdul Halim, the MoE's Deputy Director of the Teacher Training Division (BPG) and also the Programme Manager for the New Teacher Charter initiative.

Teacher quality is a key factor with a direct impact on learning outcomes, she adds, and must be given the support required to improve their teaching abilities. Under the new Teacher Charter, improvements are being made in the way teachers are evaluated and trained, and in the way teachers advance in their careers.

One of the key components of the programme is the development of the Unified Instrument (UI) evaluation tool, which has been designed to better assess teachers' performance in the classroom and will form the basis upon which other decisions are made.

"The strongest feature of the Teacher Charter is the UI," Rosnarizah says. "Through the UI, teachers' yearly performance will be assessed based on their daily task in their work place. In other words, their performance will be based on their teaching in the classroom and how their effort improve their students'

learning. Core competencies in the UI also help the MoE's BPG to strategise continuous professional development for teachers in Malaysia."

This is supported by the implementation of the Continuous Professional Development Pelan (Plan Pembangunan Profesional Berterusan or PPPB), which is the framework laying out the expectations from teachers in terms of professional training.

"The initiative is driven by three division namely the BPG, Competency Development and Assessment Division (BPPK) and Human Resource Management Division (BPSM)," Rosnarizah says.

"In 2014, the team successfully completed the nationwide pre-implementation performance evaluation using the UI for all teachers and head teachers. We launched the PPPB on 16 December 2014 in Melaka, and completed the dissemination of PPPB to all head teachers in Malaysia."

As the Teacher Charter is ringing in wholesale changes to the teaching profession, communicating the goals and specific implementations of the programme remains a challenge. More frequent syndication sessions, problem solving meetings have helped to mitigate the problems as teachers better understand the new expectations of them and their roles as teachers.

“Teachers are at the frontlines of the teaching process and play a vital role in ensuring quality learning.”

Enhancing the Teacher Recruitment Process

The EDU NKRA has implemented an initiative to ensure that teacher trainees recruited into the profession are of the highest quality. In 2014, a directive was put in place that teacher recruits be selected from the top 30% of *Sijil Pelajaran Malaysia* (SPM) school leavers.

In 2014, the Government received an overwhelming 53,337 applications for teacher training in **Teachers Training Institutes (Institut Pendidikan Guru or IPG)**. Based on the more stringent acceptance requirements, the IPGs accepted 2,259, or just over 4% of the total number of applications.

As new teachers are also trained by **Higher Education Institutions (Institut Pengajian Tinggi Awam or IPTA)**, the policy of recruiting only the top 30% students will be extended to IPTA. In 2014, the MoE developed a roadmap detailing strategies on achieving the goal of recruiting all teacher trainees from the top 30% of *Sijil Tinggi Persekolahan Malaysia* (STPM)/ Matriculation leavers by 2017.

The recruitment of English teachers was also made more stringent in 2014 after the introduction of an

additional requirement that only candidates who received an A or A+ in their SPM English subject were accepted for teacher training. In 2014, all 380 English option new teacher trainees complied with this new policy. Additionally, the teacher trainees must achieve Band C1 proficiency under the **Common European Framework for Reference (CEFR)** before they can be confirmed as English teachers once they graduate from teacher training.

A concern raised by the MoE in 2014 was the alignment of this process with the vision outlined in the MEB. To ensure that the processes were aligned, roles of the related divisions within the MoE were reviewed and clarified, particularly with respect to the **Teachers Training Department (Bahagian Pendidikan Guru or BPG)** and the role of the IPGs.

It was decided that the BPG would focus on setting standards, policies and programme evaluation criteria while IPGs would focus on implementation, including research and innovation in teaching. There are also plans underway to develop a comprehensive blueprint to upgrade IPGs to world-class standards where all levers of change within the MEB are addressed. These levers are:

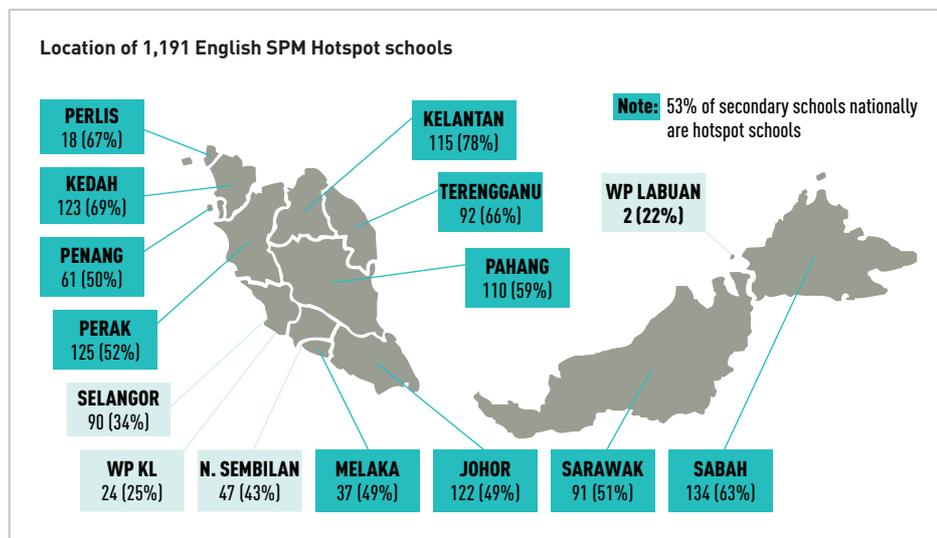
- Strengthening the pipeline of teacher recruits
- Enhancing the curriculum
- Improving leadership quality
- Raising lecturer quality
- Upgrading infrastructure
- Increasing research and innovation activities
- Raising the profile of the IPGs

The first step will be to evaluate all IPGs with respect to those levers to establish a baseline assessment of existing IPG capabilities.



UPSKILLING ENGLISH TEACHERS

TO GLOBAL STANDARDS



Location of 1,191 secondary schools with SPM English failure rates exceeding 23%

the MoE's **Education Performance and Delivery Unit (PADU)** and PEMANDU, held in 2013, concluded that more must be done to help secondary school students pass the exam. Since the lab was conducted, 238 SISC+ were trained with specialised teaching and remedial skills to help develop English teachers in 1,191 hotspot schools.

Hotspot schools were identified based on their previous SPM pass rates for the English Language subject. Schools where fewer than 77% of students passed English Language in the SPM were designated as hotspots. The figure on the left provides an overview of the location of the 1,191 hotspot schools identified under this criterion.

On top of the support from the SISC+, these schools were given Teacher's Toolkits designed to help teachers deliver differentiated teaching and learning to students. The schools were also enrolled in an English Development Programme, which is a collaboration between the MoE and the New Straits Times Press (NSTP). The goal of the programme is to encourage English teachers to conduct out-of-class and enhancement activities to increase student immersion in the language.

The MoE is also enhancing its out-of-class programme by collaborating with the private sector. For example, the Ministry has collaborated with the US Embassy to conduct a student Entrepreneurship Camp, and also with Enfiniti Academy of Musical Theatre and Performing Arts to organise a Drama Camp (see box story on the next page).

A 2012 assessment of the level of English teachers in the country found that almost 65% of English option teachers fell short of the minimum standard of Band C1 of the CEFR benchmark. The EDU NKRA has since embarked on a plan to retrain and upskill teachers who did not meet the standard under the **Professional Upskilling for English Language Teachers (ProELT)** programme.

Under ProELT, teachers undergo a training programme utilising both face-to-face and virtual learning modules. The materials used are in line with the proficiency level of the teachers. In 2014, the programme was extended to a second cohort of 9,000 English option teachers after successfully delivering the programme to 5,010 teachers in the first 2013 cohort.

The teachers were reassessed upon completion of the ProELT training, and the results are expected to be announced in April 2015. The EDU

NKRA's target for the inaugural training is to have 85% of the teachers sitting for reassessment improve their English proficiency by at least one notch. A third cohort of 10,000 teachers will undergo ProELT in 2015.

The ProELT is designed to be a short-term solution to quickly upskill the existing pool of English teachers to international-level proficiency. To ensure all English teachers have the right proficiency over the long term, a policy has been set to ensure that only those with a minimum C1 level proficiency can enter the service.

In 2014, 72.55% or 148 out of 204 final year teacher trainees achieved a minimum of Band C1. Those who have not reached the minimum proficiency level will be reassessed in February 2015.

As English Language has become a mandatory passing subject for the SPM in 2016, a special English Lab led by

Creating opportunities for English development with private sector partners

The MoE's English Language Teaching Centre (ELTC) English Language drama camp, held in collaboration with the Enfiniti Academy of Musical Theatre and Performing Arts, was run at 23 hotspot schools that were represented by 23 teachers and 115 students.

"Through this programme, students are exposed to various activities such as building a story board for a staging, script writing, stage movements, breathing techniques and dramatic performance," says Dr Ranjit Singh Gill, the director of ELTC.

"The aim of the camp is to help students improve and enhance their English Language communication skills. It is my hope that the participants' experience will be shared with their school mates, and will translate into more similar camps in the future."

One key reason that Malaysian students tend to perform poorly in English tests is due to the lack of opportunity to use the language. For most students, English is not spoken as a first or second language at home. As language development strongly depends on regular and constant use, the drama camp creates an environment where students can practice the language through theatre, drama games, performance and creativity to engage students in a highly active, fun, non-threatening environment for conducive language development.

Through this English Language drama camp, teachers were also given the exposure to share their experiences as well as develop new skills on execution of out-of-class English language drama activities. One of the aspirations is for these 23 schools that participated to set-up an English drama club in school as an avenue for students to hone the English language.

Nurul Nadia Norizham, 15, says her participation in the camp gave her an opportunity to improve her English as well as other important skills.

"Aside from a chance to use the language, the programme trained me to work together with a group to complete our assigned tasks," she says. "I hope that more similar programmes will be held in the future and made available to more schools and students."

Recognising the importance and contribution of private sector partnerships with MoE, a framework is currently being developed by MoE to enable the private sector to engage to co-develop and co-execute initiatives for schools nationwide to improve learning experiences. This is expected to be completed by Q1 2015.

CREATING AN ALL-INCLUSIVE EDUCATIONAL SYSTEM



The discussion on education in Malaysia tends to focus on conventional schools and overlooks the education needs of two important segments of society, namely SEN students and students who are better suited for vocational training. The commitment to create a high-performing education network extends to these students as well, which is why SEN and TVET have been made key components of the EDU NKRA framework.



Photo courtesy of ET Division, MoE

One of the core challenges faced by SEN programming delivery is the need to raise greater awareness and empathy. SEN initiatives are often viewed as expensive and targeted only at a small group of people. Identifying appropriate corporate partners and accommodating corporate partners for some programmes, such as the Employment Transition Programme, remains a challenge.

SEN students and TVET have the same potential as regular students to be key contributors to nation-building and it is the EDU NKRA's intention to give them all the support they need to fulfil their education goals. To support engagement, the *i-Sayang* portal will be launched as a one-stop online information centre for all stakeholders including students, parents, teachers and service providers. The aim is to create a more integrated SEN community by establishing networks between the various stakeholder groups. Technical issues with the website prevented the

i-Sayang portal from being launched on time in 2014 and this has been pushed forward to 2015.

Buying seats for SEN students at tertiary institutions

The EDU NKRA started buying seats for SEN students at private technical and vocational institutions in 2013 to help SEN students become more employable. The goal in purchasing the initial seats under the NKRA was to act as a catalyst to encourage MoE to do the same as well as encourage the training providers to offer SEN programmes to fee-paying students. To that effect, the MoE has started buying seats on its own initiative through its **SEN Department (Bahagian Pendidikan Khas or BPKhas)**.

BPKhas' seat-buying programme has grown in the past two years: it purchased 211 seats in 2013 and 400

in 2014. Next year, it aims to purchase seats for 700 SEN students in various institutions that are specially selected for special needs vocational education. Moreover, due in part to the exposure that the programme has created, Sunway International Business and Management School, from whom seats were purchased in 2013, has started offering fee-paying SEN courses and Berjaya UCH is looking into doing the same in 2015.

Also in 2014, the seat-buying programme was expanded to Penang and Sabah. In Penang, 18 SEN students were given the opportunity to obtain a Diploma in Patisserie with Berjaya University College of Hospitality, and 53 additional seats were purchased with Berjaya UCH in KL, offering the Diploma in Patisserie and Certificate in Food and Beverage (Specialising in Barista). Meanwhile in Sabah, a total of 42 seats were purchased from Asian Tourism International College, in collaboration with Sabah Cheshire Home.

Employment Transition Programme

To complement the seat-buying programme, the EDU NKRA launched its **Employment Transition Programme**. The Transition Programme is designed to enhance the skills of SEN students who are about to leave secondary school and prepare them for future careers. In 2014, a pilot programme was held in four states together with BPKhas and several civil society and inter-governmental organisations, such as Malaysian CARE, United Voice and Japan International Cooperation Agency who formed a consortium. BTC Sdn Bhd, a Sabah-based conglomerate, has signed on as a committed corporate partner for the pilot programme in Sabah.

Thirteen schools with 29 teachers participated in the pilot project last year. 48 students underwent the programme, and 45 successfully placed in practical training positions with industry partners. From that pool of students, four students (8%) were successfully placed in jobs at their practical training locations. Several others were employed in other companies. As not all of the 45 students will graduate from secondary school in 2014, some will continue to remain in the programme in 2015.

The programme will be enhanced in 2015 by integrating teaching modules into the core curriculum of Special Education and expanding the programme to all SEN streams in public education. Ownership of the Transition Programme will be transferred to BPKhas who will manage and operate the programme in 2015.

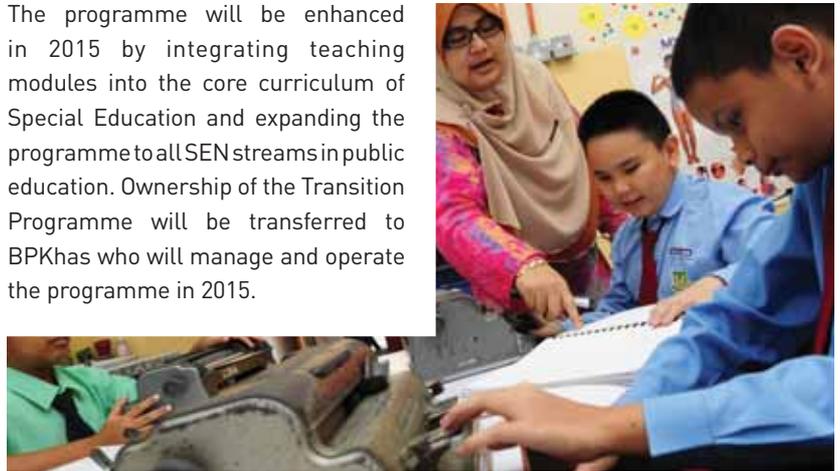


Photo courtesy of ET Division, MoE

Helping SEN students transition into careers



“If you talk about transition for SEN students, it actually takes place throughout their entire schooling experience,” Paizah Zakaria, the Head for BPKhas’ Training and Resource Sector, says. “But for the programme under EDU NKRA, we are concentrating on developing careers, which takes place near the end of their schooling experience.”

One of the components of the Transition Programme involves placing SEN students in internship positions with corporate partners. For example, BTC, with its wide range of businesses including restaurants,

textiles and bakeries, provides opportunities for SEN students to receive training and get a feel for work life. Furthermore, if the company feels that the students are qualified, BTC will recruit them after they graduate.

Paizah says that the programme presently focuses on soft skills rather than direct job placements, e.g. in terms of building confidence and communication skills to make them more employable. This is to complement vocational and technical training that are already part of the SEN curriculum.

At the same time, the Transition Programme also focuses on raising awareness among teachers and parents to create a more conducive learning environment for SEN students. Training classes and workshops are held for teachers to better assess students and coach SEN students for future careers.

“Parents are responding well to the programme because they are concerned about the direction of their children,” Paizah says. “This programme is important because if we invest in them early on, they will become more independent and can better integrate into the community.”





Elson Maijol Bakansing sharing his experience

Unlocking the potential in every single student



Special Education Needs students learning baking skills provided by ATI College at Sabah Cheshire Home

Elson Maijol Bakansing, as a person with disabilities, had doubtful career opportunities without better skills training or support. However, that was before. Today, he has ambitions to one day work in a bakery and plays a big role in helping his schoolmates at Sabah Cheshire Home (SCH) in a pastry course provided by ATI College with their schoolwork and interpreting on their behalf.

“As far as I remember, I had no plans for my future since my school days,” Elson says. “Then a teacher [from ATI College]

got me interested in bakery classes and I found myself liking making pastries. I’m enjoying my stay here, which is helping me gain new experiences. I also have a lot of friends here.”

At SCH, Elson is getting the skills he needs to become more independent by acquiring skills that will find him employment and an income. His place in the ATI College Pastry Course conducted in SCH was sponsored by the EDU NKRA under its SEN buying-of-seats initiative which ensures that SEN students

get the education and training they need to become productive members of society.

But it’s not just the students who are benefitting from this initiative. Parents of SEN children are also expressing relief that their sons or daughters will be able to stand on their own feet.

“Our first priority as parents [of special needs children] is to ensure that there are programmes in place to help them develop in the profession that they can perform in,” says Marjon Kuntau, the father of a deaf SCH student. “I see a big change in my son. I see a lot more confidence in him because prior to attending SCH, he had no skills. But now he has both skills and confidence.”

SEN students typically face uncertain employment prospects if they are not placed within an environment that cultivates and encourages them to develop skills and training. Over the past two years, initiatives have been implemented under the EDU NKRA to help integrate SEN students into the workforce and with the regular student body.

Buddy Club aims to build special friendships between kids

Meanwhile, to foster greater interaction between SEN and regular students in 2014, the EDU NKRA continued to implement the **Buddy Club** initiative, which is a football programme designed to raise the level of awareness and understanding between the two groups. It is also designed to foster greater integration between the two groups of children and has been expanded to 10 schools in 2014.

Schools from all levels—primary, secondary and college—participated in the programme, which saw a total of 11 schools and 5 colleges participate. Thirty-two teachers were trained in collaboration with the Football Association of Selangor in 2014 to conduct the programme, while 370 special education students and 170 mainstream students participated. The Buddy Club also hired three registered coaches to oversee the training. Two tournaments were held during the year to further promote the spirit of camaraderie and competition between the participants.

Going forward, the programme will be looking for more funding options, with obtaining corporate sponsorships through the Ministry being considered to expand the programme to more schools. The programme also plans to expand its offerings to include cycling and general fitness.

REJUVENATING VOCATIONAL EDUCATION

TO BUILD A SKILLED WORKFORCE FOR THE FUTURE

Taking the lessons of growth from developed nations such as Germany and South Korea, there is a general recognition that academic training alone is insufficient if Malaysia is to become a high-income nation by 2020. It will require that Malaysia grow from a largely lower-skilled workforce to a nation of highly skilled and trained technical workforce.

As such, a robust TVET programme is a key requirement for human capital development, and was identified as a KPI under the **Human Capital Development Strategic Reform Initiative (SRI-HCD)**, covering approximately seven Ministries. The main challenge in 2014 nationwide has been ensuring that the significant investment in TVET yields the right results, i.e. graduates who meet industry needs and are able to contribute effectively in a high-income economy. In this regard, significant effort is needed to streamline the delivery machinery for TVET graduates.

The MoE has traditionally been the largest producer of TVET graduates within the country compared to training institutes funded either privately or by other Ministries. However, TVET has generally been regarded as a “fall-back” stream for students who are not academically inclined. In view of the larger purpose of raising the profile and aim of TVET to be the main driving force for upgrading talent in the country, there is a crucial need to align and integrate all providers within the MoE by enhancing the curriculum and accreditation standards, ensuring

efficient use of resources, ensuring the sufficient availability of quality teachers and the availability of effective partnerships with Industry.

Together with PADU, PEMANDU decided to co-facilitate a lab in July 2014 to address some of these challenges as an important initial step to spearhead the transformation of TVET across the nation. Four key objectives were identified:

- Clarity to students and industry on pathways and qualifications
- Quality programmes to meet industry demands and enable job creation
- Optimisation of resources
- Strong collaboration and partnership with industry.

Quick wins were identified, including projects involving public and private partnerships where companies work with institutions to produce TVET graduates who are immediately placed in jobs in high demand sectors.

One of the lab’s recommendations is the formation of an integrated task force chaired by the Secretary General of MoE to enable unified strategic planning for delivery of educational outcomes in terms of accreditation standards, efficiency and availability of quality teachers and infrastructure for TVET programmes.

With a strengthened delivery engine, the focus in 2015 onwards is to institutionalise a demand-driven approach to begin the journey of raising the profile of TVET. This will be done through targeted and systematic action plans to increase participation of industry in TVET delivery mechanisms such as curriculum and programme development, shared equipment and teaching resources, structured internships, and collaborative research and development. These efforts will be done in collaboration with other Ministries and agencies in ensuring a unified approach to TVET.



Technical and Vocational Education and Training students learning basic skills e.g air-conditioning servicing

Photo courtesy of ET Division, MoE



Photo courtesy of ET Division, MoE



PAVING THE WAY FOR OUR STUDENTS

The EDU NKRA is committed to developing the best education framework for all Malaysian students so that they are able to achieve their full potential in their future education and career ambitions. This is also in line with the country's ambition to develop a highly skilled and trained workforce to fill the necessary roles in a high-income economy.

The focus of the EDU NKRA will remain on the core work streams, and will be focused on the challenges identified for each of the individual initiatives.

The EDU NKRA has always approached education from the ground up, prioritising early learning modules such as ECCE and basic literacy and numeracy. Further work will be required before students meet international standards, but the improvements over the years have been encouraging. Meanwhile, the initiatives to enhance the basic school framework will also contribute to future successes.

The renewed focus on inclusiveness in the last few years is also a strong statement on how education will be

approached in the future. SEN and TVET students have the potential to become important contributors in fulfilling the nation's developmental ambitions, and hence must receive the same level of support given to regular students. The groundwork has been laid to create a more robust and inclusive education framework as envisioned by the MEB, and it is the EDU NKRA's aim to play its role in the attainment of that objective.

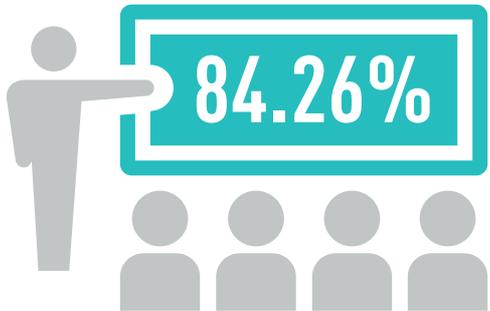
GLOSSARY OF ACHIEVEMENTS

No	KPI	Target	Actual	% Achieved	
1	Pre-school enrolment	90%	84.2%	94	●
2	Childcare enrolment (0-4)	10%	9.71%	97	●
3	Percentage of Band 6 & 7 schools out of total schools	1.4%	1.39%	101	●
4	Percentage of Band 1 & 2 schools out of total schools	31%	31.03%	100	●
5	English literacy rate for Year 2	83%	78.30%	94	●
6	Percentage of teacher intake at IPGM from the top 30% of high school leavers	100%	98.9%	99	●
7	To develop roadmap to achieve 100% of teacher intake at HEIs from the top 30% of STPM / Matriculation / equivalent leavers as stated in the Education Blueprint	100%	100%	100	●
8	Percentage of teachers trained that have increased at least one English language proficiency band (CPT or CPT equivalent)	85%	0	0	●
9	Percentage of principal candidates identified using the new requirement, at least 6 months before retirement of predecessor to fill in the principal vacancies	100%	85.38%	85	●
10	Maintaining existing High Performance Schools (HPS)	115	115	100	●
11	New High Performance Schools	10	13	130	●
12	BM literacy rate for Year 3	100%	98.65%	99	●
13	Numeracy rate for Year 3	100%	98.92%	99	●
14	Percentage of head teachers receiving New Deals (i) Primary school (ii) Secondary school	100% (i) 5% (ii) 5%	153.8% (i) 7.3% (ii) 8.08%	154	●
15	Identify baseline of teachers achieving the minimum competency required	100%	95%	95	●
16	New English teachers to achieve C1 based on CEFR before posting	100%	72.5	73	●
17	New English teacher trainees achieved a minimum of A or A+ in SPM in English before entering teacher training institute (IPG & IPT)	100%	100%	100	●
18	Roll out of Differentiated Teaching and Learning approach to all Form 3 hotspot schools	100%	100%	100	●
19	Percentage of 138 PPD (District Education Offices) having baseline ranking/rating	100%	70%	70	●
TOTAL				94%	●

2015 KPI TABLE

No	KPI	Target
1	Nationwide pre-school enrolment, including NGO (4+ and 5+ years only)	88%
2	English literacy rate among Year 3 students	100%
3	Percentage of Band 1 & 2 schools	35%
4	Percentage of Band 6 & 7 schools	1.2%
5	Percentage of teachers improved to at least minimum competency level through CPD	25%
6	Percentage of principals improved to at least minimum competency level through CPD	25%
7	Number of High Performing Schools	130
8	Numeracy rate	100%
9	Bahasa Melayu literacy rate	100%
10	Percentage of primary school head masters receiving New Deals	5%
11	Percentage of secondary school principals receiving New Deals	5%
12	New English teacher trainees achieved A or A+ in SPM in English before entering IPG	100%
13	Percentage of 138 District Education Offices (PPD) with baseline rating	100%
14	IPG Strategic Plan is developed by December 2015	100%
15	Percentage of teachers trained in the Pro-ELT programme that have increased by at least one proficiency band in CEFR	85%
16	Percentage progress of development of database of 13-17 year old enrolment in Technical Vocational Education and Training (TVET) across all agencies	100%
17	New English teachers from IPG, IPTA and IPTS achieved C1 based on CEFR before posting	100%
18	National childcare enrolment rate (0-4)	12.50%

PRE-SCHOOL AND EARLY CHILDCARE



Pre-school enrolment nationwide
from 67% enrolment rate in 2009

129,171

private pre-school students from low-income households received fee assistance from the Government since the start of GTP 1.0 in 2010, totalling **RM100.13 million**, while **RM 7.47 million** of fee assistance was made available to **3,012 children** to attend private childcare centres since 2013

1,709

pre-school operators received a total of **RM20.46 million** worth of grants to launch operations from 2010 to 2014

EXPANDED REACH TO SPECIAL NEEDS STUDENTS

400

seats purchased for SEN students at private technical and vocational institutions in 2014 by MoE

This is to encourage participation from other agencies and encourage training providers to offer SEN programmes to fee-paying students



Competency baseline

for all teachers and school leaders established using the new **Unified Instrument**

as part of the pre-implementation phase completed in 2014 in view of the full roll out in 2015

128

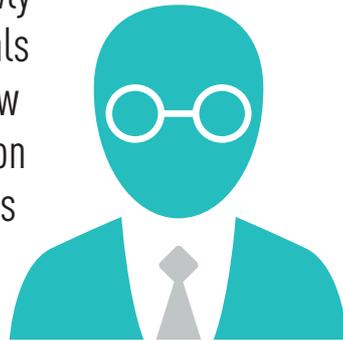
PRIMARY AND SECONDARY SCHOOLS

awarded with the **High Performing School (HPS)** status since 2010. 13 new HPS identified in 2014



NEW RESIDENCY AND IMMERSION PROGRAMME (PRIME)

Introduced for newly appointed principals in 2014 to help new principals transition into their new roles and environment



8%

SEN Employment Transition Programme students

were successfully placed in jobs at their practical training locations

LINUS 2.0

is enhanced to screen for proficiency in English Language in addition to proficiency in BM and Numeracy

98.7%

of Year 3 cohort have basic mastery of **Bahasa Malaysia** in 2014

98.9%

of Year 3 cohort have basic mastery of **Numeracy** in 2014

78.3%

of Year 2 cohort have basic mastery of **English Language** in 2014

School Improvement Programme challenges, motivates and supports all schools



increase of Band 1 and 2 schools from 2009



reduction of Band 6 and 7 schools from 2009

3,105 (31.03%)

Band 1 and 2 schools in 2014

139 (1.39%)

Band 6 and 7 schools in 2014



REDUCING CRIME



It's About Making Sure Malaysians Feel Safe

The fight against crime has always emphasised the **Reducing Crime NKRA's (CRI NKRA)** need to tackle the issue from a holistic perspective. While we have always acknowledged that the reduction of crime statistics is certainly a key goal for us, this is insufficient insofar as crime is a symptom that points to other systemic and structural issues within Malaysian society. Additionally, crime has consequences that extend beyond the victim of crime itself; crime causes fear and sows distrust among the rakyat, which actively works against our ambitions of national unity.

