



EFFICIENT PUBLIC SERVICE DELIVERY SYSTEM

26

I. INTRODUCTION

26.01 During the Eighth Plan period, various programmes and measures were implemented to ensure an efficient and effective government administrative machinery for continued economic development. These improvements encompassed initiatives under areas such as quality management, information and communications technology (ICT), accountability and management integrity as well as human resource management. The measures to improve the delivery of public services included reducing bureaucratic red tape by simplifying and streamlining systems and procedures, strengthening district and land administration and measuring performance through Key Performance Indicators (KPIs).

26.02 During the Ninth Plan period, in line with the second¹ and sixth² principles of *Islam Hadhari*, efforts will be taken to improve the public service delivery system to further enhance the quality of life of Malaysians, reduce the cost of doing business, encourage private investment and positively influence investor perceptions about Malaysia as a preferred destination for trade and investment. These efforts will include improving district and local level administration, providing seamless and efficient multi-channel government-customer interface, reviewing and streamlining regulatory and licensing requirements, leveraging effectively on ICT and promoting competency-based human resource management to support effective service delivery.

II. PROGRESS, 2001-2005

26.03 During the Eighth Plan period, concerted efforts were undertaken to enhance the delivery of public services to customers and stakeholders. In addition to on-going efforts to strengthen service delivery through quality

¹ "A just and trustworthy government."

² "A good quality of life for the people."

management initiatives, the Government identified the enhancement of the public service delivery system as a key strategic thrust in the economic stimulus package that was implemented in May 2003 to mitigate the effects of the economic downturn faced by the country. The scope of efforts to enhance the public sector delivery system encompassed reduction of bureaucratic red tape as well as improvements in counter services, issuance of licenses and permits, land administration, services of local authorities, investment facilitation, quality management, recognition of excellence, performance measurement, management of public complaints and ICT development.

Reducing Bureaucratic Red Tape

26.04 Ministerial Task Forces were established in 2003 in various ministries and agencies to reduce bureaucratic red tape. The Task Forces improved existing systems and work procedures to ensure efficient service delivery and prevent abuse and corrupt practices; identified, reviewed and amended rules and regulations that hindered the smooth delivery of services; reviewed and recommended enhancements to service standards contained in client charters and acted on customer feedback; and determined the necessary resource requirements to enhance service delivery. The Task Forces reviewed a total of 335 systems and work procedures by the end of 2005. These led to improvements in service delivery especially in terms of faster processing time, among others, by the Construction Industry Development Board (CIDB) in processing applications from contractors in 30 days, down from 60 days; the Inland Revenue Board (IRB) reducing processing time for payment of refunds from two weeks to two days; and the Immigration Department reducing processing time for the issuance of new passports from one week to three days while passport renewals were processed within 24 hours. The Department also introduced the I-Visa initiative to facilitate bulk visa tourist applications from China and India, and in 2005, implemented measures to expedite the issuance of the Professional Visit Pass to assist experts and knowledge workers to carry out specialised services in critical areas.

Licenses and Permits

26.05 Various measures were undertaken to expedite the issuance of licenses and permits and to reduce the cost of doing business. This was undertaken by reviewing the need for such licenses and permits, introducing composite application forms and licenses and extending the validity period of licenses and permits. An important initiative during the Eighth Plan period was the effort to streamline licensing procedures for the hotel industry by integrating 14 different licenses into a composite hotel license. Under this initiative, local authorities were empowered to act as one-stop centres for processing applications of the composite licenses.

Other agencies also implemented initiatives to expedite the issuance of licenses, permits and approvals. The Ministry of International Trade and Industry (MITI) expedited the approval of import and export licenses as well as the Generalised System of Preferences (GSP) licences, while the Ministry of Tourism delegated powers of the Commissioner of Tourism to expedite issuance of various tourism-related licences. These measures were aimed at facilitating the private sector and reducing the cost of doing business.

