

Transforming a nation through Big Fast Results

INSPIRED: International delegates hail Malaysia's transformation programmes



Pemandu chief executive officer Datuk Seri Idris Jala (left) in discussion with Nigeria's minister and deputy chairman of the National Planning Commission Dr Shamsuddeen Usman at the Big Fast Results seminar

KUALA LUMPUR

International delegates from developed and developing countries gave Malaysia's transformation methodology a thumbs up, acknowledging that the country's Government Transformation Programme (GTP) and Economic Transformation Programme (ETP) are on the right track and delivering big fast results.

Several of these countries have also requested Malaysia's assistance to formulate their own transformation programme, after Prime Minister's Department's Performance Management and Delivery Unit (Pemandu) took an unprecedented step to share the GTP and ETP with an international audience comprising 50 delegates from 14 countries at a Big Fast Results (BFR) Seminar 2011 in Kuala Lumpur from November 21-24 2011.

Pemandu's chief executive officer and Minister in the Prime Minister's Department Datuk Seri Idris Jala said the unit will deliberate on the requests but stressed that it needs to deliver on the country's own GTP and ETP before offering such assistance. "We are glad that delegates are energised and inspired by the lessons learnt to take on the challenges in their own countries," he was quoted in a statement.

The details of GTP and ETP, including the outcomes and results, were shared with a global crowd during the Langkawi International Dialogue earlier last year by Idris. It received a lot of comments and curiosity, followed by requests to share the methodology in greater details with interested governments who are undergoing similar process.

As a result, Prime Minister Datuk Seri Najib Razak tasked Pemandu to conduct an interactive seminar that allows delegates to get deep insights and understanding of Malaysia's transformation methodology.

Following this, Pemandu held the BFR Seminar last November, attended by senior gov-

ernment officials from South Korea, Indonesia, Brunei, the Philippines, Thailand, Japan, Saudi Arabia, Bhutan, Tanzania, South Africa, Nigeria, Botswana, Cameroon and Armenia.

The seminar was not all about presentations but the delegates were constantly reviewing the presentations and questioning the viability of the methods presented. They were given practical experience of using the methodology through break-out sessions with Pemandu team members and directors who used the delegates' national issues to demonstrate that the methodology works.

"I am entirely impressed with the content and outcome of the Transformation Programme of Malaysia and the commitment that has been shown, especially by the Prime Minister, because for such an undertaking, you need the support of the highest political authority. With this singular arrangement, Malaysia seems to be achieving its ambition of becoming a first world country.

"A couple of things that I will be taking home with me is the focus on delivery and effective communications of the programmes. The integrated communication that communicates with the people and gets their feedback followed by adjustments being made to the programmes. At the end of the day, a government serves the people," Dr Shamsuddeen Usman, Nigeria's minister and deputy chairman of the National Planning Commission, commented when asked for his view on the seminar.

The initial stages of the BFR Seminar addressed the prioritisation of Malaysia's social and economic challenges which were identified from multiple public and media surveys with attention to issues that were affecting the majority of the population. Echoes of agreement were visible among the delegates when the topics of crime, corruption, public's perception of governments, education, rural basic infrastructure, transportation and poverty eradication were shared by Idris.

The issues are a long standing problem but the solutions were what Pemandu was concerned about. There are ministries and government agencies to manage all these issues yet the results were not as desired by the people or up to the capacities which are available. "The Prime Minister realised this and he acknowledged the importance of getting out of this rut and transforming the civil and economic service was a core solution to this," Idris shared.

Indonesia's Farchad Mahfud, special assistant, President's Delivery Unit for Development Monitoring and Oversight agreed: "Big Fast Results is a kind of a must for every government in the region who would like to sustainably maintain the growth of the economy as well as manage social issues.

By adopting these Big Fast Results methodology, you can come up with quick win solutions which are initiative and outcome-driven for the right groups of people who need it. However, for Malaysia, the targets are ambitious and it is important that they be delivered as promised and more importantly sustained as it has been disclosed to the public," he said.