From this perspective, it should be evident that the fight against crime must go beyond the numbers to address other issues such as improving relationships with resident and community groups, addressing issues of social disorder that foment and encourage crime, and working with former offenders to reduce the chances of recidivism. The impact these initiatives have on crime prevention are difficult to quantify as we are trying to measure how much of something did not happen, e.g. how many former drug addicts did we stop from turning to petty theft because we helped them find jobs after their prison sentence?

Difficult as they may be to measure, we believe that these activities continue to be worthwhile as they contribute to a more holistic programme that generates positive feelings of security. This brings me to the next point that has become somewhat controversial over the last few years, namely the public perception of safety in the country.



It is a fact not just in Malaysia, but in countries elsewhere in the world, that the public perception of safety does not correlate with the actual incidence of crime. While criminologists continue to study the reasons underlying this disjoint, what is clear is that the fear of crime must be addressed and managed alongside activities by the authorities to address crime itself. Let me be clear: we are neither saying that public fear of crime is unjustified or that crime is simply a problem in the rakyat's imagination.

Fear of crime is real, just as the incidences of crime are real as well. What we are saying is that bringing down crime numbers alone is insufficient to restore public faith and confidence in security. It is also from this perspective that our activities such as community outreach and community clean-up programmes, i.e. the Blackspot Initiative, play an important role. These activities send a clear message that we are proactive about crime prevention, and will expand every effort necessary to prevent crime from occurring within our communities.

I am pleased that the Department of Crime Prevention and Community Safety (*Jabatan Pencegahan Jenayah dan Keselamatan Komuniti* or JPJ) has completed its first year of operations in 2014. In the first year, it has taken over the coordination of residential patrols via our Motorcycle Patrol Unit (*Unit Rondaan Bermotosikal* or URB) and is working together with the relevant Ministries to address social disorder within Blackspot areas. I remain convinced that the JPJ has an important role to play in ensuring both the short-term and long-term security of our nation, and I urge the rakyat to cooperate with and support the Department in their activities.

Finally, I would like to point to the fact that our initiatives are indeed having an impact on actual crime numbers as well. The steady decline of Index Crime should be encouraging to everyone, and our success in 2014 to bring down the number of car thefts—a problem that has remained stubbornly high over the last five years—is an indication of the effectiveness of our programmes. Regardless of how one feels about the accuracy of Index Crime as a measure of criminal activity in the country, the fact remains that incidences of crime have moderated.

The decline of Index Crime by 12.6% in 2014 is a significant improvement by any measure, but we acknowledge that the fight against crime must continue. We acknowledge, for example, that snatch thefts have risen in the states of Penang and Kuala Lumpur in 2014, and we will focus our 2015 activities in this area.

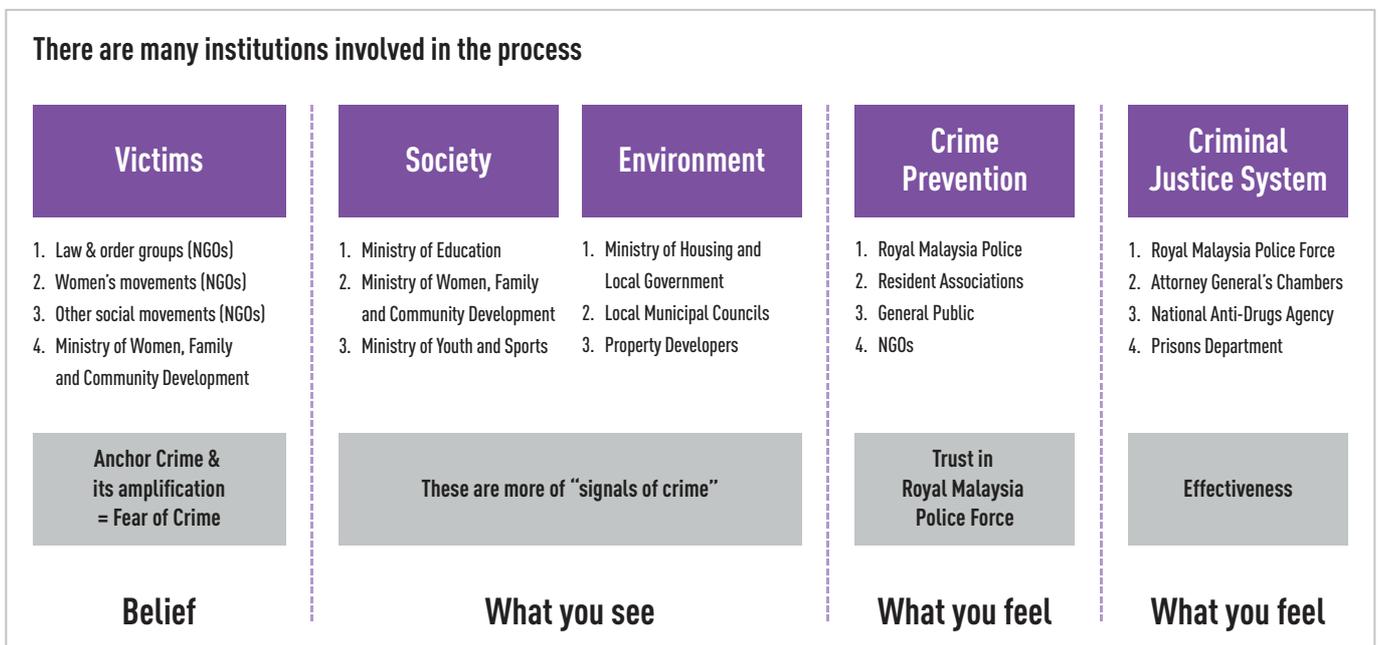
It is also worth mentioning that crime in Malaysia is not a static problem, and will respond to the actions that law enforcers take. In that regard, the emphasis of crime prevention activities will lay a strong foundation to support and expedite crime fighting by law enforcement officials.

“Fear of crime is real, just as the incidences of crime are real as well. What we are saying is that bringing down crime numbers alone is insufficient to restore public faith and confidence in security.”

Dato' Seri Dr. Ahmad Zahid Hamidi
Minister of Home Affairs

A LONG-TERM BATTLE

There are many institutions involved in the process



The fight against crime in Malaysia goes beyond the number of arrests and reduction in the number of criminal incidences in the country. While the numbers are important measures of success, crime prevention initiatives also focus on other objectives such as building strong relationships between law enforcers and the community, educating the public about personal safety and addressing issues of social disorder that lead to crime.

From this perspective the Reducing Crime NKRA (CRI NKRA) approaches the problem holistically to create a sustainable crime prevention

framework that will ensure both present and future security. At the same time, the CRI NKRA will focus on its core enforcement initiatives that are actively bringing down the crime rate in the country.

The statistics show that crime has declined steadily in Malaysia since the introduction of the CRI NKRA's initiatives at the start of the GTP. The Government is collaborating with the Royal Malaysia Police (*Polis DiRaja Malaysia* or PDRM) as well as other agencies to deliver crime enforcement and prevention initiatives, while building stronger bridges with the general public.

The impact of the jointly implemented initiatives can be clearly seen in 2014 from the following achievements:

- Reducing car theft cases by 20%:** The number of car thefts dropped for the first time in five years due to initiatives focused on preventing vehicle theft. The CRI NKRA deployed strategies that targeted both the supply and demand side of car theft with increased inter-agency Operations (Ops) and cooperation with other stakeholders such as parking operators to get a better handle on the problem.



While the numbers are important measures of success, crime prevention initiatives also focus on other objectives such as building strong relationships between law enforcers and the community, educating the public about personal safety and addressing issues of social disorder that are the root causes of crime.

Work Stream	Focus Area	Initiatives
Reducing Index Crime	Prevention of Vehicle Theft	<ul style="list-style-type: none"> Target hardening of public car parks Multi- agency collaborative enforcement on illegal workshops Strengthening border and all entry points
	Inmate Rehabilitation and Upskilling	<ul style="list-style-type: none"> Industrial Prisons Programme Development of after-release programme Improvement of Prison Rehabilitation Programme
	Rehabilitating Drug Addicts and Users	<ul style="list-style-type: none"> Open-access drug treatment and rehabilitation Outsourcing drug rehabilitation to NGOs Opening job opportunities for recovering addicts Expanding the Integrated Substance Control Management System (<i>Sistem Pengurusan Integrasi Kawalan Efektif Substen</i> or SPIKES)
Preventing House Break-Ins	Prevention of House Break-Ins	<ul style="list-style-type: none"> Residential police patrols (under Omnipresence) Dedicated house break-in teams Coordinating volunteers through community policing Crime Prevention Through Environmental Design (CPTED) to improve home security
Increasing the Safety Perception Index	Increasing PDRM Presence	<ul style="list-style-type: none"> Omnipresence Programme (High Profile Policing, Stop and Talk, Feet on Street) Police Volunteer Reserve (PVR) Rakan Cop SMS service Whitening Blackspots
	Regular Communication with the Public	<ul style="list-style-type: none"> Smart partnership between PDRM and the business community and Resident Associations Enhancing PDRM's Corporate Communications unit Women's Awareness Campaign United Against Crime Campaign Safety Perception Survey International Liaison Unit (ILU)
Increasing Investigation Papers Brought to Trial	Increasing Investigation Papers Brought to Trial	<ul style="list-style-type: none"> Reducing the ratio of Investigation Officers to Investigation Papers to 1:5 per month Increasing the efficiency of Investigating Officers through investments in equipment Increasing collaboration between the PDRM, Attorney General's Chambers (AGC) and other related departments
Improving Public Satisfaction with Police Services	Improving Public Satisfaction with Police Services	<ul style="list-style-type: none"> Online Checking System (PDRM Report Tracking System) Improved response time Independent public satisfaction survey Installing one-way mirrors at Police District Headquarters Expansion of triage counselling in police stations Balai League Table for police stations

- Collaborating with private mall owners to fight crime:** The Bukit Bintang KLCC (BBKLCC) Street Cleanup Operations (Ops) was a multi-agency joint operation designed to clean up the Golden Triangle area in 2014. Two Ops were held in March and October respectively which resulted in street crime falling by 5% in the two weeks following each Ops.
- Enhancing the capacity of the International Liaison Unit (ILU):** The ILU was introduced to liaise with and manage crime issues raised by the tourist and expatriate community. In 2014, new personnel were injected into the unit and a new headquarters established in Kuala Lumpur. The ILU has held active engagements with embassies and high commissions to better address their concerns with crime.
- Inaugural year for the Department of Crime Prevention and Community Safety (JPJKK):** The newly established JPJKK is designed to coordinate outreach and engagement sessions with the community to build better relationships to help in the fight against crime. A new Director was appointed in 2014, supported by key officers throughout the country and this Department is expected to play a key role in future crime prevention initiatives through community engagement.

Overview of the CRI NKRA's initiatives

REDUCING INDEX CRIME

BUILDING A SAFER MALAYSIA FOR ALL

The effectiveness of crime reduction efforts is gauged by the changes in Index Crime. The CRI NKRA's target is to reduce Index Crime by 5% annually, which was overachieved considerably in 2014 after the indicator fell by 12.6% due to the cumulative crime prevention efforts that have been put in place since the beginning of the CRI NKRA.

There are three focus areas within this work stream to reduce Index Crime:

Prevention of vehicle theft

Inmate rehabilitation and upskilling

Rehabilitating drug addicts and users

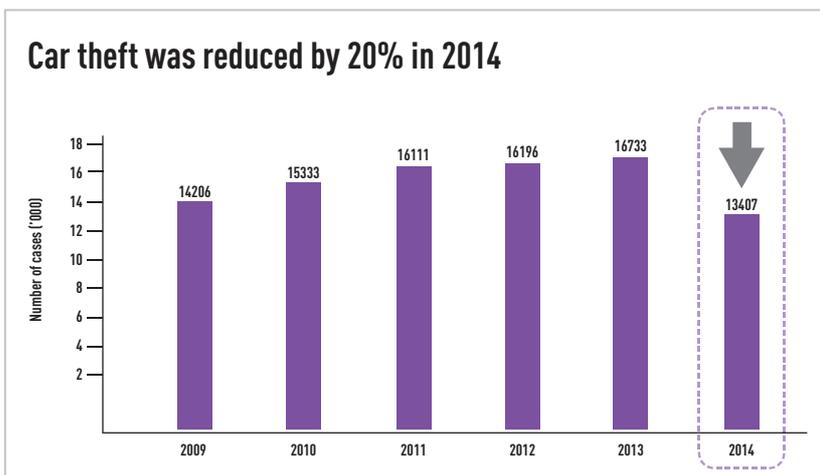
To maximise the impact of its initiatives, the CRI NKRA analyses crime trends annually and makes a decision as to the best use of its resources. For example, in 2014, initiatives were focused on incidences of car theft, which had previously remained high despite overall reductions in other categories of crime.

But even as there has been success in reducing car theft and with the overall crime level having declined, a shift in the criminal pattern is causing other specific instances of crime to rise. For example, street crime, as a component of Index Crime, continued to decline in 2014, but snatch thefts rose in both Kuala Lumpur and Penang last year.

In response to this change, the CRI NKRA will focus efforts to address the rise in snatch thefts and investigate to determine its underlying causes in 2015.

Reducing incidences of motorcar theft

The CRI NKRA's prevention strategy has always been executed to maintain overall security in the country, but it focuses on specific instances of crime that occur with frequency and regularity. In 2014, the focus was turned to the prevention of car theft, which contributes to property theft, itself a component of Index Crime.



Putting the brakes on car theft

According to Mohd Yusof Idris, the coordinator for the Vehicle Theft Reduction Council (VTREC) of Malaysia, a non-profit organisation set up by the insurance industry, the reason for the success was due to greater all-round stakeholder collaboration to identify and address issues within the motor trade.

“This year, with the collaboration of PEMANDU, we have seen an increased and a more structured effort taken by all our stakeholders (including PDRM, Road Transport Department (*Jabatan Pengangkutan Jalan* or JPJ), Customs and the insurance industry) in our approach to tackling vehicle theft,” Mohd Yusof says.

“From March to June this year, VTREC together with PEMANDU organised three workshops to identify the administrative weaknesses within the eco-system of the motor industry that may affect car theft. Having identified the weaknesses, we recommended a 24-point initiative for both the long term and the short term that we think will drastically reduce the opportunity for car theft.”

While the success in 2014 is encouraging, Mohd Yusof says that more will continue to be done in 2015 and beyond. The workshop held last year identified two main areas that require additional attention, namely the cannibalisation of vehicle parts and the smuggling of stolen vehicles through ports and borders.

“With regard to the cannibalisation of parts, we will be working closely with the insurance industry in promoting systems that enhance the traceability of spare parts,” he says. “We have



suggested the setting up a portal for the trading of used or off-market parts. Using such portals will help identify parts cannibalised from stolen vehicles.”

Mohd Yusof added that plans were also underway to implement an integrated system to track the movements of vehicles across the northern borders. The Customs Department is also planning to improve its container screening processes as containers are commonly used by car thieves to transport cars overseas.

One of the root causes contributing to the high occurrence of car theft in the country also has to do with the public’s attitude; they tend not to take car theft prevention very seriously. As insurance premiums are presently tied to a tariff system, car owners pay more or less standard premium regardless of whether their vehicle is theft prone or not.

“However, in 2016 when liberalisation of the insurance industry takes place, there may be additional premiums imposed on theft prone vehicles and that is when, I think, the public’s attitude towards car theft will change.”

Over the past few years, property crime as a whole has declined but the number of car thefts remained stubbornly high. In 2013, car thefts accounted for 12% of Index Crime. This changed in 2014 when the number of car thefts fell 20%, accounting for 10% of Index Crime.

As part of the initiatives undertaken to combat car theft, 4,669 vehicle workshops were inspected while dedicated specialised teams were set up to address vehicle theft. Some 1,696 police operations were also conducted in the effort to eradicate vehicle theft and over 80 car parks inspected under the Car Park Safety Audit programme to ensure that they have the right security measures in place.

These activities were undertaken as part of the following initiatives under this focus group:

- Target hardening of public car parks
- Multi agency collaborative enforcement on illegal workshops
- Strengthening border and all entry points.

Reducing recidivism through inmate rehabilitation and upskilling

Initiatives under this focus area are focused on providing prison convicts with employment skills and support needed to reintegrate into society. Research has shown that proper reintegration into society is a key factor in the prevention of criminal recidivism, a claim further supported by the US Department of Health and Human Services study which concluded that the incidence of recidivism is dramatically reduced if an ex-convict is able to secure employment within the first year of release.

Recent comparisons have shown that the recidivism rate of former prison inmates in Malaysia (8.6%) is lower than in most other countries in the region. Initiatives implemented under this focus area include:

- Industrial Prisons Programme
- Development of after-release programme
- Improvement of Prison Rehabilitation Programme.

To better prepare our convicts for work after prison, the Industrial Bakery Programme was introduced to educate and equip inmates with vocational skills during their prison term. Participants of the programme receive certification upon completion of the course, and receive income for work done. The bread produced from the programme is supplied to five penal institutions in the central zone: the Kajang Prison, Sungai Buloh Prison, Kajang Women’s Prison, Seremban Prison and the Jelebu Prison. This initiative was expanded in 2014 to supply bread to five prisons in the north zone: Tapah Prison, Batu Gajah Moral Rehabilitation Centre, Kamunting Correctional Centre, Taiping Prison and Seberang Perai Prison, Penang.

The Prisons Department also supports convicts after they have completed their jail terms with after-release programmes in the form of halfway houses. Halfway houses have been set up in every state to house former convicts who have no place to go upon release. These halfway houses provide counselling and job advice for residents for a period of up to three months upon admission into the house. As of 31 December 2014, 1,233 residents have used these facilities and 90% of them have secured gainful employment. More significantly, no cases of recidivism have been reported amongst these residents.

Finally, the Compulsory Attendance Order (CAO) is an initiative in which minor offenders are not incarcerated but carry out community service. The purpose of the CAO is to reduce overcrowding in prison as well as reduce the costs of offender management. In addition to this, the offenders are able to continue their original jobs and support their families. This initiative gives offenders a second chance to carry on their lives without the stigma of a jail term. 2,067 offenders have

carried out the CAO and it has saved the Government about RM6.5 million since its implementation in 2010.

Incarceration typically has a long-term negative impact on prisoners, which prevents them from fully participating in society, thus putting them more at risk of resorting to criminal behaviour. At the same time, keeping minor offenders out of prison also reduces the risk of their falling under the negative influence of other criminals within a prison setting.

Giving convicts a second chance at life

A universal problem faced by almost every country is the question of reintegrating former offenders back into society upon their release from incarceration. Former convicted felons often find it hard to re-enter society upon release as they bear the stigma of having been a former inmate or because they simply lack employability, which is why they turned to crime in the first place. In the latter case, the lack of skills is typically a key reason for their turning to a life of crime.

In Malaysia, the Prisons Department has a comprehensive rehabilitation programme in place addressing both the physical and mental wellbeing of the inmate. Since 2003, the Prisons Department has been emphasising the upskilling of convicts—from helping them acquire basic literacy skills to helping them attain their Masters degrees whilst serving their time in prison.

“In the past, our training programmes did not certify our participants so when prisoners were released, they had little chance of finding work and were forced to turn back to crime,” says Dato’ Mohd Sakeri Haji Dollah, Deputy Director of Inmate Management (Vocational and Industry). “It is from this basis that we came up with the idea of the Industrial Bakery Programme.”

The Industrial Bakery Programme is an initiative under the CRI NKRA designed to provide inmates with invaluable training and at the same time saving money spent on purchasing bread.

“We are helping them learn to be bakery operators and giving the more entrepreneurial ones skills to start their own business at the same time,” Sakeri says. “Presently we are training them to make bread and buns, but we would like to expand the training to cakes, pizzas and other forms of baking.”

He adds that Prisons Department studies have shown that there is only a 0.5% chance of criminal recidivism by all former inmates who successfully find jobs after their release. This is based on its monitoring and evaluation of parolees.

Aside from the Industrial Bakery Programme, Sakeri says that the Malaysian prisons system offers a wide variety of workshops which he would like to see accelerated as part of the GTP. One potential programme is a driver training programme, which trains convicts to become professional chauffeurs, heavy vehicle drivers and hauliers.

“Because our focus here in the prison is on instilling discipline and building skills, our inmates typically get more



training hours than apprentice drivers outside,” he says. “On average, our drivers get about 600 hours of training, which is much higher than the industry average.”

However, perception remains a challenge, he adds. Despite certification, former convicts still have to deal with the stigma of having been an offender. While greater education and awareness is the answer to that problem, there are also issues with aligning the training available within prison walls with the expectations of industry.

“With the constant advancement of technology, it is costly to keep upgrading our training equipment so sometimes our participants find themselves at a disadvantage because they are not familiar with industry-standard equipment when they leave prison,” he says.

With limited resources, Sakeri says that the GTP programme has been helpful in directing focus.

Helping former drug addicts reintegrate into society

The inability of drug addicts to reintegrate into society after completing their rehabilitation could lead to a relapse where they might turn back to crime. As part of the CRI NKRA's initiatives, the National Anti-Drug Agency (*Agensi Antidadah Kebangsaan* or AADK) has been actively working on improving the effectiveness of the rehabilitation programmes and also to ensure that former addicts can return to a life free from drugs once they have completed their respective programmes.

AADK also implements initiatives designed to address the proliferation of drugs and works together with non-governmental organisations (NGOs) to better deliver aid to addicts. Initiatives contained under this focus area are:

- Open-access drug treatment and rehabilitation
- Outsourcing drug rehabilitation to NGOs
- Opening job opportunities for recovering addicts

- Expanding the Integrated Substance Control Management System (*Sistem Pengurusan Integrasi Kawalan Efektif Substen* or SPIKES)

AADK has focused some of its core initiatives on the provision of effective rehabilitation centres. AADK runs 663 programmes in prevention, Cure and Care, and enforcement presently.

In 2014, the AADK upgraded 22 Cure and Care Service Centres (CCSC) in Blackspot areas. CCSCs are centres where drug users and addicts can admit themselves without fear as these clinics focus on drug treatment and care rather than on making arrests.

It has also started implementing vocational training programmes and career fairs in their Cure and Care Vocational Centres (CCVC) to help rehabilitating patients find gainful employment once they complete their rehabilitation. A total of 214 AADK clients have taken short courses at the CCVC, while 111 clients have attended long courses. The job fairs are held twice annually in every state.

“CCSCs are centres where drug users and addicts can admit themselves without fear as these clinics focus on drug treatment and care rather than on making arrests.”



Participants undergoing the Industrial Bakery Programme are provided training.



CLAMPING DOWN ON HOUSE BREAK-INS

The CRI NKRA continues to work on reducing the number of house break-ins, which is particularly distressing as the criminals are targeting places in which the rakyat should feel the safest. Due to the CRI NKRA's activities, the number of house break-ins fell by 11.7% in 2014. However, the police still face challenges in obtaining full community cooperation in helping further combat break-ins.

Initiatives under this focus area take a holistic approach to fight the problem, including working together with local authorities to implement security features in housing areas. Initiatives implemented under this work stream are:

- Residential police patrols (under Omnipresence)
- Dedicated house break-in teams within PDRM
- Coordinating volunteers through community policing
- Crime Prevention Through Environmental Design (CPTED) to improve area security
- Rakan Cop SMS service

One of the challenges encountered in the delivery of initiatives is the dislocation of crime and the difficulty in getting the involvement of all residents to work together with the police. The CRI NKRA has long maintained that the fight against crime requires the cooperation of the public at large, and this is particularly true in preventing house break-ins as break-ins typically occur within a populated neighbourhood.

The newly formed JPJKK will take over as the lead in conducting public outreach, which is aimed at securing greater buy-in from the rakyat in terms of cooperating with and assisting law enforcement officers.

Since the start of the GTP, a number of supporting programmes designed to increase security and reduce opportunities for house break-ins have been put in place, including the award-winning Safe City Monitoring System (SCMS).

