



MALAYSIAN EXPERIENCE OF THE PUBLIC SERVICE DELIVERY JOURNEY



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Delivering Public
Service for the Future



FRAMEWORK OF SHARING: MALAYSIA PUBLIC SERVICE DELIVERY TRANSFORMATION



**Global Scenario:
Public Service
Transformation**



**In Retrospect:
Transformation
Continuum**



**Context for
Transformation:
The Current
Challenges**



**Strategic
Transformation
Framework and Model**



**Transformation
Signature Initiatives**



Impact Assessment

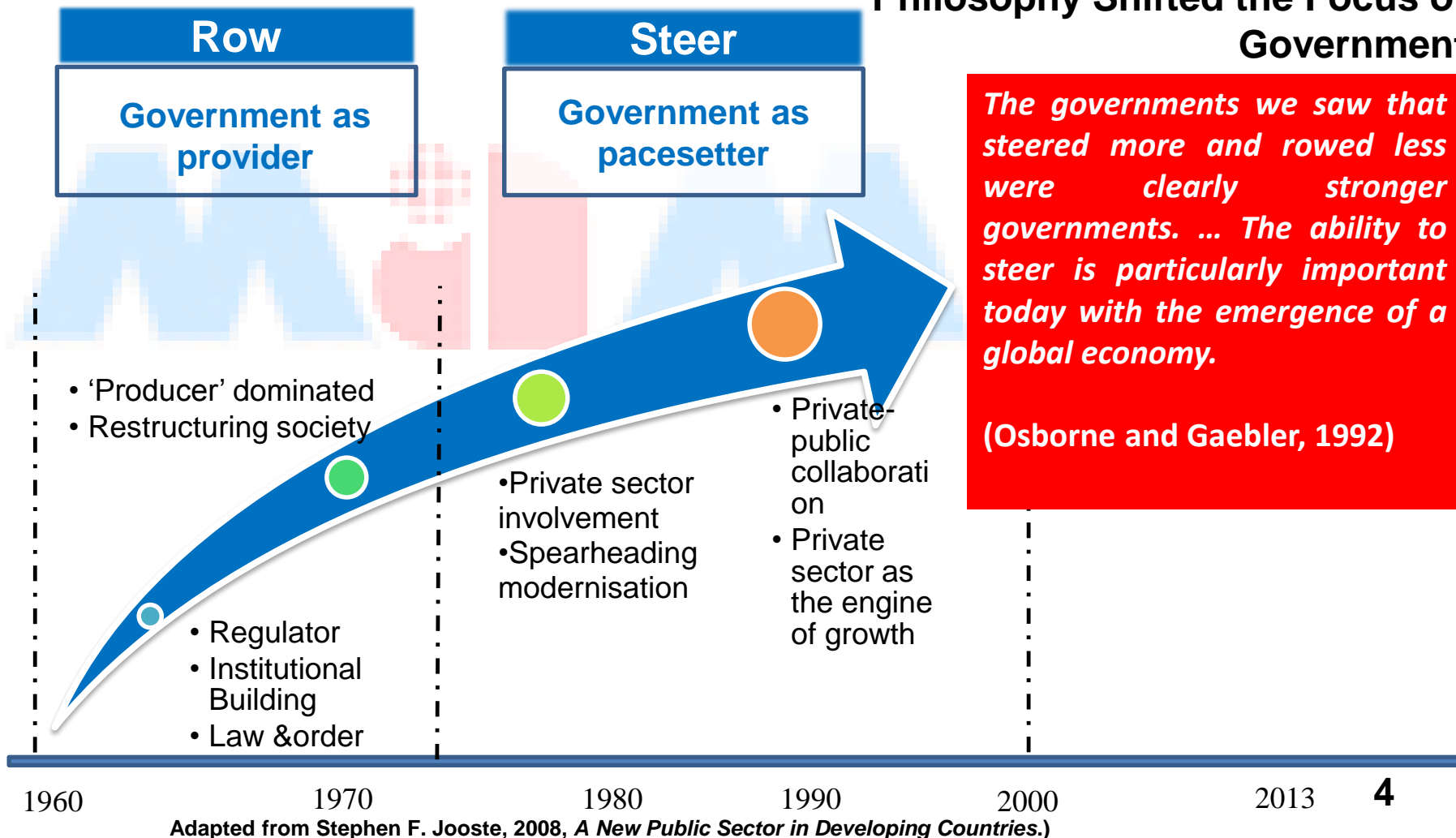


GLOBAL SCENARIO: PUBLIC SERVICE TRANSFORMATION



THE EVOLVING ROLES OF PUBLIC SECTOR

**Reinventing Government
Philosophy Shifted the Focus of
Government**





THE GLOBAL TRENDS

CANADA:

**Collaborative, Innovative,
High Performing, Adaptable**

UK:

Big Society

UK Big Society

- Putting more power in people's hands

MALAYSIA:

**Government
Transformation
Programme**

USA: Open Government

US Open Government

- Enhancing public trust
- Establishing a system of transparency, participation and collaboration
- Promoting efficiency and effectiveness

AUSTRALIA:

Government Reform

Australian Government Administration Reform

- Delivering citizen promise
- Enhancing leadership & strategic direction
- Strengthening workforce capabilities

NEW ZEALAND:

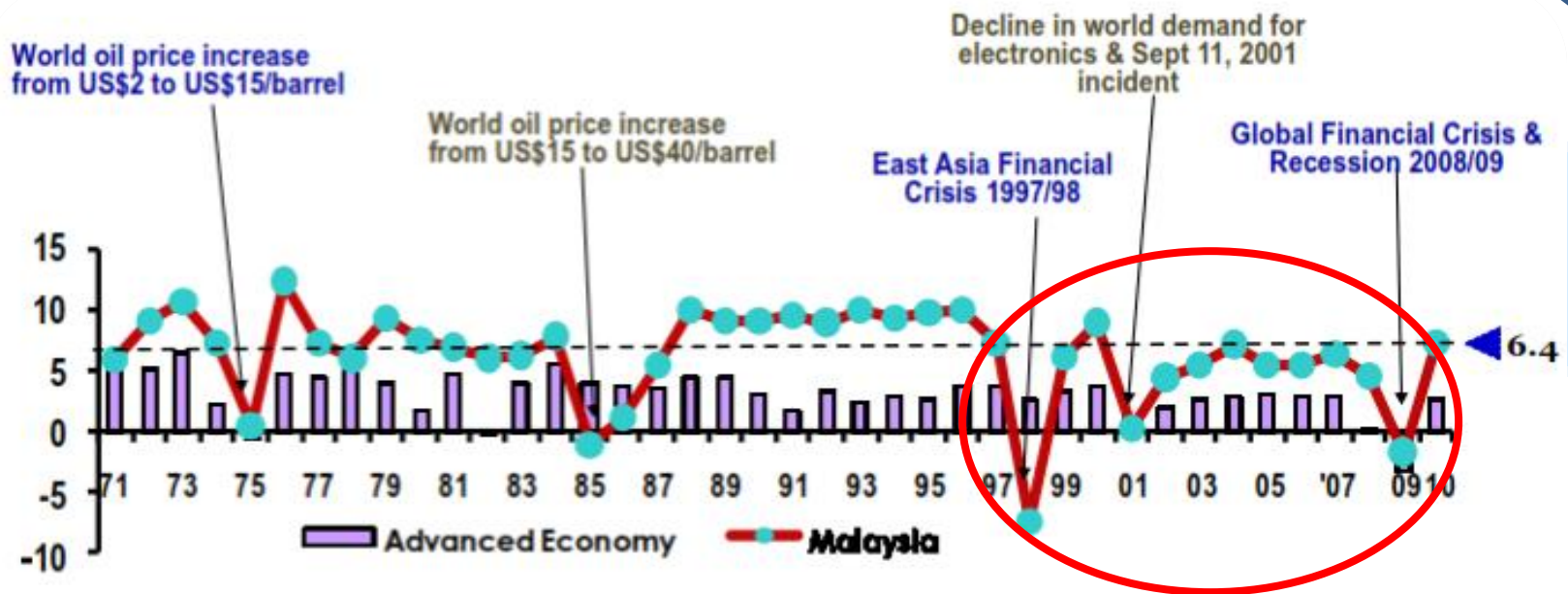
**Results, Services &
Value for Money**



IN RESTROPECT: TRANSFORMATION CONTINUUM



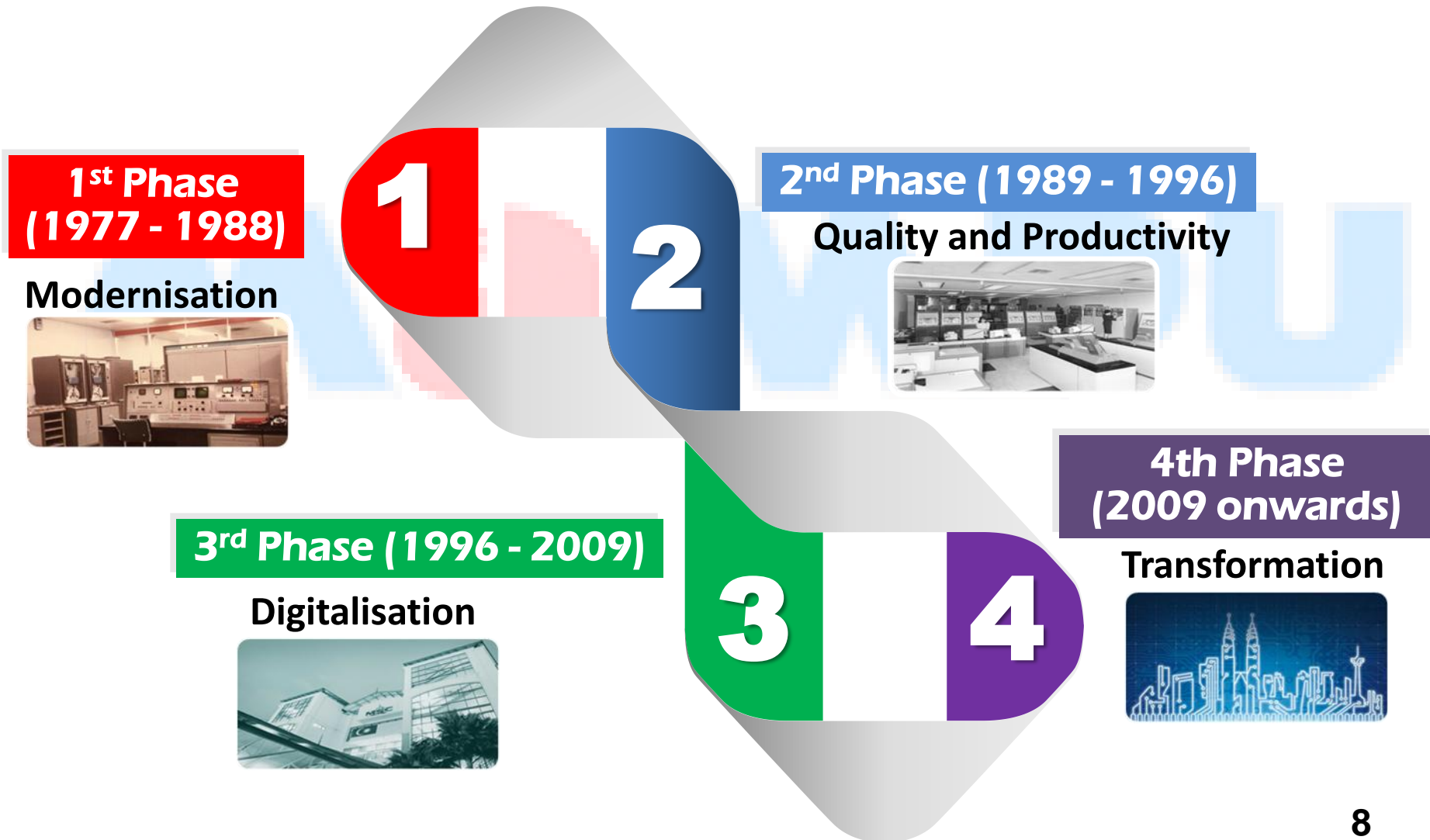
ECONOMIC GROWTH (1971 – 2010)



	% Growth
➤ Average 1971- 1980	7.5
➤ Average 1981- 1990	5.8
➤ Average 1991- 2000	7.1
➤ Average 2001- 2005	4.7
➤ Average 2006- 2010	4.4
	6.3%



AT A GLANCE: DEFINING LANDSCAPE



TRANSFORMATION CONTINUUM



INITIATING REFORM (1960-1976)

- Institutional Development
- Capacity Building
- Human Resource Management



PIONEERING MODERNISATION (1977-1988)

- Excellent Working Culture
- Desk File
- Manual of Work Procedures
- Punch Card System



RIDING THE QUALITY WAVE (1989-1996)

- Public Administration Development Circulars
- Total Quality Management
- Phone Services
- Counter Services
- Client Charter



RESPONDING TO A NEW DIGITAL LANDSCAPE (1997-2009)

- Electronic Govt
- ICT Strategic Plan
- ICT Securities
- Integrated Software



DRIVING THE TRANSFORMATION AGENDA (2010-Present)

- BPR
- NBOS
- Collaboration
- Innovation
- Star Rating
- Awards and Recognitions



CONTEXT FOR TRANSFORMATION: THE CURRENT CHALLENGES



... Malaysia's transformation process has to be far reaching and multi-dimensional in every sense of the word. If you want Malaysia to be fully developed, we must cross the ocean and stay ahead....