Counter Services

26.06 Efforts continued to be undertaken to improve counter services so as to be more customer-oriented and business friendly. These included the provision of one-stop service counters to facilitate access to a variety of services as well as ensuring an adequate number of counters and manpower to provide efficient services. Multi-service counters, emergency counters, special counters for the disabled, elderly and expectant mothers, extended service hours, electronic queue management systems and indication of expected serving time were also implemented while customer satisfaction feedback forms were utilised to further improve services to customers. Several frontline agencies implemented proactive measures to enhance their counter services. The Road Transport Department (RTD) provided counter services to meet specific customer needs such as special counters for bulk applications as well as counters for senior citizens and the disabled. The Employees Provident Fund (EPF) deployed customer service personnel to assist customers to obtain services at the appropriate counters. In addition, floor managers were assigned to address the needs of customers with disabilities, expectant mothers and senior citizens.

26.07 Efforts to upgrade counter services at all agencies were strengthened with the establishment of the Customer Service Office (CSO) in 2005, which combined the duties and responsibilities of staff at the Enquiries Counter, Receptionist and the Public Relations Officer. Guidelines were issued to agencies on the establishment of the CSO while a new Customer Service Officer scheme of service was implemented to ensure that the CSO was staffed by qualified personnel. Training programmes on courteous customer service were also implemented to equip the customer service officers with the necessary awareness and skills related to customer services and relations.

Land Administration

26.08 A new package of land administration strategies containing 43 measures to improve land administration was launched during the Plan period. These included the re-engineering of existing work systems and processes as well as the enhancement of related support services. A total of 26 Flying Squads was

also established under the Ministry of Natural Resources and Environment to resolve the backlog of land application cases. In addition, measures such as delegation of powers, filling up of critical vacant posts, enhancing the competency of personnel in land administration and upgrading of facilities at land offices were also implemented.

26.09 Efforts were also taken to expedite the process for surveying land as part of measures to enhance land administration. The procedure for survey applications was reviewed to enable the Survey and Mapping Department (JUPEM) to expedite the preparation of the land title plan in issuing land titles. In addition, the Government also implemented the Land Application Monitoring System (LAMS) to monitor the number of land applications received, processed and approved as well as identify backlog in land applications. These efforts enabled the effective management of land application cases and reduced grievances on land matters.

Services of Local Authorities

PAGE
496

26.10 Various measures were undertaken to improve services provided by local authorities especially those that affect commercial and investment activities. One-stop centres (OSCs) were established in 96 local authorities and state administrations in Peninsular Malaysia to process and expedite the approval of building plans and certificates of fitness for occupation (CFO). The approval of CFOs was expedited by reducing the number of technical agencies involved in the approval process from seven to one, namely the Department of Sewerage Services. In 2005, the Government approved 332 posts to facilitate the operations of OSCs in all local authorities.

26.11 The Ministry of Housing and Local Government and the National Institute of Public Administration (INTAN) conducted a study in 2004 to identify a package of strategies and measures to further improve the management and services of local authorities. The study focused on the needs of customers, namely ratepayers, residents, investors, real estate developers, traders, and non-governmental organisations. The recommendations included short-, medium- and long-term measures in terms of structure, systems and work procedures; leadership and staffing; shared values; technology and work environment; and financial resources. Among others, the recommendations included measures to extend the use of composite licensing to cover a broad range of licences issued by local authorities, strengthening the enforcement function of local authorities, implementing systematic rubbish disposal, ensuring effective standards for maintenance and repair as well as implementing a grading system to assess the level of cleanliness of business premises. A majority of local authorities have implemented the short-term recommendations related to scheduled rubbish collection and disposal, upkeep and maintenance of drainage systems, standards

for the repair and maintenance of public facilities, stringent enforcement action on cleanliness as well as surveillance and monitoring procedures by local authority officials.