SCMS integrates crime data with a geographical information system platform to create a holistic picture of criminal activity, which helps facilitate the cooperation of the various agencies to enhance community safety. The analysis of data fed through the SCMS has assisted the authorities in identifying potential crime hotspots and deploying resources in response. The SCMS was set up in 121 local authorities and 549 police stations at the end of 2014.

As a tool for mining and analysing data, the SCMS does not directly affect crime numbers but plays a crucial supporting role in helping police and other authorities better understand criminal patterns and causes.

To further enhance the security of housing areas, the Safe City Programme based on the principles of the CPTED has installed the following security features in 151 municipalities:

- 18,102 units of lighting installed
- 34,813 motorcycle parking lots with locks installed
- 1,165 notice boards with PDRM hotline number
- 280.7km of railings and mirrors
- 2,460 units of safety mirrors.

These features are designed to deter criminals as well as to provide area residents with tools necessary to protect themselves. The Safe City Programme represents a cooperative effort between the police, local municipal councils and other Government agencies to improve safety and security in targeted areas.



HELPING OUR RAKYAT FEEL SAFER

IMPROVING THE SAFETY PERCEPTION INDEX



Police engaging with pedestrians and tourists in the centre of Kuala Lumpur

The CRI NKRA actively seeks to build relationships with communities because it makes crime prevention initiatives more effective while helping curb the fear of crime, which has remained high in the public mind despite successes in actual crime reduction.

The CRI NKRA has always maintained that the public fear of crime must be considered an issue separate from actual incidences of crime as research has shown that there is no direct relationship between the reality of criminal statistics and public fear. However, this is not to say that the public concern is not legitimate. On the contrary, they are real fears and must be addressed as such.

To rebuild public trust and confidence in the capabilities of law enforcement officers, the CRI NKRA is committed to the following:

- Providing good service at all touch points between the police and the rakyat
- Addressing the signals of crime
- Conducting frequent and strategic communications
- Building relationships with community outreach

There are two focus areas within this work stream:

Increasing PDRM presence

Regular communications with the public

Increasing police presence in our communities

To further boost community safety, the CRI NKRA has raised the visibility and profile of the police force in key locations. Police presence serves to reassure the public while at the same time deter would-be criminals. Four initiatives have been implemented to increase police presence:

- Omnipresence Programme (High Profile Policing, Stop and Talk, Feet on Street)
- Police Volunteer Reserve (PVR)
- Rakan Cop SMS service
- Whitening Blackspots.

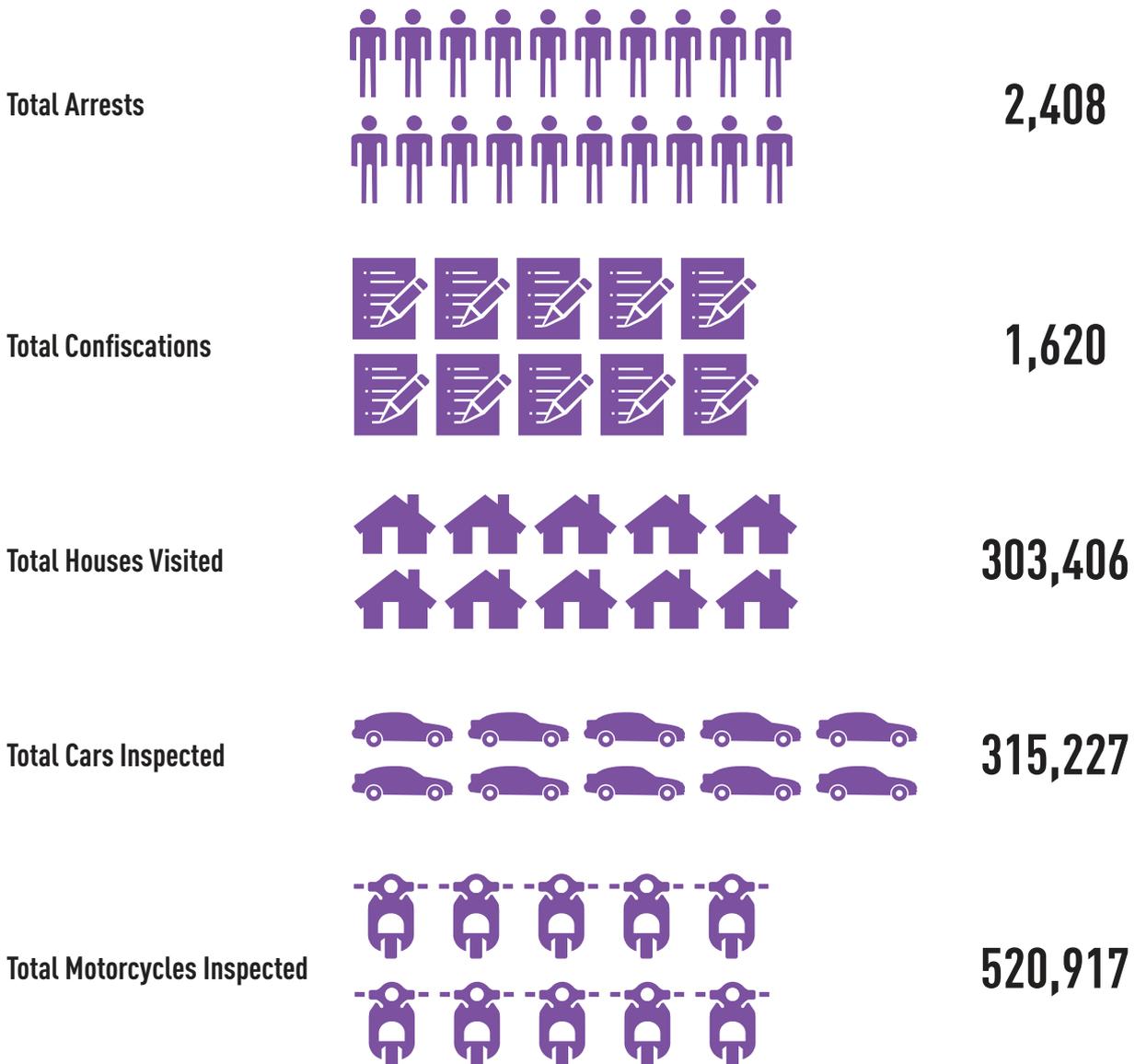
The Omnipresence Programme, led by PDRM, encourages the building of stronger relationships between the police and the community by making police more visible and available to the community, while at the same time discouraging criminals through the stronger police presence. A total of 5,200 police personnel and 17,272 from

the PVR, the People's Volunteer Corps (*Pasukan Sukarelawan Malaysia* or RELA) and the Malaysian Civil Defence Department (*Jabatan Pertahanan Awam Malaysia* or JPAM) are participating in the Omnipresence programme.

The creation of the Motorcycle Patrol Unit (*Unit Rondaan Bermotosikal* or

URB), assigned to select residential areas, has also helped boost police presence in residential areas, and increased security in these neighbourhoods. Presently, 1,800 URBs have been deployed nationwide and are playing a key role in helping reduce crimes in residential areas, as per the figure below.

URB Duty Reports (19/12/2012 to 31/12/2014)



URB assignments until 31 December 2014

This has supported the delivery of initiatives such as the “Blackspot” Initiative, which maximises the impact of crime prevention activities by focusing deployment in high crime areas also known as Blackspots. The Blackspot Initiative is based on the “Broken Window Theory” which states that evidence of minor crimes such as vandalism emits “signals” of social disorder, which in turn translates into fear of crime in the minds of the public.

These signals also encourage the perpetration of more serious crimes, according to the theory, which can lead to the rise in crime. The Whitening of Blackspots Initiative aims to tackle this issue by addressing issues such as:

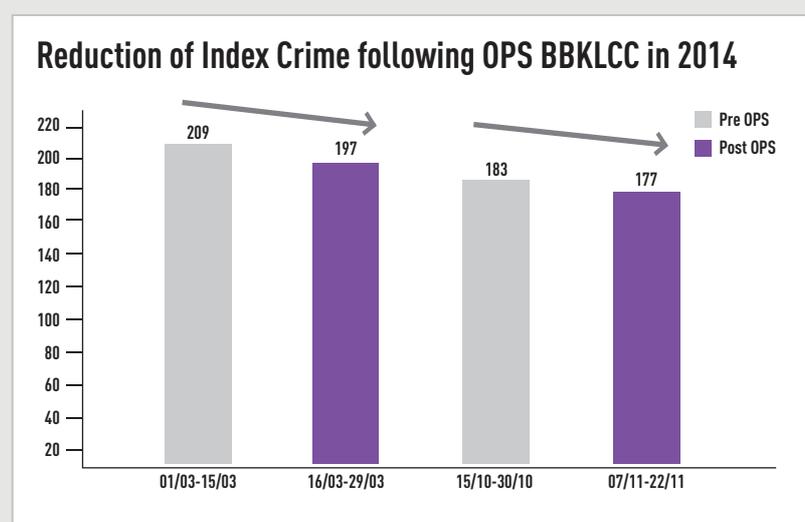
- **The environment:** Unkempt surroundings, vacant units or buildings, lack of maintenance, etc. contribute to an overall sense of fear. Addressing environmental issues removes some of the fear associated with a place.
- **Social issues:** Concentrations of undesirable persons such as drug addicts, *Mat Rempits*, illegal immigrants and gangsters also contribute to an overall feeling of fear.
- **Security issues:** The lack of policing and a high incidence of crime naturally contribute to heightened feelings of fear. The effort to whiten Blackspots must thus naturally restore law and order to a location.

Bukit Bintang KLCC (BBKLCC) Street Cleanup

The CRI NKRA coordinated two special operations in the city centre focused on preventing street crime in line with the principles of the Blackspot Initiative. Enforcement agencies led by PDRM, collaborated with mall owners to implement enforcement activities in Kuala Lumpur’s Golden Triangle. The surrounding business and mall owners had expressed concerns on illegal activities and petty theft prevalent in the area as well as errant taxi drivers who haggle for prices and obstruct traffic flow. The two operations (Ops)—one in March and another in October—had significant impact on Index Crime, which fell by 5% in the two weeks following each operation.

The operations, named Bukit Bintang KLCC (BBKLCC) Street Cleanup, sought the collaboration of mall owners in the area to coordinate and identify problems. A series of syndication sessions were arranged between enforcement agencies and the mall owners to determine the most appropriate solutions to address these problems.

Officers from up to 13 agencies, including PDRM, Department of Immigration (*Jabatan Imigresen*



Malaysia), Ministry of Domestic Trade and Consumer Affairs (*Kementerian Perdagangan Dalam Negeri dan Kepenggunaan*), Land Public Transport Commission (*Suruhanjaya Pengangkutan Awam Darat* or SPAD), Road Transport Department (*Jabatan Pengangkutan Awam* or JPJ), KL City Hall (*Dewan Bandaraya Kuala Lumpur* or DBKL) and the Anti-Drugs Agency (*Agensi Antidadah Kebangsaan* or AADK) took robust action against contraband goods, errant taxi drivers, illegally parked vehicles, suspected robbers, illegal immigrants and gang-related premises.

The success of the BBKLCC Street Cleanup has encouraged the CRI NKRA to hold more of these operations with greater frequency and magnitude in 2015. The positive response from both the public and the mall owners is also another compelling factor to expand the operation to other central business districts.

Holding regular communications with the public

An important crime prevention tool that has proven to be effective in other parts of the world is a strong working relationship between the police and the community. In order to establish this working relationship, there needs to be mutual trust. To build this trust, the CRI NKRA has reached out to the general public through various channels and increased the level of engagement.

As it stands, there has generally been good participation from the public in response to the Government’s call for greater cooperation in fighting crime. For example, since its launch in 2013, the CRI NKRA’s United Against Crime (UAC) campaign collected over 1.1 million public pledges, committing them to stand together with the Government in fighting crime.

To further enhance community engagement and crime prevention activities, PDRM set up JPJKK, which is designed to be the chief coordinator of community outreach and engagement programmes to help communities prevent crime. The Department commenced operations in 2014.

An example of the initiatives managed by JPJKK is the URB which conducts regular patrols of residential areas. The URB is playing an important role in building relationships with the community and functions as PDRM’s “ambassador”. Through improved communication with residents, the police are given a better sense of the situation on the ground and are able to tailor crime prevention activities to better suit each situation.

JPJKK together with other relevant agencies also addresses issues of social disorder in Blackspot areas as part of its crime prevention initiatives. They visit Blackspot areas to educate residents, and to proactively work with them on crime prevention activities.

For example, in 2015 PDRM intends to work together with the Ministry of Women, Family and Community Development (*Kementerian Pembangunan Wanita, Keluarga dan Masyarakat* or KPWK) to assist single mothers. The goal of the initiative is to ensure that their children have all the support they need to grow up with the right values, free from negative influences.

Instilling the right family values to prevent social disorder is becoming a key part of the CRI NKRA’s activities to prevent crime. The underlying rationale is to deliver initiatives to vulnerable children still at the formative stage as this is the age where initiatives are most effective.

Meanwhile, the recently established PDRM International Liaison Unit (ILU) has continued to carry out its role to service the expatriate community and was capacitated with new personnel and a new headquarters in Kuala Lumpur in 2014. The ILU conducts active engagements with embassies and high commissions on a regular basis.

Moving forward, to measure the effectiveness of its initiatives and gauge public perception on crime, the CRI NKRA will replace the existing Safety Perception Index with a Crime Perception Indicator. The difference between the two is that instead of assessing how safe the rakyat feels, the survey will focus on assessing the rakyat’s fear of crime. The new measure will be introduced in 2015. The CRI NKRA acknowledges that a lot still needs to be done to make the rakyat feel safe.



The United Against Crime Campaign calls for public commitment to stand together with the Government in fighting crime

Fighting crime - A collective responsibility

Joyce Yap, the CEO of Pavilion Mall which participated in BBKLCC Street Cleanup, believes that the private sector must take a proactive role in fighting crime as they typically have access to on-the-ground information that the police may not have.

“I certainly agree and believe that the public and private sector each have their own roles to play in cooperating with law enforcement agencies in initiatives such as providing feedback/information and support to facilitate the planning and execution of the operations,” Yap says.

“But for the efforts to be successful and sustainable, they need to be conducted in a regular and consistent manner. All parties concerned must have a common goal and a single mind to focus on the issues raised.”

It was namely to create this united vision of safety and security that first brought the various mall owners and PDRM together to determine how to best prevent crime in the area. Due to the joint efforts of all parties, Ops initiatives managed to target some of the key undesirable elements that were having a negative impact on businesses and on the general public.

“Following the Ops, we saw improvement in terms of a decrease in petty crimes, begging, touting, and the sale of counterfeit items,” Yap says. “Though such unpleasant activities cannot be completely eradicated, the overall image and shopping ambience at the Bukit Bintang and KLCC areas has improved over the past 12 months since the commencement of the Ops.”

Moreover, she adds, the improved ambience has received customers’ stamp of approval, translating into greater customer traffic in the area. Yap says that the open lines of communication between the various stakeholders and the police were the crucial element enabling the smooth and effective execution of the Cleanup Ops.



However, she adds that everyone will need to continue working together to ensure long-term change, and must remain vigilant going forward.

“Although we have seen improvements following Ops BBKLCC, the situation is still not ideal as the peddlers and beggars return once enforcement patrols are out of sight,” she says. “Moving forward in 2015, there must be regular inspections, an increase in permanent enforcement counters or offices, and cooperation with the respective malls’ auxiliary police in improving the overall security of Bukit Bintang.”



INCREASING THE NUMBER OF INVESTIGATION PAPERS BROUGHT TO TRIAL

Public confidence in the ability of law enforcement to maintain order requires that the entire criminal justice system be effective, including the prosecution of the offender. It is not sufficient for arrests to be made if no case can be made for the Attorney General's Chambers to prosecute. The prosecution's decision to not prosecute potentially frees a criminal back into society, which increases the public fear of crime while eroding confidence in the criminal justice system.

The CRI NKRA has maintained a target of bringing at least 35% of all Investigation Papers (IPs) to trial while ensuring the police investigation officers receive continuous training to improve their investigation skills and educating the public of their role in assisting police investigations as a witness, bystander or victim.

To achieve this goal, the CRI NKRA has implemented a number of initiatives designed to boost the capacity

“It is not sufficient for arrests to be made if no case can be made for the Attorney General's Chambers to prosecute.”

JPJKK leading the way in getting community cooperation

“PDRM has always focused on community outreach, and our activities under the GTP are a subset of those programmes,” says JPJKK Principal Assistant Director of Community Policing, Senior Assistant Commissioner Hajjah Fatimah Abdul Hamid. “We focus our engagements on different sectors of the community particularly on the youth in universities, colleges and schools as well as businesses and housewives in order to create greater awareness about the role that all of us have to play in fighting crime.”

She adds that PDRM has always maintained that fighting crime is not solely the responsibility of the police as it is a problem that occurs in and affects all layers of society. Fatimah says that although the crime rate has fallen considerably since the start of the NKRA,

there continue to be lingering fears by the public with respect to their safety. Hence, the JPJKK was established to better engage with the public to address their concerns.

Fatimah adds that the level of cooperation from the public has increased significantly since the start of the GTP. She attributes the improved relationship to the initiatives implemented through the CRI NKRA, which are demonstrating that the authorities are genuinely concerned about the welfare of the communities.

“In my experience, I have found the public from all sectors of the community to be very cooperative,” she says. “However, we do know that there is still some resistance in some segments of the community in working with us, but generally, the public is very enthusiastic about working with the police in the hope of preventing crime.”



Servicing the international community in Malaysia

“As Malaysia heads towards becoming a fully developed nation by 2020, and with Kuala Lumpur being increasingly chosen as a preferred place of business, commercial transactions, residential and retirement location by foreigners, more emphasis is needed to ensure the safety and security of the expat community,” says Police Superintendent Choo Lily, Head of the ILU.

In addition to being the chief liaison officer for foreign nationals in Malaysia, Choo says that the ILU is also responsible for crime prevention in relation to tourists, expats and those in the diplomatic community. ILU thus focuses its activities in places where there is a high concentration of expatriates, which includes conducting safety awareness and crime prevention campaigns.

“It is important that we are aware of the expatriate community’s specific concerns on crime, which might differ from that of the average Malaysian, so that the ILU office can assist to alleviate these concerns through increased police patrols, follow-ups on unsolved/active cases and providing security advice where necessary,” she says.

“What we would like to request is that the community itself takes basic safety and precautionary measures to help itself, and for people to get to know their local policemen and policewomen, and to be aware of where the nearest police station to your residential or company premises is located in cases of emergency, and to be vigilant.”



of investigation officers as well as to increase the level of cooperation between the various prosecuting agencies. These initiatives are:

- Reducing the ratio of Investigation Officers to Investigation Papers to 1:5 per month
- Increasing the efficiency of Investigating Officers through investments in equipment

- Increasing collaboration between the PDRM, Attorney General’s Chambers (AGC) and other related departments.

One of the key challenges is the multiple number of stakeholders contributing towards this KPI as well as ensuring adequate manpower and resources for criminal investigations.



IMPROVING PUBLIC SATISFACTION WITH POLICE SERVICES

Public satisfaction with police services is key to building a relationship of trust between law enforcement officials and the general public, which is in turn necessary to create an effective holistic framework involving all stakeholders. To improve public satisfaction, the CRI NKRA is implementing the following initiatives:

- Installing one-way mirrors at District Police Headquarters
- Expansion of triage counselling in police stations
- Balai League Table for police stations
- Online Checking System for PDRM reports
- Improved response time
- Independent public satisfaction survey.

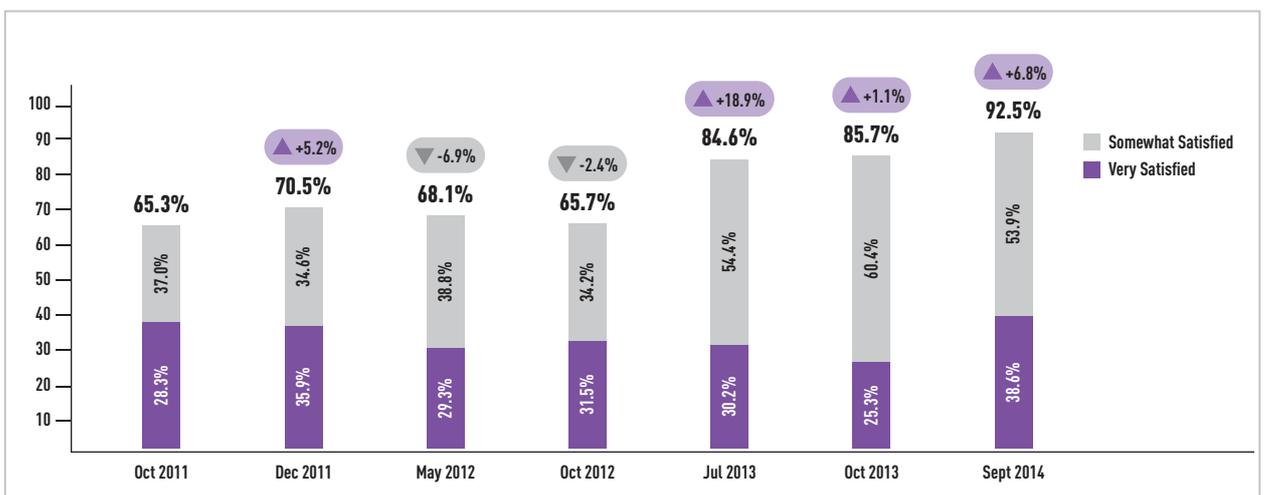
In general, the initiatives are focused on enhancing the capacities of PDRM in line with an ambition to meet World Class Policing (WCP) standards by 2020. The end goal is to modernise the police force to bring it up to par

with the other police forces around the world and thus create a more effective police force in Malaysia.

Initiatives are also being implemented to enhance effectiveness and efficiency of PDRM's investigating capabilities. By reducing the number of Investigation Papers being managed by each Investigating Officer and to continue supporting investigations with a strong forensic team, the CRI NKRA believes that investigations of criminal activity can be completed faster and more thoroughly. PDRM will thus recruit additional police officers to bolster the ranks of the investigating team.

Meanwhile, PDRM has continued to hold its Balai League Table initiative, which is a motivational tool pitting police stations across the nation against one another. The competition challenges police personnel to improve their performance and recognises the highest performing stations with rewards and recognition.

“...the initiatives are focused on enhancing the capacities of the PDRM in line with an ambition to meet World Class Policing (WCP) standards by 2020. The end goal is to modernise the police force to bring it up to par with the other police forces around the world and thus create a more effective policing force in Malaysia.”



Evaluation of the level of public satisfaction towards the force and public perception on safety. Source: Frost & Sullivan analysis



OPENING LINES OF COMMUNICATION WITH THE RAKYAT

For an overall improved quality of life, it is important that Malaysians feel safe in their environment, and trust in PDRM must be fostered. The CRI NKRA will continue analysing crime trends and deploying resources to create the greatest impact in directly combating incidences of crime. However, as this chapter has demonstrated, the fight against crime cannot be viewed as a mere numbers game as there are several other factors that must be considered in creating a safer country for all Malaysians.

One of the challenges faced by the CRI NKRA in general is in coordinating the efforts of all the various stakeholders involved in the fight against crime. With over 35 different stakeholders, ranging from PDRM, Prisons Department, AGC, as well as agencies outside of the Ministry of Home Affairs (*Kementerian*

Dalam Negeri or KDN) such as the Department of Town and Country Planning (*Jabatan Perancangan Bandar Dan Desa*), coordination and aligning visions are key enablers.

Residents Associations, Safety Advocacy groups as well as private businesses are also important participants in the endeavour to clamp down on crime, and community outreach under the JPJJK will undoubtedly be a key priority.

But even as the CRI NKRA seeks to expand its engagement with the rakyat, greater emphasis will be placed on addressing issues of social disorder to prevent the seeds of crime from being sown. This is particularly true for former convicts and drug addicts who must be given sufficient opportunity to reintegrate into society so as not to fall back into their past criminal ways.

VIEW FROM THE DELIVERY MANAGEMENT OFFICE

Che Murad Sayang Ramjan

Head DMO for the Reducing Crime NKRA,
Ministry of Home Affairs



IT'S NOT ALL ABOUT THE NUMBERS

For Che Murad Sayang Ramjan, one of the most challenging elements of the implementation of the CRI NKRA's initiatives is in communicating the NKRA's achievements to bolster the rakyat's confidence in crime tackling efforts and to secure their cooperation in future efforts.

"Our focus in 2015 is on our communications plan which will help reduce the fear of crime," Che Murad Sayang Ramjan says. "We need to tell people about what we have done so far to bring confidence back to the people because if you look at the enforcement actions we've taken under this NKRA, I think all is in order.

"Based on our achievements in 2014, we're on the right track—Index Crime is down by 12.6%, we have greater collaboration from parties including other Ministries and agencies, and from RELA, and so we are looking at crime under the GTP as an item in the national agenda."

While work needs to be done to further enhance and sustain the momentum achieved through these enforcement initiatives—for example, a need to better equip the police force throughout the country and not just in urban areas—Che Murad believes that one key challenge continues to be reducing the public fear of crime.

The public fear of crime has remained stubbornly high despite reductions in criminal activity and Che Murad says that this can only be addressed by focusing on the reasons

underlying that fear. This includes addressing the factors influencing belief systems and by further improving police services, e.g. the police's response time to calls for help.

In this regard, he believes there needs to be better public awareness of the activities already undertaken by the CRI NKRA: "Most people are not aware that many of the new security features they see in public spaces, for example the panic buttons in shopping malls, are the result of CRI NKRA initiatives. If we can better communicate that we have over 30 initiatives being implemented by the Government to reduce crime, I believe people will feel safer and more confident."

In terms of crime prevention initiatives, Che Murad says the emphasis going forward in 2015 will be placed on rehabilitation of former convicts and drug addicts.

"Some of them are not habitual criminals and we can bring them back to the community," he says. "We have to change people's perception that they are lost causes because to reduce their chances of recidivism, we have to give them a second chance and help them make use of that chance.

The Government is spending a lot of money on rehabilitating criminals in the hope that when they are released, they will contribute back to the country. My hope is that we will take a closer look at rehabilitation programmes in the next phase of the NKRA and see what more we can do for them."

