

# MONITOR

National Key Result Areas  
**NKRA**  
AGAINST CORRUPTION

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## Stepping Up The Fight Against Corruption

**DATUK PAUL LOW**  
Malaysia's Integrity Warrior

**GTP 1.0** : Getting Malaysia  
On Track To Vision 2020

**Agent Lang** — Symbol of a tireless  
crusade against corruption



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# Stepping Up The Fight Against Corruption

When Fighting Corruption was selected as one of the seven National Key Result Areas (NKRAs) under the Government Transformation Programme (GTP) many were skeptical that the NKRA Against Corruption would make any headway in the fight against corruption. However, the results and successes achieved by the Fighting Corruption NKRA when the GTP 1.0 came to a close in 2012 has proved the critics wrong.

Initiatives like the MyProcurement and My Partnership portals, Hot Job Rotation at key enforcement agencies, Reward and Recognition Guidelines for reporting corruption in the civil service, Special Corruption Courts to fast track corruption trials, Convicted Offenders database to showcase graft offenders, Whistleblower Act to facilitate corruption reporting, the formation of Compliance Units at key enforcement agencies and Integrity Pact in government procurement have been effective in improving Malaysia's Corruption Perception Index (CPI) ranking from 60th placing in 2011 to 54th in 2012.

Among the success stories are the introduction of political funding reforms as announced by Prime Minister Datuk Seri Najib Tun Razak recently, reducing opportunities for corruption through automation at key enforcement agencies, expediting corruption trials to within one year, issuing a Public Service Reform Booklet to promote awareness of the correct systems, processes and procedures to be observed in the civil

service, introducing the parameter for Support Letters, establishing Corruption Prevention Secretariats at higher learning institutions and Teacher's Training Colleges.

I feel lucky and honoured to be a part of the NKRA Against Corruption Division and to be able to play a role in bringing about the success of GTP 1.0. Indeed, I am proud of what we have achieved. But while we may have won a battle or two, we are still a long way from winning the war. It has been said that the GTP 1.0 is like putting in lubricants and warming up the engine. Its successor the GTP 2.0 is when we engage first gear and step up the momentum in the journey towards destination Vision 2020.

The need to step up our fighting corruption efforts is all the more crucial in the light of revelations gleaned from the 2013 Global Corruption Barometer Index which was published on July 19th recently. The GCBI 2013 revealed that a significant number of the public still



harbor doubts on the effectiveness of the government's anti-corruption efforts. It also indicates that international perception on Malaysia's effort in fighting corruption is declining.

GTP 2.0 will emphasise on twenty initiatives which are focussed on boosting integrity and public confidence in key enforcement agencies, tackling grand corruption and enhancing transparency in government procurement. In GTP 2.0, education will play a prominent role to inculcate an anti-corruption culture in Malaysians.

Over the next three years we not only have to reduce corruption, we also need to convince businesses and the public at large that corruption is being addressed in a serious manner and at the same time demonstrate the sincerity and the commitment of our government in fighting it. Changing people's perception is always an uphill battle, nevertheless we must persevere in our effort.

**Dato' Hisham Nordin**  
Director, NKRA Against Corruption

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# DATUK PAUL LOW, Malaysia's Integrity Warrior

The appointment of former Transparency International Malaysia (TI-M) President, Datuk Paul Low Seng Kuan as a Federal Minister is a straw in the wind that indicates the Malaysian Government is stepping up its efforts in fighting corruption. As the Minister in the Prime Minister's Department, Low is responsible for Governance, Integrity and Human Rights issues. He will take up the cudgels for the transformation towards a clean, transparent and inclusive government.

Being the relentless and dedicated graft buster that he is, the newly minted federal minister has indicated that he is not interested in producing cosmetic changes. Not for him the customary 100-day trial period required to show results. Rather, Low is more concerned with producing lasting results and long-term solutions. The Integrity Minister wants a paradigm shift. Internal control depends largely on the elimination of opportunities to conceal errors and irregularities. In this regard, Low will work with various government agencies as well as external experts, non-governmental organisations (NGOs) and just about anyone who is interested in fighting corruption, to root out systemic weaknesses which supports abuses in the civil service.