Facilitating Investors

26.12 In 2003, as part of efforts to strengthen national competitiveness and attract investors, the Government introduced the handholding facility for investors in the manufacturing sector. The Malaysian Industrial Development Authority (MIDA) appointed Special Project Officers to handhold and assist investors in obtaining the necessary approvals for manufacturing projects from the point of application until the commencement of operations. A total of 3,255 projects was monitored through the handholding facility during the Plan period. This facility complemented other initiatives by MIDA such as the Project Implementation Coordination Unit and State Investment Centres. MIDA also established a Services Section under its Business Information Centre (BIC) to assist investors in specific areas of the services sector. This involved the provision of information on policies, guidelines and procedures for services such as ICT and multimedia, research and development (R&D), logistics, education, offshore banking and health services. The Government also reviewed guidelines for foreign investment by simplifying procedures and shortening processing time from two months to 10 working days.

26.13 In the ICT sector, the Client Services Department of the Multimedia Development Corporation (MDC) provided assistance to potential investors in the ICT sector and in obtaining Multimedia Super Corridor (MSC) status. The MDC processed and assisted about 180 applicants annually, with 1,200 companies to-date having obtained MSC status. The MDC also embarked on developing a conducive infrastructure and human capital through its National Start-Up Development Programme (NSDP), National Lead Generation Programme (NLGP), National Unipreneur Development Programme (NUDP) and MSC TeC initiatives. In the agricultural sector, the Ministry of Agriculture established the Business Development Centre to assist both local and foreign investors to undertake agricultural and agri-business projects.

Quality Management

26.14 The Government continued to implement quality management initiatives under the total quality management programme. Apart from on-going quality management efforts such as quality control circles (QCC), innovations and benchmarking, a major focus during the Plan period was the implementation of the MS ISO 9000 standard and recognising organisational excellence in providing customer-oriented services.

26.15 *MS ISO 9000*. The implementation of the MS ISO 9000 quality management system gained momentum as more agencies adopted the MS ISO 9000:1994 standard. By the end of 2003, a total of 749 agencies obtained certification to the MS ISO 9000:1994 standard. Beginning 1 January 2004, all Government agencies migrated to the new MS ISO 9001:2000 standard, which emphasised meeting customer requirements and measuring customer satisfaction. By the end of 2005, 502 agencies obtained certification to this new standard, as shown in *Table 26-1*.

TABLE 26-1

**GOVERNMENT ENTITIES AWARDED
MS ISO 9001:2000 CERTIFICATION**

<i>Category of Entity</i>	<i>Total</i>
Ministry	8
Federal Department	41
Federal Statutory Body	43
State Secretariat	2
State Department	61
State Statutory Body	24
Local Authority	8
Hospital	25
District Health Office	32
District Health Clinic	171
State Dental Office	1
District Dental Office	11
District Dental Clinic	35
Polytechnic	16
Teacher Training College	24
Total	502

Source : Malaysian Administrative Modernisation and Management Planning Unit

26.16 *Recognition of Excellence*. The Government continued to promote and recognise excellence among organisations through the Prime Minister's Quality Award programme. During the Plan period, the criteria for the Prime Minister's Quality Award were reviewed to further reinforce quality and service delivery among agencies with emphasis on output, management of processes, resource utilisation and top management commitment. Agencies also competed for other awards such as the Premier ICT Award, Innovation Award and Quality Control Circle Award. In 2004, the Premier Local Authority Award and the Premier Land and District Administration Award were introduced to recognise excellent agencies at the local and district levels. Government agencies also received international recognition for excellence in various fields. The National Productivity Corporation (NPC) was awarded the United Nations Public Service Award 2004 under the

'Innovations in the Public Service' category for its database for benchmarking community projects. The National Registration Department (NRD) won the Commonwealth Association for Public Administration and Management International Innovations Bronze Award 2004 for the successful implementation of the innovative MyKad project.

