

ENHANCING TOTAL SECURITY SYSTEM THROUGH NATIONAL BLUE OCEAN STRATEGY

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ABSTRACT

In 2009, Najib's Administration has taken a bold measure by embarking on the Government Transformation Programme (GTP) as an effort to achieve a quantum leap in realising its aspiration to become a high-income nation by 2020. The GTP was designed to address 7 National Key Result Areas (NKRAs), with the aim of transforming the Government into a Rakyat-centred institution to bring improvements to the socio-economic status of Malaysians. The Minister of Home Affairs leads the NKRA on Reducing Crime. In the same year, the National Blue Ocean Strategy (NBOS) was incorporated into the GTP. MOHA was assigned to implement NBOS initiative in relation to its NKRA in collaboration with the Ministry of Defence (MINDEF) and its main security agencies, namely, Royal Malaysia Police (RMP) and Malaysian Armed Forces (MAF) to reduce crime rate in Malaysia. In 2016, after seven years of implementation and execution, significant achievements of NBOS were achieved particularly in enhancing total security of Malaysia, which has spearheaded the nation to move forward to 2020 and beyond. The NBOS target economic growth and happiness of the people simultaneously, and focus on high-impact programmes that are low cost and rapid in execution. The strategic collaboration between RMP, MAF and the Malaysia Prisons Department (MPD) has proven to be successful. NBOS initiatives like the Joint Patrols by RMP and MAF, as well as the cooperation between MAF and MPD in providing Community Rehabilitation Programme (CRP) to inmates, are among the main contributors in enhancing peace and security in Malaysia. These collaborations contributed to make Malaysia a safe place for living, with good quality of life and a high level of happiness, coupled with high income as envisioned for the nation in 2020.

Keywords: *National Blue Ocean Strategy (NBOS,) Joint Patrol, Community Rehabilitation Programme (CRP), National Key Result Area (NKRA)*

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1. INTRODUCTION

In 1991, Malaysia has set a goal to achieve the status of a fully developed nation by the year 2020. This is popularly known as Vision 2020, where the nation is envisaged to be fully developed in the sphere of economy, social justice, political stability, system of government, quality of life, social and spiritual values, as well as national pride and confidence. When the Vision was mooted, it was projected that an economic growth of 7% per annum in real terms over the next 30 years is required. Since then, Malaysia is working towards the aspiration to be a fully developed economy with a per capita income of US\$15,000 per annum in its own mould, as well as a happy nation.

As it is now, two and half decades after the Vision was unveiled, the government is aware of the concern and doubts raised by many parties, regarding the status of Malaysia in year 2020 and beyond. Some has expressed doubts about Malaysia's ability to attain the economic targets especially due to the economic crises that hit Malaysia along the path. These include the 1997/98 Asian Financial Crisis, Global Financial Crisis in 2008 and now the uncertainty of the world oil prices which affects Malaysia's revenue. Nevertheless, the World Bank record shows that the nation's per capita income is moving in an upward trend towards achieving the economic goals of 2020. For example, we have achieved a per capita income of US\$10973.66 per annum in 2013, which further increased to US\$11307.06 per annum in 2014 (<http://data.worldbank.org/indicator/NY.GDP.PCAP.CD>, accessed on 30 March 2016). In its efforts to achieve the target of per capita income of US\$15,000.00 the country is also avoiding the trap of serious income disparity. In other words, Malaysia should not develop only its economic achievements. Instead, it should be fully developed along all the dimensions: economically, politically, socially, spiritually, psychologically and culturally. The envisaged fully developed status also covers national unity and social cohesion. Although it is less than 5 years away from 2020, the Government remains committed and continued its ambitious journey towards becoming an advanced nation.

