

Chapter XVII

Administrative Improvements

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I. INTRODUCTION

17.01 A well-equipped and capable public sector is critical to the achievement of development goals and objectives. The public sector plays a major role in the planning and implementation of development programmes, the management of the economy, the creation of a healthy environment to promote investments and economic growth as well as the provision of social services.

17.02 During the Fifth Malaysia Plan period, several adjustments were made to improve efficiency and productivity in the public sector. These included measures to enhance resource utilization and manpower development, improve the administrative machinery and introduce more stringent budgetary controls and cost-cutting measures. Efforts were also made to reduce the size of the public sector through the privatization of various agencies and the exercise of strict control over the creation of new posts.

17.03 During the Sixth Malaysia Plan period, the public sector will pursue the directions set out earlier with continued emphasis on improving productivity and output through a more judicious management of its resources. This will be achieved primarily through the decentralization of functions, where appropriate, and the streamlining of certain rules, regulations and administrative procedures to expedite the delivery of services to the private sector. The implementation of development programmes and projects will be improved through better inter-agency coordination. The size of the administration will continue to be rationalized through better utilization of manpower, upgrading of skills and capability, and a more extensive use of technology, office automation and computer applications.

II. PROGRESS, 1986-90

17.04. Various measures to improve the performance and output of the public sector were introduced during the period of the Fifth Plan. Changes were made in the administrative machinery for the implementation of development programmes and projects. Structures, functions and processes of public sector agencies were reorganized while personnel development was emphasized.

17.05 In order to further strengthen public sector capability, the Panel on Administrative Improvements to the Civil Service was established in March 1986 to initiate programmes to improve administration and chart the course for the development of the public sector. This Panel was responsible for identifying new strategies to develop the public sector, formulate administrative improvement programmes and set the direction and pace for improving public sector performance.

Improvements to the Planning, Implementation, Monitoring and Evaluation System

17.06 Various limitations in the planning and implementation machinery were identified by the Government. Consequently, a review of the planning process was undertaken in 1986 to introduce corrective measures. The functions of State Economic Planning Units were studied with the view to strengthening and consolidating the role of these Units in the development process. At the district level, the role of the district officer as the catalyst for development was emphasized. This new emphasis was supported by the emplacement of appropriately trained and experienced personnel.

17.07 Attention was also given to reduce delays and shortfalls in project implementation. In this respect, improvements were made to the management information system, SETIA, for monitoring the progress of project implementation. In addition, the computerization of agencies involved in implementing development projects was expedited in order to upgrade the capabilities of the agencies concerned.

A District Development Guide Book

17.08 MERAHDUA was introduced to assist implementing agencies in the districts to plan the implementation of projects and programmes in a more coordinated and integrated manner. In addition, the Project Scheduling Technique was introduced to ensure that projects met the

implementation targets. The Working Committee of the National Action Council was activated to closely monitor the implementation of projects and resolve administrative bottlenecks.

17.09 The evaluation of major public development policies was undertaken to assess the distribution and impacts of programmes and projects. Twenty-nine evaluation studies were conducted during this period, covering programmes for the eradication of poverty and restructuring of society, rural-urban migration as well as the impact of urbanization and industrialization. The information gathered was channelled back to the relevant agencies to facilitate the achievement of development objectives.

Improving the Administration and Management of Public Sector Agencies

17.10 The capability of public sector agencies to produce high quality services continued to be a major area of concern. Emphasis was given to the efficient delivery of services to the private sector and the general public. The capability of agencies in this regard was upgraded through a variety of measures, such as improved counter services, filing and documentation systems as well as streamlining correspondence procedures and systems. In addition, improvements to form design, such as rationalizing the customs declaration forms, police report forms and the immigration landing cards, were undertaken.

17.11 A handbook on quality improvement of counter services was launched while workshops were regularly held throughout the country to train counter-service personnel. As an incentive, the Excellent Office Award was introduced to confer recognition on departments which provided outstanding service to clients.