NAJIB TUN ABDUL RAZAK
Prime Minister Of Malaysia
68th United Nation General Assembly, New York
29th September 2013

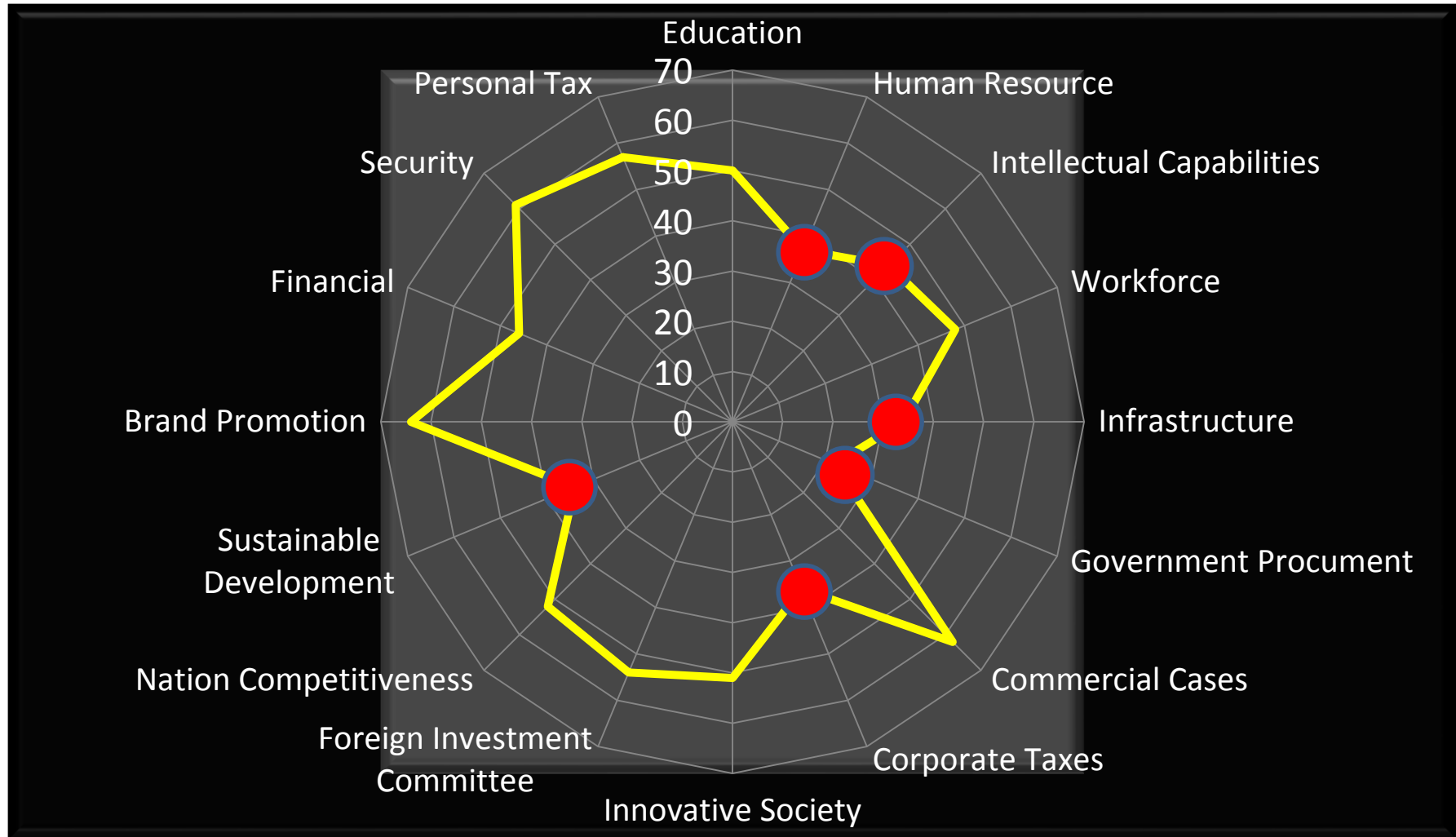
In transforming the public service, we should embark on the concept of **Humanising the Public Service**. This concept requires public servants to deliver the best service to the citizens, simply because the fundamental role of public servants is to serve the people.

DR. ALI HAMSA
Chief Secretary to the Government of Malaysia
CAPAM 2014 Biennial Conference, Putrajaya
19th October 2014





PERCEPTION GAP



Source: American Malaysian Chambers of Commerce, Asian Strategy and Leadership Institute, Associated Chinese Chambers of Commerce and Industry of Malaysia, Branding Association of Malaysia, EU-Malaysia Chamber and Industry, Federation of Malaysian Manufacturers, and Japanese Chamber of Trade and Industry Malaysia. **12**



THE CURRENT CHALLENGES

VISION 2020



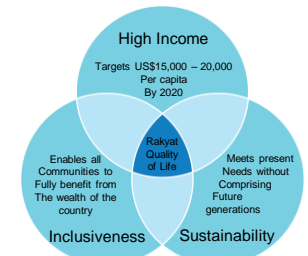
Preservation and
enhancement of
unity in diversity