Back in 2009, the Prime Minister of Malaysia, the Honourable Dato' Sri Mohd Najib Tun Hj. Abdul Razak, has introduced the Government Transformation Programme (GTP) as an effort to achieve a quantum leap in realizing its aspiration to make the country a developed and high-income nation as per its Vision 2020 (Government of Malaysia, 2011). Besides aspiring to be a developed country with no absolute poverty among Malaysians, the economic development must come alongside with peace, stability, harmony and unity, or development that will lead to a 'happy nation'. A happy nation in Malaysia's perspective is none other than

to have peace and security, as well as social inclusion among the Malaysians. Peace and security remain the fundamental for any nation and its citizen to thrive and progress. It is also about making sure Malaysians and foreign visitors feel safe in Malaysia. Time and budget remain the key challenges that the Government faces in achieving the national security goal to ensure the safety and security of its people. A Malaysian Model for National Development using the blue ocean strategy, known as the National Blue Ocean Strategy (NBOS) is incorporated in the GTP, especially in the area for enhancement of total security in Malaysia.

This paper seeks to explain how the NBOS principles could be incorporated into GTP for formulating strategies to ensure peace and security in Malaysia in the next two sections. The section that follows deliberate on the strategic collaboration between MOHA and MINDEF and its main agencies such as Royal Malaysia Police (RMP), Malaysia Prisons Department (MPD) and Malaysia Armed Forces (MAF) in carrying out the NBOS initiatives. The achievements and expected outcomes are reported in the final two sections before the conclusion of the paper.

2. MALAYSIA'S NATIONAL BLUE OCEAN STRATEGY

The concept of Blue Ocean Strategy (BOS) is a business strategy published by Kim and Mauborgne (2005), which provides a systematic approach for breaking out of the red oceans and creating blues oceans. They explained that in red oceans, companies and organisations compete in the existing market space and they strive to beat their competitors to expand market share. In contrast, in blue oceans, companies and organisations create uncontested market space and make competitions irrelevant. They create and capture new demand and break the value-cost trade-off through value innovation, which is the essence of BOS. BOS involves thinking out of the box through the application of creative and innovative methods but at a minimum cost.

As the year 2020 draws closer, the Malaysian Government took some bold measures in 2009 and embarked on the GTP to accelerate the transformations needed to achieve the country's vision to be a developed and high income nation. The GTP was designed to address 7 key areas concerning the people of the country, with the primary aim of transforming the Government into a Rakyat-centred institution to bring improvements to the socio-economic status of Malaysians. These are known as the National Key Results Areas or NKRAs. The NKRAs were formulated from months of surveys, consultations, and evaluations of the Rakyat's expectations of the Government.

The 7 NKRA's are the responsibilities of the relevant ministries and are headed by the Ministers themselves. The Performance Management and Delivery Unit (PEMANDU) in the Prime Minister's Department is responsible to oversee and monitor the progress of each ministry responsible for spearheading the NKRA's. The NKRA's and the lead ministers are given in Table 1.

Table 1: NKRA's and the Relevant Lead Ministers

NKRA's	LEAD MINISTERS
Reducing Crime	Minister of Home Affairs
Fighting Corruption	Minister in the Prime Minister's Department, in charge of Law
Improving Student Outcome	Minister of Education
Raising Living Standard of Low-Income Households	Minister of Women, Family and Community Development
Improving Rural Basic Infrastructure	Minister of Rural and Regional Development
Improving Urban Public Transport	Minister of Transport
Addressing Cost of Living	Deputy Prime Minister

Source: Government of Malaysia (2015).

To achieve the goal of Malaysia to attain the high-income status while maintaining peace, harmony, unity and prosperity, strategies were formulated using a unique Malaysia model of national development based on the principles of the Blue Ocean Strategy. The model is known as the National Blue Ocean Strategy (NBOS). The NBOS model is used to drive the nation's pursuit of high-income status and greater public well being to achieve a higher level of happiness for people of Malaysia, while keeping taxes low. Thus, NBOS is the hallmark of Blue Ocean Strategy of Malaysia. Based on the same principle of thinking out of the box and creating high value at low cost, the Government has shown that the BOS works equally well in the civil service as it has in the business world. Until to date, Malaysia is proud to be the pioneer country, that has successfully implemented BOS principles in the public sector.