17.12 Another area of administrative improvement that was rigorously pursued during the Plan period was increasing the number of one-stop centres for the payment of utility bills and rates. As shown in *Table 17-1*, there are currently 1,298 centres in existence for the convenience of the public. In addition, there are a total of 155 one-stop service centres of which 87 are located in Peninsular Malaysia, 31 in Sabah and 37 in Sarawak. *Bank Simpanan Nasional* also established the GIRO System in 1986 to facilitate the payment of utility bills. Currently, there are 313 GIRO outlets in the country.

17.13 The concept of one-stop centres was extended to facilitate private sector investors with the setting up of Centres On Investment (COIs). Relevant agencies involved in the processing of licences and

TABLE 17-1
NUMBER OF ONE-STOP PAYMENT CENTRES, 1990

<i>Agency</i>	<i>Number</i>
<i>Telekom Malaysia Berhad</i>	103
<i>Tenaga Nasional Berhad</i>	114
Waterworks Department	68
Postals Department	940
Local Councils/Authorities and City Halls	73
Total	1,298

permits were housed under one roof, thereby reducing the time taken by potential investors in obtaining the approvals for their businesses. Currently, there are nine COIs throughout the country. Malaysian Industrial Development Authority (MIDA) is the coordinating centre for investment at the Federal level. At the state level, the COIs are located at the State Economic Development Corporations in the case of Johor, Kelantan, Melaka, Pahang and Perak, and at the State Economic Planning Units in Negeri Sembilan, Selangor and Terengganu. Since the COIs came into being in October 1988, MIDA has increased its capability to process a larger volume of applications. Approvals for manufacturing licence and tax incentives more than doubled from 1,687 in September 1988 to 3,522 in September 1990. Approvals for duty exemption on raw materials/components increased by approximately 67 per cent from 3,813 to 6,355 over the same period. Furthermore, MIDA has succeeded in reducing the processing time for applications for tax exemption to two months, exemption for import duties on raw materials and components to one month and exemption from customs duties for machinery and equipment to two weeks.

17.14 The development of closer linkages between the public and the private sector under the Malaysia Incorporated concept was emphasized. The main thrust of Malaysia Incorporated is to generate a healthy dialogue between the public and private sectors towards achieving economic growth and expansion. In this regard, a sub-committee to the Panel on Administrative Improvements to the Civil Service was established

in March 1990 under the chairmanship of the Chief Secretary to the Government. This sub-committee comprises captains of industries and representatives of the trade and industrial sectors. It serves as a major forum for discussion on administrative improvement programmes to increase the effectiveness of the delivery of public sector services to the private sector. Efforts were also made to revitalize existing consultative panels at the ministerial and Federal departmental levels and encourage the establishment of similar panels at the state and district levels in order to obtain feedback on Government policies and strategies affecting the private sector. This was essential to facilitate the private sector to play its role as the engine of growth.

17.15 The output and performance of public sector agencies continued to be upgraded through improvements to their structures, work procedure systems and personnel. Seventy-six organizational reviews were undertaken during this period to reformulate agency objectives and upgrade and simplify their service delivery systems. Management functions were also strengthened to make agencies more responsive to the needs of a changing environment.

17.16 Following the launching of the Excellent Work Culture Movement in 1989, the public sector introduced the Quality Management Programme. The Handbook of Quality Management and Improvement for the Public Sector was introduced in June 1990, providing definitions and explanations on quality management as well as instructions on the procedures for the successful implementation of quality programmes in Government agencies.

17.17 During this period, efforts were also initiated to establish the required structures within public sector agencies to plan, implement, manage and monitor concrete programmes for quality improvement. The training of facilitators to spearhead the quality movement within each agency was also undertaken through special training seminars and workshops. Talks and briefings on the quality improvement movement were also held at various agencies.

17.18 Quality Control Circles (QCCs) as an effective tool for identifying administrative improvement measures at the process level were also widely and successfully used by public sector agencies. Through QCCs, effective measures were introduced to improve diverse areas, such as waiting time in hospitals, file movements in agencies and provision of services by town councils.