GLOSSARY OF ACHIEVEMENTS

No	KPI	Target	Actual	% Achieved	
1	Reduce Overall Reported Index Crime	5%	12.6	252	●
2	Reduce Reported House Break-Ins	5%	11.7	234	●
3	Safety Perception Index	52% (Baseline: 42.7%)	38.6	74	●
4	Increase Investigation Papers brought to trial	35%	43.3	124	●
5	Public satisfaction with police performance	80%	92.5	116	●
TOTAL				160%	●

2015 KPI TABLE

No	KPI	Target
1	Percentage reduction in Reported Index Crime	5%
2	Percentage reduction in Reported House Break-Ins	10%
3	Percentage reduction in Reported Street Crime	15%
4	Percentage development of Crime Perception Indicator	100%
5	Number of PDRM Mobile Patrol Vehicles (MPVs) that are beyond lifespan replaced	50%
6	Percentage of Orang Kena Pengawasan (OKP) who attended treatment programmes in the community to maintain recovery for a year	20%
7	Upskilling of Inmates: i) Number of inmates undergoing certified skills training ii) Percentage completion of a training facility for prisoners to learn new skills	100% i) 1,500 ii) 100%

The amendments to the
**Prevention
of Crime Act
(PoCA) 1959**



were passed to give the Police wider powers in addressing organised crime and hardcore violent criminals

Reduction of Car Theft

by **20%** in 2014, which contributed to a significant drop of Index Crime by 12.6% (second highest drop in Index Crime in the past 5 years)



147,171
criminal cases

brought to trial in 2014 (charging rate increased by 19.9% compared to 2011)

**The International
Liaison Unit
(ILU)**



was set up at the Kuala Lumpur Police Headquarters to address the safety concerns of the expatriate and international business community

**Satisfaction with
Royal Malaysia Police
(PDRM)**

Frontline Services survey increased by **27.2%** in 2014 (2011 baseline)

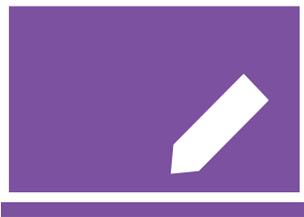


Over **1.1 million pledges** in the United Against Crime (UAC) campaign's fight against crime



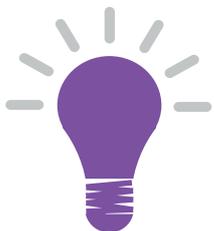
Under the **Safe City Programme**

based on the principles of the CPTED the following security features in **151 municipalities** have been implemented:



1,165
notice boards
with PDRM hotline number

34,813 motorcycle
parking lots with locks
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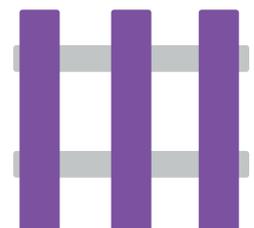


18,102 units
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280.7km
of railings and mirrors



2,460 units
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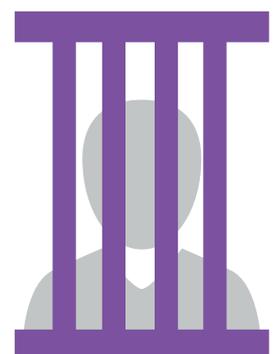
Index Crime

reduced by an average of 6.6%
per year (2009-2014)



14 Prison Halfway Houses

are in operation throughout Malaysia for
selected ex-offenders who find themselves
homeless after completing their prison
sentences





FIGHTING CORRUPTION

Between the Giver and the Taker



Fighting corruption is an item on every Government's agenda and we have, since 2009, put our agenda into action by executing a number of initiatives under the **Fighting Corruption National Key Result Area (Anti-COR NKRA)**.

Over the course of the last five years, there has been increasing public awareness about what corruption actually is. Today, more individuals are coming forward to report on corruption through the Whistleblower Protection Act. Concurrently, corporations are beginning to play their part in this national objective by signing the Corporate Integrity Pledge. In the public sector, the establishment of the Governance and Integrity Committee (Jawatankuasa Integriti Tadbir Urus or JITU) in all 24 Ministries is evidence of the Government's commitment to weeding out wrongdoing from every corner, and to transform the Civil Service administration towards better governance.

It is therefore clear that we are incrementally progressing from inaction to playing our role in creating a society with zero tolerance for corruption.

To date, there has also been significant improvement in the efficiency in how we deal with corruption cases. The world is looking at Malaysia and recognising our efforts in fighting corruption in a holistic manner.



The establishment of Special Corruption Sessions Courts throughout Malaysia has brought a significant change as these dedicated courts have succeeded in clearing all backlogged cases. Trials are now completed in less than a year (for uncomplicated corruption cases) and the conviction rate for corruption offenders has increased tremendously. We have managed to garner support and agreement from all stakeholders to strengthen the Malaysian Anti-Corruption Commission (MACC) and the existing anti-corruption laws.

Tabling of the Auditor General's (AuG's) Report at the beginning of every session of Parliament thrice yearly has enabled action be taken with immediate effect. A "town hall" session exclusively for the media, which was organised by the Chief Secretary to the Government following each release of the AuG's Report, is a step towards building public trust and enhancing public accountability.

We welcome the rakyat to study our achievements that are detailed in the following pages, as well as the challenges we have faced this past year. Moving forward, we are focused on:

- Further strengthening the Whistleblower environment to increase public awareness and encourage filing of reports
- Equipping enforcement agencies with the necessary tools and resources
- Empowering Integrity Officers in the public sector
- Strengthening the position of Internal Auditors.

We are encouraged with the work done to date, especially in the public sector. However it is important to keep focused on the delivery of our long-term goals and our objectives to promote integrity. We need to see concerted efforts continue and translate into institutional changes and sustainable processes to support best practices in good governance.

What is important is that whatever change we initiate is institutionalised and impacts all levels of Government – from the top right down to the district level. We will always receive opinions on the strategy and implementation. We welcome constructive feedback from all parties and regularly conduct dialogue with various stakeholders.

Play your part, have zero tolerance for corruption, and be bold in reporting incidences rather than just remaining on the sidelines.

Everyone plays an important role. Transformation is successful when all levels step up and assume responsibility. We acknowledge the support of all stakeholders and look forward to further building on this transformation model which is all encompassing and inclusive of stakeholders.

“It is therefore clear that we are incrementally progressing from inaction to playing our role in creating a society with zero tolerance for corruption.”

Datuk Paul Low Seng Kuan
Minister in the Prime Minister's Department

BUILDING AN ANTI-CORRUPTION FRAMEWORK

The Anti-COR NKRA overarching aim is to build a robust anti-corruption framework that effectively identifies, deters and prosecutes corrupt actions. The Anti-COR NKRA framework is comprehensive in that it not only actively prosecutes acts of corruption, but will also address factors that make corruption an attractive alternative to ethical practice.

Since the start of the GTP, the Anti-COR NKRA has strengthened various corruption fighting mechanisms with the collaboration of the Malaysian Anti-Corruption Commission (MACC) and other agencies. While the initial focus of the Anti-COR NKRA was primarily trained on enforcement, particularly with respect to Government procurement practices, the scope of initiatives has since been expanded to include preventive measures such as education and building awareness activities as well.

In 2014, the Anti-COR NKRA managed to secure the following achievements:

- | | |
|---|---|
| 1 | <p>Set up of the Governance and Integrity Committee (JITU) in every Ministry and Government agency:</p> <p>JITU is a public sector mechanism aimed at planning and implementing prevention and remedial measures to overcome weaknesses in the areas of governance and integrity. It mandates the formation of Integrity Units in all Ministries, state governments and agencies. The National Committee, which sees representation from the entire country, met twice in 2014.</p> |
| 2 | <p>Chief Secretary and Secretary Generals' media engagement session in relation to the Auditor General's (AuG) Report:</p> <p>The AuG's report is now tabled in parts at each Parliamentary sitting. In 2014, the tabling process was further enhanced by the Chief Secretary and Secretary Generals' media engagement session which sought to clarify public concerns over the contents of the report. The engagement sessions are helping to provide a more objective and transparent understanding of the AuG's findings.</p> |
| 3 | <p>Set up of the Integrity and Standard Compliance Department (Jabatan Integriti dan Pematuhan Standard or JIPS):</p> <p>JIPS was set up on July 25, 2014 to raise the integrity level and ethics of police officers. The aim of the new department is to ensure that police officers adhere to the strictest code of conduct and that they are not in dereliction of their duties. JIPS has started conducting both random and targeted raids on police officers since its implementation.</p> |

These achievements are the result of the implementation of the Anti-COR NKRA's stable of initiatives addressing four different work streams. The 21 initiatives and work streams are given in the table below:



Enforcement Agency	Grand Corruption	Government Procurement	Education and Public Support
<ol style="list-style-type: none"> 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 7. Streamline oversight committees 	<ol style="list-style-type: none"> 8. Engagement with judges 9. Complete prosecution of corruption cases within one year * 10. Improve political financing governance framework * 11. Insertion of Corporate Liability Provision into MACC Act 	<ol style="list-style-type: none"> 12. Fast-tracking access to AG Performance Audit Report for immediate action 13. Action Committee on AG report 14. Auditor General's online dashboard 15. Putrajaya Inquisition 16. Implementation of comprehensive integrity pact for PPP projects * 17. Upgrading MyProcurement and Integration with related procurement portals * 18. Guidelines for middle-men/lobbyist 	<ol style="list-style-type: none"> 19. Setting up of Corruption Prevention Secretariat in Teacher's Training College 20. Training of MPs 21. Incorporate anti-corruption element in textbooks in primary and secondary schools

* GTP 1.0

Of the 21 initiatives above, 16 have been successfully implemented or are in the pipeline for implementation. For example, the Government is preparing to amend legislation to insert the Corporate Liability Provision in the MACC Act in 2015.

Initiatives that have been successfully implemented in 2014 are detailed in the following sections.

MAKING PUBLIC PROCUREMENT MORE TRANSPARENT



Clearly, the proactive action taken by the Government has led to positive results where immediate action is being taken in conducting investigations

Tan Sri Dr Ali Hamsa
Chief Secretary to the Government

When the Government set up the Anti-COR NKRA, it was adamant that one of its key objectives must be to reduce graft within Government—both as a matter of principle and to function as a role model for the rest of the nation.

To do so, it had to tighten its checks and balances to better detect incidences of corruption.

To achieve these ends, the Anti-COR NKRA implemented the following initiatives:

- | | |
|---|---|
| | Transformation of the AuG's reporting process: |
| 1 | <ul style="list-style-type: none"> Fast-tracking the tabling of the AuG's report to every Parliamentary sitting Establishing an Action Committee to address the AuG's report Establishing the AuG's online dashboard Escalating stalled investigations into discrepancies detected in the AuG's report to the Putrajaya Inquisition |
| 2 | Implementation of Comprehensive Integrity Pacts for Private-Public Partnership (PPP) participants |
| 3 | Integrating the MyProcurement portal with other Government procurement portals |
| 4 | Establish guidelines for middlemen and lobbyists |

Of the four initiatives identified, the initiative to establish guidelines for middlemen and lobbyists is still a work-

in-progress as stakeholders continue to explore the best way to implement and move forward with the initiative.

Transformation of the Auditor General's Reporting Process

Beginning 2013, the Government changed the reporting practice by parcelling the AuG's report into three smaller reports, which made investigation more effective and timely, thus facilitating faster action to be taken on identified cases of graft. As a result of the new reporting process, punitive measures such as reprimands to civil servants can be expedited and cases forwarded to each relevant Ministry for further investigation and action.

In the past, the AuG's report was only tabled once a year, which left authorities little time to analyse the report in full and fully investigate discrepancies raised by the report.

As a result, there was a tendency for perpetrators to feel that they could run the chance of being overlooked by the authorities because of the inefficiencies in the reporting process. Moreover, authorities found that their ability to investigate certain cases was compromised because some of the evidence or witnesses related to those cases was time sensitive. This has changed with the introduction of the interim reporting process.

The transformation of the AuG report is also designed to dissuade would-be perpetrators from breaching ethical codes because of the increased risk of being caught.

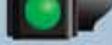
For example, since the third series of the AuG's Report 2013 tabled in November 2014, two cases were forwarded to the MACC for further scrutiny, 46 Government officers involved in five

cases were identified for disciplinary proceedings and 13 cases were identified for further investigation.

The AuG's online dashboard (<http://arts.audit.gov.my>) and the Putrajaya Inquisition continue to be cornerstone features of the initiative, and are designed to provide greater transparency on the progress of investigations on cases. The dashboard tracks and monitors the status and type of action being taken on discrepancies identified in the AuG's report while stalled cases are escalated to the Prime Minister's attention via the Inquisition.

Beginning 2013, the Government changed the reporting practice by parcelling the AuG's report into three smaller reports, which made investigation more effective and timely.

SEBELUMNYA | LKAN TAHUN 2013 | NETERUSNYA

STATUS	BILANGAN PENEMUAN		
	Siri 1	Siri 2	Siri 3
TIADA TINDAKAH 	8	4	11
DALAM TINDAKAH 	31	195	182
SELESAI 	262	256	209



Chief Secretary and Secretary Generals' media engagement session (June 2014)

The establishment of the AuG's Report Action Committee has also expedited the Government's response time in addressing identified discrepancies. This committee comprises auditors involved in the investigation as well as MACC officers and related enforcement agencies in order to better facilitate the investigation process. The Action Committee convened regularly in 2014 to address specific issues highlighted in the AuG's report.

The reporting process was further enhanced in 2014 through the holding of the Secretary General's media town hall sessions, which were designed to help contextualise the findings of the AuG's report to provide a fairer and more balanced interpretation of the report.

The briefing sessions were held twice in 2014 and are expected to continue in future. The AuG's office is also considering enhancing its AuG dashboard and website to make it more accessible to the public.

Making the results of public procurement more open

The publication of the results of the Government's open tenders and the outcomes of its directly negotiated contracts online on the MyProcurement portal has helped to make Government procurement a more transparent and open process. All Government contracts, save those related to national security and strategy, are available on the website.

As the results of tenders will be open for public scrutiny, the winners or suppliers of Government contracts will be exposed to a higher risk of detection, which will in turn lead to prosecution. The Government hopes that this will not only ease the identification of contracts obtained through unethical means, but will also actively dissuade such contracts from being struck in the first place.

A key challenge facing the MyProcurement initiative is the low utilisation rate of the portal by respective Ministries and agencies. Moving forward, the Anti-COR team will be holding more engagement sessions with the various departments to address concerns and to encourage them to make the switch.

Implementing Comprehensive Integrity Pacts for PPP participants

While signing the Corporate Integrity Pledge (CIP) is voluntary for private sector corporates, companies undertaking Private-Public Partnership (PPP) projects are required to sign an Integrity Pact with the Government.

In January 2014, the Director-General of the PPP Unit (Unit Kerjasama Awam Swasta or UKAS) issued a memorandum to all staff to ensure that all participants of PPP projects sign the Integrity Pact.

The Anti-COR NKRA is currently pushing for the implementation of a Comprehensive Integrity Pact which would enable a more transparent and holistic monitoring of PPP projects. However, such implementation would require buy-in from all stakeholders.

A comprehensive Integrity Pact obliges the signing party to take predetermined action to monitor its operations for breaches of integrity and to take relevant enforcement action when necessary. The Integrity Pact also requires bidders to make declarations committing them to avoid corrupt practices and to make full disclosure of all payments received and made.



Chief Secretary and Secretary Generals' media engagement session (November 2014)

FIGHTING GRAND CORRUPTION

The Anti-COR NKRA's initiatives fighting grand corruption address the issue from two directions: by making the prosecution of corruption cases more efficient and effective, and by putting in place legislative deterrents to discourage would-be perpetrators. The initiatives contained within this work stream are:

Engagement with judges

Complete prosecution of corruption cases within one year

Improve the political financing governance framework

Insertion of the Corporate Liability Provision into the MACC Act



Improving the corruption prosecution process

Individuals indicted on corruption charges hoping that the long delay for a court date may help their case have had such hopes put to rest as the Anti-COR NKRA has made expediting corruption cases a top priority. The additional set up of new Corruption Sessions Courts and a coordinated planning system is helping the judiciary finish hearing corruption cases within a year. As a result, there was, as of December 2014, no longer any backlog of corruption cases waiting to be heard.

There is presently one special corruption court in each state, which brings the total number of special corruption courts to 14. At the same time, senior judges and Deputy Public Prosecutors (DPPs) have been assigned to handle corruption cases in each jurisdiction.

The prosecutors managed to successfully convict 81% of all corruption cases brought to trial, which missed the NKRA target of an 85% conviction rate. Going forward, the scheduling of corruption cases and prosecution strategies will be further refined to ensure there is no backlog of cases and that targeted conviction rates are met.

Despite the successes of 2014, there is still room for further improvement as there is a lack of uniformity in the punishments being meted out in cases of convictions. At the same time, there is a need to better capacitate the judiciary and the prosecution to more effectively and efficiently handle corruption trials.

Nonetheless, the initiative to expedite corruption trials has been recognised by Transparency International (TI) as one of the positive developments in the country and this will continue to strengthen Malaysia's image as being tough on corruption.

The MACC and various parties will continue working closely to increase exposure in the judiciary system to further expedite hearing of corruption cases and ensure appropriate punishments be meted out.

In addition, continuous engagement sessions were conducted between judges and senior DPPs from the MACC. The objective of these engagement sessions is to provide a platform for knowledge sharing for better understanding and to better equip all stakeholders involved in combating corruption in the nation.

Improve the political financing governance framework

The Anti-COR NKRA team continues to work with political parties from both sides to secure unanimous buy-in for this framework. While still a challenge for the NKRA as a whole, the NKRA team continues to engage with the parties and civil societies to work on the framework while addressing public concerns with issues linked to political financing and public procurement. Other efforts to increase transparency in public procurement are having some impact in this area but the Anti-COR team will need to keep pressing on with these initiatives.

Insertion of the Corporate Liability Provision into the MACC Act

The insertion of the Corporate Liability Provision into the MACC Act will give the Government a bigger “stick” to encourage corporates to ramp up their corporate integrity framework. The Attorney General’s Chambers is finalising the draft provision for the MACC Act which will empower the Commission to charge corporates for corruption.

Under the present letter of the law, the MACC can only charge individuals with corruption, regardless of whether they are acting on their own or on behalf of their companies. Upon the



recommendation of the United Nations Convention Against Corruption (UNCAC) and the Organisation for Economic Cooperation and Development, the insertion of the Corporate Liability Provision will make the corporation liable for directly or indirectly encouraging its employees to engage in corrupt practices.

The Government believes that this will motivate corporates to take more proactive steps to reduce the potential for corruption in their organisations. The provision is expected to be tabled in Parliament in 2015.

“The insertion of the Corporate Liability Provision into the MACC Act will give the Government a bigger “stick” to encourage corporates to ramp up their corporate integrity framework.

STRENGTHENING ANTI-CORRUPTION ENFORCEMENT AGENCIES

Anti-corruption enforcement is not the sole remit of the MACC, but requires the collaboration of all stakeholders, including those from the private sector. Since the start of the GTP, the Anti-COR NKRA has implemented initiatives designed to strengthen anti-corruption enforcement agencies in both the public and private sectors. Initiatives under this work stream are:

Implementation of a special committee on corruption to answer questions concerning the MACC Annual Report in Parliament

Transforming the MACC by:

- Forming an Executive Review Committee in the MACC
- Establishing a Project Management Office on Prevention in the MACC

Monitoring the activities of integrity compliance units

Monitoring the "Name and Shame" database

Developing the Corporate Integrity System Malaysia (CISM)

Streamlining oversight committees

Some of these initiatives, such as the "Name and Shame" database, were implemented at the beginning of the GTP and are now being monitored by the NKRA team. The following section provides an overview of activities undertaken in 2014.

Giving the MACC more bite

The MACC Transformation Programme, implemented since 2011, focuses on three aspects, namely operation, human capital and prevention measures against corruption.

Under its Transformation Programme, the MACC has introduced more than 30 initiatives covering both operations and human capital and has now entered into its third stage focusing on the implementation of the action plans on prevention.

Among initiatives introduced to improve effectiveness and efficiency of MACC operations are the MACC Team-Based Investigation method, utilisation of the MACC PEACE interview method, setting up of Video Interviewing Room as well as the establishment of a Complaints Management System.

With regard to its human capital development programme, the MACC focuses on upgrading the skills, knowledge, integrity, competencies and technical expertise of its officers.

MACC Prevention Transformation is implemented via six service lines comprising Inspection, Private Sector Corruption Prevention, Content Development, Political Engagement, Civil Society Engagement and Media/ Communications. Political, civil society as well as media engagements have been organised this year as a platform for more constructive dialogues between all stakeholders.



The MACC's Consultation and Corruption Prevention Panel (CCPP)

Getting corporates to play a role

Corporates, as the primary vehicles of commerce and trade, play important roles as purchasers, suppliers and intermediaries. As such, they are key “givers” and “takers” in the corruption equation, and thus contribute significantly to the problem in the country.

The Anti-COR NKRA's Corporate Integrity Pledge (CIP) was introduced at the start of the GTP in an attempt to change corporate perspectives

on this issue. The CIP works in two phases: in the first phase, corporates pledge to uphold ethical business practice. In the second phase, they take discrete action to actively improve their organisation's corporate integrity framework in line with the Corporate Integrity System Malaysia.

Strengthening compliance in enforcement agencies

The Anti-COR team has been working closely with specific agencies to

strengthen their compliance with Standard Operating Procedures and to reduce corruption among their enforcement officers. Among the Government agencies implementing this measure is JIPS in the Royal Malaysia Police (*Polis DiRaja Malaysia* or PDRM).

In implementing this initiative, JIPS has incorporated integrity testing into its recruitment process for new police recruits beginning 2014. The test is designed to ensure that recruits meet a set standard of ethics and integrity as part of the overall assessment of their suitability for the job.

Telekom Malaysia making integrity a cornerstone of its operations

Telekom Malaysia Bhd (TM) is a signatory of the Anti-COR NKRA's Corporate Integrity Pledge (CIP) and has been making great strides in promoting corporate integrity in its organisation. From this perspective, TM is exemplifying what ought to be happening with the organisations that have signed CIPs with the Government.

The establishment of TM's Enterprise Ethics and Integrity Unit (EEIU) in February 2013 is testament of TM's firm commitment in enhancing and strengthening its corporate governance and business ethics, as well as inculcating ethical behaviour among the workforce and representatives of the Company.

TM has two arms looking into ethics and integrity. EEIU focuses on increasing education and raising awareness in all stakeholders. Staff are segmented and provided training on a needs basis. For example, staff with close working relationships with Government and regulatory authorities will receive training that is different, although similar in principle, from other staff. The other

arm consists of the Special Affairs Unit (SAU), focusing on investigation with regard to any allegation of malpractice and corruption, headed by a senior officer seconded from the Malaysian Anti-Corruption Commission.

TM has been getting more proactive in engaging with its business partners and making them aware of its rigorous Code of Business Ethics. For the organisation, this means saying 'no' to obvious attempts at bribery, e.g. 'facilitation' payments, but it also means saying 'no' to more subtle gifts such as hampers during the festive seasons.

Aligned with its objective of having regular and effective dissemination of knowledge and understanding on these matters, TM has initiated an exclusive program known as the 'TM Integrity Fellows'. The TM Integrity Fellows comprise approximately 200 employees from various divisions in TM, which include Top Management, Senior Management, Head of States (State Vice Presidents and State General Managers) as well as other employees. These Integrity Fellows become the resource persons on all matters related to ethics

and integrity and will also conduct awareness programmes and events at their respective divisions.

Integrity is a journey in TM. Along the journey, it is highly expected that all TM employees embed integrity in their hearts and consequently build a culture where integrity is a key part of their lives.

TM sees Integrity, Transparency and Accountability as three pillars that uphold the standards of its employees' behavior and conduct within the organisation. The highest level of integrity and ethics is maintained through rigorous awareness, internalisation and enforcement efforts. Committed to upholding high integrity, governance and transparency in its business operations, TM is taking a further step of conducting a staff survey based on Transparency International's Global Corruption Barometer survey to assess their perceptions on integrity, and will use the findings as a baseline to measure the effectiveness of its activities.

RAISING THE EDUCATION AND AWARENESS BAR

The fight against corruption requires the cooperation of all stakeholders, and hence the Anti-COR NKRA has implemented initiatives designed to raise the level of education on and awareness of the importance of anti-corruption. A key demographic group targeted by these initiatives are students who represent the future of this country and who will be the ones fighting corruption. Initiatives under this work stream are:

Setting up of Corruption Prevention Secretariats in Teachers Training Colleges (*Institut Pendidikan Guru* or IPG)

Incorporating an anti-corruption syllabus in primary and secondary school textbooks

Integrity training for Members of Parliament (MPs)

Corruption Prevention Secretariats in IPGs

The Government has set up Corruption Prevention Secretariats in all 27 Teacher's Training Colleges throughout the country to help prepare teachers conduct anti-corruption education for their students. The decision to focus education initiatives on schoolchildren grew from a concern that the practice of corruption was becoming increasingly a part of their day-to-day lives. A similar pilot project involving public universities showed that corruption awareness could be significantly raised through these secretariats. The IPGs focused on holding anti-corruption forums and programmes to raise greater awareness of ethical practices amongst the teachers-in-training.

Anti-Corruption syllabus in primary and secondary School textbooks

Developing integrity must begin at a young age if ethical habits are to form the foundation for future action. Schoolchildren are among the most impressionable, which can both be an advantage or a disadvantage in the fight against corruption. At that age, exposure to positive messages and ethical behaviour will cultivate like habits in them while exposure to negative messages and unethical behaviour will likely result in just the opposite. Under this initiative, an anti-corruption syllabus will become part of students' Moral and Islamic Education lessons, and will be taught by teachers who have been given special training at the IPGs.

MP integrity training

An additional 67 MPs received integrity training in 2014, bringing the total number of MPs trained to 140. However, the Anti-COR team believes that the resources deployed for this initiative can be put to better use in enhancing other successful initiatives. For example, in 2015, the Anti-COR team will make resolving issues identified in the AuG's report a KPI, as well as the enforcement of the CIP. As these initiatives are expected to have a more significant impact on the fight against corruption, the initiative to provide MPs with integrity training will no longer be tracked, as resources will be focused on tracking new KPIs for 2015.



Ensuring our children take the straight and narrow path

A survey conducted in 2012 by the National University of Malaysia yielded a worrisome finding: 30.5% or almost a third of all students polled said that they would accept a bribe or give a bribe if they had the opportunity to do so.