According to the principles of BOS, institutions cannot operate in silos, and must work together to reduce resource wastages and redundancies in order to lower cost. The creation of higher value is made possible if underutilized resources are redistributed to important sectors that can make better use of them. Through this approach, the institutional setup that conventionally divides the public and private organizations is reconstructed to free up economic resources otherwise utilized sub-optimally for value creation (Kim & Mauborgne, 2005).

The adoption of the NBOS model is premised on the underlying factor that lack of security is generally the most dominant factor that contributes towards fear and unhappiness, which result from instability in domestic peace and security. Peace and security are therefore the fundamental conditions that must be met to increase the level of happiness of the people, and these conditions should be enhanced and preserved.

Since its inception in 2009 until 9 June 2016, a total of 94 NBOS initiatives were created and many of these are collaborations across ministries and government agencies (see Appendix 1). The year 2016 marks a milestone of the achievements of NBOS that lays the foundation for moving the nation forward to 2020 and beyond. MOHA and its agencies have been actively and continuously pursuing a total of 29 initiatives, either as a lead initiative owner or as a strategic partner (see Appendix 2). The NBOS associated with the NKRA of Reducing Crime (refer to Table 1) has also enabled MOHA to make new breakthroughs in its collaboration with Ministry of Defence (MINDEF) in safe guarding the peace and security of the country.

3. TOTAL SECURITY SYSTEM

Defending national security from internal and external threats remains the Government's highest priority. In this present time, threats to the country's national security and sovereignty are no longer confined to external aggression by foreign forces. The country is facing new security threats, which are constantly evolving and emerging in different forms especially with the abuse of the progress of information and communication technology. The emergence of transnational organized crime (TOC) activities such as illicit drug trafficking, human trafficking, smuggling of migrants, money laundering, terrorism, cybercrime, product counterfeiting and intellectual property thefts are growing in size and complexity, and its impact is most damaging to peace and security of the nation (Zahid, 2014). The worst is, in present time, threats like terrorism can strike anywhere and anytime on anyone. Some vivid examples include the violence or terror attack in Brussels, Ankara, Nairobi, Paris, New York and Washington, as well as in Bangkok and Jakarta. Increasing global access to technological advancement results in new vulnerabilities that need to be addressed and thus demand a new concept and strategy on total security. In recognising this, it is important to strengthen the cooperation and collaboration at all levels among government machinery, with an urgent need to enhance defence and security in a more holistic approach. A total security system is to incorporate the two main security agencies of RMP and MAF, together with other security and enforcement agencies and civil society through various efforts based on NBOS that were established. This total security

strategy has three principles in its design, namely, high impact, low cost and rapid in execution.

Peace and security are important criteria for a nation and its citizens to make economic and social progress. In this aspect, reducing crime is a vital part to the realization of Malaysia's plan to become a fully developed country in 2020. As we are fully aware, incidence of crime can affect anyone, irrespective of ethnic, religion, gender, income or profession. Fear of crime impacts one's quality of life and also the development of a nation. According to a survey conducted in 2009 (PEMANDU, n.d., p. 42), Malaysians identified crime as their second biggest concern after economic issues. Crime reduces public morale and confidence in the Government in maintaining peace and security, while projecting a poor image of the country. Through the total security strategy, MOHA works closely with RMP in a number of initiatives directed at tackling the crime problem and to win back public confidence and the feeling safe factor in Malaysia.

4. STRATEGIC COLLABORATIONS THROUGH NBOS

The cooperation between MOHA and MINDEF had long begun with the introduction of *KESBAN* (meaning security and development) to lay the foundation for peace and security as well as to bring development and progress to the country. MOHA's main function is to safe guard the internal security and public order of the country. Presently, there are nine (9) agencies under the purview of MOHA, namely the RMP, MPD, Immigration Department of Malaysia (IDM), Registration Department of Malaysia (RDM), National Anti Drug Agency (*Agensi Anti Dadah Kebangsaan, AADK*), Department of Registration of Society (ROS) and People's Volunteer Corps (*Jabatan Sukarelawan Malaysia, RELA*), Government Printing House (known as *Percetakan Nasional Malaysia Berhad (PNMB)*) and its latest established agency, Malaysia Border Security Agency (*Agensi Keselamatan Sempadan Malaysia, AKSEM*). On the other hand, MINDEF's main function is to defence the security of Malaysia from external threats. Likewise, MINDEF has its main agencies like MAF, the Army, the Navy, and the Air Force to prevent external threats and maintain sovereignty of the country.