17.19 The financial management of the public sector continued to be a major area for administrative improvement. Emphasis was given to

achieve more cost-effective operations through standardizing financial structures, improving budgeting systems, using new technology and internal controls. The Modified Budgeting System (MBS) was introduced on a pilot basis in 1989 in three ministries, namely, the Ministry of Health, the Ministry of Works and the Ministry of National Unity and Community Development. Greater authority for financial management within agencies was delegated to Controlling Officers in line with a decentralized process of management. Over and above compliance with financial rules and regulations, the Ministries would also have to account for programme efficiency and effectiveness. Evaluation was required to be conducted on a regular basis. This system was designed to improve programme implementation and performance monitoring of operating agencies.

17.20 Nine computerized accounting systems were identified under the Financial Management Improvement Project. All these systems have been implemented with the exception of the Departmental Reporting System which has been scheduled to be implemented in phases for ministries and departments and the Financial Modelling module of the Cash Management System which will be developed and implemented in the next phase of the project.

17.21 With the implementation of these systems, the benefits accruing include better service to the public in terms of faster payments, better control of public funds, faster collection of revenue and other payments and updating of accounts. These systems will also result in more effective cash and public debt management as well as more timely and accurate retrieval of information and preparation of accounting, financial and management reports.

17.22 The computerization of the public sector agencies was a major programme under the Fifth Plan and this period saw a phenomenal rise in the number of mainframe, mini and personal computers in the public sector. The main areas in which computerization was introduced included inventory management, revenue collection, accounting, scientific and technological research, land administration and security.

17.23 The office automation programme continued to be emphasized in the process of upgrading administrative efficiency and effectiveness. The use of equipment for expediting work processes, enhancing quality of output and upgrading the safety and comfort of personnel was increased. A programme was implemented to identify and introduce innovative, work-saving and labour-saving office equipment to public sector agencies, where necessary and feasible.

Personnel Development in the Public Sector

17.24 Manpower training continued to receive attention during this period with the objective of ensuring optimum utilization of human resources. Programmes to improve the output and performance of public sector personnel focussed on training and motivation, performance appraisal, recruitment and emplacement, health, fitness and welfare.

17.25 The overriding policy concern governing manpower development programmes during this period was the stringent controls on public sector expansion in terms of number of employees. *Table 17-2* shows the number of employees in the public sector between 1985 and 1990. The number of employees in the public sector (excluding Police and Armed Forces) decreased from 709,180 persons in 1985 to 694,730 persons in 1990. Efforts were undertaken to improve output through the modernization of systems and training and motivation of personnel. Under the Fifth Plan, the Public Services Department alone sponsored 11,530 persons for in-service training while 8,040 persons were trained under the Look East Policy. The total number of persons trained by the Public Services Department was 19,570, involving a cost of \$296.9 million, as shown in *Table 17-3*.

TABLE 17-2
NUMBER OF EMPLOYEES IN THE PUBLIC SECTOR¹
BY CATEGORY, 1985-90

Category	No. of Employees	
	1985	1990
A	53,280	63,650
B	40,525	48,500
C	247,025	248,120
D	368,350	334,460
Total	709,180	694,730

Note:

¹ Excludes police and armed forces.

TABLE 17-3
 TRAINING IN THE PUBLIC SECTOR SPONSORED
 BY PUBLIC SERVICES DEPARTMENT, 1986-90

	<i>In Service Training</i>		<i>Training Under Look-East Policy</i>		<i>Total</i>	
	<i>Persons</i>	<i>Expenditure (\$ million)</i>	<i>Persons</i>	<i>Expenditure (\$ million)</i>	<i>Persons</i>	<i>Expenditure (\$ million)</i>
1986	1,890	28.9	1,550	19.7	3,440	48.6
1987	1,870	19.4	1,560	20.3	3,430	39.7
1988	2,130	26.2	1,560	24.6	3,690	50.8
1989	2,480	39.6	1,690	28.9	4,170	68.5
1990	3,160	60.0	1,680	29.3	4,840	89.3
Total	11,530	174.1	8,040	122.8	19,570	296.9

17.26 *Institut Tadbiran Awan Negara* (INTAN) provided substantial in-service training for public sector personnel, averaging 22,400 persons per annum. The training programmes undertaken by INTAN continued to emphasize the demands of planning and implementing successful development, training of administrators and staff as agents of change, financial and economic management skills, computer literacy as well as public policy and international relations. *Table 17-4* shows the type of training courses conducted by INTAN over the Plan period and the numbers that benefited from the training programmes.

