

20/08/2016 - Closing Speech CAPAM Biennial Conference 2016 By YAB Deputy Prime Minister

Bismillahirrahmannirrahim,
Assalamualaikum warahmatullahi wabarakatuh,

Yang Berbahagia Tan Sri Dr. Ali Hamsa
President of CAPAM & Chief Secretary to the Government of Malaysia,

Ms. Gay Hamilton
Chief Executive Officer of CAPAM,

Honourable Ministers, and Heads of Civil Service from the Commonwealth nations,

Distinguished Guests, Ladies and Gentlemen,

1. A very good afternoon to each and every one of you who are present here today. I am delighted to join you all at the closing session of the CAPAM Biennial Conference - a conference that is dedicated to promote insightful dialogue, theoretical and practical knowledge exchange and networking amongst governments from the Commonwealth countries. I hope the conference has given you an opportunity to share expertise and experiences on public administration and management and best practices. Your presence has been invaluable and, has helped make this event a great success. It also signals the importance that you, as well as the countries and organisations that you represented, an acknowledgement on the role of CAPAM in promoting good governance in public sector administration and management. The Government of Malaysia is honoured to host this conference and to be given the responsibility to guide our collective agenda forward.

Distinguished Guests, Ladies and Gentlemen,

2. The central conference theme, “Innovation: A Public Service Imperative”, indicates that innovation is transforming the way government today interacts with its citizens, civil society, and the private sector, especially in today’s challenging world and the society’s changing expectations. Society now has become more accustomed to the use of social media and communication through mobile platforms that have changed where, when and how information and services are delivered. All these developments demand the government to be more effective in using innovation and bringing innovative solutions into services by taking advantage of the emerging technologies and trends.

3. Accelerating urbanisation and technological changes are just some of the developments that are causing governments around the world to rethink the way they deliver their services. To that, innovation plays a crucial part in the public sector service delivery as continuous improvement is required to sustain the effectiveness of public sector delivery. The ability to innovate is now a top priority for organisations everywhere.

Distinguished Guests, Ladies and Gentlemen,

4. A high performance public service is a service with strategic clarity, solid execution, strategic resource management and performance-oriented organisational culture. In this regard, public service must be able to look ahead, forecast, scout and utilise new technologies to innovate the service delivery system. Innovation is the key to the successful implementation of any government transformation initiatives today.

5. The key issues for improvement in public service delivery always feature customer satisfaction and expectation as the benchmark. In addressing public expectation, the quality of public service delivery becomes the focal point. In the case of Malaysia, it has become the number one objective of the Government under “1Malaysia - People First, Performance Now” principle. Malaysia’s Government Transformation Programme (GTP) was launched on 28 January 2010 aimed at, amongst others, transforming the Government to be more effective in delivering results in areas of major concern for the people through higher efficiency and

accountability. The expected consequence of this transformation measure is about generating a robust economic growth to further improve the quality of life and welfare of the people.

6. In order to attain its objective of becoming a high-income nation by the year 2020 Malaysia is engaged in efforts to enhance the performance of its public service delivery system. As outlined in the Eleventh Malaysia Plan (2016-2020), the improvements in the civil service will focus on enhancing the efficiency and productivity of the civil service as a whole. In realising this, all government agencies must give great emphasis in introducing innovation in all aspects of administration, including management and service delivery to the people. Innovation has and will be an important driver to further elevate the role played by the public service as it creates high value-added services at lower cost.

7. Citizens, who are clients to the public service, have always been given top priority with great emphasis on speedy execution through innovative and creative approaches. Being accountable to the citizenry also means being accountable to ourselves and those nearest and dearest to us. It is with this that the Malaysian Government has introduced the concept of 'Humanising the Public Service' (or *Merakyatkan Perkhidmatan Awam* in our language) in 2012. Through this concept, we are entrusted to ensure the highest degree of responsibility, professionalism, usefulness, efficiency and ethics is practiced and delivered within the civil service.

8. Several significant steps have been taken by the Government of Malaysia, including the establishment of Innovation Units in all government agencies, as well as the creation of the Public Sector Innovation Hub as an online repository for innovations and best practices in the public sector.

9. The Government's innovation agenda has also given focus on promoting innovative activity across the Malaysian economy. The continuing effort of innovation through the National Blue Ocean Strategy (NBOS) has proved that the government has adopted an innovative and creative strategy in delivering touch point services to the people. When first implemented in 2009, there was only one NBOS initiative involving a few agencies; but today,

the number of initiatives has grown to 78 involving some 80 ministries and agencies nationwide. NBOS has been very influential and effective in reducing operational costs of the public service today besides fostering innovation culture among government agencies.