The aim of the cooperation is to enhance the working relationship between the two ministries to support the national security and national interests of Malaysia. The existing cooperation between the two ministries was brought to the next level through the implementation of NBOS initiatives ("Home, Defence Ministries

Outline New Initiatives,” 2013; “Armed Forces and Police Collaboration,” 2013). Under the NBOS initiatives, strategic collaborations were built between the following agencies:

- i. The Institute of Public Security of Malaysia (IPSOM) and Malaysian Institute of Defence and Security (MiDAS)².
- ii. Royal Malaysia Police (RMP) and Malaysian Armed Forces (MAF)
- iii. Malaysia Prisons Department (MPD) and Malaysian Armed Forces (MAF)

4.1. Strategic Collaboration between IPSOM and MIDAS

At the Ministry level, both MINDEF and MOHA has set up a research based institute which acts as a ‘think tank’ to the respective ministries on matters regarding defence and security affecting the country. The Malaysian Institute of Defence and Security (MiDAS) was established administratively on April 2010 (the establishment was approved later by the Public Service Department on 16 November 2012) under the purview of MINDEF. It is the centre of excellence for MINDEF and Government of Malaysia in the field of defence and security that conducts comprehensive research for knowledge sharing. The Institute organises various activities such as forums, debates and seminars, and publishes a journal on defence and security. MiDAS comprises of three centres namely (i) Comprehensive Defence and Security Research Centre, (ii) MiDAS Blue Ocean Strategy Centre; and (iii) Administration and Finance Division (<http://midas.mod.gov.my/2015-03-02-14-58-30/organization-chart#>, accessed on 11 April 2016).

The Institute of Public Security of Malaysia (IPSOM) was set up on 30 July 2013 (it was later approved by the Public Service Department on 16 Jan 2015) under MOHA. It serves as a leading security strategic management institute, besides playing the role of ‘think tank’ for the Ministry and Government. IPSOM comprises of three major centres, namely (i) Centre of Research and Publication; (ii) Centre for Accreditation and Security Expert Development, and (iii) Centre for Blue Ocean Strategy and Administration. The main function of IPSOM is to conduct scientific research on issues related to public security and safety for the purpose of formulating effective security policy for MOHA and the Government of Malaysia (<http://www.moha.gov.my/index.php/ms/maklumat-korporat/maklumat-bahagian/institut-keselamatan-awam-malaysia-2>, accessed on 11 April 2016).

² The establishments of IPSOM and MiDAS were initiated by the author in his capacity as the current Minister of MOHA and former Minister of Defence respectively.

In 2013, MOHA and MINDEF signed a Memorandum of Understanding (MoU) on the collaboration between IPSOM and MiDAS to enhance the total security system of Malaysia through NBOS, witnessed by both the Secretary-Generals of the said ministries. The signing of this MoU marks a stronger strategic collaboration between the two institutes. Subsequent to that, IPSOM has established network and cooperation with MiDAS especially in generating innovative ideas through the concept of Blue Ocean Strategy (BOS), and its implementation of NBOS initiatives that involve both MOHA and MINDEF. IPSOM and MiDAS, in consultation with the Malaysia Blue Ocean Strategy Institute (MBOSI), meet regularly to review and improve the existing NBOS initiatives and formulate new initiatives for fighting crime and increasing public safety.