17.27 The training of employees at departmental level represented a major component of the programme to improve human resource capability of the public sector. Training programmes undertaken at this level were designed to meet the technical skills and expertise required by individual agencies as well as to improve motivation, increase productivity and output, and inculcate positive attitudes and work ethics. On an average, about 75,000 persons per annum were estimated to have benefited from departmental training programmes during the Fifth Plan period. This excludes those trained in teacher training colleges, armed forces, statutory bodies, state agencies and local authorities.

TABLE 17-4
**TRAINING¹ OF PUBLIC SECTOR EMPLOYEES
 BY INTAN, 1986-90**

<i>Field of Study</i>	<i>No. of Participants</i>
Urbanization, Rural Development and Regional Planning	20,005
Economics, Policy, Project Planning and Management	28,274
Diplomacy and International Relations	4,987
Computer Studies	5,786
Finance and Accounting	6,585
Human Resource Management, Quality and Productivity Management	28,178
Training Methodology and Media Technology	2,955
Language Studies	2,347
Clerical and Supervisory Training	11,975
Sub-total	111,092
Mandatory courses ²	903
Total	111,995

Notes:

¹ Includes seminars, workshops, forums and courses.

² Mandatory courses are those which are part of requirements for promotion and pre-entry training for the Administrative and Diplomatic Service.

17.28 A number of measures to increase the productivity and quality of public sector personnel were introduced, such as job-rotation and job-enrichment programmes and improved working environments. Recognition and awards were given for outstanding performance to individuals and departments.

17.29 In recognition of the close connection between health and fitness and work productivity, a programme was launched in 1988 to increase awareness of the importance of health and fitness among civil servants. This programme included a series of health and fitness seminars for senior executives, weekly or monthly fitness sessions for all staff and

the circulation of literature on health and fitness in public sector agencies. Emphasis was placed on the importance of having proper diet and nutrition, regular physical activity and medical check-ups as well as knowledge on stress management.

III. PROSPECTS, 1991-95

17.30 Under the Sixth Malaysia Plan, the public sector will increasingly focus on its role as pace-setter in the socio-economic development of the nation and also as facilitator and partner to the private sector in establishing a competitive, dynamic and resilient economy as a cornerstone of national advancement. In order to further improve Malaysia's position in the international arena of trade and industry, it is increasingly important for the nation to utilize its competitive edge. Continuous efforts are required to sustain and improve this competitive edge. Furthermore, creativity and innovation will need to be developed and sustained. In this context, the public sector's role in nurturing and ensuring a constant source of innovation and improvement not only within itself but also nationally will be given major emphasis. Among its key functions will be the development of specialized services and skills to spearhead and support economic success and progress. At the same time, the public sector will continue to be proactive in the provision of social services and in safeguarding public interests, such as environmental and consumer issues.

17.31 The direction and design of administrative improvement programmes for the public sector will continue to take into account the various changes in the environment and adapt itself accordingly to meet the challenges. The major focus of concern will be on consolidating the administrative machinery for development, rationalizing public sector systems, optimizing resources and developing the capability of human resources in this sector.

Improving Project Planning, Implementation and Evaluation

17.32 The organizational efficiency of the administrative machinery in terms of its capability to implement development projects efficiently, effectively and on target will be enhanced through the introduction of various strategic measures to reduce delays and time-consuming processes in the project cycle. The establishment of planning and development divisions will be stepped up at the ministry level to undertake planning,

monitoring and evaluation of development projects. This will ensure that the targets set during the Plan period will be adequately met and the incidence of shortfalls reduced.