Effective delivery of
government services



High-income status and
global competitiveness



New Economic Model –
A high income, inclusive
and sustainable nation

1MALAYSIA
*People First,
Performance Now*

April 2009

**Government
Transformation
Programme (GTP)**
7 National Key Result
Areas (NKRAs)

January 2010

**Economic
Transformation
Programme (ETP)**
12 National Key
Economic Areas
(NKEAs)

September 2010

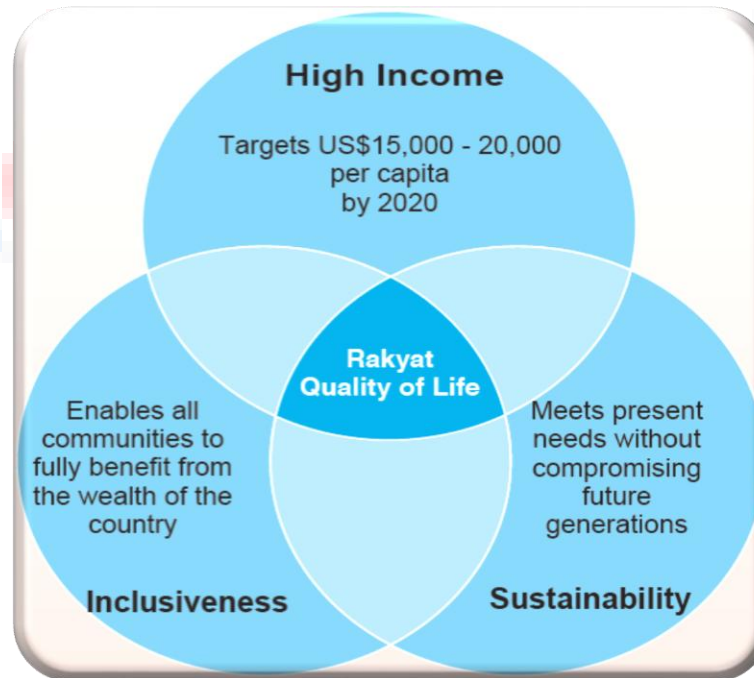
**10th and 11th
Malaysia Plan**
New Economic Model
Macroeconomic
growth targets &
expenditure allocation

June 2010



NEW ECONOMIC MODEL

We have launched the **New Economic Model (NEM)** as a **framework** to begin our journey. NEM comprises **3** components:



NEM – Making us a rich country for **everyone** and for a long time



NEM'S STRATEGIC REFORM INITIATIVES



Implementing
bold policies
across

8
SRI's

- 1 Re-energising the Private Sector
- 2 Developing Quality Workplace and Reducing Dependency on Foreign Labour
- 3 Creating a Competitive Domestic Economy
- 4 Strengthening of the Public Sector**
- 5 Transparent and Market Friendly Affirmative Action
- 6 Building the Knowledge Base Infrastructure
- 7 Enhancing the Sources of Growth
- 8 Ensuring Sustainability of Growth



NEM'S GOALS AND BENEFITS

GOALS

BENEFITS



- 1 Promotes **new way** of doing business in Malaysia
- 2 Economy will be **market-led**
- 3 Investments and productions should be **private-sector driven**
- 4 Economy will be **well-governed, regionally integrated, entrepreneurial and innovative**
- 5 **Fair access** to business opportunities
- 6 A more **effective ecosystem** and more **efficient market** to **facilitate investment** and operations