Performance Measurement

26.17 Efforts to enhance services were further strengthened with the introduction of performance measurement and KPIs to support a higher level of service by agencies. The implementation of KPIs was undertaken on a pilot basis in six agencies, namely the Immigration Department in Johor; Kota Bharu Hospital in Kelantan; Melaka Historical City Municipal Council; Petaling District and Land Office in Selangor; National Registration Department in Pulau Pinang; and the Shah Alam Police District and Police Station in Selangor. Based on the results of the pilot projects, a development administration circular was issued in May 2005 to provide guidelines on the implementation of KPIs to measure the efficiency and effectiveness of processes, productivity of resources as well as the level of customer satisfaction. The first phase of the implementation of KPIs targeted all front line Government agencies.

Strategic ICT Development

26.18 The Government launched the Malaysian Public Sector ICT Strategic Plan in August 2003 to provide clear direction on the utilisation of ICT for service delivery. The ICT Strategic Plan identified several high impact community initiatives that involved the provision of multiple agency services from a single point. These included the business community portal, citizen-centric portal, Government-2-Employee Portal, e-Social Services, e-Learning, e-PBT for local authorities, e-Tanah for land administration, On-line Income Tax Services and an Integrated Financial Management System (SPKB).

26.19 The e-Government initiative that was introduced as one of the MSC flagships continued to be implemented to further improve the delivery of public services. A significant achievement was the implementation of the Public Service Portal known as myGovernment, which provided a one-stop window to information and services of public sector agencies over the Internet. By the end of 2005, the myGovernment portal provided links to 844 agency websites at the federal, state and local levels. It also provided access to 2,554 downloadable forms and 364 online services. In addition, the Project Monitoring System, SPP II, which provided a mechanism for the planning, control and monitoring of development projects at the federal, state and district levels, was rolled out to 938 development sites nationwide. The e-Services project for the on-line delivery of Government services included on-line theory test taking for driving licenses, the renewal of

driving licenses and the payment of bills online. By the end of 2005, a total of 2.16 million candidates sat for the driving theory test at approved sites. Under the e-Procurement project, 104,650 suppliers registered with the Ministry of Finance with 37,160 suppliers being e-Procurement enabled. Another e-Government project, the e-Syariah, was implemented in 102 Syariah courts to enhance the productivity and upgrade the quality of services at Syariah Courts. In addition, the e-SPKB payment system for electronic payments was strengthened while the Shared Services Outfit (SSO) was established to provide network services for public sector agencies in Putrajaya.

26.20 Numerous agency-specific applications were also developed and enhanced during the Plan period. The Royal Malaysia Police implemented the Police Reporting System (PRS) and the Computerised Accident Reporting System (CARS) to standardise the reporting of complaints and accidents and to facilitate the making of police reports. The Public Service Department implemented the Pensions Online Workflow EnviRonment (POWER) project to enable Government pensioners to receive their pensions on time. The IRB implemented the *Sistem Taksir Sendiri* (STS Syarikat) to enable companies to submit their returns online. Travel agents registered with Immigration Attachés abroad were able to submit applications for visas without referees in order to save cost and time. The RTD implemented the *e-Hakmilik*, *e-Daftar* and *e-Insurans* applications as part of efforts to enable the effective verification and authentication of information pertaining to the ownership and registration of motor vehicles.

26.21 The Smart Partnership Programme continued to further facilitate the application of common systems across agencies. A number of Government agencies and several state governments saved time and cost by modifying and using application systems implemented by other agencies, such as the adoption of the Penang State Government Financial and Accounting system (SPEN) by Perak, the Local Authority Integrated Accounting System of Perak being implemented in Kedah; and the *Sistem Kutipan Hasil Tanah* (LARIS) of Negeri Sembilan being adopted in Melaka.

26.22 During the Plan period, the Government also initiated the Open Source Software (OSS) programme as an additional software choice to increase interoperability among ICT systems and accelerate growth in the local ICT industry. A public sector OSS master plan and an interoperability framework for OSS were also developed as a guide for implementing OSS applications. In addition, an Open Source Competency Centre (OSCC) was established in Cyberjaya in 2004 as a reference centre for OSS.