17.33 The Sixth Plan also envisages improvements to the project management and monitoring process. The use of computer technology for developing a more effective monitoring network will be emphasized for up-to-date data gathering and dissemination of information on the status of projects being implemented at the Federal, state and district levels. This computerized project scheduling system, to be known as the Integrated Application of Scheduling System (SIAP) will be introduced as an added feature to the SETIA System to ensure the smooth implementation of Sixth Plan projects. This system will monitor the physical progress of development projects being implemented as compared to the SETIA system which monitors financial progress. Agencies involved in the implementation of development projects will be required to prepare project implementation plans which will include relevant information such as launching and completion dates and annual expenditure requirements to facilitate monitoring. At the same time, project managers will be appointed for major projects to manage and coordinate these projects. The SIAP system also envisages constant feedback on project implementation to ensure early detection of problems and bottlenecks for quick remedial action.

17.34 The monitoring system for development projects will give more responsibility to project managers, district officers and state development officers. This process involves an increasing decentralization of problem-solving and decision-making responsibility and authority to agencies at state and district levels. The Government will also consider using the spatial analysis technique in the establishment of a Geographical Information System.

17.35 The evaluation of project impact will be given more emphasis during the Sixth Plan period by agencies at the Federal, state and district levels. A four-stage monitoring and evaluation system will be implemented to assess the impact at each stage of the project cycle. These stages are the physical implementation, project completion, operation and maintenance and full development.

17.36 Indicators to measure project impact at each stage of the project cycle will be designed. These indicators will take into consideration the equitable distribution of development benefits, balanced growth among regions, states, strata and groups, opportunities to participate in development and access to social services. Indicators on the quality of life and social well-being will also be given emphasis.

Rationalization and Optimization of Administrative Systems and Resources

17.37 During the Sixth Plan, emphasis will be given to the decentralization of systems and functions, streamlining of procedures and rules, improvement of financial management and control, extension of the use of information technology and office automation. Efforts towards rationalization of the public sector will be continued. Improving the efficiency of the administrative machinery in the delivery of public services to the private sector and the general public will be pursued.

17.38 Efforts will be made to further streamline rules and regulations and to expedite decision-making processes, especially in the area of approvals of permits and licences. Agencies will be requested to determine appropriate criteria and guidelines in the execution of legislative powers in order to reduce subjectivity and arbitrariness. This measure is designed to achieve transparency in decision-making and to generate confidence that decisions made by public sector agencies are made fairly and judiciously. Furthermore, the efforts at streamlining rules and regulations and further facilitating private sector operations will be enhanced through the consultative panels established under the Malaysia Incorporated concept.

17.39 *Decentralization* of authority will be pursued in line with the overall objective and strategy to further strengthen administration at the peripheral level. Measures were implemented during the Fifth Plan period, whereby agencies such as the Public Services Department and the Treasury devolved more decision-making authority to ministries and departments in personnel and financial management matters. Under the Sixth Plan, more of such powers will be studied for decentralization not only from the central agencies to the ministries and departments but also from the Federal to the state and district levels. The decentralization programme will be supported by efforts to strengthen and consolidate the district office as well as other district level agencies to expedite development and to ensure more efficient and convenient provision of services. The district office as a one-stop service and payment centre will be developed.

17.40 Closer rapport with the private sector at state and district levels through the establishment of Joint Consultative Councils will also be encouraged to promote better consultation and cooperation between the public and private sectors in the area of economic development. In addition, manpower at the state and district levels will be upgraded through the deployment of more experienced and trained personnel.

District level personnel will also be provided with modern and well-equipped office premises which will serve as the centre for development in the district.

17.41 The rationalization of the public sector will be pursued to restrain its size, with expansion confined to priority areas only. Agencies and functions which are directly related to and involved in the mobilization of economic resources and in the generation and collection of revenue will be given priority in terms of their staffing needs. Similarly, agencies involved in research and development (R&D), infrastructural development and providing social services will be permitted the necessary increases to meet personnel needs.

17.42 Quality and productivity improvements in the public sector will continue to be a major thrust during this period. Efforts will be made to ensure that public sector employees imbibe the quality improvement culture through effective training programmes, structured quality and productivity improvement programmes within organizations, and through follow-up and follow-through activities. Close monitoring of the implementation of these activities will be undertaken by the Panel on Administrative Improvements to the Civil Service, the regular meetings of Secretaries-General of Ministries and Heads of Services and the meetings of the Heads of Federal Departments.