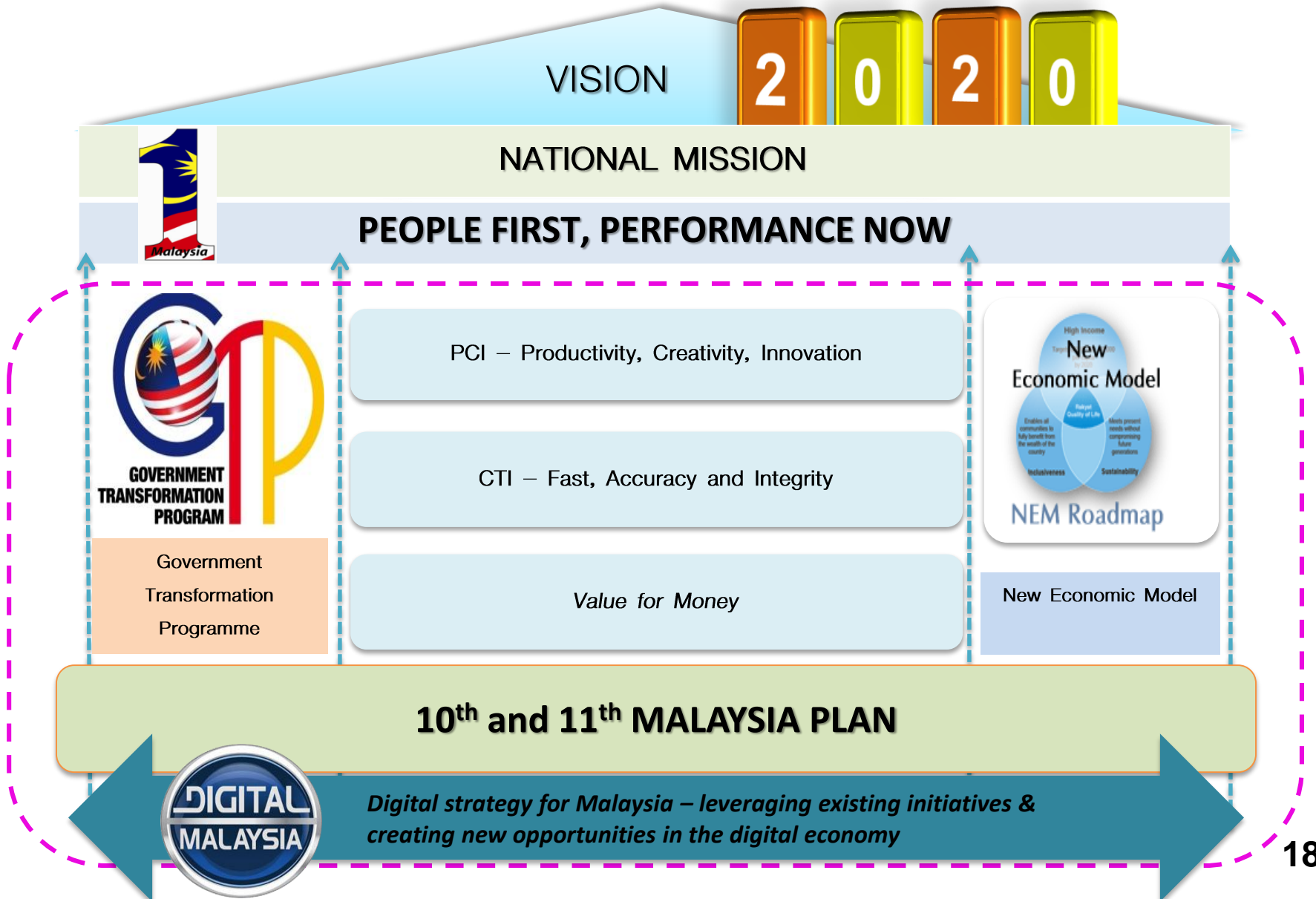
- 1 **Public Services**
Faster approvals across the board
- 2 **Licensing Efficiency**
Elimination of unnecessary licensing and undue regulatory burden