This finding was especially distressing as students represent the future in the fight against corruption, and, moreover, had little at stake that would require their resorting to unethical practice. Recognising the criticality of the situation, the Anti-COR NKRA team together with the MACC decided on a course of action to redress this problem.

“All enforcement agencies around the world agree that the fight against corruption must begin at an early age and that’s why we are putting anti-corruption education into school books,” says Dato’ Shamshun Baharin, the Director of the MACC’s Community Education Division.

“Our biggest challenge is ensuring that our anti-corruption message will be accessible to the entire population. We hope that our collaboration with the Ministry of Education, the schools and Teachers Training College (IPGs) will be able to overcome this and ultimately we aim to create a generation with zero tolerance for corruption.”

The anti-corruption messages will be inserted into the existing Moral and Islamic Education subjects for all students in both primary and secondary schools. The syllabus was

designed by the MACC, and will be ready for the 2016 school year. At the same time, teachers are also being trained to better convey anti-corruption messages at the IPGs, not just in the two subjects but across the entire range of the syllabus.

Shamshun adds that some of the MACC’s other student-focused initiatives, such as the pilot *Wira Antirasuah* campaign and seminars conducted for principals and teachers, seem to be having an effect on survey results. A survey similar to the one conducted in 2012 was recently carried out and the results showed that the percentage of students willing to take or offer a bribe had fallen to 16%.

Nonetheless, this particular segment of society will need continuous monitoring to ensure that the anti-corruption lessons take hold, so that they will further contribute to future anti-corruption measures.

“All enforcement agencies around the world agree that the fight against corruption must begin at an early age and that’s why we are putting anti-corruption education into school books.”



VIEW FROM THE DELIVERY MANAGEMENT OFFICE

Anis Rizana binti Mohd Zainudin

Head of NKRA Anti-Corruption, Malaysian Anti-Corruption Commission

RAISING THE LEVEL OF PUBLIC AWARENESS ON THE FIGHT AGAINST CORRUPTION

The initiatives of the Anti-COR NKRA have steadily gained traction over the years and have been instrumental in helping raise the level of public education on and awareness about the fight against corruption, says Anis Rizana binti Mohd Zainudin, Head of NKRA Anti-Corruption.

“The biggest impact of the Anti-COR NKRA so far, I would say, is that the public at large is now more aware of the Government’s initiatives in fighting corruption,” she says. “We have seen Government-linked Companies and the corporate sector in general beginning taking anti-corruption measures and enhancing transparency in order to improve their own practices, and I am generally happy at the rate we are progressing.”

For 2014 specifically, Anis says the biggest achievements were the setting up of the Governance and Integrity Committee (*Jawatankuasa Integriti Tadbir Urus* or JITU) and the readiness of the Ministries’ Secretary Generals to engage directly with members of media in respect to the Auditor General’s (AuG) report.

“JITU is a platform for all Government agencies to discuss integrity and governance issues within the Government,” Anis says. “In 2014, national level meetings were held twice to discuss governance matters cutting across various Ministries and agencies. For example, in the second of the two meetings, participants discussed in detail governance issues pertaining to illegal land clearing activities in Cameron Highlands.”

As for the Ministries’ Secretary Generals engagement with the media, she says that it was an unprecedented move that allowed for clearer and more objective public perspective on issues contained within the AuG’s report.

“The engagement sessions help the Government be more transparent,” Anis says. She believes that frequent dialogues remove impediments to understanding, and the two-way

communication between the media and the Government helps to clear the air of any confusion that may arise.

“The initiatives’ successes so far do not mean we stop working. There is still more that needs to be done,” she adds.

“Our key focus in 2015 is to focus on our work-in-progress projects. The Anti-COR NKRA is committed to ensuring that the work we have started on projects such as the signing of Comprehensive Integrity Pacts for corporates and persons involved in Private-Public Partnership projects, and coming up with guidelines for middlemen/lobbyists is carried on,” she says.

“Towards these ends, we are hoping to enhance the level of collaboration between the various agencies—PEMANDU, MACC and the Ministries—because they are both owners and implementers of the initiatives.”

The other initiatives that will form the primary focus in 2015 are the integration of the MyProcurement portal with other Government services, drafting guidelines for middlemen/lobbyists and improving the political financing framework. These initiatives will be further discussed at a special Anti-COR workshop early in 2015.

Meanwhile, Anis says that the groundwork for the legislative amendments to insert the Corporate Liability Provision into the MACC Act is almost completed, and hopefully the provision will be finalised soon and ready to be tabled in the upcoming Parliamentary session.

“The insertion of the provision is expected to further encourage the anti-corruption drive by the corporates within their own organisations, and hence is an important step to weed out corruption at all levels in the private sector,” she firmly states.



COMPLETING THE ANTI-CORRUPTION FRAMEWORK

The Anti-COR team will be taking further action to ensure that all initiatives planned during the Labs will be implemented as scheduled. For example, the initiative to establish guidelines for middlemen and lobbyists, as well as the initiative to integrate the MyProcurement portal with other Government procurement portals will be key priorities.

At the same time, the team will deliver on initiatives already in the pipeline, such as the insertion of the Corporate Liability Provision into the MACC Act, which is expected to be tabled at the first Parliamentary session of 2015. This is to set the momentum for the NKRA to push for the full implementation of the CISM, which is also an added KPI for 2015.

The team will also continue to work on strengthening the capabilities and capacities of enforcement agencies in specific areas. Best practices from

around the world will be shared with each respective agency to determine how each respective agency's integrity framework can be further improved.

For example, the integrity testing at the PDRM will be expanded to become an assessment tool in promoting officers. The test will also help the PDRM identify officers who are at risk of ethical breaches and hence take necessary remedial action.

The Anti-COR NKRA will also work with the Immigration Department to further develop its capabilities in managing foreign workers. The use of IT systems will gradually remove human interaction with Government officers with the objective to improve efficiency while reducing opportunities for corruption or bribery.

Finally, the Anti-COR team will work on integrating two new KPIs identified for the NKRA. In 2015, the NKRA will

track the number of companies that have conducted self-evaluations with the toolkits provided after signing the Corporate Integrity Pledge. This KPI is a key step in creating a comprehensive CISM framework as it establishes an integrity baseline that will serve as the basis to measure progress in this area.

A new KPI will also be introduced to enhance the transformation of the AuG's report. The KPI will track the number of cases highlighted in the AuG's report that have been resolved.

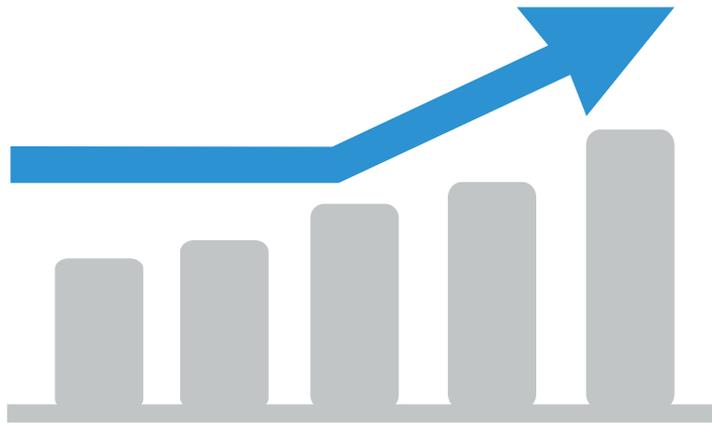
GLOSSARY OF ACHIEVEMENTS

No	KPI	Target	Actual	% Achieved	
1	Indeks Prestasi Integriti Nasional (IPIN): Corruption Index score	7.1	6.9	97	●
2	Transparency International (TI): Global Corruption Barometer (GCB) score	60%	28%	47	●
3	Transparency International (TI): Corruption Perception Index (CPI) score	55%	52%	95	●
4	Increase conviction rate for corruption cases	85%	78.3%	92	●
5	Complete trial of corruption cases within 1 year	85%	71.8%	84	●
6	Tabling of AuG Report in every Parliament Session	100%	100%	100	●
7	Publish online results of direct negotiation contracts excluding Strategic and Security contracts	100%	100%	100	●
8	100% of MPs attended the Integrity Training for MPs	67%	30.18%	45	●
9	Insertion of corporate liability provision in MACC Act	100%	80%	80	●
TOTAL				82%	●

2015 KPI TABLE

No	KPI	Target
1	Indeks Prestasi Integriti Nasional (IPIN): Corruption Index score	7.3
2	Transparency International (TI): Global Corruption Barometer (GCB) score	60%
3	Transparency International (TI): Corruption Perception Index (CPI) score	55%
4	Percentage of disposal of corruption cases within 1 year	85%
5	Percentage of conviction rate for corruption cases	85%
6	Tabling of AuG Report in every Parliament Session	100%
7	Percentage of resolution of cases highlighted in Aug Report Series 1-3 2013 successfully dealt with within 1 year after being tabled in Parliament	85%
8	Percentage of completion on insertion of corporate liability provision in MACC Act	100%
9	Number of Corporate Integrity Pledge (CIP) signatories implementing prevention measures	40 companies
10	Percentage of results of direct negotiation contracts published online, excluding Strategic and Security contracts	100%
11	Percentage of Public Private Partnership (PPP) projects to sign Integrity Pact	100%

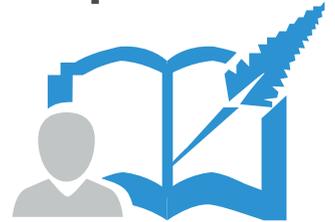
CPI Ranking



Score improved to **52** in 2014 from **44** in 2010

Country ranking up 3 notches to **50th place** in 2014

392 persons



awarded protection under the Whistleblower Protection Act

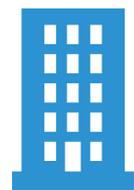
Integrity Training for Members of Parliament:

140 MPs attended their first anti-corruption training session since 2013



Name of **776 corruption offenders**

published on the MACC website under "Name and Shame"



512 companies

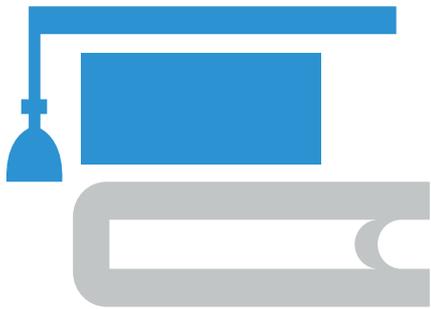
have signed the Corporate Integrity Pledge

78% conviction rate



Global Corruption Barometer

28% of Malaysians believe that the Government is serious in fighting graft



Establishment of **27 Corruption Prevention Secretariats** at Teachers' Training Colleges

Publication of direct-nego contracts on the MyProcurement Portal: to date, **90 contracts** have been published online



Expediting and tracking cases reported in the Auditor General's report



a) Presenting the Auditor General's Performance Audit Report at every Parliamentary sitting: the **Performance and Financial Audit Report** is now separated, with the Performance Audit Report tabled at every Parliamentary sitting.



c) **Setting up of Action Committee** to scrutinise specific issues and cases



b) Launch of the **Auditor General's** online dashboard



d) **Media engagement sessions organised** by Chief Secretary and Secretary Generals after the tabling of the AuG Report



PUBLIC SERVICE DELIVERY TRANSFORMATION



ENHANCING CAPABILITIES WITHIN THE CIVIL SERVICE

Public Service Delivery Transformation (PSDT) is about being inclusive and making government amenities accessible to the public. Improving public service delivery is an explicit aspiration of the New Economic Model (NEM), which has been a part of the National Transformation Programme (NTP) from the very start.

The NTP catalyses the country to become more economically robust and socially adequate to meet global challenges. While the initiatives of the NTP have yielded some success in efforts to make the public sector more efficient, connected, and responsive to the needs of rakyat, the lack of a comprehensive strategy means that on a whole, public service delivery is not currently at the aspirational standard set by the NEM.

The PSDT, as part of the initial conception of the NEM, seeks to fix existing issues found within the delivery of public services through the implementation of evidence-based strategies, while at the same time establish a platform allowing for greater feedback and interaction with the public at large. As Malaysia strives to attain advanced nation status, there will be greater citizen expectation for involvement in the design, implementation, and evaluation of policies and legislation.

A new engagement model will allow citizens, business and community groups, including resident foreign nationals, to become more active participants and contributors to policy formulation, execution, and review. Specific plans to facilitate such outcomes include:

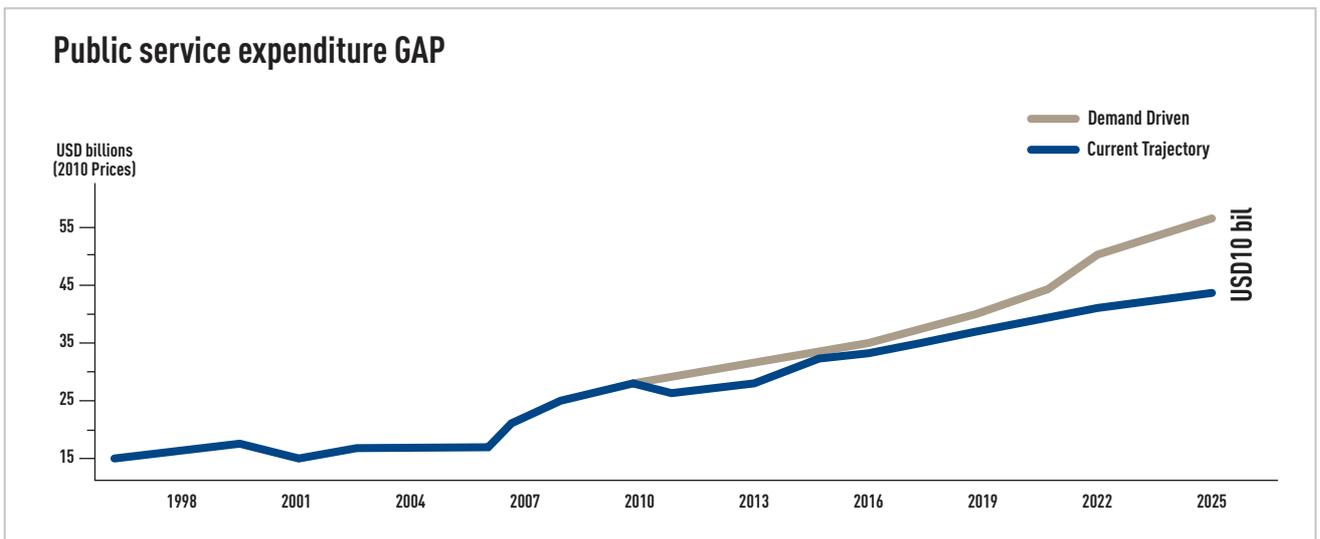
- Establishing citizens’ consultative councils within ministries and local government entities to enable citizen participation in policy design, implementation, and review
- Building information-sharing protocols to ensure citizens have access to information to enable effective participation in policy formulation.

The PSDT is thus the Government’s efforts to introduce these improvements in efficiency in delivery, while at the same time take aim raising public engagement to the next level. PSDT initiatives have been designed to put these aspirations into action, and seeks to improve public services by providing better access to government amenities and by better meeting the expectations of the rakyat.

In a recent study conducted by Oxford Economics, it was estimated that for Singapore, an additional USD10 billion will be required to meet public service demand in 2025, if growth is maintained at current rates. Performing a similar analysis for Malaysia, it is estimated that an additional RM48 billion will be required by 2025 (see figure below).

As the Government cannot simply spend its way out of the problem by pumping additional funds into public service, the only other practical alternative is for the Government to maximise the utility of its existing infrastructure and other resources presently available. The mandate, thus, is to improve public service delivery and further enhance it through the reduction of wastage and the expansion of capabilities to enhance delivery.¹

¹ The evolution of PSDT:
Prior to 2014, Public Service Delivery was a Strategic Reform Initiative (SRI) under the remit of the ETP. As an SRI, it functioned as an enabler focused on improving business-related processes to support the successful delivery of ETP initiatives. One of the SRI’s key initiatives was to implement the Business Licensing Electronic Support System (BLESS), which was completed in 2013. BLESS supports ETP initiatives by streamlining the business licensing and approval process, and enhancing communication between business owners and relevant regulatory authorities. While its achievements as an SRI are being maintained-i.e. initiatives such as BLESS and the Single Sign-On (SSO) System are being managed by other agencies- the PSD SRI has been redirected to focus on enhancing the effectiveness and efficiency of the public service delivery.



WHAT DOES PUBLIC SERVICE DELIVERY TRANSFORMATION SEEK TO ACHIEVE?

First and foremost, PSDT seeks a faster and more efficient delivery of public services to all Malaysians regardless of race and income. It aims to accelerate the Government's efforts to become a more efficient and facilitative institution with respect to its services to the public. It also aims to transform the country's 1.3 million civil servants into a motivated, high-performing workforce.

To effect these changes, the processes and structure of public institutions must be re-engineered to eliminate redundancies such as duplicate functions that are better provided by the private sector. Instead, public institutions need to reorient their focus on tasks that the private sector cannot or will not perform. The delivery of government services must be efficient and effective, using a 'whole of government' approach to complement the operations of the private sector to provide comprehensive and efficient service to the public.

As part of the re-engineering process, public institutions must, under the PSDT, strengthen fiscal management to create greater transparency while

enhancing the incentive system. The Government's revenue base must be diversified and expenditure streamlined to foster better utilisation of revenue.

Based on the NEM, PSDT is focused on improving service delivery through three policy measures:

- Reform the government to be lean, consultative, and delivery-focused
- Upgrade skills of staff to enable them to multitask
- Modernise human resource managements to match qualifications with jobs

As this requires a review of the civil service as a whole, the governance structure of PSDT must of necessity be expansive and representative of all interests. Hence a Steering Committee (SC) was formed to ensure that these interests are best represented. The SC comprises the following members:

- Senator Dato' Sri Idris Jala, Minister in the Prime Minister's Office (Co-Chair)
- Tan Sri Dr. Ali bin Hamsa, Chief Secretary to the Government of Malaysia (Co-Chair)

- Tan Sri Dr. Mohd Irwan Serigar bin Abdullah, Secretary General of the Treasury
- Tan Sri Mohamad Zabidi bin Zainal, Chief Director of the Civil Service
- Tan Sri Hj. Shukry bin Hj. Mohd Salleh, Chief Director of the Implementation Coordination Unit of the Prime Minister's Office
- Datuk Dr. Rahamat Bivi binti Yusoff, Chief Director of the Economic Planning Unit
- Datuk Wira Omar bin Kaseh, Chief Director of the Malaysian Administrative Modernisation and Management Planning Unit in the Prime Minister's Office.

The SC is responsible for setting the strategic direction of the work to be done and has endorsed a framework that will form the basis for all projects addressed throughout the year. PSDT seeks to ensure close collaboration among all Ministries on public service delivery enhancement projects, but will prioritise those closest to the rakyat or those identified to be critical enablers.

MAKING PUBLIC SERVICE DELIVERY MORE EFFECTIVE AND EFFICIENT FOR THE RAKYAT

A number of pilot programmes was conducted in 2014 that put in place focused strategies to accelerate delivery and improve civil service delivery. The Ministry of Health, for example, adapted management techniques to improve patient management in key areas including patient appointments, bed management and ambulance response times.

Meanwhile, the Ministry of Federal Territories together with the Kuala Lumpur City Hall also implemented a new strategy to expedite response times to life breakdowns in public housing. The Ministry of Works also explored ways to improve its internal processes to better respond to road maintenance issues as well as the deployment of new, better road signs.

These efforts alongside others have created a more efficient workflow and a more robust monitoring and response

regime in the respective Ministries to ensure that the public is better served. The following section provides a detailed overview of the activities undertaken by each respective Ministry and the impact of their results.

Improving delivery of public healthcare

Malaysia's climb up the value chain has accelerated the rate of urbanisation in the country. With urban centres expected to further grow by 2020, it is imperative that the nation's healthcare facilities deliver their services in a more effective and efficient manner.

As part of the first wave of projects to be implemented, the Ministry of Health (MoH) identified a number of priorities, including reducing patients' waiting times, reducing congestion at healthcare facilities and lowering bed occupancy rates.

To achieve these objectives, the MoH adopted the LEAN tool that emphasises the continuous improvement of work processes. The success of the pilot projects at Hospital Sultan Ismail, Johor and Hospital Tengku Ampuan Rahimah, Klang has encouraged the Ministry to roll out LEAN Healthcare to four other public hospitals:

- Hospital Tengku Ampuan Afzan, Pahang
- Hospital Raja Perempuan Zainab II, Kelantan
- Hospital Sultanah Nur Zahirah, Terengganu
- Hospital Sultanah Aminah, Johor.

The projects were initiated by the MoH and PEMANDU and championed by the respective hospital directors. Members from Universiti Kuala Lumpur Malaysian Institute of Industrial Technology (UniKL MITEC) and Malaysian Productivity Corporation (MPC) were brought in as LEAN experts to familiarise the hospital staff with the LEAN tool and guide them through the implementation phase.

A significant amount of engagement was required to secure the buy-in and commitment of the hospital staff at the initial stages. However, once buy-in was secured, the hospital teams took ownership of the project and played a major role in driving the projects to completion.





Reducing Cancer Treatment Waiting Time at HSIJB

Hospital Sultan Ismail in Johor Bahru (HSIJB) is a leading referral centre for cancer treatment in the Southern region. At HSIJB, the waiting time for head and neck cancer patients to receive radiotherapy treatment after being diagnosed with cancer was reduced from 120 days to 30 days, which is a World Health Organisation (WHO) standard.

The implementation of LEAN optimised the entire process and made better use of existing resources.

For example, the radiotherapists were reorganised to only handle the radiology machines while nurses were recruited to help manage patients. In the past, radiotherapists were responsible for managing both the machines and patients, which was not an efficient use of the radiotherapists' time.

By replacing one radiotherapist with a nurse in each shift, the number of patients treated by the clinic increased

from 30 to 48 a day—an increase of 60%. At the same time, the radiotherapists were cross-trained to operate the different machines employed at the oncology centre, which increased the flexibility of the radiotherapists to work at different stations.

The staff also changed the way they kept track of and displayed patient statuses to make them more visible to all clinic staff. Patients were prioritised based on their position in the queue and stalled cases were prioritised. The more efficient scheduling of patients also helped the hospital reduce the need for reworking treatment masks. This initiative has provided more timely treatment for head and neck cancer patients for whom timing is a leading factor determining their prognosis.

Reducing Orthopaedic Clinic wait times at HSIJB

A similar process improvement was implemented at HSIJB's Orthopaedic Specialist Clinic where the average waiting time of 115 minutes for patients to see the doctor was reduced

to 62 minutes. The clinic is expected to further reduce the average waiting time to 42 minutes when the existing IT system is upgraded.

Changes introduced to reduce the waiting time included better crowd management through the deployment of barriers and signages, and the setup of additional support counters to handle patients' different needs. Forms were optimised to remove the potential for error when communicating essential patient information between clinic staff members.

The clinic also implemented simple fixes to further optimise the process, such as setting up waiting chairs outside each consultation room. The new setup reduced the amount of time it took for patients to get from the general waiting area at the lobby to the consultation room, contributing to overall time savings.

Improving patient flow at the Emergency Department at HTAR

Hospital Tengku Ampuan Rahimah (HTAR) in Klang piloted a project to reduce patient congestion in the non-critical zone of its Emergency Department. The introduction of LEAN managed to raise the number of Green Zone patients, i.e. non-critical patients, treated and discharged in less than two hours by threefold—from 18% of all Green Zone patients to 70%.

One of the key initiatives undertaken was extending the operating hours of public health clinics located near the hospital. As a result, the total number of patients seeking treatment in the Emergency Department fell as patients sought treatment for less critical ailments at the clinics instead.

The team also optimised the way referrals to the Emergency Department were handled. Previously, all referrals from health clinics were directed through the emergency room and managed similarly to direct walk-in patients. The distribution of admission forms to the clinics and having the clinics send pre-referral alerts and triage information has helped the hospital staff to handle referrals more efficiently. For example, stable patients who are referred to the hospital receive immediate treatment from a senior doctor without having to be re-triaged.

The team also extended its queue display system to the neighbouring canteen so that patients and their next of kin could wait in comfort.

For stable walk-in patients, a new pathway was established to fast track their consultation and discharge.

By placing a senior doctor at the front, about 20% of patients were cleared from the green lane with no compromise to patient safety.

A cue viewer was also installed in all consultation rooms to visually show how long a patient has been waiting for re-consultation after being sent for radiology or lab tests.

The reduction of patient congestion at the HTAR Emergency Department has improved service delivery by ensuring that emergency patients receive the priority attention they need.

Reducing medical ward bed occupancy rate at HTAR

HTAR staff members managed to increase the Medical Ward bed capacity by 42% through a number of initiatives, such as the creation of sub-wards and converting a hostel into a step-down male ward. However, adding capacity was only a part of the solution.

The team diagnosed that the current discharge rate of warded patients was

also contributing to the overall ward congestion as the backlog of patients waiting for admission kept growing as the day passed. The team adjusted the layout of the ward to accommodate more beds and introduced improvements to the discharge process, such as the introduction of a pre-discharge checklist that outlines the items needed to facilitate the discharge process. This has significantly improved the discharge time—from 72% of patients discharged within 4 hours to 100% of patients.

Additionally, discharged patients are moved to the discharge suite instead of idly occupying the beds. This improves bed clearance and frees up beds for incoming patients.

The hospital also appointed a dedicated bed manager to coordinate the placement of patients promptly according to the bed type and ward, besides providing real-time updates on bed statuses.

As a result of these improvements, HTAR was able to create a more orderly and comfortable ward environment for its patients.



Improving Pre-Hospital Ambulance Services

MoH data shows an average annual increase of between 7% and 8% in the number of patients admitted into the Emergency Department (ED) of hospitals nationwide over the past several years (see top figure below). The growing number of patients has placed additional strain on the capability of ED to cater and provide the best possible service for pre-hospital care as the resources for ED and ambulance services are shared.