17.43 The training of facilitators and other quality management personnel to spearhead the quality movement in every public sector agency will be continued in recognition of the importance of leadership and pro-active action in quality improvement. Further programmes will be initiated from time to time to help public service organizations improve their productivity and quality. In the efforts to improve productivity, public service organizations will be required to draw up a comprehensive productivity improvement programme. This programme will focus on achieving specific goals. Each organization will also be required to establish indicators to be used as standards to measure productivity improvements.

17.44 *Financial management* will continue to be emphasized at all levels of the administration during the Plan period. Feasibility studies will be undertaken to determine the extent to which a national accounting and financial network consisting of real-time and on-line distributed databases may be introduced in the various branches of the Accountant General's Office. In addition, a pilot project for the use of a Computerized System of Vote-book Maintenance and Reconciliation is underway in a number of agencies and will be introduced on a more extensive basis during the Sixth Plan.

17.45 Increased financial discipline, consistent with the existing rules and regulations, will continue to be enforced in order to prevent unwarranted loss of public funds. In realizing this aim, adherence to the disciplinary procedure will be strictly enforced to increase the effectiveness of financial management. Computerized accounting systems and micro accounting will be adopted to increase efficiency, speed and control as well as supply of more up-to-date information. This will facilitate performance assessment and improve financial management. An in-built system for constant monitoring of accounts receivable will be introduced in the overall system of public financial management. At the same time, a more efficient system for recording and management of assets, inventory and office supplies will be implemented through the use of improved formats and procedures. In order to reduce the carrying cost, the Government inventory will be maintained at an optimum level and all efforts will be made to shorten time lags between usage and ordering of stocks in order to move towards the *just in time* inventory system.

17.46 Tax administration will continue to be emphasized through better methods of tax collection as well as through improved dissemination of information at tax advice counters. Computerization of the revenue collection machinery has already been introduced and will continue as a priority area during this period. Steps will also be taken to further improve financial operations through the efficient use of computer systems and through the delegation of authority to line managers.

17.47 MBS represents one of the Government's long-term initiatives to improve the financial management system of the public sector. The pilot project, currently introduced in three ministries, will be evaluated for its efficiency and effectiveness in the allocation and control of public expenditure. The results of the evaluation and the implementation experience gathered thus far will be the basis for the extension of the system to other ministries and departments.

17.48 During the Sixth Plan period, steps will be taken to improve *information technology* (IT). In the public sector, this programme will emphasize the development of IT infrastructure and harness the information availability and accessibility to enhance managerial effectiveness and improving productivity.

17.49 To achieve these objectives, focus will be placed on standards development, database development, the establishment of a Government data network, enhancing computer security, human resource

development and promoting IT awareness. In standards development, emphasis will be on the formulation of an IT Standards Plan which will outline standards for data exchange, open systems, security, electronic data interchange (EDI) systems development methodology, Government data networks and procurement procedures. Attention will also be given to the establishment of databases in areas vital to social and economic development. Information dissemination procedures and guidelines will be prepared.

17.50 The programme on the establishment of a Government data network is required in view of the need for better management of Government departmental networks and to promote both connectivity and cost-effectiveness in utilizing the networks. In this regard, a study will be conducted to assess the feasibility of setting up such a network. At the same time, the security of computer installations will also be a focus in the Plan period. A study will be conducted soon to assess the current and required levels of computer security in Government computer installations.

17.51 Human resource development in the field of information technology will emphasize the development of a competitive workforce. Focus will be given to the anticipation of future manpower requirements and expertise and collaborative training efforts between industry, government and universities. In promoting IT awareness, the emphasis will be on the development of a Malaysian society that is both appreciative and knowledgeable in the use of IT.

17.52 Efforts will continue to be made to upgrade civil service expertise and improve in-house capability in the delivery of services and in the dissemination of information in a correct and timely manner. This is important in terms of conveying the true and genuine objectives of the Government as well as improving the public perception and understanding regarding Government policies, programmes and projects. However, in areas where this expertise is lacking, the Government will tap the expertise of the private sector to enhance the commercial value and the quality of the products of the civil service. An effective delivery method will enable the public to respond positively to measures and programmes undertaken by the civil service.