Towards this end Low has been working with the Performance Management Delivery Unit (Pemandu), the Malaysian Anti-Corruption Commission (MACC) and the Attorney General's Office to map out a 'Comprehensive Integrity Action Programme' that involves all levels of government. Just like the FBI in the United States, Low, in pursuing his objective, will

have free access – both horizontally and vertically – to all government ministries, in order to set up comprehensive transformational programmes that would enable every ministry to come up with its own template for improving integrity and fighting corruption. We will work to put in place comprehensive good governance and anti-corruption measures – ministry by ministry – with the personal collaboration of each minister, Low said.

Meanwhile instead of merely being an outlet for Malaysians to voice out their woes and grouses with the government delivery system, under Low's watch the Public Complaints Bureau (PCB) will also function as a whistleblowing machinery for the whole government. If the information surrendered involves corruption, the PCB will then rope in the MACC into the picture. The government will strengthen the MACC Act to include a provision on Corporate Liability that will ensure corporations take responsibility for the corrupt acts conducted by their employees on behalf of the company. Low also wants all mega projects to be put under the microscope. Every large-scale infrastructure construction project will have to pass an 'integrity watch' muster with the MACC. At the same



time, the project will be jointly monitored by the MACC, the Auditor General and such NGOs as might be recommended by TI-M. Low believes that nobody is above criticism. He humbly concedes he may inadvertently miss out a spot or two in the spring-cleaning process. In such instances, he more than welcome constructive criticisms from his erstwhile colleagues at TI-M.

With the country's Integrity Warrior leading the anti-corruption coalition across ministries, NGOs, professional bodies and businesses, Malaysia's war on corruption is expected to intensify and eventually bring deeply felt changes and deliver greater results.

**“Critics expect me to play the role of a sheriff like in the Wild, Wild West, going around fighting corruption with both guns blazing from the hip. I am sorry to disappoint them. I am more interested in bringing a paradigm shift in the society at large” Datuk Paul Low**

# GTP : GETTING MALAYSIA ON TRACK TO VISION 2020

## The Pre-Asian Crisis Period

In 1991, while tabling the Sixth Malaysian Plan, the then prime minister Tun Dr. Mahathir Mohamad presented his working paper on Vision 2020, which essentially is a roadmap to turn Malaysia into a developed country by the year 2020. Keeping assiduously to the plan laid out by Tun Mahathir, Malaysia charted an impressive track record in terms of labour productivity growth, regularly turning in an average annual growth rate of 9% from 1991 to 1996 – second only to China, and ahead of Singapore, Vietnam and Korea.

But in 1997, Asia was hit by a financial crisis not of its own making. The Asian financial crisis proved to be a watershed moment in Malaysia's economic growth. The policies which had served her well until then could no longer generate sufficient growth. Actions which were once effective failed to attract private and foreign investment. Malaysia's economic advancement was derailed, the country began to slide down the ladder of economic growth and risked being left behind, or even worst, she might even suffer a reversal in living standards unless her leaders take drastic action to stop the rut. A sense of foreboding and urgency engulfed Putrajaya when neighbouring countries started to pull

ahead of Malaysia. Our leaders realised that the country needed a wake-up call, some kind of transformation that would put the country back on track to Vision 2020.

## Enter the GTP

The brainchild of Prime Minister YAB Datuk Seri Najib Tun Razak, the government transformation programme (GTP) is designed to fine-tune the government machinery and boost Malaysia's economy. A Performance Management & Delivery Unit (PEMANDU) was set up on 16.9.2009 to identify key problem areas, come up with suitable plans and solutions to address them, oversee their implementation, assess their progress and facilitate the delivery of fast results and progress of the GTP. PEMANDU set up eight dedicated teams called labs, comprising about 250 top civil servants from various ministries as well as representatives from the private and social sectors.