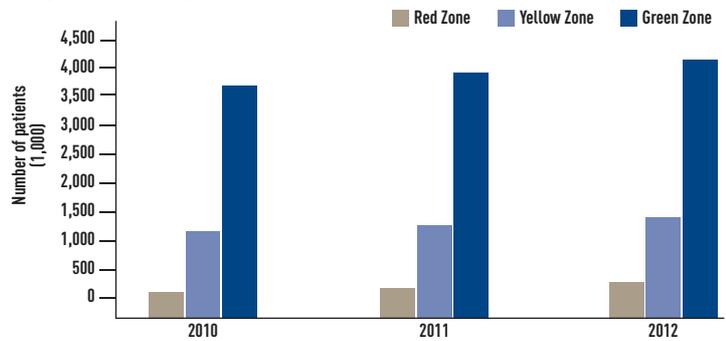
Moreover, the growing number of residential areas being built further away from existing hospital locations is affecting ambulance response times, thus requiring a review of the existing pre-hospital care services.

To improve service delivery in this area, MoH implemented a pilot project in 2014. The project focused on meeting MoH's KPI that 90% of all "Priority 1" calls must be responded within 15 minutes, i.e. patients in very critical condition, in key locations served by five hospitals: HTAR, Hospital Kuala Lumpur, Hospital Serdang, Hospital Ampang and Hospital Sungai Buloh. The 15 minutes response time is comparable to ambulance response times in Australia.

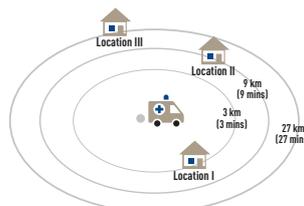
To reduce response times, MoH identified "hotspot" locations in key residential areas, i.e. areas from where a high number of ED calls were originating. Supplementary ambulance bases were set up at these identified hotspot areas, which meant that ambulances no longer had to travel from a central ambulance base to reach these locations (see bottom figure below).

Hospital ambulance teams were assisted by two third party service providers, the Red Crescent Society Malaysia and St John Ambulance, to service hotspot areas. The service providers were briefed on pre-hospital care procedures and given assistance to build up their necessary capacities before they were sent out to respond to calls.

2010-2013 Patient attendance at Emergency and Trauma Department by Zone



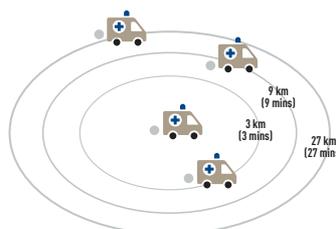
Current Service and performance



Hotspot or "demand cluster area" for 999 calls

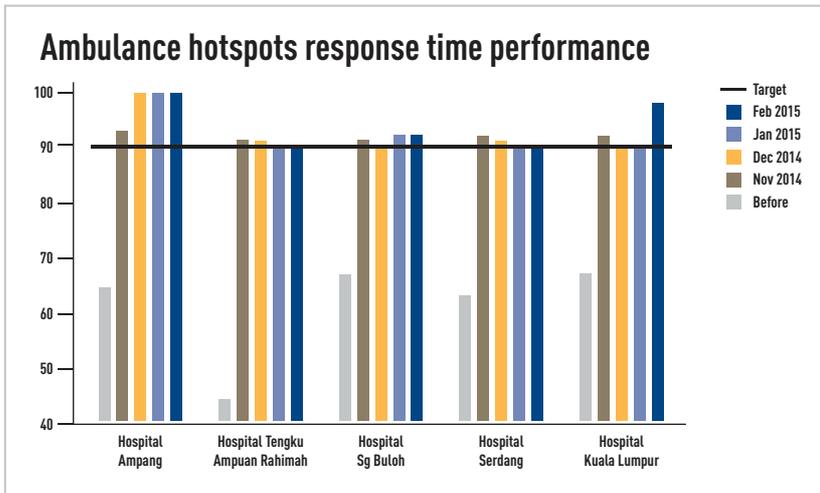
LOCATION	Average Response times (Priority I) (min)
Location I	7 min
Location II	10 min
Location III	35-45 min

Transformed service and improved performance



Supplementary ambulance base (new field base) at hotspot

LOCATION	Average Response times (Priority I) (min)
Location I	90% < 15 mins
Location II	
Location III	



By the end of the project period, the programme managed to meet its 15-minute response time to 90% of Priority 1 Calls, which benefitted 1.02 million rakyat living in the targeted areas. As figure above shows, response times improved from an average of about 80% prior to the implementation of the programme to above 90% in all five pilot hospitals.

The implementation of the project also highlighted the importance of maintaining open lines of communication between the various stakeholders, and getting everyone on board the Change Acceleration Process. Moving forward, MoH will explore other improvements to pre-hospital services and look towards syndicating the findings from this pilot programme with other hospitals.

Improving road signage

An initiative to improve road signage in Kuantan, Pahang saw the implementation of a new standard of road signboards that are smaller, less reflective and more consistently placed to help motorists easily identify their routes.

Road signboards and destination markings on road surfaces in the United Kingdom were used as the benchmarks in this project. A comparative assessment was performed against the current Public Works Department (PWD) standard, thus producing a new set of standards.

Early channelling of traffic about 300m ahead of a junction using road destination markings improves road users' safety while confirmatory signboards at junctions reinforces their confidence that they are exiting at the right place.

The use of the new signboards has led to a cost avoidance of approximately RM8.2 million. A survey done by IKRAM

Premier Consulting showed that 92% of local road users in Kuantan are satisfied with the new standard of road signboards. This satisfaction was also echoed by 86% of locals living outside of Kuantan. 80% of the 350 respondents surveyed also said that the road markings are clear, making it easier for them to navigate through traffic.

Some challenges were encountered during the construction phase, such as the presence of underground utility cables at the installation locations as well as signboards installed by local authorities which needed to be relocated or removed to ensure that the visibility of the new road signboards was not compromised.

To handle these issues, a special taskforce was formed consisting of representatives from PWD Kuantan, the local authorities (including the Kuantan District & Land Office and the Kuantan Town Council), Tenaga Nasional Berhad, Telekom Malaysia and Pengurusan Air Pahang Berhad. The strong rapport built with key stakeholders prior to the execution of the project, particularly the Minister of Works, the Chief Minister of Pahang, the President of the Kuantan Town Council as well as Federal and State Government agencies, was critical in ensuring the success of this project.



Enhancing delivery of public housing lift maintenance

In response to frequent complaints from residents of the People’s Housing Project (Projek Perumahan Rakyat or PPR), the Ministry of Federal Territories (Kementerian Wilayah Persekutuan or KWP) together with the KL City Hall (Dewan Bandaraya Kuala Lumpur or DBKL) conducted a pilot programme designed to prevent breakdowns and streamline response times. Under the pilot programme, response times to lift breakdowns at the Batu Muda PPR was brought down to 30 minutes, thus halving the number of complaints registered by residents.

In the first phase of implementation, the team identified the root causes of lift breakdowns to be vandalism and the lack of ownership on the part of building residents. Moreover, the utilisation of many of the lifts in service had increased tremendously over the last 20 years, and they were at a point where they needed frequent scheduled maintenance and were more prone to breakdowns. However, the lack of consideration given to the higher utilisation levels of the lifts meant that the maintenance process could not be efficiently planned or executed.

Three specific activities were undertaken to address these issues:

- Engaging housing residents to obtain feedback and facilitate better cooperation in maintaining lifts
- Transforming the maintenance process to expedite the response and turnaround times
- Taking aggressive action against vandals who are responsible for a significant portion of breakdowns.

In the Batu Muda pilot project, the team grouped the causes of lift breakdowns into three areas: vandalism (37%), mechanical failure (36%) and electrical failure (27%). As vandalism accounted for the largest proportion of lift issues, specific initiatives were deployed to arrest the problem.

Examples of vandalism prevention steps taken included the installation of CCTVs and taking stern action against lift vandals, i.e. by taking police action against them. 24-hour patrols were also implemented within the buildings, while residents were engaged under an awareness programme to increase their participation in monitoring the condition of the lifts.

Meanwhile, the Residents’ Association for the building was strengthened to take leadership and control of the situation, and was thus empowered to suggest solutions to the problem. Members from the Batu Muda PPR community were also appointed as “Flying Squad members” of the lift operation and maintenance team and also in aiding vandalism prevention initiatives.

To further expedite response and maintenance times, service level agreements with the third party maintenance service provider were realigned to meet the new operating requirements. Finally, internal maintenance processes were streamlined and optimised to expedite service delivery.

Thanks to the pilot programme, the number of lift complaints from Batu Muda PPR residents halved to 390 complaints in 2014 from 780 the previous year. The success of the pilot will see the programme replicated in other PPRs in 2015.



Improving delivery of road maintenance on MRR1

KWP together with DBKL also implemented a pilot programme to improve the turnaround times on road maintenance works on the Kuala Lumpur Middle Ring Road 1 (MRR1), and to improve public perception of the effectiveness of road maintenance works.

Since July 2014, repair of all potholes classified as either small (smaller than 3m²) or medium (larger than 3m²) was completed within 12 hours and two days respectively, upon receiving road user complaints. The new time was an improvement over the previous standard of within 24 hours and three days respectively.

To achieve these results and improve public perception, the team enhanced the capacity of the maintenance crew by refining the existing “Flying Squad”, i.e. the mobile maintenance team. They were outfitted with more equipment for quick fixes and rebranded to create a more professional-looking outfit when on the job.

The model used for the MRR1 pilot will be extended to other roads under the purview of DBKL in the future and will also be extended to other sections such as the Landscaping Department.





Reforestation Cameron Highlands

The Ministry of Natural Resources and the Environment (NRE) has secured RM1 million in private sector funding to replant trees in Cameron Highlands using a public-private partnership (PPP) model. The project will see the planting of approximately 40,000 trees within a three-year period.

As one tree in a tropical climate will sequester an average of 23kg of atmospheric carbon dioxide per year, the 40,000 trees will sequester an estimated 920,000kg of atmospheric carbon dioxide per year by the end of the three-year period.

In addition to raising funds, the NRE has been working together with strategic partners to raise awareness of and education about the need to build sustainable ecosystems. The Ministry aims to continue its fundraising campaign in the coming year.



Expediting development in the Muda area

The Ministry of Agriculture (MoA) is working with the Muda Agricultural Development Authority (Lembaga Kemajuan Pertanian Muda or MADA) to increase paddy production in the Muda area.

In 2014, the MADA Transformation Programme focused on resolving the soft soil issue within cultivated areas and accelerating the land acquisition process for the construction of tertiary irrigation infrastructure.

Soft soil currently affects about 8% of the cultivated areas in the Muda area. The soft soil problem was solved through the imposition of rest times for the affected areas, improvements to drainage and infrastructure, and the imposition of a post-crop moratorium on land preparation. The initiatives are expected to increase the paddy yield by 81,070 tonnes or RM105.2 million per annum by 2016 and 4,000 farmers will see their annual incomes rise by RM26, 000 each.



“Now that MADA has done irrigation from Muda 1 to Muda 2, we can get proper water supply. As a result, we can accurately follow the crop planting schedule as specified by MADA and revenue will surely increase.

Ismail Hamzah

Farmer 1

Meanwhile, the land acquisition process was streamlined, thus reducing the time needed for the approval process from 29 months to 11 months. This is expected to double the paddy production in the Muda area by 2020 and raise revenue by an estimated RM1 billion. The increase in paddy output from 5 tonnes/ hectare to 9 tonnes/ hectare would double the income of 38,000 farmers.



The key to streamlining the land acquisition process was securing the cooperation of 11 federal and state agencies and a commercial entity who were all working in silos independently of one another. Their support and buy-in were secured through a workshop that saw the attendance of all stakeholders upon the invitation of the Chief Minister of Kedah.

Upgrading public toilets in Teluk Kemang

The Ministry of Housing and Local Government (Kementerian Perumahan dan Kerajaan Tempatan or KPKT) is enhancing the design and management of public toilets by seeking comprehensive feedback from the public. The toilets in Teluk Kemang

were redesigned to suit public demands and now contain facilities such as a baby changing area, a greater number of cubicles and a foot wash area.

KPKT has also raised the bar in terms of the standard of maintenance and management of public toilets. It drafted a new set of policies and maintenance guidelines, conducted operator training and established a more progressive toilet rating system.

Since the implementation of these initiatives, queues at the Teluk Kemang toilets have improved dramatically and wait time for use has been reduced by 95%. The toilets have also increased capacity by 75% and seen the hiring of better skilled workers. The success of this pilot project may see the model extended nationwide.





WORKING TOWARDS A MORE RAKYAT-CENTRIC CIVIL SERVICE FOR BETTER LIVELIHOODS

Improvements within the civil service will see continuous collaboration with Ministries to identify focus areas that would yield meaningful improvements to the delivery of public services to the rakyat. This will become particularly important as Malaysia is expected to continue its trajectory towards becoming a more affluent country, which will place greater expectations on the standard of PSDT.

In addition to new initiatives introduced, a PSDT Index will also be introduced in 2015. The Index will measure Ministries' participation in the programme as well as its success rate in closing projects. When implemented, the Index will function as a barometer to provide an overview of Ministries' efforts to enhance public service delivery. This will in turn provide a comprehensive overview of the Ministries' efforts in streamlining its delivery process, and will flag areas requiring greater attention.

GLOSSARY OF ACHIEVEMENTS

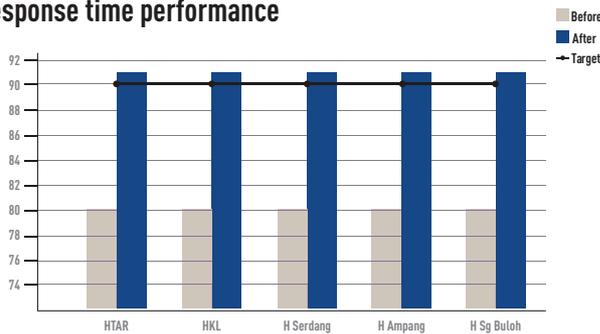
No	KPI	Target	Actual	% Achieved	
1	Ministry of Works				
	Road Signages & Road Markings in Kuantan District				
	Percentage completion of enhancement of Kuantan road signages & road markings	100%	100%	100	●
2	Ministry of Health				
	Optimising patient flow through LEAN Healthcare initiatives to improve waiting time				
	Number of LEAN Healthcare initiatives in MOH Hospitals	2 projects	4	200	●
3	Ministry of Federal Territories				
	Lift Maintenance				
	Reduction in lift breakdown complaints in Batu Muda	50%	58.3%	117	●
TOTAL				139%	●

Improving Pre-Ambulance Response Call

90% Priority 1 Calls, 15-minute response time. Benefitted 1.02 mil rakyat living in targeted areas

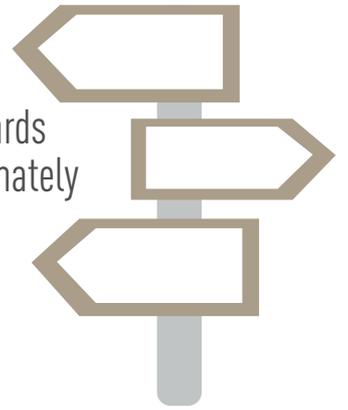


Response time performance



Improving Road Signages

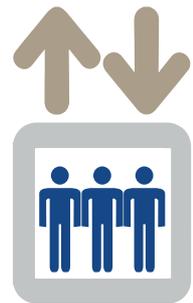
New-standard signboards saved cost of approximately RM8.2 mil



92% of Kuantan road users are satisfied with the new standard. Survey: IKRAM Premier Consulting.

Improving Lift Maintenance in Public Housing

Number of lift complaints from Batu Muda PPR residents halved to 390 complaints in 2014 from 780 the previous year



Expediting Development in Muda Area

Paddy yield expected to increase by **81,070 tonnes** (RM105.2 mil) per annum by 2016. RM26,000 each. 4,000 farmers will have their annual income increased



Paddy production in the Muda area expected to double by 2020 and raise revenue by an estimated RM1 bill. 9 tonnes/hectare paddy output, increased from 9 tonnes/hectare, doubling the income of

38,000 farmers



11 months for the approval process. Reduced from 29 months



Upgrading Public Toilets in Teluk Kemang



95% reduction in waiting time for toilet use in Teluk Kemang

75% increase in capacity in the toilets



Hiring of better skilled workers

Reducing Orthopaedic Clinic Waiting Time at Hospital Sultan Ismail

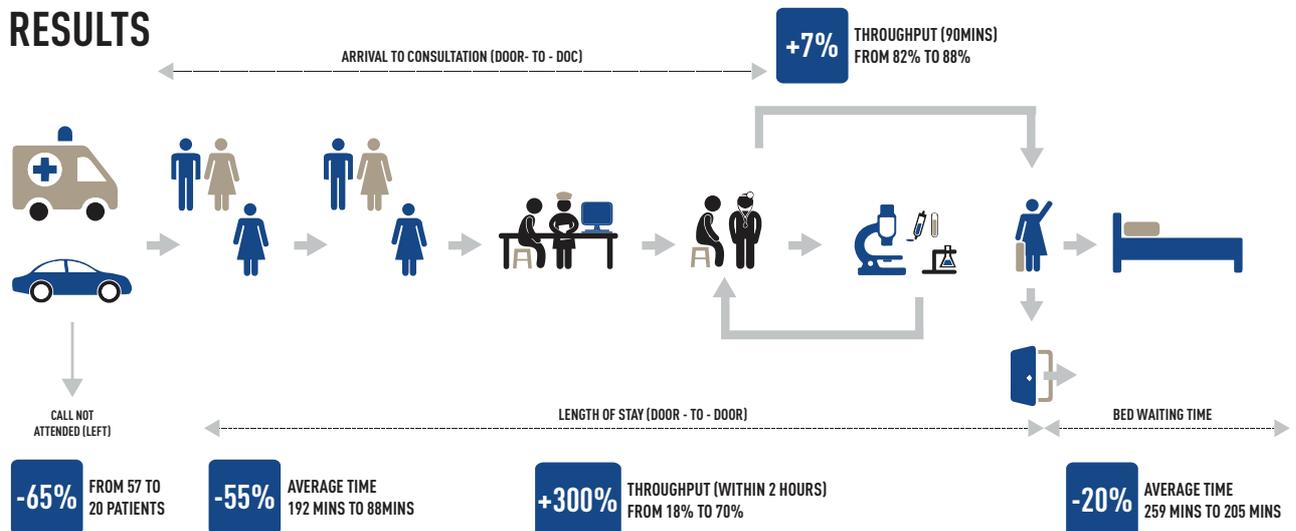
AVERAGE WAITING TIME

115
MINUTES
BEFORE PSDT

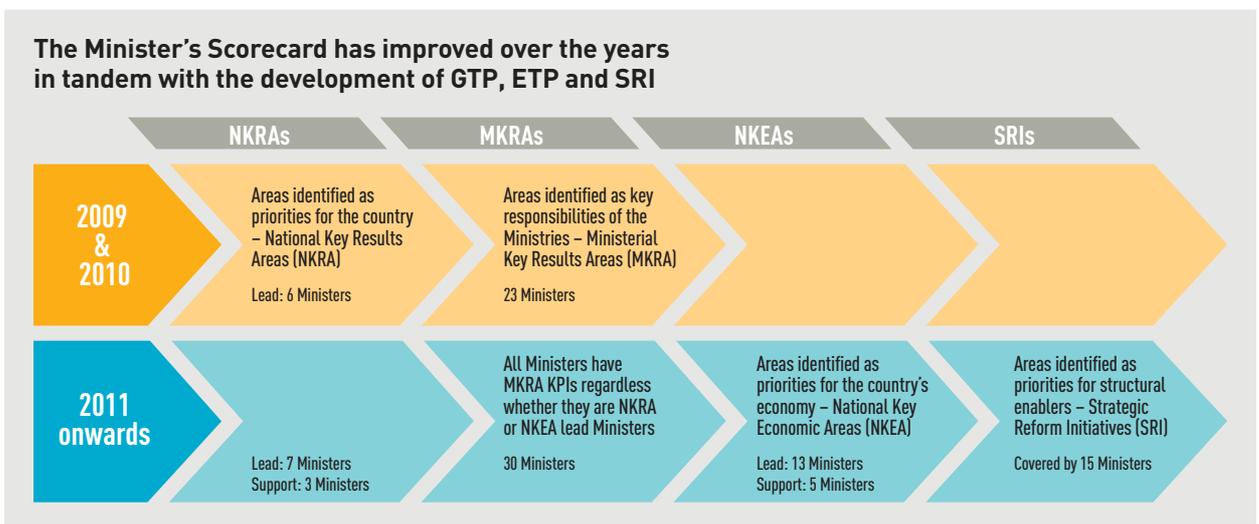
62
MINUTES
AFTER PSDT
FEBRUARY 2014

Improving Patient Flow at Emergency Departments at Hospital Tengku Ampuan Rahimah

RESULTS



MINISTER'S SCORECARD



The Government believes that the scale of transformation that Malaysia is trying to achieve requires a thorough framework of accountability that begins from the very top, down to the grassroots.

Cabinet Ministers, as the executive heads of Government, are therefore similarly held accountable for the ability of their respective Ministries to deliver transformational initiatives.

Under the country's National Transformation Programme (NTP), comprising the Government Transformation Programme (GTP), the Economic Transformation Programme (ETP) and Strategic Reform Initiatives (SRI), Cabinet Ministers have been assigned Key Performance Indicators (KPIs). Under the GTP, the KPIs established for the seven (7) National Key Results Areas (NKRAs) are based on the roadmap. Similarly with the KPIs established with the National Key Economic Areas (NKEAs) under the ETP and SRI.

Additionally, Ministerial Key Results Areas (MKRA), which are Ministries' yearly focus areas, have KPIs established, also known as Ministerial Key Performance Indicators (MKPIs). These KPIs are developed in line with the vision and mission of the Ministry.

Before the introduction of NKEAs in 2011, only non-NKRA Ministers carried MKPIs in their scorecards. NKRA lead ministers only carried NKRA KPIs. However since 2011 all Ministers carry MKPIs apart from their NKRA, NKEA and SRI KPIs where relevant. To date, there are seven (7) Lead Ministers and four (4) Supporting Ministers assigned to oversee the NKRAs. Thirteen (13) Lead Ministers and five Supporting Ministers were assigned to oversee the NKEAs, and fifteen (15) Ministers for the SRIs.

KPI Setting Framework and Process

The framework used to develop and manage KPIs for the Ministries comprises five discrete steps:

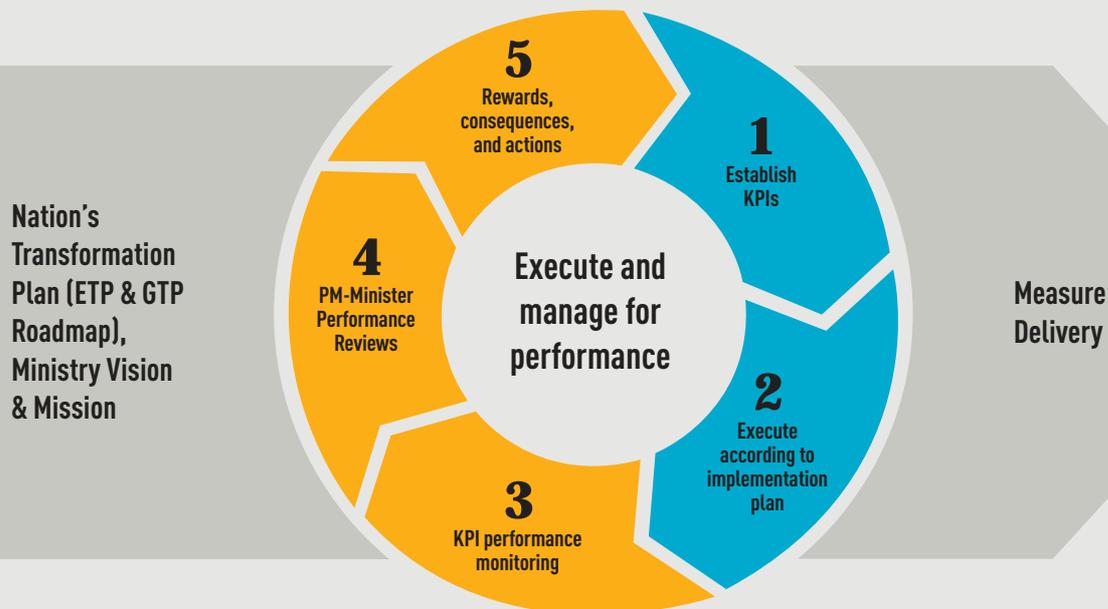
- Establishing KPIs
- Executing according to implementation plan

- KPI performance monitoring
- PM-Minister Performance Review
- Rewards, consequences and actions.

Under the framework, KPIs under NKRA and NKEAs are established based on the GTP and ETP roadmap whilst MKPIs are driven by the vision and mission of each respective Ministry but in line with the National

Transformation Plan. This framework thus creates a quantifiable measure of Ministerial performance, which can be used to gauge the Minister's performance in the final stage of the framework in determining rewards, consequences and actions.