"The level of detail and the speed in which the GTP Annual Report was published, the communication of it and everything demonstrated to us exemplifies the BFR methodology," said Ms Mpho Makhema, council secretary from the Botswana Institute of Development Policy Analysis (BIDPA).

In the penultimate session of the BFR Seminar, most delegates were clear that a key driver to start a transformation programme is the undivided commitment from the top leadership followed by a complete buy in by participating parties and deriving big and viable targets.

Dr C. Monkge, Coordinator of Vision 2016 for Botswana said, "The manner and the

Two-way learning experience

→ *From B4*

passion of the Prime Minister here is great. The role he is playing is very important especially in minimising bureaucracy to bring life into the public service to deliver to its people. This is the first time a fellow government has invited us to understand their transformation methodology and their effort is commendable.”

During the reflection session, delegates concurred that the methodology will be helpful for them to formulate their own transformation (or equivalent) programmes. Some of the breakout sessions ran longer than scheduled as each country had a lot to put into the provided framework and were very interested to test out the templates to its full potential. Each country also had a lot to share in terms of their own

plans and activities and Malaysia would have benefited if the countries were given a session to share their experiences. They also stated that more case studies would have simulated a closer lab environment for the delegates. These feedback will come in handy for Pemandu when they are approached by the participating countries for further assistance.

Idris concluded: “The delegates like the fact that we are bold in our targets, put in speed of execution, our labs, open days and that we are brave enough to publish our GTP and ETP roadmaps to be accountable. This seminar has been a two-way learning experience where we also got the chance to understand what they have been implementing in their respective countries.

KUALA LUMPUR

Getting big results, fast

Pemandu to make sure the public revive their confidence in the government

By MEENA LAKSHANA
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"BIG", "fast" and "results" are the three words that encapsulate the government's aim in achieving its reforms in the public services and economic sectors.

Big Fast Results (BFR) may be yet another abbreviation, but it is also a methodology employed by the government to ensure improvements in the public service, where processes are done quickly to meet the demands of the people.

Tasked with ensuring the methodology transcends across the civil service is the Performance Management and Delivery Unit (Pemandu). So it is not surprising that the foundation of the Government Transformation Programme (GTP) and Economic Transformation Programme (ETP) is based on this methodology.

The transformation programmes were identified following multiple public and media surveys on key areas that warranted immediate attention and developing industries which are more likely to spur economic growth and attract foreign investment.

Both the government and private sector drew out detailed programmes to ensure identified areas for national transformation — crime, corruption, cost of living, education, rural basic infrastructure, transportation and poverty eradication — were addressed efficiently with the methodology.

Pemandu shared insights of this methodology as well as the programmes' outcomes with 50 delegates from 14 countries, including South Korea, Nigeria, Tanzania, Armenia, Thailand, Indonesia, Japan, Saudi Arabia, Brunei and the Philippines, at a recent seminar.

HOW WE DO IT

Pemandu CEO Datuk Seri Idris Jala said key objectives of the transformation programmes were to ensure that the people get access to basic necessities and revive their confidence in the gov-

ernment.

He said solutions are developed through a series of labs involving the related ministries, government agencies, private sector and relevant stakeholders.

These are essentially robust sessions organised by Pemandu, comprising strong talents from the private sector and numerous experts within the civil service as well as government-linked companies.

The decision making individuals discussed, analysed, planned, debated, justified and quantified the budget needed for initiatives.

The Pemandu team then assimilated the different ministries and agencies to deliver the GTP, ETP and Strategic Reform Initiatives (SRI) within a given time-frame.

The plans are broken down to minuscule actionable areas, a method known as three feet planning, to identify key issues and processes required to materialise results.

Processes, agencies, deadlines, impacts and sources of funds are also identified.

In relation to the National Key Results Areas (NKRAs) under the GTP, lead ministers are held accountable for the successful implementation of the programme and targets achieved.

Ministerial Key Results Areas (MKRAs) were also drawn out to ensure performance of ministries on other non-NKRA activities. Weekly and monthly tracking reports were enforced to keep all actions on track.