26.23 ICT security measures were instituted as an integral component of good ICT governance. These included acculturation, standards, incident reporting

and monitoring mechanisms to protect Government ICT assets and information. In addition, the *Pemantauan Rangkaian ICT Sektor Awam Malaysia* (PRISMA), the government security command centre was established in 2002 to address ICT security threats. By the end of 2005, the electronic management and monitoring of potential security threats benefited 250 Government agencies.

Management of Public Complaints

26.24 Public sector agencies continued to emphasise measures to manage public complaints more effectively. In particular, the Public Complaints Bureau (BPA) stepped up efforts to promptly deal with complaints received from the public. On average, 50 per cent of complaints received by the BPA were on the failure or delays in attending or responding to the needs of customers. The number of complaints received and resolved by the BPA during the Plan period is shown in *Table 26-2*.

TABLE 26-2
COMPLAINTS RECEIVED AND RESOLVED, 2000-2005

Year	Received	Resolved
2000	3721	2695
2001	2769	2549
2002	3452	2753
2003	3199	2591
2004	2756	2252
2005	2707	2247

Source: Public Complaints Bureau

Public-Private Sector Collaboration

26.25 The Government leveraged on public-private sector collaboration to enhance the level of its services to the business community. Mechanisms such as consultative panels and dialogues facilitated co-operation in the spirit of Malaysia Incorporated. The Malaysia Incorporated Officials Committee continued to be an important channel to obtain feedback from the private sector in reducing service delivery obstacles. These included feedback on the operations of the OSC for the approval of building plans and CFO; service level agreement (SLA) for the supply of electricity for housing development; establishment of the Construction Labour Exchange Centre (CLAB); adoption of standard guidelines for business signage by all local authorities; impact of the amendments to the Money Lenders' Act 1951; and the review of medical treatment and hospital benefits under the Foreign Workers Compensation Scheme.

III. PROSPECTS, 2006-2010

26.26 During the Ninth Plan period, the Government will emphasise key areas of service delivery in meeting the requirements and expectations of all stakeholders. In this regard, weaknesses in the delivery of services will be addressed by ensuring that public sector agencies facilitate transactions with their customers and the private sector to reduce the cost of doing business. Steps will be taken to enhance the public sector delivery system by improving the administrative machinery at the district level, providing more service channels, reviewing and simplifying rules, regulations and work procedures as well as expediting the issuance of licenses, permits and approvals for trade, investment and commercial activities. At the same time, services rendered will be evaluated through performance measurement while ICT will be leveraged to support service delivery. The strategic thrusts to enhance the delivery of public services are:

- focusing on district and local level administration as a priority area for enhancing service delivery;*
- providing efficient and multi-channel Government-customer interface and simplifying systems and work procedures;*
- reviewing and streamlining regulatory requirements;*
- monitoring and measuring performance;*
- ensuring competency-based human resource management to support effective service delivery;*
- managing public complaints for better service delivery;*
- deploying ICT applications and infrastructure to support service delivery; and*
- conducting dialogues with the private sector to support economic growth and competitiveness.*

District and Local Level Administration

26.27 The Government will undertake measures to further strengthen the three main entities at the district administration level namely the district office, land office and local authority. The scope of functions and responsibilities of the district office will be enhanced through organisational restructuring, re-engineered processes, human resource development, deployment of ICT and streamlining the roles and responsibilities of the District Officer and agencies involved. In addition, districts would be classified as metropolitan, urban and rural to reflect the different level of services required under each of these classifications.

Efforts will be taken to ensure that more district and land offices as well as local authorities adopt the MS ISO 9000 quality standard for their core processes.

26.28 The Government will take the necessary measures to implement the e-Tanah project during the Ninth Plan period to further enhance land administration delivery systems in a comprehensive manner. Under this project, 24 main land administration processes will be enhanced and automated through the integrated utilisation of technology to support various land transactions. The e-Tanah project will be implemented in Pulau Pinang and upon the assessment of its capabilities by 2008, the project will be extended to the other states. In addition, the Government will implement the e-Consent application in all land offices. The implementation of e-Consent will facilitate and expedite the process of obtaining consent for the transfer of land titles and for mortgages.

