



SPEECH

BY

THE CHIEF SECRETARY TO THE GOVERNMENT OF
MALAYSIA

YBHG. TAN SRI DR ALI HAMSA

FOR THE LAUNCH OF

PUBLIC SECTOR CIO CONVEX 2017

WITH THE THEME OF

**“DIGITAL TRANSFORMATION:
PUBLIC SECTOR DIGITAL FUTURE”**

5 - 6 OCTOBER 2017

Assalamualaikum Warahmatullahi Wabarakatuh, Salam
Sejahtera and Salam 1Malaysia

YBhg. Dato' Dr Mazlan Yusoff

Director General of the Malaysian Administrative Modernisation
and Management Planning Unit (MAMPU),

YBhg. Secretaries General of Ministries, Yang Berhormat State
Secretaries, Heads of Agencies and Local Councils,

Distinguished speakers and moderators,

YBhg. Tan Sri, Datuk Seri, Dato'-Dato', Datin-datin,

Distinguished guests, ladies and gentlemen,

1. Let us all be grateful that with the grace of Allah SWT, we are able to gather here this afternoon at the Public Sector CIO Convex 2017. I am indeed very pleased that this convention could again be held this year, in promoting the government's digital transformation initiatives.

2. While the world has moved very quickly, governments have struggled to keep pace. And delivering on the 'customer promise' remains as much of a challenge now, as it was a

decade ago. Not only have expectations raised exponentially with rapid developments in new technology, the resources in public services have also been stretched financially as well as in building up competencies. And the assumptions underlying apparently successful models of the past are now being challenged.

3. In 2012, I introduced the concept of “Merakyatkan Perkhidmatan Awam” or Humanising the Public Service, as a reminder of the need to restore the culture of people-centricity in the public service. The essence of this, is to put priority on the people, and that we as public servants being a part of the citizenry, must provide the best service to the “rakyat”. This is because when governments deliver services based on the needs of the people they serve; it will certainly increase public satisfaction and build trust between government and citizen.

Ladies and gentlemen,

4. The major challenges for the government are in understanding citizens’ changing needs, as well as the obstacles they face in attaining those services. Typical government institutions are very likely to do the thinking on-

behalf of the citizens, yet aligning it with their static vision, missions and client charters. As a result, what is being delivered, is not what is expected by the citizens. Hence, investments made will not be bringing value for money. Getting engagement from citizens is something crucial, highlighted as one of the five (5) theme areas in United Nations E-Government Development Index (UNEGDI). It is called **e-Participation**, where citizens should be informed of, and be involved in various government decisions. Apart from the conventional way such as doing a survey, technologies in the form of Internet of Things (IoT) and Big Data Analytics (BDA), could play a big role to assist government in building 'customer insight' especially in areas which matter most, ranging from business, education, health to social welfare.

5. Since 2009, Malaysia as a country is one of the big practitioners of **Blue Ocean Strategy**; with more than 100 initiatives involving over 80 government agencies that shifted from Red Ocean into Blue Ocean. One of the lessons which we could learn from is pulling down the silo walls to create a connected government; typically agencies with bigger budgets will have more ICT assets and initiatives, but with this move, resources such as hardware, software, connectivity and expertise within government and particularly data could be shared for common a goal and outcome.

Ladies and gentlemen,

6. Studies have shown that two-thirds of e-Government projects are likely to fail, even though those projects passed the Technical User Acceptance Test (UAT) and made to go-live. Real success is only achieved when the project's imperative meets its objectives and citizens benefit from using it. Countries investing in capacity building are those who record high success rate and are able to deliver results; training and upskilling should be done at various levels both in technical support and operations, in ensuring end-to-end delivery performance. Indicators such as user satisfactions and cost per transaction should be continuously monitored and benchmarked, to improve services from time to time.

7. ICT projects are found in need for huge amount of investments, and unlike physical projects, most ICT projects are intangible. The tricky part is that, stakeholders are only able to see and use the system, once the system is completed, and this is usually after years of development phases. It will be very unfortunate if the user requirement process was not done extensively, as this may lead to a similar system to be procured in replacing the existing system, which will again incur huge amount of investments for the similar function. In addressing

this, **Agile methodology using Sprint and Scrum framework** should be chosen so that projects could be broken down into micro services, and be able to be tested as modular basis, within a short span of time. When there is a need for updates or enhancements, that particular module could be attended to specifically, instead of changing the whole system.

8. All these key transformational digital initiatives are bearing fruit that citizens at every level can benefit. I cannot stress enough on how important it is to have an **inclusive citizen-centric digital government**. To all the CIOs who are present today, it is my hope that with the knowledge that you will gain from this convention, you will implement them to the best of your capacity to lead transformation within your own agencies. CIOs of each respective agency must be proactive and constantly look out for potential digital initiatives that will benefit your agencies. It is extremely crucial to be ahead of time. This is no longer an era where we can afford to be reactive and ignorant because it is now possible to obtain knowledge at our fingertips anytime, anywhere. CIOs are also instrumental in determining the strategic direction of ICT development in the agencies. In fact, you have the responsibility to harmonise the roles of IT professionals and non-IT professionals to build an effective working relationship. As the saying goes, charity

begins at home. When each of us plays our part well, trust me, the butterfly effect is immeasurable.

Ladies and gentlemen,

9. Government and public sector organisations world-wide are required to adjust to the new reality of 'doing more for less' and focus on the outcomes society needs and wants. We must also decide if we want to consume the legacy left behind by predecessors, or innovate a new legacy for the next generation.

10. Last but not least, I must commend MAMPU, on its continuous effort in leading digital transformation. I believe this convention will spark innovative thoughts and new ideas for us to leap forward. I hereby also express my gratitude to all the CIOs from each ministry and agency, for your constant support of the government's initiatives.

11. On that note, I hereby declare the Public Sector CIO Convex 2017 open. Thank you!