For each KPJ which did not meet its target, justification and the next course of action must be identified.

PROOF OF THE PUDDING

In 2010, 92.3 per cent of the ministers' Key Performance Indicators were achieved.

This is a 7.1 per cent improvement from 2009.

One example given during the seminar was exhibited by Energy, Green Technology and Water Minister Datuk Seri Peter Chin, who vowed to resign if he did not meet the targets to bring down the System Average Interruption Duration



GETTING RESULTS FAST: Idris Jala at the seminar at Westin Hotel, Kuala Lumpur

Index (SAIDI) for Sabah from 2,870 minutes to 700 minutes.

In addressing this target, additional generator sets, upgrading of electricity lines, building of transmission network and partial completion of the Gas-Fired Power Station Project were conducted.

As a result, these initiatives saw the ministry achieving a result of 678 minutes per customer.

The GTP Annual Report 2010, published to illustrate the government's commitment to produce results and remain transparent, showed aspects of all programmes in terms of delivery, shortfalls and lessons learned.

Critical testimonies from the public, assessments by independent assessors such as PricewaterhouseCoopers and a panel of international experts were also published to reinforce transparency, including suggestions from these individuals.

ADDRESSING SHORTCOMINGS

To help identify roadblocks,

NKRA Urban Public Transport and NKEA Klang Valley/Greater Kuala Lumpur director Ahmad Suhaili said weekly performance ratings using a traffic light system were implemented to ensure everyone was on the ball.

"The red signs means trouble and immediate action must be taken to move to the green zone," he said.

This system applies for the entire work force implementing the GTP and ETP.

As a culmination for this process, ministers will be reviewed by the prime minister every six months on their performance. The ministers will be provided with individually drafted letters with accolades, criticism and recommendations to improve their performance.

Pemandu monitors these targets on a weekly basis that will enable them to intervene and resolve roadblocks where required.

FEEDBACK

Nigerian minister and deputy chairman of the National Planning Commission Dr

nesia, Nigeria, Botswana, South Africa and Tanzania concluded that the labs will definitely be used towards implementing initiatives in their own countries.

However, they were concerned of the scale of programmes or targets and the significant task of ensuring that monetary sources are available for ideas generated in the labs.

MAKING IT WORK

Idris Jala said: "Transformation is all about setting a task so big that it consumes you. Olympic targets were what we implemented to derive Big Fast Results."

He said the KPIs set for the GTP and ETP were the anchors of the whole effort, where all recommendations and projects were channelled to contribute to the KPIs.

"The measurement tools held each person involved accountable for their projects and all ideas thrown in were challenged to the point of no contest to ensure there are no loopholes in the activities," he added.

Pemandu Programme Management Team head John Toh said the ultimate goal is to assist and drive performance as well as delivery to a point where industries drive their own performance with similar planning and execution, "until they make us redundant."

NKRA Corruption and NKEA Retail and Wholesale director Ravindran Devaganam indicated that the scoreboard is insufficient to drive such a big initiative.

"The ministers' commitment and ownership of the programmes are essential to make it work," he said.

NKRA Crime and Rural Basic Infrastructure director Eugene Teh said the methodology helps in the process of achieving results.

"It is what the people need most and there is a viable methodology behind the action," he said.

GTP Communications director Alex Iskandar Liew said: "If you ask, they may do it but if you monitor, they will do it."

BFR
BIG FAST RESULTS

Pemandu seminar attracts interest from 14 countries

by **Syarina Hyzah Zakaria**
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KUALA LUMPUR: Pemandu's recent "Big Fast Results" seminar aimed at sharing Malaysia's transformation methodology with developing countries around the world was deemed a success, according to a report compiled by the government unit.

Pemandu organised the seminar last November after CEO Datuk Idris Jala shared details of the transformation programmes at the Langkawi International Dialogue early last year.

The seminar followed requests to share the methodology in greater detail from interested governments, which were trying to formulate their own programmes.