Phased over three periods, GTP 1.0 (2010–2012) targets to initiate immediate and big changes to the civil service and government structure, including changing deeply rooted but outmoded performance cultures within the civil service. GTP 2.0 (2013–2015) will follow through by introducing further reforms

to complete the transformation of the civil service and inculcate a performance culture in the civil service. Finally, GTP 3.0 (2016-2020) will focus on innovations and programmes designed to provide the people access to improved public services, both of which are the hallmark of a developed nation. Over the next six weeks, these labs held brainstorm sessions to pinpoint problematic areas that were hampering Malaysia's economic growth and eventually came up with a blueprint to address them.

Having identified a range of remedies PEMANDU then sought public feedback through nationwide surveys online and via SMS, holding interview sessions with focus group and key stakeholders and holding Open Days at the labs. Eventually 7 pressure points or National Key Result Areas (NKRAs) were identified. Malaysia urgently needed to reduce crime, fight corruption, improve student outcome, raise the living standards of low-income households, improve basic infrastructure in the rural areas, improve public transportation in the urban areas and address the cost of living.

The unit coordinates with Lead Ministers for each NKRA and NKEA (National Key Economic Area), the Economic Planning Unit (EPU), Implementation Coordination Unit (ICU) and also the Ministry of Finance (MoF) to ensure the big targets set are met in a fast manner.

| Focus Area                                                         | Action Plan                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Regaining Public Confidence in Regulatory and Enforcement Agencies | <ul style="list-style-type: none"><li>- Strengthen and empower compliance units within each enforcement agency.</li><li>- Implement job rotation.</li><li>- Create a Table of Performance for all local authorities.</li></ul>                                                                                                                                                                                 |
| Reducing Leakages in Government Procurement                        | <ul style="list-style-type: none"><li>- Gradually phase out the practice of issuing support letters.</li><li>- Government ministries/agencies to disclose full details of all procurement contracts on the e-government portal.</li></ul>                                                                                                                                                                      |
| Tackling Grand Corruption                                          | <ul style="list-style-type: none"><li>- Enhance disclosure process and introduce cap on political funding.</li><li>- Institute zero tolerance policy and whistleblower protection framework.</li><li>- Strengthen the independence of key institutions.</li><li>- To complete prosecution of corruption cases within one year.</li><li>- Introduce stiffer penalties for those guilty of corruption.</li></ul> |