26.29 The Government will ensure that the medium- and long-term measures that were identified by the joint study of the Ministry of Housing and Local Government and INTAN in 2004 are implemented by all local authorities during the Ninth Plan period. The OSCs at all local authorities will be expanded to provide the full range of services covering approvals for planning and development, issuance of licences and permits and the collection of fees and fines. In this regard, the Government will also review and take steps to strengthen the workings of local authorities to remove obstacles to the efficient and effective delivery of services to ratepayers, traders, investors and residents. At the same time, the Government will ensure that the core function of the local authority as the local planning agency is carried out in an effective and transparent manner.

Multi-channel Services

26.30 Efforts will continue to be undertaken to provide customers greater accessibility and choice in obtaining Government services. This will include expanding and strengthening existing OSCs and service counters, promoting the use of e-channels and mobile devices as well as improving monitoring and feedback mechanisms. In this regard, the Government will ensure the expansion of online services hosted by the myGovernment portal to include all core services provided by frontline agencies. In addition, existing online services provided via the e-Services initiative will be streamlined and consolidated under myGovernment. The Electronic Government Activities Act and Electronic Government Transactions Act will be enacted during the Plan period to further boost the uptake of online services.

26.31 The Government will also continue efforts to provide seamless and efficient services by reducing bureaucratic red tape. Work processes and procedures

will be reengineered and simplified while more decision centres will be established to enable effective and speedy decision-making. Inter-agency cooperation will be streamlined and enhanced to improve information sharing. The Ministerial Task Forces on Reducing Bureaucratic Red Tape will be further strengthened to enable them to act more effectively in reducing red tape and improving services provided by their respective ministries and agencies. The Government will also provide greater emphasis and allocate additional resources for areas facing high service delivery demands such as the management of court cases and public health care system in hospitals. In addition, the Government will undertake concerted efforts to revamp existing systems and procedures as well as expedite various approvals and permits to further facilitate the ease of doing business in the country.

Reviewing Regulatory Requirements

26.32 Statutes and regulations will be reviewed to further simplify and eliminate cumbersome regulations and procedures. More self-regulation approaches will be considered to ensure faster approvals for business permits and licences while promoting greater transparency. Efforts will also be undertaken to empower professional bodies to monitor and certify compliance with administrative and statutory provisions. As part of this effort, the Certificate of Completion and Compliance (CCC) will replace the existing CFO for completed buildings. Similarly, more disclosure-based regulations will be adopted to promote transparency as well as to expedite approvals, permits and licenses for various commercial transactions. While easing the regulatory and licensing application procedures through this approach, the Government will ensure stringent enforcement of penalties for wrongful disclosure and non-compliance.

Performance Measurement

26.33 The performance of the public sector delivery system will continue to be monitored and assessed. A major focus will be the implementation of performance measurement through the implementation of KPIs in the public sector. By the end of the Ninth Plan period, KPIs will be implemented in all front line agencies and their branches nationwide. Other public sector agencies will also implement KPIs as part of efforts to enhance organisational performance. Efforts will continue to be undertaken to assess the performance of agencies through systematic inspections, management audits and compliance with the MS ISO 9001:2000 standard.

26.34 The Government will continue to promote and recognise excellence and high performance among public sector agencies at all levels through evaluation against excellence criteria under the Prime Minister's Quality Award programme.

To further consolidate service delivery and motivate agencies to continuously improve services to customers, the Government will also implement a rating system for all ministries and their agencies. Under the rating system, the performance of agencies will be assessed according to stipulated criteria as well as feedback from customers.

Competent Human Resource

26.35 The efficiency and effectiveness of the public service delivery system is dependent on the quality of the public sector workforce. Towards this end, the Government will further strengthen competency-based human resource management to nurture a workforce with the right attitude, skills and knowledge. The required generic, specific and technical competencies will also be developed, based on the needs of the work environment and job requirements. In addition, appropriate assessment systems will be adopted and the inculcation of positive values and work ethics will be promoted. The Government will also ensure that front line agencies are staffed by appropriate personnel who are selected according to set criteria to provide efficient and courteous services to their customers.