Fifty delegates from 14 countries came for the three-day event seeking to understand the inception, implementation and results of Malaysia's transformation programmes.

The seminar attracted participants from countries such as South Korea, Indonesia, Brunei, the Philippines, Thailand, Japan, Saudi Arabia, Bhutan, Tanzania, South Africa, Nigeria, Botswana and Cameroon.

"I am entirely impressed with the content and outcome of the Transformation Programme of Malaysia and the commitment that has been shown, especially by the prime minister, because for such an undertaking, you need the support of the highest political authority.

"With this singular arrangement, Malaysia seems to be achieving its ambition of becoming a first world country," said Dr Shamsuddeen Usman, minister and deputy chairman of the National Planning Commission in Nigeria.

Delegates were informed of the challenges Pemandu encountered such as convincing civil servants to change their work ethics to be more key performance indicator (KPI)-driven, and mending public perception of the government's capability to effect change, as well as the importance of engaging and communicating with the public.

"There were ministries and government agencies to deal with these long-standing issues, but the results were not what the public wanted or to the capacities which were available," said Jala.

"The prime minister realised this and he acknowledged the importance of getting out of this rut and transforming the civil and



SUHAIMI YUSUF

A key component to the success of the 'Big Fast Results' was the engagement of the public through the ETP labs.

economic service was a core solution to this," he added.

"Plans are the bigger picture, and on its own are not enough to create results. Throughout this process, we constantly stressed

the need for specific programmes to implement the plans.

"The key objective of the transformation programmes was to ensure that the people get access to basic necessities and revive their confidence in the government," he explained.

A key component to the success of the methodology was the engagement of the public through the Economic Transformation Programme (ETP) labs, which included individuals from relevant agencies to analyse, plan, debate, justify and quantify the budget needed for the recommended initiatives.

The result was a 3,000-page report detailed with references and sent to all ministries for review prior to Open Days held for public scrutiny.

Other than the public, engaging higher government officials and the media was also important as Pemandu utilised communication channels such as the Roadmap, Cabinet Workshops, Public Open Days, social media channels and the mainstream media.

Indira Nair, director of communications for the ETP, tackled the issue of engaging the public in a holistic manner by employing rigorous detailing in each announce-

ment, creating awareness as well as establishing credibility.

"A couple of things that I will be taking home with me is the focus on delivery and effective communication of the programmes. The integrated communication with the people, getting their feedback and adjustments made to the programmes," added Shamsuddeen.

Realising that implementation alone does not result in success, the transformation programmes make ministers accountable for their responsibilities.

The national KPI were introduced to ensure ministers were result-oriented with scorecards given out to give a clear indication on areas that needed improvement.

Overall, delegates were very interested in testing out templates of the "Big Fast Results" methodology within the framework of their country.

"Big Fast Results is a kind of a must for every government in the region which would like to sustainably maintain the growth of the economy as well as manage social issues," said Farchad Mahfud, special assistant, president's delivery unit for development and oversight, Indonesia.

Pemimpin antarabangsa kagum, puji pelaksanaan ETP, GTP

PELAKSANAAN Program Transformasi Ekonomi (ETP) dan Program Transformasi Kerajaan (GTP) mendapat pengiktirafan antarabangsa apabila delegasi dari negara maju dan sedang membangun pada Seminar Big Fast Results (BFR) berpendapat kedua-dua program berkenaan berada pada landasan tepat serta memberikan pulangan besar yang pantas.

Seminar empat hari anjuran Unit Penyampaian dan Pengurusan Prestasi (PEMANDU) di ibu negara baru-baru ini disertai 50 delegasi dari 14 negara maju dan membangun. Ia dianjurkan bagi berkongsi kaedah transformasi negara kepada peserta antarabangsa.

Kaedah BFR diperkenalkan Perdana Menteri, Datuk Seri Najib Razak ketika mula memegang teraju negara dengan mendapati ada keperluan untuk memperbaharui sistem penyampaian perkhidmatan awam serta landskap ekonomi Malaysia.