4.2. Strategic collaboration between RMP and MAF

The collaboration between RMP and MAF is not new. Collaborations between them went far back before Independence through the KESBAN³ Strategy when the country was facing communism threat. The renewed collaboration was bought to the next level through NBOS initiatives since 2009 in support of the Government's effort to reduce crime rate. The collaboration is also aimed at promoting a stronger network between the two main security agencies responsible for defence and security to improve total security of the country, in line with the spirit of NBOS approach where initiatives undertaken by RMP and MAF must be of high impact, low cost and could be done rapidly. To effectively reduce crime in Malaysia, omnipresence is the most effective way of crime prevention. In order to materialise rapid execution, MAF has taken over border operations from RMP to allow for redeployment of the General Operation Force (GOF) to undertake street patrols in urban areas. The MAF also collaborated with RMP in the sharing of training facilities at the Army and the Navy Training centres for the training of Police Constables, which has saved the Government some RM600 million to train 10,000 constables if new police training centres were to be built. The RMP has also opened opportunities for ex-servicemen who are keen to join the Police Force, so that RMP could have ready-made "policemen" within weeks instead of months of training. This move has enabled RMP to employ additional man power to be deployed for crime prevention ("A Collaboration", 2015).

Another problem area that needs to be addressed by RMP is the rise of crime committed by youths or young persons. More alarming is the number of students committing crime is also on the rise (Lee and Rajah, 2014). To address the problems faced by those at risks and youths in schools, the weekly comprehensive

³ KESBAN is derived from two Malay words, namely Keselamatan (KES) which means security and pembangunan (BAN) which means development.

programme and summer camps handled by MAF together with RMP and Ministry of Education (MOE) were introduced under the NBOS initiative known as Visionary Youth Programme or (*Program Remaja Berwawasan*). The programme has thus far achieved significant success (“A Collaboration”, 2015).

Another hallmark collaboration between RMP and MAF is the joint patrols by the police and military in reducing crime especially in hot spot areas. These joint efforts involve foot patrol, motorcycle patrol, car patrol, road blocks and spot checks. Since the implementation in 2010, joint patrols are widely accepted by the public, and they bring good results in preventing street crime, although some were uncomfortable with the presence of military forces in the street at the initial stage. Due to the effectiveness of joint patrols in preventing crime and the good public acceptance of the movement, the patrol areas have been expanded from 100 locations to 200 starting from 2016. The extended coverage of joint patrol areas by police and military will not only reduce the crime rate. This move is also expected to improve the feel safe factor among the public and hence improving the Safety Perception Index.

The resolution of the conflict involving the intrusion of Armed Sulu Militia upon Sabah, Malaysia in 2013 was the result of the effectiveness of NBOS, which made it possible for the police and army to effectively maintain the peace and sovereignty of Sabah and Malaysia (“Lahad Datu”, 2013). On 22 February 2016, a deployment of NBOS Joint Patrol team by police and military in the wake of suspected terrorist attack in Kuala Lumpur has also won praises from the public for preventing terrorism threat in the interest of national security. The move was in response to a travel advisory issued by Australia to its citizens on the fear of planned terrorist attacks in Malaysia (Hariz and Lokman, 2016).

4.3 Strategic collaboration between MPD and MAF

Another milestone achieved in NBOS is the establishment of strategic collaboration between Malaysia Prisons Department (MPD) and Malaysian Armed Forces (MAF). This collaboration is through a joint programme known as the Community Rehabilitation Programme (CRP). This initiative involves setting up community rehabilitation centres in the vicinity of army camps, and to develop programmes that can effectively turn them into better and productive citizens. The petty offenders are segregated from the hardcore criminals. CRP would house prisoners with less than two year imprisonment to serve and were involved in minor offences. These centres provide unique rehabilitation programmes that cultivate skills and promote productive activities, such as basic camp maintenance, farming and fishery projects, together with moral, religious education and counselling sessions. While

serving their sentence, inmates are equipped with working skills and contribute towards productive economic activities. Most importantly, they are also trained in both physical and mental preparation for meeting the challenges and can be integrated and reconciled with the community after their release.

Table 2: Number of ODS on Parole and Released Until March 2016

No.	CRP Camp	Current No. of ODS	ODS on Parole	ODS Released	Total	Residivist
1	Kem Mahkota, Kluang, Johor	228	263	774	1,265	2
2	Kem Sultan Abd Halim, Alor Setar, Kedah	250	288	986	1,524	4
3	Kem Syed Sirajudin, Gemas, Negeri Sembilan	413	332	1,424	2,169	5
4	Kem Desa Pahlawan, Kota Bharu, Kelantan	222	281	952	1,455	1
5	Kem Bt 10, Kuantan, Pahang	250	311	897	1,458	4
6	Kem Kota Belud, Sabah	147	20	9	176	0
TOTAL		1,510	1,472	5,042	8,047	16

Note: ODS refers to persons under supervision.