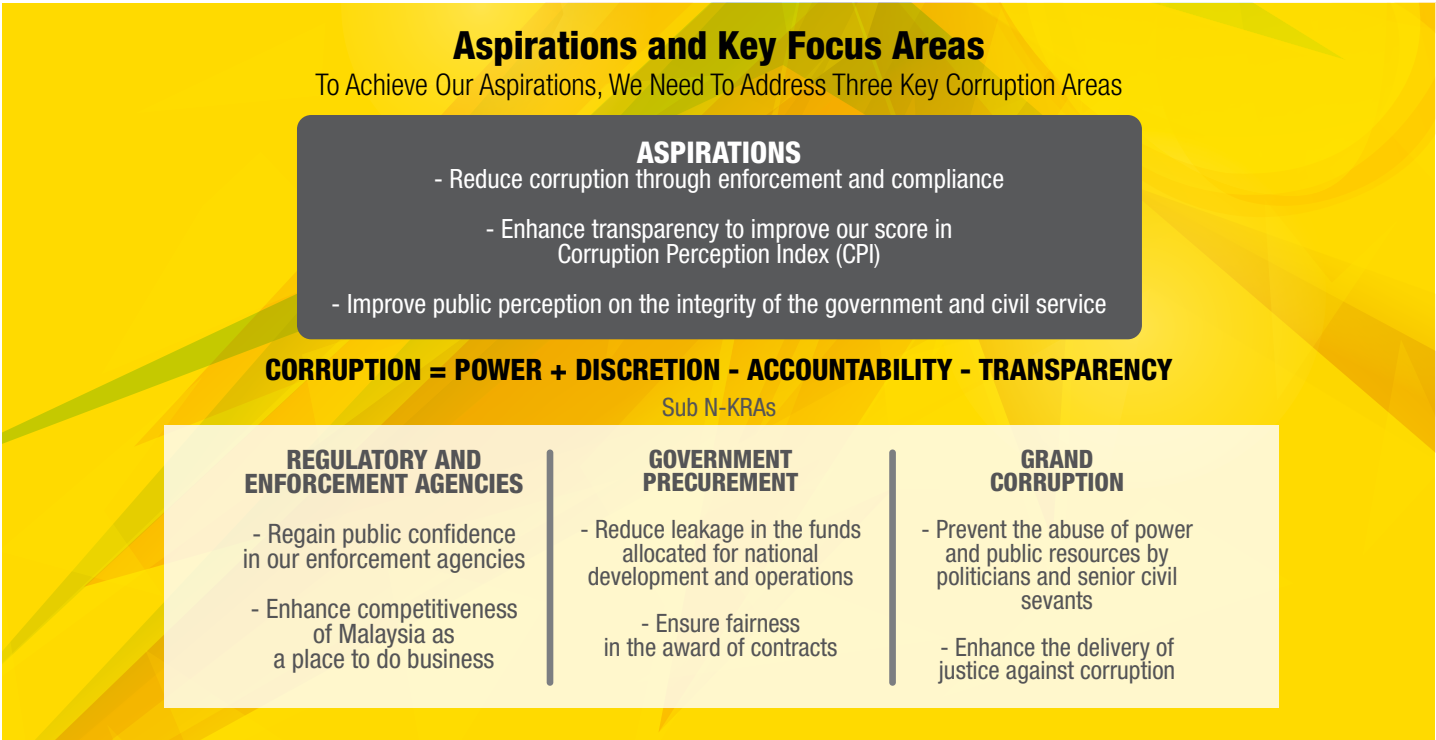
## GTP 1.0 - Success Stories

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| <p><b>1. Announcement of Political Funding Reforms</b></p> <p>The Prime Minister has taken positive steps forward with the implementation of this initiative, which will take place in GTP 2.0. The announcement is a key endorsement of the initiative, which aims to plug the leak of funds that are meant for political parties.</p>                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><b>3. Whistleblower Protection Act 2010</b></p> <p>The introduction of the Act in 2010 was directed at the enforcement agencies and offered protection to officials who reported corrupt practices within their agencies. The following key agencies now have whistleblower reporting mechanisms:</p> <ul style="list-style-type: none"><li>• Royal Malaysian Police (PDRM)</li><li>• Malaysian Anti-Corruption Commission (MACC)</li><li>• Road Transport Department (JPJ)</li><li>• Royal Malaysian Customs Department</li><li>• Malaysian Immigration Department</li></ul> <p>These agencies have their own individual compliance units that monitor and ensure proper conduct among their officers. Meanwhile, closed-circuit television cameras were introduced at Customs and Immigration "Hot Spot" checkpoints to provide better monitoring of practices by both enforcement officers and the general public.</p> |
| <p><b>2. Creation of Compliance Units in Key Enforcement Agencies</b></p> <p>The following enforcement agencies have established their own Compliance Units that monitor and ensure proper conduct among their officers:</p> <ul style="list-style-type: none"><li>• The Royal Malaysian Police Force (Polis DiRaja Malaysia or PDRM)</li><li>• The Immigration Department</li><li>• The Royal Malaysian Customs Department</li><li>• The Road Transport Department (JPJ)</li><li>• The Malaysian Anti-Corruption Commission (MACC)</li></ul> <p>Meanwhile, closed-circuit television cameras were introduced at Customs and Immigration "Hot Spot" checkpoints to provide better monitoring of practices by both enforcement officers and the general public.</p> | <p><b>4. Reward and Recognition Guidelines</b></p> <p>In June 2011, government departments were issued guidelines on rewarding civil servants who reported instances of corruption that led to successful</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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| <p>prosecutions. Civil servants received up to RM500 for reporting instances of corruption that were successfully prosecuted.</p>                                                                                                       | <p><b>5. Public Service Reform Booklet</b></p> <p>Published in 2011, this booklet is a collation of all the changes made by all the Ministries and agencies in the way of reforming bureaucratic processes and procedures. The booklet was distributed nationally to promote awareness of the correct systems, processes and procedures to deter abuse.</p>                                                        |
| <p><b>6. Corruption Case Trials Completed Within One Year</b></p> <p>14 Special Session Corruption Courts established throughout Malaysia, coming into operation on 16 February 2011 to speed up trials and clear backlogged cases.</p> | <p><b>7. Parameter of Support Letters</b></p> <p>Circular by MAMPU issued on 8 March 2010 as guidance for civil servants to deal with attempts to influence their decisions. The Circular requires that:</p> <ul style="list-style-type: none"><li>• A Support Letter must be signed</li><li>• Verbal support must be recorded and filed</li><li>• Support Letters cannot be a factor in decision making</li></ul> |