A structured framework is used to develop and manage the KPIs for the Ministry

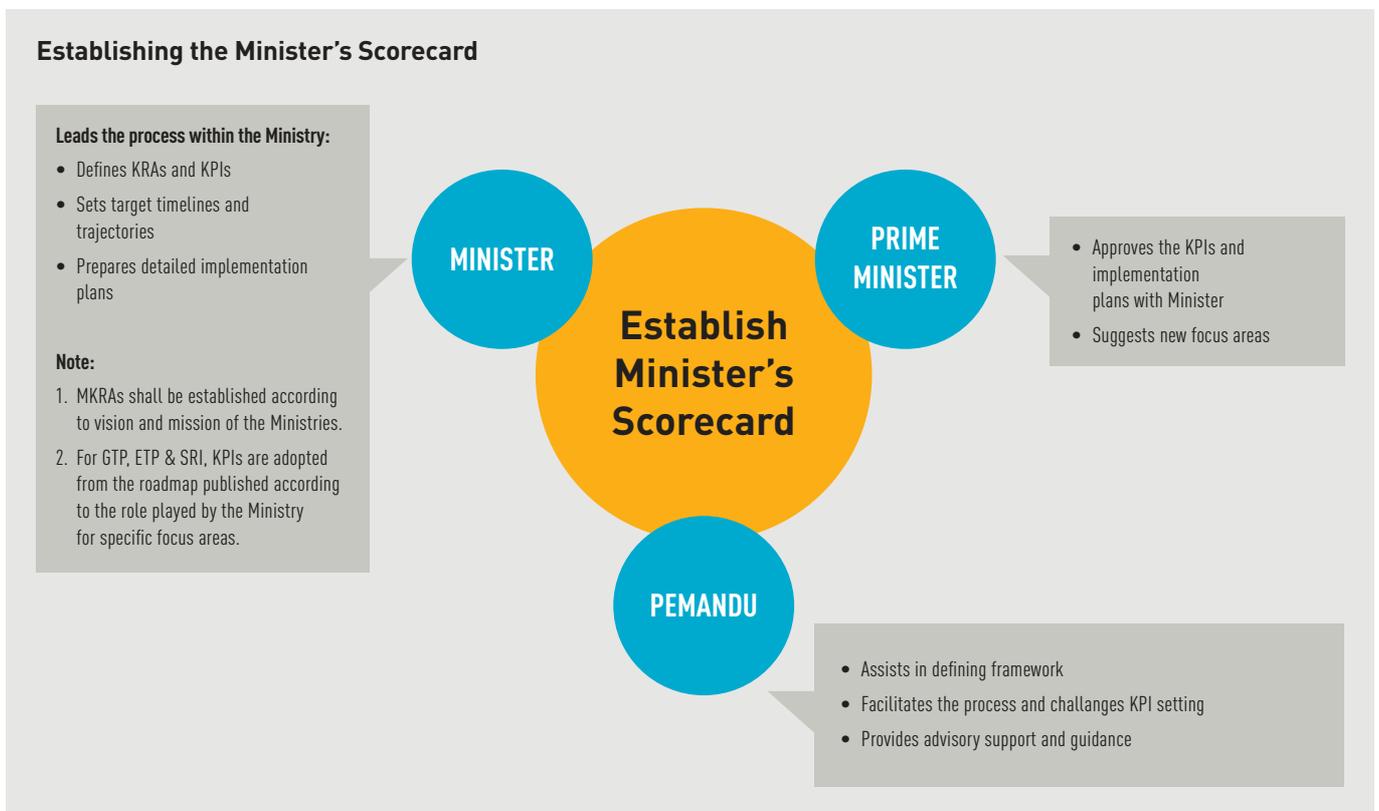


The Minister’s Scorecard is also used to track the progress of each Ministry as all the KPIs will be reported monthly in addition to the weekly reporting done under the NKRA & NKEA programmes. The constant oversight ensures that any obstacles or roadblocks will be immediately identified and rectified. The Prime

Minister meets with the Ministers twice a year— once during the Mid-Year Review and the other during the Year-End Review—to review the performance of the Ministers.

These one-on-one sessions between the Prime Minister and Ministers allows for greater discussion and

escalation of any issues requiring the Prime Minister’s intervention. In addition, the Prime Minister may give further instructions for the Minister’s action. At the Year-End Review session, the Prime Minister will issue the final assessment and feedback to each Minister.

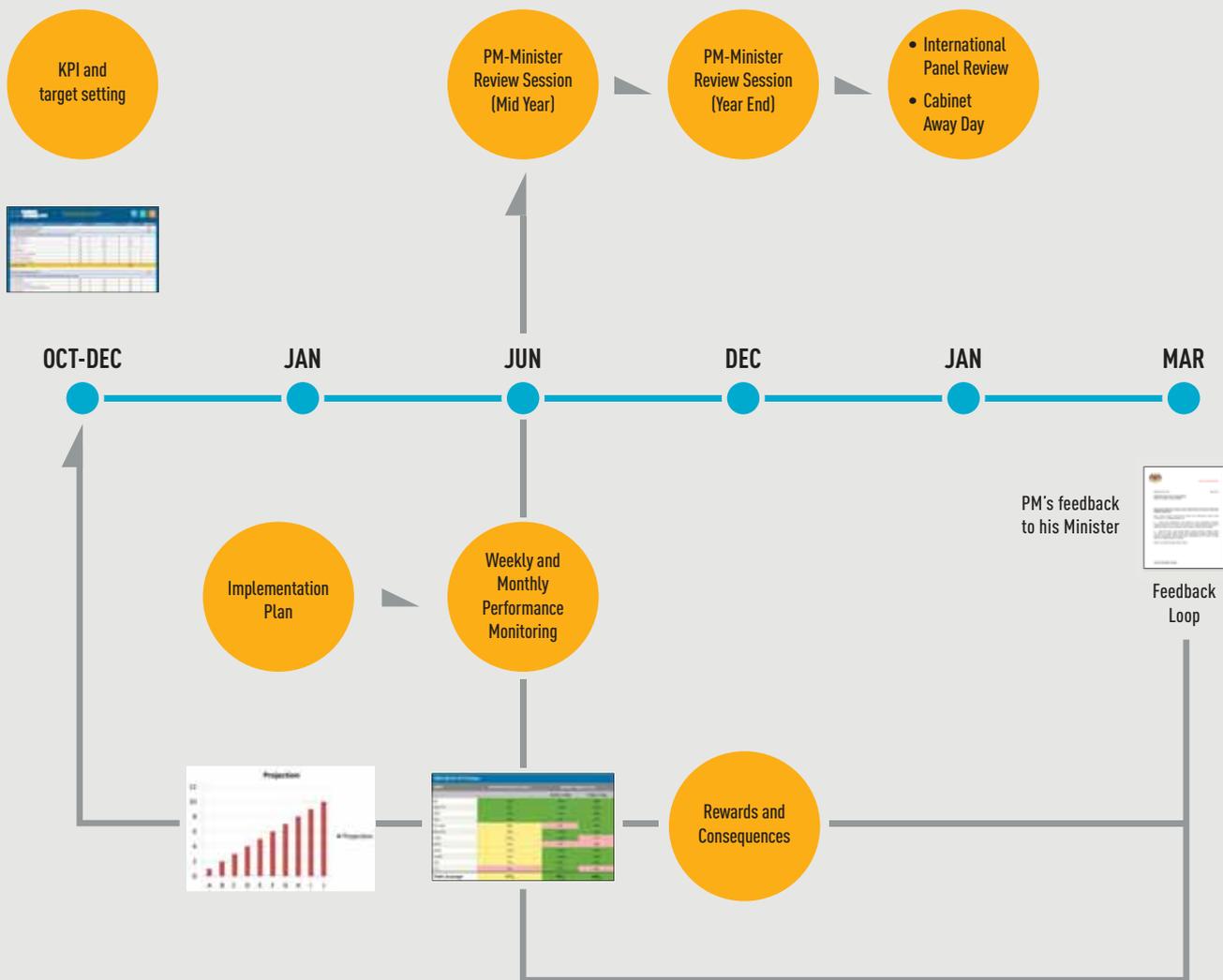


KPI Setting Exercise: Clinic Session

The KPI setting exercise is crucial in ensuring that all initiatives are delivered and all objectives are met. Consistent with PEMANDU’s Big Fast Results (BFR) Methodology, the yearly KPI setting exercise takes place from October to December to set the right objectives and expectations for activities in the following year.

This exercise allows the Ministries to plan ahead for the delivery and measurement of the following year’s activities. It also serves to drive performance behaviour and functions as a yearly checkpoint for the Ministry to determine if all initiatives are progressing down the right track or whether they need to be changed. This rigorous process involves all 23 Ministries and lead agencies within the Ministers’ portfolios.

The timeline for developing and managing Ministers' KPIs:



Each submitted KPI proposal is discussed individually and critically challenged to ensure KPIs are accurately established to drive delivery and performance. The following principles guide the establishment of the KPIs:

KPI DESCRIPTIONS

- KPI descriptions must be clear and specific in describing what the KPI is supposed to achieve.

- KPI descriptions should be consistent with how the achievements will be measured, e.g. if they are measured by number of units, KPIs should be set based on those measurements.

TARGET SETTING

- Targets set should be ambitious to encourage more effort to strive to achieve goals.

- Targets should be set according to an established detailed roadmap with an end goal, not on an ad hoc basis. However, for long-term targets the KPI is set on current year activities.
- Historical data is used to assess the current base as well as to assess the achievement trend to ensure the following year's target pushes all parties to move forward.

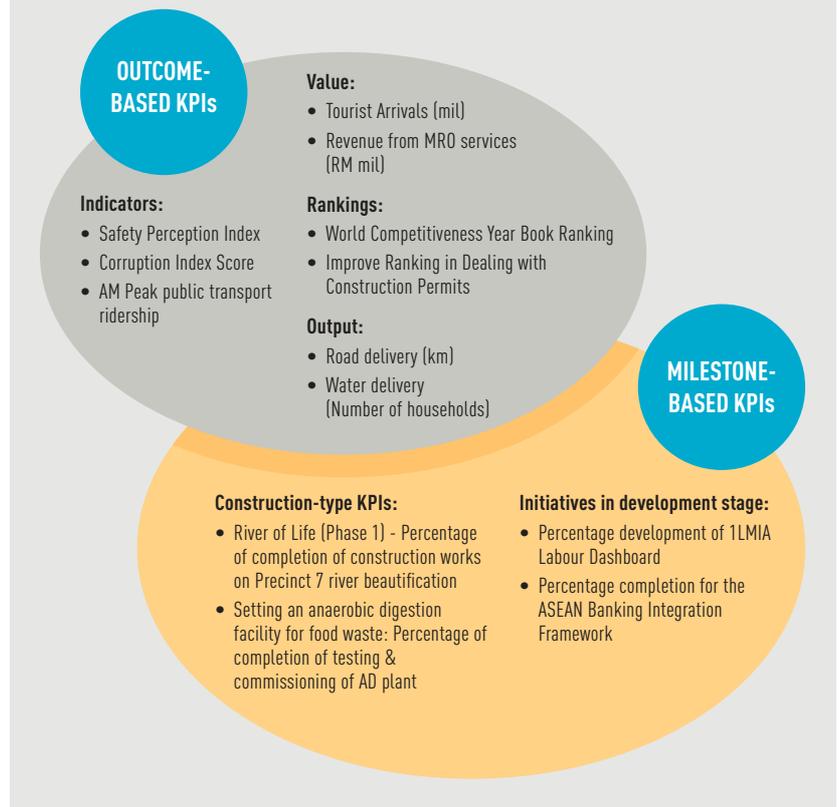
SUPPORTING DOCUMENTS

- Each KPI achievement should be supported by valid documentation for data verification purposes to ensure the credibility of the data being reported.

MEASUREMENT OF ACHIEVEMENTS

- The achievements of KPIs should be readily available for frequent and regular reporting, e.g. weekly, monthly, quarterly, or yearly.
- Each KPI should be set in such a way so that its achievements can be measured frequently.
- For KPIs that measure the progress of long-term projects, i.e. projects that will take more than a year to accomplish, only activities undertaken in the current year will be measured towards the KPI.
- Examples of KPI measurement/computation are as the figure above.

Types of Key Performance Indicators



Each year, approximately 700 specific KPIs are established. These KPIs are monitored throughout the year by their respective teams and Ministries with the objective of ensuring the discipline of action.

Types of KPI measurement/computation adopted

	Nature of KPI	Example of KPI	Computation Adopted
1	Increase of outcome or output or milestone developments	KPI: Number of tourists, new investments, jobs created	ACHIEVEMENT / TARGET
2	The objective is to achieve lower than the target	KPI: Percentage of Band 6 & 7 schools out of total schools Target: 1.4% (the lower the better)	TARGET / ACHIEVEMENT
3	Where target states "at least xx" / "not more than xx"	KPI: Number of technologies developed Target: At least 15	SCORE IS CAPPED AT 100%
4	The objective is to measure current year achievements only	KPI: Percentage of completion of construction works	(ACTUAL - PREVIOUS YEAR'S ACHIEVEMENT) / (TARGET - PREVIOUS YEAR'S ACHIEVEMENT)
5	Pro-rated KPIs with monthly targets	KPI: Overall SAIDI for Sabah (minutes/customer/year)	(TARGET / 12 MONTHS x MONTHS OF REPORTING) / (MONTHLY ACHIEVEMENT) x 100%
6	Composited KPIs where a few sub-KPIs contribute to the score of one KPI	KPI: Investor education and awareness programme on Private Retirement Scheme (PRS) i. Assets under management of PRS ii. Total no. of members	FINAL SCORE: (SCORE KPI 1 + SCORE KPI 2) / NUMBER OF KPIs i. KPI 1 ACHIEVEMENT / TARGET = SCORE ii. KPI 2 ACHIEVEMENT / TARGET = SCORE

Ministers' Scorecard Achievements

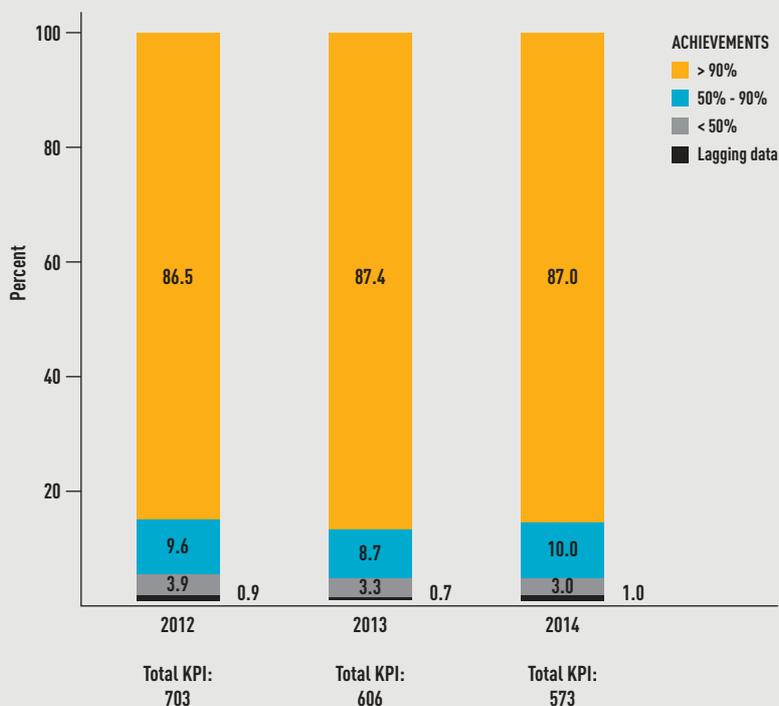
Ministers' performance on their scorecards have generally improved steadily since the implementation of the GTP in 2009. After five years of implementation, the Ministers and their respective teams have become more open to the performance-driven nature of the KPIs and become more accustomed to the KPI setting process. As a result, Ministers and their teams have started taking greater ownership in implementing change and a more active role in identifying projects designed to improve their service delivery.

Challenges

The rigour and thoroughness of the KPI setting process intends to push and drive higher targets from previous years and better results in hopes of achieving the objectives of the NTP. However, it is normal to have challenges as this requires a significant change in mindset and behaviour in all parties within the Ministry. For example, there are still some Ministries who will set lower targets with the justification that they are unable to control external and environmental factors rather than pushing boundaries and exploring new ways to achieve the ultimate objective. With that, there has been some push back and reluctance to change.

However, this has not stopped the Government from setting ambitious targets, which is beginning to see greater buy-in from the Ministries. The ultimate objective is to further inculcate this paradigm shift in the civil service to make it a permanent part of the civil service culture.

Minister's Scorecard - Overall Achievement for 2014



87% out of 573

KPIs achieved / overachieved targets in 2014,

compared to 87.4% out of 606 KPIs in 2013 and 86.5% out of 703 KPIs in 2012. The number of KPIs established yearly has gradually decreased as the KPI setting process focuses on KPIs that have the most impact.

AGREED UPON PROCEDURES BY PwC

The Government Transformation Programme (GTP) is measured against a set of Key Performance Indicators (KPIs) determined at the beginning of the year. The results are validated by PricewaterhouseCoopers Malaysia (PwC), an independent professional services firm, based on a set of Agreed Upon Procedures (AUP), which is a set of specific tests and procedures used to review the reported results of each National Key Result Area (NKRA) against its National Key Performance Indicator (NKPI).

The AUP is applied to a sample taken from each KPI and checked against the guidelines and formulae developed in the initial PEMANDU lab sessions. Where exceptions are noted by PwC, the processes and sources of data are re-evaluated prior to their insertion in this Annual Report.

PwC has also confirmed that the results reported here have been validated according to the AUP. The independent professional services firm also provides advice and identifies opportunities to further improve the reporting process.

The presence of the AUP in the collection of data is a verification of

the Government's commitment to the highest standards of transparency and accountability in the delivery of the programmes under the GTP. The voluminous amount of information collected under this process is then collated and distributed to both the public and reviewers through various channels including this Annual Report, regular Open Day Sessions, through traditional media and through digital channels.

The overall plans for the implementation of the GTP are detailed in the Roadmaps of the first and second phase of development respectively, called the GTP 1.0 and GTP 2.0 Roadmaps, which are publicly available from the PEMANDU website. These Roadmaps also provide specific and detailed goals for each NKRA, thus creating an overall benchmarking framework for the entire programme.

Greatest care has been taken to ensure that the results published in this annual report are as accurate and transparent as possible. By working together with the relevant Ministries and private sector stakeholders, PEMANDU will take prescriptive action to further improve the reporting process over the next 12 months.

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2014 NKRA PERFORMANCE AND EXPENDITURE BUDGET

The GTP's performance and expenditure budget is presented here in the interests of transparency and accountability. The GTP, which prides itself on emphasising cost-effectiveness where possible, sets it apart from other projects, and thus allows for greater savings in areas where possible so long as it does not impede the achievements of the NKPIs.

Measuring the Achievements of the GTP

The success of the National Key Performance Indicators (NKPIs) and NKRA's are measured using three different scoring methodologies, each with a varying level of strictness (added rules) resulting in three different testing benchmarks. This method ensures that the results achieved are robust and comprehensive. The three scoring methods are explained below:

Scoring Method	Description
Method 1	Scoring is calculated by a simple comparison against set 2014 targets. The overall NKRA composite scoring is the average of all scores.
Method 2	Scoring is calculated by dividing actual results against set 2014 targets with an added rule: <ul style="list-style-type: none"> • 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 2014 targets with an added rule: <ul style="list-style-type: none"> • 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 100%, score #3 is indicated as 0.5 • If the scoring is equal or more than 100%, score #3 is indicated as 1

NKRA OVERALL PERFORMANCE 2014

No	NKRA	Target (FY)	Method 1 (%)	Method 2 (%)	Method 3 (%)	Budget Approved (RM)	Budget Spent (RM)	% Spent
1	Addressing the Cost of Living	100%	99 	98 	83 	30,000,000	42,720,789	142
2	Improving Rural Development		102 	94 	94 	3,324,156,801	2,243,548,402	67
3	Improving Urban Public Transport		99 	95 	75 	37,274,516	21,908,443	59
4	Raising Living Standards of Low-Income Households		102 	96 	86 	299,096,000	295,648,520	99
5	Assuring Quality Education		94 	90 	68 	381,904,200	367,983,873	96
6	Reducing Crime		160 	95 	90 	365,245,900	266,566,308	73
7	Fighting Corruption		82 	82 	50 	9,300,000	8,736,361	94
8	Public Service Delivery Transformation		139 	100 	100 	2,188,888	2,188,888	100
Overall Scoring Composite			105% 	93% 	78% 	4,449,166,305	3,249,291,584	73%

For the benefit of the reader, a colour code system has been used to reflect the success rate of the NKRA KPIs.

≥ 90%		51% - 89%		< 50%	
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ADDRESSING THE RISING COST OF LIVING

No	KPI	Target	Actual	Method 1 (%)	Method 2 (%)	Method 3
1	Number of New Kedai Rakyat 1 Malaysia (KR1M)	35	36	100 ●	100 ●	1.0 ●
2	Number of active outlets participating in Menu Rakyat 1 Malaysia (MR1M)	1,000	1,000	100 ●	100 ●	1.0 ●
3	Direct handouts to the Rakyat (BR1M):	100%				
	(i) RM650 for eligible household recipients with total earnings of RM3,000 per month and below + iBR1M RM50	(i) 100%				
	(ii) RM450 for eligible household recipients with total earnings between RM3,001 and RM4,000 per month + iBR1M RM50	(ii) 100%	98.7%	99 ●	99 ●	0.5 ●
(iii) RM300 for eligible single Individual recipients aged below 21 years old with income of RM2,000 per month and below + iBR1M RM50	(iii) 100%					
4	Number of new Klinik 1Malaysia providing services	50	51	102 ●	100 ●	1.0 ●
5	Back To School Incentive - Implementation of RM100 cash handouts to students Year 1 to Form 5 (number of students)	100%	100%	100 ●	100 ●	1.0 ●
6	Implementation of RM250 book voucher to IPTA & IPTS students (RM claimed by book stores)	100%	90%	90 ●	90 ●	0.5 ●
TOTAL				99% ●	98% ●	83% ●



IMPROVING RURAL DEVELOPMENT

No	KPI	Target	Actual	Method 1	Method 2	Method 3
1	Road Delivery (KM)	437.65	485.49	111 ●	100 ●	1.0 ●
	Semenanjung	226.64	244.29	108 ●	100 ●	1.0 ●
	Sabah	104.55	108.95	105 ●	100 ●	1.0 ●
	Sarawak	106.46	132.25	124 ●	100 ●	1.0 ●
2	Water Delivery (HH)	8,000	8,195	102 ●	102 ●	1.0 ●
	Semenanjung	2,000	2,195	110 ●	100 ●	1.0 ●
	Sabah	3,000	3,000	100 ●	100 ●	1.0 ●
	Sarawak	3,000	3,000	100 ●	100 ●	1.0 ●
3	Electricity Delivery (HH)	14,295	14,299	100 ●	100 ●	1.0 ●
	Semenanjung	1,644	1,540	94 ●	94 ●	0.5 ●
	Sabah	4,151	4,227	102 ●	100 ●	1.0 ●
	Sarawak	8,500	8,532	100 ●	100 ●	1.0 ●
4	Program Bantuan Rumah (PBR) Ratio - Houses Repaired : New Houses Built	8,175 (Ratio 80:20)	8,995	110 ●	100 ●	1.0 ●
	Semenanjung	2,908	3,560	122 ●	100 ●	1.0 ●
	Sabah	2,732	2,637	97 ●	97 ●	0.5 ●
	Sarawak	2,535	2,798	110 ●	100 ●	1.0 ●
5	Road Maintenance (KM)	730	815	112 ●	100 ●	1.0 ●
6	AGRI EPP#7: Upgrading Capabilities to Produce Premium Fruits and Vegetables - Large Fruit Farms	2	1	50 ●	50 ●	0.5 ●
7	Desa Lestari	13	13	100 ●	100 ●	1.0 ●
8	Rural Business Challenge (i) RBC Winners	13-20	115%	115 ●	100.00 ●	1.0 ●
	Percentage of 2012 winners achieving 25% of increase of income	80%	90.9%	114 ●	100 ●	1.0 ●
TOTAL				102% ●	94% ●	94% ●



IMPROVING URBAN PUBLIC TRANSPORT

No	KPI	Target	Actual	Method 1	Method 2	Method 3
1	AM Peak public transport ridership	470,000	455,728	97 ●	97 ●	0.5 ●
2	Population residing within 400m of public transport nodes	71%	72%	101 ●	100 ●	1.0 ●
3	Customer satisfaction level	75%	86%	115 ●	100 ●	1.0 ●
4	KTM Komuter load factor	75% - 80%	92%	87 ●	87 ●	0.5 ●
5	KTM Komuter on-time performance during AM Peak (within 10 minutes)	95%	97.5%	103 ●	100 ●	1.0 ●
6	Stage bus AM Peak load factor	80%	69%	81 ●	81 ●	0.5 ●
7	Number of additional parking bays at Klang Valley Rail Network	2,100	2,407	115 ●	100 ●	1.0 ●
8	Number of KL Budget Taxi Fleet - at par with ASEAN Best-in-Class	4,100	3,788	92 ●	92 ●	0.5 ●
TOTAL				99% ●	95% ●	75% ●



RAISING LIVING STANDARDS OF LOW-INCOME HOUSEHOLDS

No	KPI	Target	Actual	Method 1	Method 2	Method 3
1	Number of new 1AZAM participants monitored at the minimum of 6 months after implementation	32,300	33,368	103 ●	100 ●	1.0 ●
2	Number of new and existing 1AZAM participants who increased their income by RM300 for any 3 months / Above Poor PLI (2012)	28,900	24,646	85 ●	85 ●	0.5 ●
3	Number of 1AZAM participants in Financial Literacy Programme	32,300	28,518	88 ●	88 ●	0.5 ●
4	Number of 1AZAM projects in collaboration with NGOs and Corporate Sector	36	46	128 ●	100 ●	1.0 ●
5	Number of 1AZAM Community/ Group Based Programmes	77	77	100 ●	100 ●	1.0 ●
6	To ensure 100% updates in eKasih	100%	100%	100 ●	100 ●	1.0 ●
7	Number of graduated 1AZAM participants who obtained Micro Credit loan	500	555	111 ●	100 ●	1.0 ●
TOTAL				102% ●	96% ●	86% ●



ASSURING QUALITY EDUCATION

No	KPI	Target	Actual	Method 1	Method 2	Method 3
1	Pre-school enrolment	90%	84.2%	94 ●	94 ●	0.5 ●
2	Childcare enrolment (0-4)	10%	9.71%	97 ●	97 ●	0.5 ●
3	Percentage of Band 6 & 7 schools out of total schools	1.4%	1.39%	101 ●	100 ●	1.0 ●
4	Percentage of Band 1 & 2 schools out of total schools	31%	31.03%	100 ●	100 ●	1.0 ●
5	English literacy rate for Year 2	83%	78.30%	94 ●	94 ●	0.5 ●
6	Percentage of teacher intake at IPGM from the top 30% of high school leavers	100%	98.9%	99 ●	99 ●	0.5 ●
7	To develop roadmap to achieve 100% of teacher intake at HEIs from the top 30% of STPM / Matriculation / equivalent leavers as stated in the Education Blueprint	100%	100%	100 ●	100 ●	1.0 ●
8	Percentage of teachers trained that have increased at least one English language proficiency band (CPT or CPT equivalent)	85%	0	0 ●	0 ●	0.0 ●
9	Percentage of principal candidates identified using the new requirement, at least 6 months before retirement of predecessor to fill in the principal vacancies	100%	85.38%	85 ●	85 ●	0.5 ●
10	Maintaining existing High Performance Schools (HPS)	115	115	100 ●	100 ●	1.0 ●
11	New High Performance Schools	10	13	130 ●	100 ●	1.0 ●

(More on next page)



ASSURING QUALITY EDUCATION (continued)