Source: Prisons Department of Malaysia, updated March, 2016.

CRP is one good example of smart partnership involving various agencies that results in cost saving for the Government. This programme has resulted indirect cost savings by not building additional prisons. Costs to build a conventional prison housing 300 inmates is approximately RM50 million while the cost to build all the five CRP camps listed in Table 2 is RM29.2 million. It was estimated that the collaboration has saved the Government a total of RM220.8 million. In late 2015, the sixth CRP centre at the Kota Belud Camp in Sabah is the latest and has been in operation since then.

Effective rehabilitation programme will break the vicious cycle of released prisoners recommitting criminal acts and that they will become better citizens. This project helped reduce the problem of congestion in the prison and is part of MAF's community social responsibility programme. Inmates undergo a total rehabilitation programme to prepare them for life in the outside world after

completion of their sentences. This programme enables them to develop useful skills, knowledge and positive values to be accepted by their family and society upon release. This is another creative and productive form of rehabilitation for the petty criminals. Until March 2016, there is only 16 recidivist cases out of 5042 inmates that underwent CRP, which accounts for only 0.33% (see Table 2). In other words, CRP has successfully reduced repeat offences by providing inmates or prisoners with skill training and other career development opportunities (“Zahid: Community Rehabilitation Programme”, 2013). This has in turn prevented a rising crime index and reduced the crime rate in Malaysia.

5. FURTHER MOHA NBOS ACHIEVEMENTS

The Ministry of Home Affairs and its agencies have been actively and continuously pursuing a total of 29 initiatives, either as a lead initiative owner or as a strategic partner, since the adoption of the National Blue Ocean Strategy in 2009 (refer to Appendix 2). Besides the collaborations with MINDEF and MAF that yielded positive results, there are other significant MOHA NBOS achievements that are attained. The details are as follows:

- i. Until 2015, a total of 27,413 local security guards were trained under the Certified Security Guards (CSG) initiative. The Ministry has targeted an additional 20,000 local security guards to be trained in 2016. To maintain a professional image and increase self esteem among the trained local security guards, standardized uniforms were introduced. It is hopeful that the well trained security guards will improve the safety and security in the vicinity they are guarding. This initiative is jointly collaborated between MOHA, RMP and Association of Private Security Companies.
- ii. Besides the joint patrols by RMP and the military, the Blue Ocean Policing initiative of Royal Malaysia Police through NBOS initiatives like AMANITA, Go-to-Safety Points in all crime hot spot areas, and having ex-policemen to serve as neighbourhood safety leaders, to name a few, have achieved its objective by successfully reducing crimes in all hot spot areas. These achievements will also help to improve the safety perception among the Rakyat, and the initiatives will continue to see good results in the near future.
- iii. The National Anti-Drug Agency or *Agensi Anti Dadah Kebangsaan (AADK)*, through the initiative of My Beautiful Malaysia (MyBM), has successfully recruited 56,600 Skwad 1Malaysia volunteers, who helped to clean and flush out many identified drug addict dens and hideouts in Malaysia.

- iv. Registration Department of Malaysia or *Jabatan Pendaftaran Negara (JPN)* and Immigration Department of Malaysia (IDM) are actively offering their services through 10 UTCs (Urban Transformation Centres) and 7 RTCs (Rural Transformation Centres) as well as 1SERVE (1Malaysia Customer Service of Civil Servants) counters throughout Malaysia. JPN has taken a further step in extending its outreach. The Department also offer services to the rural community through Mobile CTC (Mobile Community Transformation Centre). Like other agencies participating in RTC and UTC, both JPN and JIM have received Letters of Appreciation for their commendable work.