Negara yang menyertai seminar itu adalah delegasi dari Korea Selatan, Indonesia, Brunei, Filipina, Thailand, Jepun, Arab Saudi, Bhutan, Tanzania, Afrika Selatan, Nigeria, Botswana, Cameroon dan Armenia.

Menteri Kehormat dan

Timbalan Pengerusi Suruhanjaya Perancangan Negara Nigeria, Dr Shamsuddeen Usman, berkata perkara paling dikagumi adalah ETP dan GTP adalah isi kandungan, hasil yang ditunjukkan setakat ini serta komitmen ditunjukkan untuk melaksanakannya, termasuk daripada Perdana Menteri sendiri.

Katanya, dengan adanya langkah bersepadu tunggal itu, Malaysia dilihat akan dapat mencapai matlamat untuk menjadi negara dunia pertama.

“Antara perkara yang akan dibawa balik ke negara saya ialah tumpuan terhadap penyampaian dan komunikasi berkesan program ini.

“Komunikasi bersepadu kepada rakyat dan mendapatkan maklum balas mere-



Antara perkara yang akan dibawa balik ke negara saya ialah tumpuan terhadap penyampaian dan komunikasi berkesan program ini

Dr Shamsuddeen Usman
Timbalan Pengerusi Suruhanjaya
Perancangan Negara Nigeria

ka berhubung mana-mana pelarasan yang dibuat ke atas program berkenaan. Pada akhirnya, kerajaan berkhidmat untuk rakyat,” katanya ketika ditanya pandangannya berhubung ETP dan GTP pada seminar itu.

Sementara itu, Penolong Khas Unit Penyampaian Presiden bagi Pemantauan dan Pengawasan Pembangunan Indonesia, Farchad Mahfud, berkata kaedah BFR adalah satu kemestian kepada setiap kerajaan di rantau ini yang mahu mengekalkan pertumbuhan ekonomi mapan serta menguruskan beberapa isu sosial.

“Dengan melaksanakan kaedah BFR, kerajaan boleh mendapatkan penyelesaian pantas yang berpandu kepada hasil dan inisiatif untuk kumpulan sasaran yang memerlukan.”

“Namun, bagi Malaysia sarannya adalah tinggi dan adalah mustahak kerajaan negara ini dapat menyampaikan seperti apa dijanjikan dan paling penting mengekalkan semua perkara yang dibentangkan kepada umum,” katanya.

Pengurus Program Wawasan 2016 Botswana, Dr C Monke, pula berkata cara dan semangat yang ditunjukkan oleh kerajaan, khususnya Perdana Menteri adalah sangat mengagumkan.

转型计划研讨会 14 国盼向大马取经

(吉隆坡 16 日讯) 表现管理和履行单位上个月举办的“快速大成果研讨会”，获得 50 名来自 14 个国家代表的好评，甚至希望向我国取经。

表现管理和履行单位多名高级人员在这场研讨会中，深入讲解及分析我国政府推动政府转型计划及经济转型计划的方式。

这项研讨会是于 11 月 21 日至 24 日举行，主宾是首相署部长兼表现管理和履行单位总执

行长拿督斯里依德利斯。

表现管理和履行单位发文告说，诸如国家关键成效领域、关键经济领域、实验室、开放日及出版年度报告的方式，让许多出席者留下深刻印象。

盼获“快速大成果”

尼日利亚国家策划委员会副主席山苏丁博士说，他将学习表现管理和履行单位专注于传递及有效沟通的方式。

泰国公共领域发展

局代表娜蒂妮说，该局经常都会举行会议，但有关会议无法取得“快速大成果”。

“我会向泰国当局推荐采行实验室的方式，特别是必须将主要的业界代表纳入实验室。”

依德利斯在总结时强调，许多与会代表希望能获得该单位的协助。“由于我们要专注于政府转型计划及经济转型计划，因此我们将在完成任务后，才会向这些国家提供协助。”



依德利斯（左）在研讨会开休息时段，与山苏丁分享推动经济转型计划的心得。