No	KPI	Target	Actual	Method 1	Method 2	Method 3
12	BM literacy rate for Year 3	100%	98.65%	99 ●	99 ●	0.5 ●
13	Numeracy rate for Year 3	100%	98.92%	99 ●	99 ●	0.5 ●
14	Percentage of head teachers receiving New Deals (i) Primary school (ii) Secondary school	100% (i) 5% (ii) 5%	153.8% (i) 7.3% (ii) 8.08%	154 ●	100 ●	1.0 ●
15	Identify baseline of teachers achieving the minimum competency required	100%	95%	95 ●	95 ●	0.5 ●
16	New English teachers to achieve C1 based on CEFR before posting	100%	72.5%	73 ●	73 ●	0.5 ●
17	New English teacher trainees achieved a minimum of A or A+ in SPM in English before entering teacher training institute (IPG & IPT)	100%	100%	100 ●	100 ●	1.0 ●
18	Roll out of Differentiated Teaching and Learning approach to all Form 3 hotspot schools	100%	100%	100 ●	100 ●	1.0 ●
19	Percentage of 138 PPD (District Education Offices) having baseline ranking/rating	100%	70%	70 ●	70 ●	0.5 ●
TOTAL				94% ●	90% ●	68% ●



REDUCING CRIME

No	KPI	Target	Actual	Method 1	Method 2	Method 3
1	Reduce Overall Reported Index Crime	5%	12.6%	252 ●	100 ●	1.0 ●
2	Reduce Reported House Break-Ins	5%	11.7%	234 ●	100 ●	1.0 ●
3	Safety Perception Index	52% (Baseline: 42.7%)	38.6%	74 ●	74 ●	0.5 ●
4	Increase Investigation Papers brought to trial	35%	43.3%	124 ●	100 ●	1.0 ●
5	Public satisfaction with police performance	80%	92.5%	116 ●	100 ●	1.0 ●
TOTAL				160% ●	95% ●	90% ●



FIGHTING CORRUPTION

No	KPI	Target	Actual	Method 1	Method 2	Method 3
1	Indeks Prestasi Integriti Nasional (IPIN): Corruption Index score	7.1	6.9	97 ●	97 ●	0.5 ●
2	Transparency International (TI): Global Corruption Barometer (GCB) score	60%	28%	47 ●	47 ●	0.0 ●
3	Transparency International (TI): Corruption Perception Index (CPI) score	55%	52%	95 ●	95 ●	0.5 ●
4	Increase conviction rate for corruption cases	85%	78.3%	92 ●	92 ●	0.5 ●
5	Complete trial of corruption cases within 1 year	85%	71.8%	84 ●	84 ●	0.5 ●
6	Tabling of AuG Report in every Parliament Session	100%	100%	100 ●	100 ●	1.0 ●
7	Publish online results of direct negotiation contracts excluding Strategic and Security contracts	100%	100%	100 ●	100 ●	1.0 ●
8	100% of MPs attended the Integrity Training for MPs	67%	30.18%	45 ●	45 ●	0.0 ●
9	Insertion of corporate liability provision in MACC Act	100%	80%	80 ●	80 ●	0.5 ●
TOTAL				82% ●	82% ●	50% ●



PUBLIC SERVICE DELIVERY TRANSFORMATION

No	KPI	Target	Actual	Method 1	Method 2	Method 3
1	Ministry of Works					
	Road Signages & Road Markings in Kuantan District					
	Percentage completion of enhancement of Kuantan road signages & road markings	100%	100%	100 ●	100 ●	1.0 ●
2	Ministry of Health					
	Optimising patient flow through LEAN Healthcare initiatives to improve waiting time					
	Number of LEAN Healthcare initiatives in MOH Hospitals	2 projects	4	200 ●	100 ●	1.0 ●
3	Ministry of Federal Territories					
	Lift Maintenance					
	Reduction in lift breakdown complaints in Batu Muda	50%	58.3%	117 ●	100 ●	1.0 ●
TOTAL				139% ●	100 ●	1.0 ●

GLOSSARY OF TERMS

10MP	10th Malaysia Plan	CIP	Corporate Integrity Pledge
1AZAM	Akhiri Zaman Miskin	CISM	Corporate Integrity System Malaysia
AADK	Agensi Anti-Dadah Kebangsaan (National Anti-Drug Agency)	COL NKRA	Cost of Living National Key Result Area
ADB	Asian Development Bank	COMBI	Communication for Behavioural Impact
AES	Automated Enforcement System	CPC	Certificate of Practical Completion
AFC	Automated Fare Collection	CPI	Corruption Perceptions Index
AGC	Attorney General's Chambers	CPO	Chief Police Officer
AIM	Amanah Ikhtiar Malaysia	CPTED	Crime Prevention Through Environmental Design
AKPK	Agensi Kaunseling dan Pengurusan Kredit (The Credit Counselling and Debt Management Agency)	CRI NKRA	Reduction of Crime National Key Result Area
Anti-COR NKRA	Anti-Corruption National Key Result Area	CSI	Corporate social investment
ASEAN	Association of Southeast Asian Nations	CSO	Community Service Organisation
ATP	Automatic Train Protection	CSR	Corporate Social Responsibility
AuG	Auditor General	CSRM	Customer Service Rating Machines
AUP	Agreed-upon procedures	CTSS	Centralised Taxi Service System
BB1M	Baucar Buku 1Malaysia	DBKL	Dewan Bandaraya Kuala Lumpur (Kuala Lumpur City Hall)
BBKLCC	Bukit Bintang KLCC Street Cleanup Operations	DIG	Deputy Inspector General
BET	Bus Expressway Transit	DMO	Delivery Management Office
BFR	Big Fast Results	DoS	Department of Statistics
BHEUU	Bahagian Hal Ehwal Undang-undang (Legal Affairs Division)	DTF	Delivery Task Force
BLESS	Business Licensing Electronic Support System	DTP	District Transformation Programme
BLT	Balai League Table	ECCE	Early Child Care Education
BPH	Bahagian Pengurusan Hartanah (Property Management Division)	EDU NKRA	Education National Key Result Area
BPKhas	Special Education Needs Department (Bahagian Pendidikan Khas)	EIU	Economist Intelligence Unit
BPI	Bribe Payer Index	ELTC	English Language Training Centre
BR1M	Bantuan Rakyat 1Malaysia	EO	Emergency Ordinance
BRT	Bus Rapid Transit	EPP	Entry Point Project
CBD	Central Business District	EPU	Economic Planning Unit
CCI	Communications Content and Infrastructure	ERL	Express Rail Link
CCSC	Care and Cure Service Centre	ETP	Economic Transformation Programme
CCTV	Closed-circuit television	FDI	Foreign direct investment
CEFR	Common European Framework of Reference for Languages	FELDA	Federal Land Development Authority
CF	Certificates of Fitness	FLET	Financial Literacy Education Training
CIDB	Construction Industry Development Board	FMCG	Fast-moving consumer goods
		GCB	Global Corruption Barometer
		GCR	Global Competitiveness Report
		GDP	Gross Domestic Product

GIS	Geographical information system	JNJK	Jemaah Nazir dan Jaminan Kualiti (School Inspectorate of Malaysia)
GKL	Greater Kuala Lumpur	JPA	Jabatan Perkhidmatan Awam Malaysia (Public Service Department of Malaysia)
GMM	Global Movement of Moderates	JPAM	Jabatan Pertahanan Awam Malaysia (Malaysian Civil Defence Department)
GNI	Gross National Income	JPBD	Town and Country Planning Department
GPI	Global Peace Index	JPJ	Jabatan Pengangkutan Jalan Malaysia (Road Transport Department)
GPS	Global Positioning System	JPJKK	Crime Prevention and Community Safety Department (Jabatan Pencegahan Jenayah dan Keselamatan Komuniti)
GTP	Government Transformation Programme	JPM	Jabatan Penjara Malaysia (Prison Department of Malaysia)
HAB	Hentian Akhir Bandar	JPNIN	Jabatan Perpaduan Negara dan Integrasi (Department of National Unity and Integration)
HCD	Human Capital Development	JPPJ	Jabatan Pencegahan dan Pembanteraan Jenayah (Department of Crime Prevention and Suppression)
HDPE	High-density polyethylene	JPW	Jabatan Pembangunan Wanita
HDR	Human Development Report	JTK	Labour Department
HOTS	Higher Order Thinking Skills	K1M	Klinik 1Malaysia
HPS	High Performing School	KAR1SMA	1Malaysia Rakyat Welfare Programme
HSIJB	Hospital Sultan Ismail Johor Bahru	KBS	Kementerian Belia dan Sukan Malaysia (Ministry of Youth and Sports)
HTAR	Hospital Tengku Ampuan Rahimah	KDN	Ministry of Home Affairs
ICT	Information Communications Technology	KEDA	Lembaga Kemajuan Wilayah Kedah
ICPS	Integrated Cashless Payment System	KEDAP	Kelas Dewasa Untuk Orang Asli dan Penan (Adult Classes for Orang Asli and Penan)
ICU	Implementation Coordination Unit	KEJORA	Lembaga Kemajuan Johor Tenggara
IDEAS	Institute of Democracy and Economic Affairs	KESEDAR	Lembaga Kemajuan Kelantan Selatan
IEA	International Association for the Evaluation of Educational Achievement	KEMAS	Department of Community Development
IGP	Inspector General of Police	KETENGAH	Lembaga Kemajuan Terengganu Tengah
IIM	Institute of Integrity Malaysia	KeTTHA	Ministry of Energy, Green Technology and Water
ILU	International Liaison Unit	KK1M	Kedai Kain Rakyat 1Malaysia
IO	Investigating Officer	KKLW	Kementerian Kemajuan Luar Bandar dan Wilayah (Ministry of Rural and Regional Development)
IPIN	Indeks Persepsi Integriti Nasional (National Integrity Perception Index)	KKMM	Ministry of Communication and Multimedia
IPG	Institut Pendidikan Guru (Teachers Training Institute)	KPI	Key Performance Indicator
IPR	International Performance Review	KPKT	Ministry of Housing and Local Government (Kementerian Perumahan dan Kerajaan Tempatan)
IPTA	Public Higher Education Institutions (Institut Pengajian Tinggi Awam)	KPLB	Ministry of Rural Development (Kementerian Pembangunan Luar Bandar)
IRB	Inland Revenue Board	KPWKM	Kementerian Pembangunan Wanita, Keluarga dan Masyarakat (Ministry of Women, Family and Community Development)
ITT	Integrated Transport Terminal	KR1M	Kedai Rakyat 1Malaysia
ITT BTS	Integrated Transport Terminal Bandar Tasik Selatan (also known as Terminal Bersepadu Selatan)	KSN	Chief Secretary to the Government
JAIS	Jabatan Agama Islam Selangor	KTMB	Keretapi Tanah Melayu Berhad
JAKOA	Jabatan Kebajikan Orang Asli (Orang Asli Welfare Department)	KV	Klang Valley
JHEV	Jabatan Hal Ehwal Veteran Angkatan Tentera Malaysia	KWPKB	Kementerian Wilayah Persekutuan dan Kesejahteraan Bandar (Ministry of Federal Territories and Urban Wellbeing)
JIPS	Integrity and Standard Compliance Department (Jabatan Integriti dan Pematuhan Standard)		
JITU	Governance and Integrity Committee (Jabatan Integriti dan Tadbir Urus)		
JKJR	Jabatan Keselamatan Jalan Raya (Road Safety Department)		
JKM	Jabatan Kebajikan Masyarakat (Social Welfare Department)		
JKR	Jabatan Kerja Raya (Public Works Department)		

LIH	Low-Income Households	NBOS	National Blue Ocean Strategy
LIH NKRA	Low-Income Households National Key Result Area	NBTS	New Bus Ticketing System
LINUS	Literacy and Numeracy Screening	NEM	New Economic Model
LPG	Liquefied petroleum gas	NGO	Non-governmental organisations
LPPKN	National Population and Family Development Board	NKEA	National Key Economic Area
LRT	Light Rail Transit	NKPI	National Key Performance Indicator
LTA	Singapore Land Transport Authority	NKRA	National Key Result Area
MACA	Malaysian Anti-Corruption Academy	NPCS	National Pre-school Curriculum Standard
MACC	Malaysian Anti-Corruption Commission	NPE	New Pantai Expressway
MADA	Muda Agricultural Development Authority	NPQEL	National Professional Qualification for Education Leaders
MAHA	Malaysian Agricultural, Horticultural and Agrotourism Showcase	NTP	National Transformation Programme
MAMPU	Malaysian Administrative Modernisation and Management Planning Unit	NUTP	National Union of the Teaching Profession
MARDI	Malaysian Agricultural Research and Development Institute	OBBS	Outcome-Based Budgeting
MARRIS	Malaysia Road Record Information System	OCPD	Officer-in-Charge of Police District
MCAD	Mobile Computerised Access Devices	PAC	Public Action Committee
MCPF	Malaysian Crime Prevention Foundation	PACOS	Partners of Community Organisations
MBPJ	Majlis Bandaraya Petaling Jaya	PADU	Education Performance and Delivery Unit
MBSA	Majlis Bandaraya Shah Alam	PBT	Pihak Berkuasa Tempatan (Local Municipal Councils)
MDHS	Majlis Daerah Hulu Selangor	PCA	Prevention of Crime Act 1959
MDKL	Majlis Daerah Kuala Langat	PDRM	Polis DiRaja Malaysia (Royal Malaysia Police Force)
MDKS	Majlis Daerah Kuala Selangor	PEMANDU	Performance Management and Delivery Unit
MDTCC	Ministry of Domestic Trade, Cooperatives and Consumerism	PERHEBAT	Perbadanan Hal Ehwal Angkatan Tentera
MEB	Malaysian Education Blueprint	PGA	Pasukan Gerak Am
MITI	Ministry of International Trade and Industry	PIAM	Persatuan Insurans Am Malaysia (General Insurance Association of Malaysia)
MKPI	Ministerial Key Performance Indicator	PID	Passenger Information Display
MKRA	Ministerial Key Result Area	PIS	Passenger Information Systems
MoA	Ministry of Agriculture and Agro-Based Industry	PISA	Programme for International Student Assessment
MoE	Ministry of Education	PLI	Poverty line income
MoF	Ministry of Finance	PMhS	Performance Monitoring hub System
MoH	Ministry of Health	PPD	District Education Office (Pejabat Pelajaran Daerah)
MoHA	Ministry of Home Affairs	PPMM	Persatuan Profesional Melayu Malaysia
MOSTI	Ministry of Science, Technology and Innovation	PPP	Public-Private Partnership Unit
MoT	Ministry of Transport	PPR	People's Housing Project (Project Perumahan Rakyat)
MoWFCD	Ministry of Women, Family and Community Development	PR1MA	Projek Rumah 1Malaysia
MP	Member of Parliament	PUSPEN	Pusat Pemulihan Penagihan Narkotik
MPIC	Ministry of Plantation Industries and Commodities	PVR	Police Volunteer Reserve
MQA	Malaysian Qualifications Agency	PwC	PricewaterhouseCoopers Malaysia
MR1M	Menu Rakyat 1Malaysia	RBB	Results-Based Budgeting
MRCB	Malaysian Resources Corporation Berhad	RBI	Rural Basic Infrastructure
MRR2	Middle Ring Road 2	RBM	Results-Based Management
MRT	Mass Rapid Transit	RD NKRA	Rural Development National Key Result Area
		RELA	Ikatan Relawan Rakyat Malaysia (People's Volunteer Corps)

RISDA	Rubber Industry Smallholders Development Authority	SPU	Sarawak State Planning Unit
RoS	Registrar of Societies Malaysia	SRS	Skim Rondaan Sukarela
RTC	Rural Transformation Centre	TI	Transparency International
RTD	Road Transport Department	TI-M	Transparency International Malaysia
RTM	Radio Television Malaysia	TIMSS	Trends in International Mathematics and Science Study
RUTF	Ready to Use Therapeutic Food	TLDM	Tentera Laut DiRaja Malaysia (Royal Malaysian Navy)
SAIDI	System Average Interruption Duration Index	TNB	Tenaga Nasional Berhad
SAPS	Sistem Analisis Peperiksaan Sekolah (School Examination Analysis System)	TUKAR	Transformasi Untuk Kedai Runcit
SCMS	Safe City Monitoring System	UAC	United Against Crime Campaign
SCP	Safe City Programme	UI	Unified Instrument
SEB	Sabah Electricity Board	UKAS	Unit Kerjasama Awam Swasta
SEN	Special Education Needs	UNDP	United Nations Development Programme
SESCO	Sarawak Energy Supply Corporation	UNWTO	World Tourism Organization
SIP	School Improvement Programme	UPEN	State Economic Planning Unit
SIT	School Improvement Toolkit	UPT	Urban Public Transport
SKPK	National Pre-school Quality Standard (Standard Kualiti Prasekolah Kebangsaan)	UPT NKRA	Urban Public Transport National Key Result Area
SME	Small and Medium Enterprises	URB	Unit Rondaan Bermotosikal
SMPK	Sistem Maklumat Prasekolah Kebangsaan	UTC	Urban Transformation Centre
SPAD	Suruhanjaya Pengangkutan Awam Darat (Land Public Transport Commission)	VPS	Voluntary Patrol Scheme
SPIKES	Sistem Pengurusan Integrasi Kawalan Efektif Substen	VTREC	Vehicle Theft Reduction Council of Malaysia
SPM	Sijil Pelajaran Malaysia	WCP	World Class Policing
SPNB	Syarikat Perumahan Negara Berhad	WEF	World Economic Forum
SPRINT	Sistem Penyuraian Trafik KL Barat Sdn Bhd	WJP	World Justice Project

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No	National Key Results Areas
Addressing the Rising Cost of Living	
1	Ministry of Domestic Trade, Cooperatives and Consumerism (KPDNKK)
2	Ministry of Education (MoE)
3	Ministry of Finance (MoF)
4	Ministry of Health (MoH)
5	Department of Higher Education
6	Perumahan Rakyat 1Malaysia (PR1MA) Berhad
Improving Rural Development	
1	Department of Agriculture (DoA)
2	Department of Statistics (DoS)
3	Economic Planning Unit, Sabah
4	Federal Land Consolidation and Rehabilitation Authority (FELCRA)
5	Implementation and Coordination Unit (ICU)
6	Lembaga Kemajuan Johor Tenggara (KEJORA)
7	Lembaga Kemajuan Kelantan Selatan (KESEDAR)
8	Melaka State Government
9	Ministry of Finance (MoF)
10	Ministry of Rural and Regional Development (KKLW)
11	Ministry of Rural Development, Sabah
12	Ministry of Rural Development, Sarawak
13	Ministry of Tourism and Culture Malaysia (MOTAC)
14	National Water Services Commission
15	Office of the Sabah State Secretary
16	Office of the Sarawak State Secretary
17	Perak State Government
18	Perbadanan Labuan
19	Public Works Department (JKR), Malaysia

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No	National Key Results Areas
Improving Rural Development (continued)	
20	Public Works Department (JKR), Sabah
21	Public Works Department (JKR), Sarawak
22	Sabah Economic Development and Investment Authority (SEDIA)
23	Sabah Electricity Sdn Bhd
24	Sabah State Government
25	Sarawak Corridor of Renewable Energy (SCORE)
26	Sarawak Energy Berhad
27	Sarawak State Government
28	Sibu Water Board
29	State Water Department, Sabah
30	Tenaga Nasional Berhad (TNB)
Improving Urban Public Transport	
1	Ampang Jaya Municipal Council
2	Property and Land Management Division (BPH), Prime Minister's Department
3	Economic Planning Unit (EPU), Prime Minister's Department
4	Express Rail Link Sdn Bhd
5	Kajang Municipal Council (MPKJ)
6	Klang Municipal Council (MPK)
7	Keretapi Tanah Melayu Berhad (KTMB)
8	Kuala Lumpur City Hall (DBKL)
9	Land Public Transport Commission (SPAD)
10	Local Government Department (JKT)
11	Malaysian Highway Authority (LLM)
12	Malaysian Resources Corporation Berhad (MRCB)
13	Mass Rapid Transit Corporation Sdn Bhd (MRT Corp)
14	Ministry of Finance (MoF)
15	Ministry of Transport (MoT)
16	Ministry of Works (KKR)
17	Public Private Partnership Unit (UKAS)
18	Railway Asset Corporation (RAC)
19	Road Transport Department Malaysia (JPJ)
20	Road Safety Department (JKJR)
21	Shah Alam City Council (MBSA)
22	Selayang Municipal Council (MPS)
23	Sepang Municipal Council (MPSepang)

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No	National Key Results Areas
Improving Urban Public Transport (continued)	
24	Subang Jaya Municipal Council (MPSJ)
25	State Economic Planning Unit (UPEN) Selangor
26	Syarikat Prasarana Negara Berhad (SPNB)
27	Touch 'n Go Sdn Bhd (TNGSB)
28	Urusbudi TRANSPLAN Sdn Bhd
Raising Living Standards of Low-Income Households	
1	Agensi Kaunseling dan Pengurusan Kredit (AKPK) / The Credit Counselling and Debt Management Agency
2	Amanah Ikhtiar Malaysia (AIM)
3	Economic Planning Unit (EPU), Prime Minister's Department
4	Ministry of Health (MoH)
5	Ministry of Human Resources (MoHR)
6	EPIC Homes
7	Jabatan Kemajuan Orang Asli (JAKOA) / Department of Orang Asli Development, Ministry of Rural and Regional Development
8	Ministry of Agriculture and Agro-Based Industry
9	Ministry of Federal Territories and Urban Well-Being (MoA)
10	Ministry of Rural and Regional Development (KKLW)
11	Ministry of Women, Family and Community Development (KPWKM)
12	Sabah State Development Office
13	Sarawak State Development Office
14	Sarawak State Planning Unit
15	Office of the State Secretary, Sabah
16	Office of the State Secretary, Sarawak
17	Ministry of Rural Development, Sabah
18	Ministry of Agriculture and Food Industry, Sabah
19	Syarikat Perumahan Negara Berhad (SPNB)
20	Sarawak State Government
21	Sabah State Government
22	Implementation Coordination Unit (ICU), Prime Minister's Department
Assuring Quality Education	
1	Cambridge ESOL, University of Cambridge, UK
2	Community Development Department (KEMAS)
3	Department of National Unity and Integration (JPNIN)
4	Department of Social Welfare (JKM)
5	District Education Offices

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No	National Key Results Areas
Assuring Quality Education (continued)	
6	Early Childhood Care and Education (ECCE) Council
7	Implementation Coordination Unit (ICU), Prime Minister's Department
8	International Islamic University Malaysia
9	Ministry of Education (MoE)
10	Ministry of Health (MoH)
11	Public Service Department of Malaysia (JPA)
12	Pusat Asuhan Tunas Islam (PASTI)
13	SeDidik Sdn Bhd, subsidiary of Sarawak Economic Development Corporation (SEDC)
14	Sekolah Menengah Seri Kembangan
15	State Education Offices
16	Yayasan Sabah
Reducing Crime	
1	Attorney General's Chambers (AGC)
2	Chief Registrar's Office, Federal Courts of Malaysia
3	Department of Information
4	Department of National Unity and Integration
5	Federal Department of Town and Country Planning
6	Immigration Department of Malaysia
7	Kuala Lumpur City Hall (DBKL)
8	Legal Affairs Division (BHEUU)
9	Malaysia Civil Defence Department
10	Ministry of Finance (MoF)
11	Ministry of Health (MoH)
12	Ministry of Home Affairs (MoHA)
13	Ministry of Housing and Local Government (KPKT)
14	Ministry of Information, Communications and Culture (KPKK)
15	Ministry of Youth and Sports (KBS)
16	National Anti-Drug Agency (AADK)
17	The People's Volunteer Corps (RELA)
18	Prisons Department of Malaysia
19	Public Service Department of Malaysia (JPA)
20	Royal Malaysian Customs Department
21	Royal Malaysia Police Force (PDRM)
22	Sarawak State Government

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No	National Key Results Areas
Fighting Corruption	
1	American Malaysian Chamber of Commerce (AMCHAM)
2	Attorney General's Chambers (AGC)
3	Auditor General's Department
4	Bursa Malaysia Berhad
5	Central Bank of Malaysia (BNM)
6	Chief Registrar's Office, Federal Court Of Malaysia
7	Companies Commission of Malaysia (SSM)
8	Economic Planning Unit (EPU), Prime Minister's Department
9	Election Commission of Malaysia (SPR)
10	Embassy of the United States
11	High Commission of India
12	Institute for Democracy and Economic Affairs (IDEAS)
13	Immigration Department Malaysia
14	Implementation Coordination Unit (ICU), Prime Minister's Department
15	Institute of Integrity Malaysia (IIM)
16	Legal Affairs Division, Prime Minister's Department (BHEUU)
17	Local Government Department, Ministry of Housing and Local Government (KPKT)
18	Malaysia Administrative Modernisation and Management Planning Unit (MAMPU)
19	Malaysian Anti-Corruption Academy (MACA)
20	Malaysian Anti-Corruption Commission (MACC)
21	Malaysian Bar
22	Malaysian Communications and Multimedia Commission (MCMC)
23	Malaysia Institute Of Corporate Governance (MICG)
24	Malaysian National News Agency
25	Media Prima
26	Ministry of Finance (MoF)
27	Ministry of Foreign Affairs (KLN)
28	Ministry of Home Affairs (KDN)
29	Ministry of Housing and Local Government (KPKT)
30	Ministry of Communications and Multimedia Malaysia (KKMM)
31	Ministry of International Trade and Industry (MITI)
32	Ministry of Works
33	National Audit Department
34	National Institute of Public Administration (INTAN)

No	National Key Results Areas
Fighting Corruption (continued)	
35	National Security Council (MKN)
36	Public-Private Partnership Unit (UKAS)
37	Public Services Commission Malaysia (SPA)
38	Public Service Department of Malaysia (JPA)
39	Public Works Department (JKR)
40	Radio Television Malaysia (RTM)
41	Registrar of Societies Malaysia (ROS)
42	Road Transport Department Malaysia (JPJ)
43	Royal Malaysian Customs Department
44	Royal Malaysia Police Force (PDRM)
45	Securities Commission Malaysia
46	Socio-Economic Research Centre (SERC)
47	Transparency International, Malaysia (TI-M)
48	United Nations Development Programme (UNDP)
49	The Malaysian-German Chamber of Commerce and Industry (MGCC)





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