"The GTP is not a sprint. It is a full marathon and we have to run the course until year 2020. What is important, he says, is that those responsible for seeing the programme through don't run out of steam"

**Datuk Seri Idris Jala, PEMANDU Chief Executive Officer**



- Reports should be made to the department head or the MACC

#### 8. Convicted Offenders Database

Published on the MACC website [www.sprm.gov.my](http://www.sprm.gov.my) from March 4, 2010. It contains information on graft offenders complete with photograph and identity card number, details of the offence committed and the penalty imposed by the court. Information will remain on the website for three years.

#### 9. MyProcurement Portal

Launched on April 1, 2010, the website provides a list of companies that have

been awarded government tenders, including the tender price.

#### 10. Hot Job Rotation

To prevent enforcement officers from falling to temptation and forming collaborative relationships with unscrupulous elements, enforcement officers who engage directly with customers in the processing of an application or officers under disciplinary action will undergo job rotation.

#### 11. My Partnership

This is a portal that was launched by the Public-Private Partnership Unit (UKAS)

on Sep 25, 2010. It discloses information on privatisation and procurement procedures.

#### 12. Automation

Automation is the best solution to reduce human indiscretion. The Royal Malaysian Police, Road Transport Department, Royal Malaysia Customs Department and the Immigration Department have started the transition from manual to computerised systems and utilise CCTVs as a monitoring device.

## AGENT LANG – Symbol of a tireless crusade against corruption

On March 17, 2011, 5 enforcement agencies comprising the Royal Malaysian Police (PDRM), Road Transport Department (JPJ), the Royal Malaysia Customs Department, the Immigration Department and the Malaysian Anti-Corruption Commission (MACC) joined forces to launch a nationwide Anti-Corruption Campaign to encourage and engage the public in the fight against corruption.

The agencies collectively adopted the caricature of an eagle as the official mascot for the Anti-Corruption Campaign and established a hotline (1-800-88-6000) for reporting corruption across any of the 5 agencies involved.

Lang is short for Helang, which is the Malay word for eagle. The eagle was chosen as the mascot because of its agility, stealth, speed, vigilance and sharp vision. Just like its namesake, Agent Lang is highly intelligent, stealthy, always on the alert and ever-ready to pounce on those who are corrupt. Armed with two swords, the two blades of which each symbolises the people and government respectively, Agent Lang uses his weapon to cut down

graft offenders. He stands out in black and white. The contrasting colours signifies that when it comes to fighting corruption there is never any 'grey area' – integrity is non-negotiable. With his burning desire to see justice and integrity prevail, Agent Lang is a true champion of the people, defending them from the evils of corruption, tirelessly urging the people to always be vigilant, committed and to stand united against corruption.

Agent Lang is on a rally to get the public to join him in fighting corruption alongside the enforcement agencies. You should never hesitate to use the Anti-Corruption Hotline to report any corruption to Agent Lang.