STRATEGIC TRANSFORMATION FRAMEWORK AND MODEL



THE GUIDING BLUE PRINT





TOWARDS TRANSFORMATIVE CHANGES

From

To



The Centre for
Citizenship and
Community

*Inclusion and Connected
Communities in Policy and Practice*



Governing for Citizens

**Bureaucratic
Procedures**

**Government as Service
Provider**

**Rigid Working
Environment**

**Agency Based
Approach**

**Participatory
Governance**

**Simplified
Procedures**

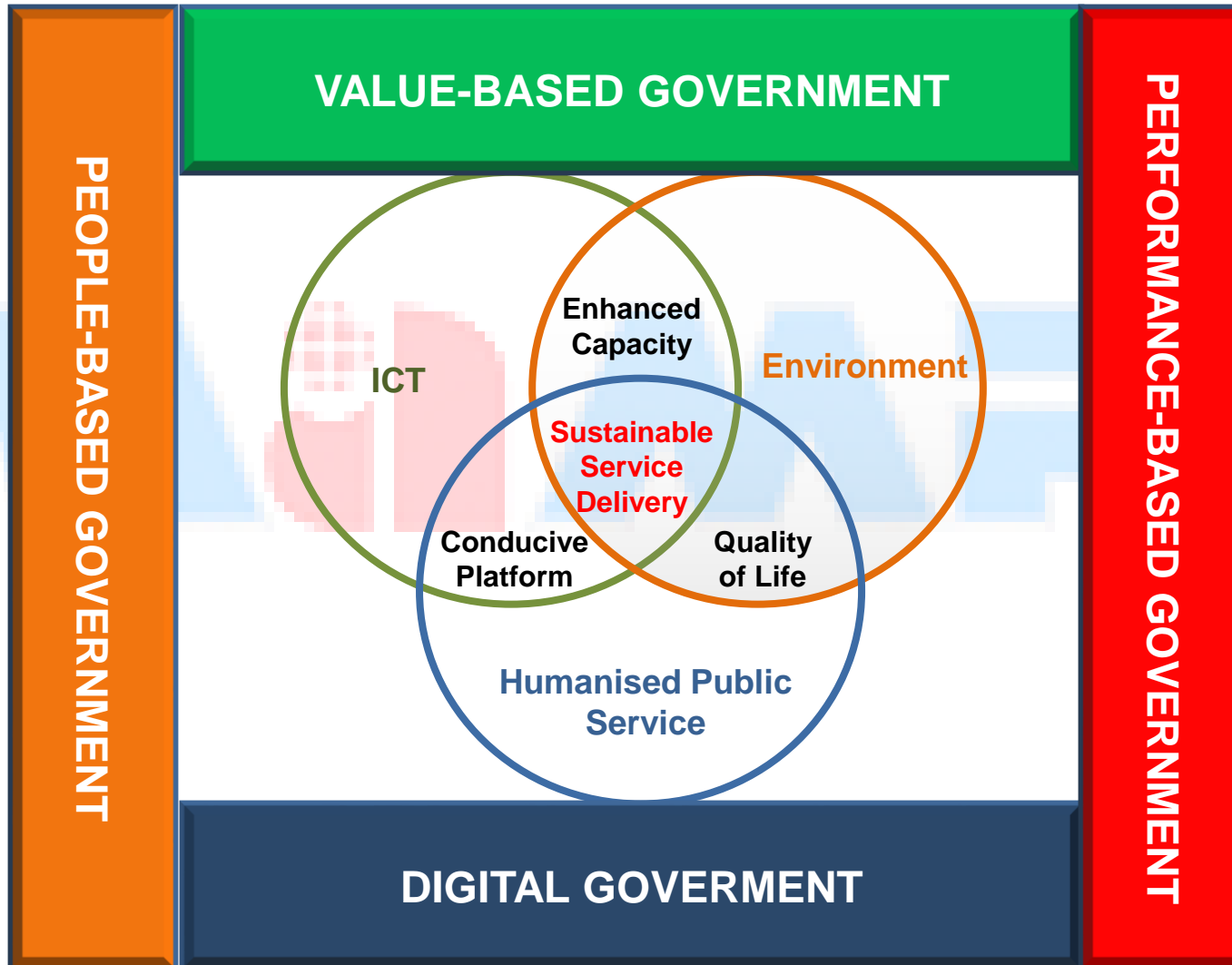
**Government as
Service Facilitator**

**Flexible Working
Environment**

**Service and
Information Based
Approach**

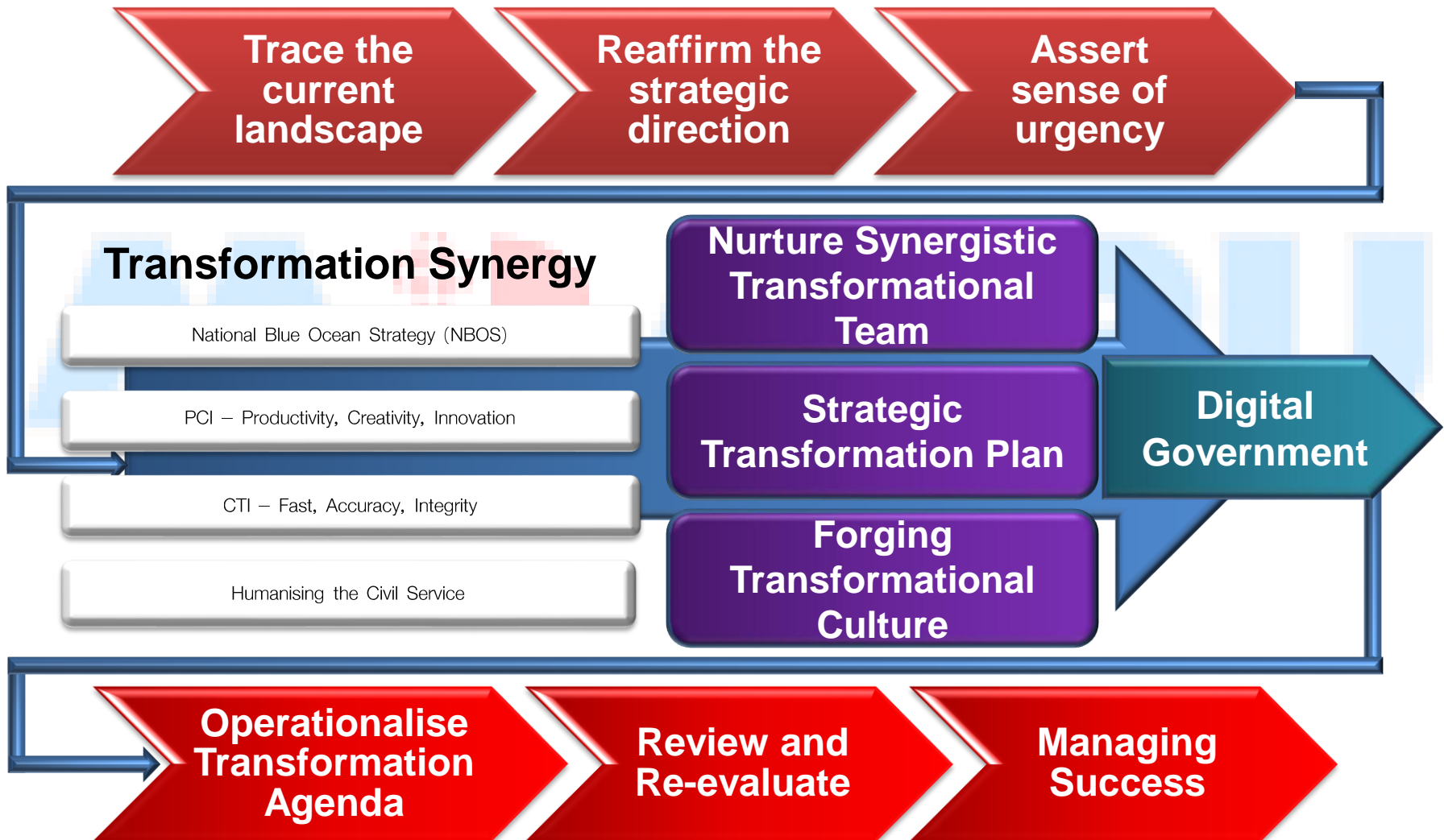


SERVICE DELIVERY MODEL





THE STRATEGIC FRAMEWORK





TRANSFORMATION SIGNATURE INITIATIVES



... DRIVING TRANSFORMATION JOURNEY OF PUBLIC SERVICE DELIVERY SYSTEM



WORK PROCESSES

Work processes and procedures in frontline agencies to be reviewed

Integration of services at the front-end of delivery

Consolidation of inter-agency back-end processes



ICT

Proliferating open data among agencies to enable the innovative use of government data

Encouraging cross-agency data sharing

Leveraging big data analytics to facilitate decision-making within and inter-agency



ENVIRONMENT

Allowing employers and employees to work together to decide on working arrangements such as hours of work, work location and the way work is done.



QUALITY

Adopting green practices through the implementation of green procurement

Strengthening the enabling environment for green growth

Leveraging on the capacity of NGOs and CBO as an alternative service delivery mechanism



... DRIVING TRANSFORMATION JOURNEY OF PUBLIC SERVICE DELIVERY SYSTEM



Management Planning

- Efficiency in Public Service Delivery
- Strengthening Delivery of Services



Work Processes

- Speedy Delivery
- Effective Delivery



Working Environment

- 10 Initiatives to Humanising the Public Service
- Getting to the Next Level of SMART Government



Efficiency Driven

- Towards Business Friendly ICT Systems
- Getting to the Next Level of SMART Government