6. THE EXPECTED OUTCOME

MOHA that leads the Reducing Crime NKRA has set ambitious targets to reduce crime in Malaysia. Since the implementation of the GTP, significant improvements were achieved in all the key areas except the Safety Perception Index.

Table 3: National Key Performance Indicators (NKPIs) and top line target for 2010 – 2015

NKPI	Achievement						Expected outcome
	2010	2011	2012	2013	2014	2015	
Reduce Index Crime	Reduced 15%	Reduced 11.1%	Reduced 7.6%	Reduced 4.3%	Reduced 12.6%	Reduced 10.1%	5% reduction annually
Reduce Street Crime	Reduced 35%	Reduced 39.7%	Reduced 41.3%	Reduced 6.5%	n/a	Reduced 16.9%	5% reduction annually
Safety Perception Index	52.8%	52.9%	57.3%	47.2%	39%	Crime Perception Index (CPI) is developed	> 65% of the public feeling safe living in Malaysia
Increase Charging Rate	n/a	23.5%	34.7%	38.2%	41.5%	n/a the ratio 1 I.O : 7 IPS per month is maintained	35% of IPs brought to trial
Improve Public Satisfaction Of RMP Performance	55.8%	70.5%	65.7%	85.7%	92.5%	n/a (ceased)	85% of the public satisfied with RMP services

Note: Index is based on 2009 as baseline. IPs refers to Investigation Papers.

Source: Polis Diraja Malaysia (2010, 2011, 2012, 2013, 2014, 2015).

As the results presented in Table 3 indicate, RMP has successfully achieved its targets in reducing both the index crime and street crime, and improved public satisfaction towards the performance of RMP. Improving the public perception of safety remains the biggest challenge for the Reducing Crime NKRA, despite positive results were achieved in the reduction of index crime and street crime. In the surveys conducted by PEMANDU (2012) showed that 52.8% of the *Rakyat* reported that they were still afraid of becoming victims of crime in 2010 and 2011. In 2013, the Safety Perception Index dropped to 47.2% compared to the target outcome of 65% or more of the public feel safe living in Malaysia. In 2014, the Safety Perception Index dropped further to 39%. In 2015, the Performance Management and Delivery Unit (PEMANDU) in the Prime Minister's Department developed the Crime Indicator Index to replace Safety Perception Index.

Besides RMP, other enforcement agencies in the Ministry of Home Affairs have also played their parts and put in efforts to complement the police in safeguarding peace and security in the country. Some of the successes include the following:

- i. The Malaysia Prisons Department recorded a recidivism rate of 8.2% in 2015, which is below the 10.0% target set by MOHA. By comparison, the recidivism rate in Australia is reported to be between 35 to 40 percent (Payne, 2007).
- ii. The Immigration Department of Malaysia has conducted 5,101 operations nationwide with the arrest of 26,632 PATI (Pendatang Asing Tanpa Izin or illegal immigrants) and 566 employers for the period of 1 January until 9 June 2016. Such operations will be carried out consistently in order to flush out illegal immigrants (MIAC, 2016).
- iii. *AKSEM* (*Agensi Kawalan Sempadan Malaysia* or Malaysia Border Control Agency) has confiscated illegal goods amounted to RM43 millions in the year 2015. This has prevented economic losses to the country due to smuggling activities.
- iv. *AADK* (*Agensi Anti Dadah Kebangsaan* or National Anti-Drug Agency) received a total number of 38,104 and 156,477 drug addicts and users for rehabilitation in its Cure & Care Clinic and Cure & Care Service Centre, respectively, in 2015. This rehabilitation programme will prevent re-occurrence among drug addicts and users.
- v. RELA (Ikatan Relawan Rakyat, or the People's Volunteer Corps) has recruited a total of 3,050,995 members in Malaysia and out of this, there are 117,098 members of *Skuad Rakan Muda RELA*. (<http://www.rela.gov.my/membershipstatistics>, accessed on 9 June 2016). This big number of RELA members will be deployed for peace keeping and crime prevention when the need arises, it is definitely a force to reckon with.