Development of Public Sector Personnel

17.53 Training programmes in the public sector during the Sixth Plan will be undertaken to further improve efficiency of the public sector and to implement national socio-economic policies. Programmes that will be

emphasized include international economics and financial management, corporate and strategic management and new fields in science and technology. Training programmes for development administration, regional and district administration as well as project management at district level will continue.

17.54 New programmes for in-service training during the Plan period will include an executive development programme for those at middle-management level and the attachment of Government officers in foreign companies based in Malaysia under the Malaysia Incorporated concept. Programme linkages between various Government institutions and foreign training agencies will be expanded while foreign language programmes will be encouraged. Training for R&D and training for those in the technical, mechanical and electrical grades will continue during this period. Decentralization of training will continue to feature during the Sixth Plan period where departments will carry out in-house training for their staff, especially those in categories C and D.

17.55 Training programmes under the Look East Policy will continue during this period but with adjustments to meet the requirements of the industrial sector. It is estimated that 34,700 public sector employees will benefit from training programmes sponsored by the Public Services Department.

17.56 Integral to the changing role of the public sector is the corresponding need for a change in the attitudes and work culture of civil servants. Structural changes cannot be implemented effectively without supporting changes in the attitudes of the personnel involved in implementing these changes. Thus, attitudinal change and the development of a positive work culture in the public sector will continue to be emphasized through training and other programmes.

17.57 Strategies for ensuring on-going awareness and commitment to quality will include activities to create awareness, such as the publishing of magazines, bulletins, manuals and video tapes and organizing of seminars and talks on quality. Programmes will be continued to ensure commitment to quality service and quality consciousness among public sector employees. Management support and commitment will be emphasized through the Annual Prime Minister's Quality Award. Special awards for innovations generated by individual employees or agencies will be introduced in 1991 as an additional incentive for quality upgrading.

Welfare of Public Sector Employees

17.58 The housing requirements of public sector employees will be addressed and measures will be taken to improve the situation during the Plan period. The construction of more housing units, especially in the larger urban areas will be reviewed as a measure to provide average-priced housing within relative proximity to places of work. Provision of institutional quarters will be reviewed owing to shortage of appropriate housing in the more remote areas. Under the Sixth Plan, the Government will allocate \$1,229.8 million for the Federal Government building programme, as shown in *Table 17-5*.

TABLE 17-5
DEVELOPMENT ALLOCATION FOR BUILDING AND EQUIPMENT, 1986-95
(\$ million)

<i>Programme</i>	<i>5MP</i>		<i>6MP</i>
	<i>Allocation</i>	<i>Expenditure</i>	<i>Allocation</i>
Building			
Federal Complexes	22.0	20.9	290.8
Departmental Building	625.0	609.5	680.4
District Offices	37.2	35.9	49.9
State Government Building	46.2	44.9	92.9
Federal Stores (JKR)	47.8	46.3	13.3
Institutional Quarters	118.9	91.7	93.0
Others	24.4	24.4	9.5
Sub-total	921.5	873.6	1,229.8
Equipment			
Computer	35.8	35.8	230.0
Vehicles	5.1	4.5	3.7
Launches	15.8	8.2	15.2
Radar Equipment	0	0	39.0
Others	66.8	21.9	139.0
Sub-total	123.5	70.4	426.9
Upgrading & Renovation	196.0	179.0	231.3
Total	1,241.0	1,123.0	1,888.0

17.59 Efforts will also be made to improve the quality of the work environment through the provision of better office space, furniture and equipment. These efforts will also include the upgrading of office facilities where they are inadequate. Under this programme, a sum of \$426.9 million will be allocated to provide the necessary office equipment, computers, vehicles and other facilities to improve the work environment.

IV. CONCLUSION

17.60 During the Sixth Plan period, the major thrust of improvements is to evolve an administrative structure that is cohesive, responsive and pro-active to the needs of national development. These improvements will incorporate changes to the structure, system and procedures related to financial and human resource management, attitudinal change and an administrative culture dedicated to serving the needs of the nation.