... DRIVING TRANSFORMATION JOURNEY OF PUBLIC SERVICE DELIVERY SYSTEM



Bureaucratic Procedures

- Reduce un-economical delay to eliminate red-tape
- High impact initiatives



Control Mechanism

- Hand holding
- Consultation



Effective Strategy

- Value delivery
- Risk Management
- ICT Recourse Management
- Measuring Performance



Collaboration

- Facilitator
- Audit Management
- Work procedures improvement
- BPR



IMPACT ASSESSMENT



IMPROVISATION



REGULATORY PROCESSES

448 business licenses at federal level (revised and reduced from 717)

294 licenses at local level (revised and reduced from 1,455)

294 licenses automated into BLESS (reengineered from 897)

SERVICES

10,369 (77%) services provided online (from 13,483 government services)

708 e-payment services by 339 agencies (from 7,122 online services)

98% of government website/portal rated 3 –star and above in 2014 (improvement from 82% in 2011)

1MOCC as a single point contact to answer any public enquiries, complaints, suggestion and feedback (2012)

SAVINGS

RM9.34b savings from Value Management conducted on 214 projects

Total cost saving RM195m from 38,051 post abolished

66 agencies became matrix-based organisations from the exercise of delayering and restructuring



MOVING FORWARD – GLOBAL RANKING

FDI Confidence
Index
(26 countries)

(AT Kearney FDI)

No. 25

YEAR 2013

15

YEAR 2014

Ease of Doing
Business (189
countries)

(World Bank)

No. 20

YEAR 2014

18

YEAR 2015

World Competitiveness Yearbook (60
countries)

(Institute for Management
Development)

No. 15

YEAR 2013

12

YEAR 2014

Global Competitiveness Report
(144 countries)

(World Economic Forum)

No. 24

YEAR 2014

20

YEAR 2015

Global Innovation
Index (143
countries)

(INSEAD & WIPO)

No. 32

YEAR 2013

33

YEAR 2014



CONCLUSION



Transformation agenda is a catalyst and change agent for the government to serve the people's needs and wellbeing, thus contributes to nation's development



We have to adopt and adapt with the circumstances and that is transformation



THANK YOU