26.36 At the same time, the Government will continue to implement the necessary strategies and initiatives to strengthen individual and organizational performance in the public sector. This includes setting clear strategic directions whereby the public sector's vision and direction is aligned with the national agenda; strengthening organizational capacity by ensuring that agencies are equipped with the appropriate structures, systems and processes that enable them to function effectively; instituting a comprehensive public service training and competency development plan to produce a knowledgeable and competent workforce; enhancing workforce performance through a human resource management system that is capable of planning, attracting and retaining talented employees through a conducive work environment, work-life balance and compensation package; and building a high performance work culture based on positive values and work ethics.

26.37 The Government will intensify measures to upgrade the competency and skills of its workforce through effective training programmes. In this regard, the capacity and capability of public training institutions will be strengthened to cater to the training needs of the public sector work force. With the establishment of the Advanced Leadership and Executive Development Centre, INTAN will take on the role of providing executive education for top-level officials. INTAN will also work with highly qualified resource persons and established institutions to conduct specialised programmes. More emphasis will be given to the development of language and communication skills, particularly proficiency in the English language among entrants to the public sector. The Government will also ensure that other training and development institutes such as the Malaysian Customs

Academy (AKMAL), the *Institut Aminuddin Baki* (IAB), the Judicial and Legal Training Institute (ILKAP), the *Institut Tanah dan Ukur Negara* (INSTUN) continue to upgrade their training and development programmes to meet requirements in their respective fields.

Managing Complaints

26.38 The Government will ensure that public complaints are managed effectively to enhance service delivery. Customer complaints will continue to be utilised as a means of rectifying weaknesses and preventing recurrent service delivery shortfalls. In line with this, the management of customer complaints in the public sector will be further enhanced through more responsive and proactive mechanisms including implementing computerised public complaints management systems to receive, address and monitor all public complaints. The CSO and the 'Meet Your Clients' day initiatives will continue to be leveraged to address the needs of customers. To further consolidate the monitoring and feedback mechanism, the BPA will conduct scheduled public polls to gather feedback on the implementation of projects under the Ninth Plan as well as monitor various aspects of service delivery by public sector agencies. In addition, to address complaints on inadequate enforcement, the Government will take the necessary steps to enhance the capacity of agencies to undertake enforcement functions more effectively.

Deploying ICT Infrastructure and Applications

26.39 Effective measures will be instituted to ensure the availability of a well planned, secure and reliable infrastructure to support a wide spectrum of ICT systems and applications across Government agencies. The SSO will expand its services to cover a further 30 agencies and 12,000 additional users. At the same time, steps will be taken to enhance EG*Net, the dedicated and secure telecommunications network that was developed to support all agencies implementing e-Government projects.

26.40 Efforts will be intensified towards the formulation of ICT strategic plans (ISPs) for all Government agencies based on the provisions of the Malaysian Public Sector ISP framework. This will involve greater coordination and streamlining of intra- and inter-agency ICT initiatives as well as promoting the use of appropriate technology to enhance access to and delivery of Government services. The Government will also embark on the implementation of high impact community-based, enterprise-wide and agency-specific ICT applications. In this regard, the e-PBT project will be implemented during the Plan period to enhance the ability of local authorities in delivering core functions including planning and development, revenue collection, financial management and public complaints. The e-PBT project will be extended to all local authorities by the end of the Plan period. Similarly, the e-Social Services project involving the Ministry of Women, Family

and Community Development and 13 related agencies will be implemented to provide online social services and information related to welfare aid and social development programmes. The Public Sector e-Learning Blueprint developed in 2005 will be implemented to enable Government personnel to benefit from life-long learning and allow streamlined planning for generic training courses.

26.41 The Government will continue to ensure the wide-scale deployment of e-Government applications such as e-Procurement, Project Monitoring System, ELX, Human Resource Management Information System (HRMIS) and Generic Office Environment (GOE). Efforts will also be taken to improve the capability and performance of the core functionalities of these applications to ensure that they will deliver the intended benefits. In the case of the e-Procurement project a further 2,342 responsibility centres will be enabled by 2009.