LEADERSHIP CHALLENGES

Distinguished Guests, Ladies and Gentlemen,

10. Leadership is vital for innovation initiatives in today's vibrant working condition. Public sector leaders are urged to function with fewer resources and continually find new ways to tackle challenges. Mobilising new sources of ideas that are better suited to today's technologies, norms, and expectations of the citizens will allow leaders in the public sector to respond coherently to ever increasing challenges. Leaders in public sector organisations need to capture best practices from other organisations (in both the public and private sectors) to drive innovation.

11. Leadership also plays a crucial role in creating a culture of innovation in the public service to achieve lasting and meaningful change within the organisation. Creating a culture of innovation involves changing old mind sets, and that takes time. The challenge is that, as an organisation grows, management structures and bureaucracies, which are designed to channel growth, tend to create barriers. The commitment of establishing the right psychological conditions for innovation needs to start at the top, which means that leaders need to consider their own practices and their role in creating new processes and changing their organisation's culture. Forging and organisational culture that promotes innovation, getting closer to customer to find out what they really need and directing innovation accordingly, is more important than ever.

12. In this regard, I see the CAPAM Biennial Conference as a relevant mechanism to promote active exchange of ideas related to innovation in the public service among Commonwealth countries. I believe CAPAM can play an effective role in nurturing a culture of

innovation in the public sector by hosting more forums to share best practices, particularly among Commonwealth nations.

TECHNOLOGY CHALLENGES

Distinguished Guests, Ladies and Gentlemen,

13. The phenomenal growth of digital technologies and their revolutionary impact on information and communications technology or ICT, have led to massive enhancements to the human endeavour. These have, among others, brought changes to the management of Government functions and the way business is conducted.

14. To capitalise on the full the potential of digital technologies, various ICT initiatives have been developed as efforts to enhance the public service delivery systems and create a conducive environment for the business sector when dealing with Government agencies.

15. Technological innovations designed to increase transparency and accountability have offered great potential to bring citizens closer to the policy making process through new and improved channels of participation as well as citizen monitoring of government. Cisco, worldwide leader in IT, who terms the “Internet of Things”, “The Internet of Everything,” predicts that 50 billion devices, including our smartphones, appliances, and office equipment will be wirelessly connected via a network of sensors to the internet by 2020. With technology development and innovation, I believe these new challenges will certainly compel the public sector to look into ways to leverage on ICT effectively so as to provide greater decision making tools.

Distinguished Guests, Ladies and Gentlemen,

16. I am happy that this Biennial Conference has concluded with very concrete outcomes as contained in the Statements of the CAPAM 2016 Biennial Conference, and the 6th Commonwealth Ministers for Public Service Biennial Forum. Congratulations to the Drafting

Committee for the excellent work in preparing the Conference Statements. It is our hope that the best practices and innovations that have been showcased during the Conference will become benchmarks for replication to improve public service delivery across the Commonwealth.

17. It is our hope too that CAPAM can play a leading role in nurturing strong professional networking among its members to work together across boundaries in bringing significant impact to their respective citizens. This indeed can be realised by hosting more networking events in the future as networking is about connecting with people, building and nurturing relationships, sharing information, pooling resources and expanding our contacts. It is also an effective way to build, nurture, and maintain mutually-beneficial relationships among the CAPAM members.

18. It gives me great pleasure to extend my warmest congratulations to the Chief Secretary to the Government of Malaysia, Yang Berbahagia Tan Sri Dr. Ali Hamsa, who has been re-elected as the President of CAPAM for the second consecutive term. I must commend Tan Sri Dr. Ali Hamsa for the people-centric postulation that he so fervently champions in the Malaysian public service. I wish him all the very best in his efforts to lead CAPAM to greater heights in the international arena.

19. On behalf of the Malaysian Government, I sincerely thank all of you for your presence here at this conference, and I am sure that your hard work and willingness to share your experiences and knowledge will be greatly beneficial to CAPAM. On this note, distinguished guests, ladies and gentlemen, I officially declare the CAPAM Biennial Conference closed.

20. I would like to wish everyone a safe journey back to your loved ones, and may you share with them the fond memories you have during your stay in Malaysia. *Selamat Jalan and Terima Kasih!*

Wabillahitaufik Walhidayah Wassalamualaikum Warahmatullahi Wabarakatuh.

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