26.42 The Government will take steps to showcase and market e-Government applications that have been developed in partnership with local and international ICT companies and have proven to be leading-edge multimedia applications. As the holder of intellectual property rights for these applications and given the interest shown by countries such as the United Arab Emirates, Saudi Arabia, Sudan and Syria for e-Government products and consultancy services, the Government will support efforts to commercialise e-Government products in the global market through the MDC.

26.43 During the Ninth Plan period, efforts to enhance the protection of public sector assets and information will be intensified in ensuring information confidentiality, integrity and availability within the public sector. In this regard, the facilities provided by PRISMA will be extended to cover the ICT infrastructure of all Government agencies while its ability to track and analyse cyber threats will be enhanced through the provision of an early warning system, proactive and reactive incident response capabilities and active 24x7 monitoring of Government ICT networks. In addition, the Government will ensure that all agencies adopt the Public Sector Risk Assessment Methodology (MyRAM) as part of efforts to mitigate security risks and focus on compliance with established standards. At the same time, regular ICT security audits, inspectorate and risk assessment will be conducted to ensure that agencies comply with ICT security standards and that ICT security requirements are included as part of specifications in the procurement of ICT systems and applications. Overall, ICT security initiatives will aim to ensure that all ICT assets in public sector agencies are managed in compliance with stipulated ICT security requirements and standards.

Public Safety and Security

26.44 Efforts will be taken to enhance the maintenance of public safety and security to further improve the quality of life. In this regard, the ten strategic

thrusts identified by the Royal Commission to Enhance the Operations and Management of the Royal Malaysia Police will be implemented.

Public-Private Sector Collaboration

26.45 The Government will also seek to further enhance the level of consultation with the private sector on new policy initiatives and legislation that impact their activities. In this regard, the Government will, wherever possible, publish and make available to the private sector proposed policy initiatives and draft legislation for comments and inputs. The Government will also continue to leverage on the expertise, knowledge and experience of the private sector in further upgrading its service delivery mechanism. Private sector feedback on impediments to service delivery will continue to be utilised to assess existing levels of service delivery and provide more efficient and effective services.

IV. INSTITUTIONAL SUPPORT

26.46 Steps to improve the public service delivery system will involve the combined efforts of various agencies. The Malaysian Administrative Modernisation and Management Planning Unit (MAMPU) will be the catalyst and co-ordinator for the overall process of improvements. An excellent public service delivery system will require the right kind of personnel and the Public Service Department and INTAN will have key roles in the selection and training of such personnel. The emphasis on delivery at the local level will directly involve the Ministry of Housing and Local Government, state administrations and local authorities as well as the Director General of Lands and Mines and district and land offices. In addition, all front line agencies will institute measures to improve delivery of their services. The BPA, through the complaints received, as well as through feedback polls, will provide feedback to Government agencies to ensure continuous improvement.

V. CONCLUSION

26.47 The Eighth Plan period saw the introduction of a wide range of initiatives to upgrade the delivery of public services in supporting national competitiveness and meeting the requirements of customers and stakeholders. The scope of efforts to enhance the public sector delivery system encompassed land administration, services of local authorities, investment facilitation, quality management, performance measurement, consolidated licenses and permits, improvements in counter services, management of public complaints, reduction of bureaucratic red tape and ICT development. The commitment to enhance the

efficiency and effectiveness of the public service delivery system will continue during the Ninth Plan period with the Government taking steps to continuously review and improve services in strategic areas. These efforts will include improving district and local level administration, providing seamless and efficient multi-channel government-customer interface, reviewing and streamlining regulatory and licensing requirements, leveraging effectively on ICT and promoting competency-based human resource management. These measures are expected to further reduce the cost of doing business, encourage private investment and positively influence investor perceptions about Malaysia as a preferred destination for trade and investment.