9. THE WAY FORWARD

Despite the improvement in the country's crime rate and its continued downward trajectory, the public perception of safety is still challenged as 39% of the Citizens indicated that they still do not feel safe. The issue of crime has taken centre-stage with the *Rakyat* of late, owing to a recent consistent spate of criminal incidents reported in various media channels. The *Rakyat* has, unfortunately taken to interpret this to mean that the initial initiatives undertaken by the Reducing Crime NKRA team have been ineffective, and that the level of criminal activities remains the same if not worse.

Public fear of criminal victimization remains high, which in turn exacerbates concerns about safety and demoralizes the *Rakyat* in general. As part of the GTP initiatives, MOHA, Reducing Crime NKRA team and RMP put in concerted and targeted effort to make the *Rakyat* feel safer through education, increasing police presence on the streets, improving community well-being and raising awareness. In a nutshell, the goal of the NKRA in this particular work stream is to engage with the community to create safer public spaces via initiatives that encourage people to come together and take ownership of the work that will make their communities more secure.

Initiatives that aim to bring the *Rakyat* together, encourage them to be involved in the work that will improve the feel safe factor and lead to betterment of the community they live in include the following:

- i. Increase police presence to help improve the perception of public safety, and to develop the trust of *Rakyat* in the police.
- ii. Encourage collaborations between RMP, RELA, *JPAM (Jabatan Pertahanan Awam Malaysia* or Malaysia Civil Defence Department) and the local communities.
- iii. Provide knowledge and skills on how to stay safe to vulnerable groups, specifically the women. Through the NBOS initiatives, the role of AMANITA is further enhanced where all female police officers in RMP have been appointed as "Peace Lady" that act as a liaison between the Police and housewives and women's groups.
- iv. Create safe 'walkabout' streets, e.g. more street lights, community patrols, and *removal of signs of disorderliness*.

- v. *Put* citizens at the centre of the solution to practice the principle of a safe community is everybody's business, and every citizen is owner of the public safety problem.

All the above initiatives are aimed to create an integrated society with public participation in maintaining safety, peace and orderliness of the community. Apart from improving the quality of life, they are also aimed at lifting the confidence of the *Rakyat* and projecting a good image of the country.

In conclusion, it is emphasized that the initiatives that the Government is undertaking, including its collaboration with the private sector, as well as the cooperation between the police and civilians in fighting crime, from now and years after that, will make Malaysia a safe place for living in the transformation process towards a truly advanced country as envisioned for the nation in 2020. MOHA in collaboration with its strategic partners will remain committed in driving its NBOS initiatives to provide security to the community, improve public safety, safeguard the country's peace and sovereignty and continue to be vigilant in keeping the country safe from any harm. Efforts will be intensified to expand creativity and innovation-driven initiatives to deliver high impact results rapidly at low cost, as enshrined in the principles of NBOS.

APPENDIX 1**Overall NBOS Initiatives, 2009 – 9 June 2016**

No.	NBOS	INITIATIVES	LEAD MINISTRIES/ AGENCIES
1	1	Repositioning civil servants to police admin tasks	RMP/Public Service Department
2	2	Training of police using military facilities	MOHA
3	2	Joint patrol by the military and police	MAF/RMP
4	2	Recruitment of ATM veterans into the police force	MAF/RMP
5	2	Creative multiplication of police presence	MOHA
6	2	Community Rehabilitation Programmed (CRP)	MINDEF
7	3	Building rural basic infrastructure (housing & water supply)	MRRD
8	3	Engaging rural labour for high value-added economic activities on unused government lands	MOA
9	4	Established Rural Transformation Centre (RTC)	MRRD/MOA
10	5	Expansion of RTCs	MRRD
11	5	Expansion of Mini RTCs	MRRD
12	5	Converting JKJKs into rural transformation agents	MRRD
13	6	Urban Transformation Centre (UTC)	MOF
14	6	1Malaysia Privileges Card	MOF
15	6	Leveraging NGOs to mobilise volunteers for tree planting	MOHA
16	6	1Malaysia Skills and Employability Programme	EPU/MOHR
17	6	1Malaysia Family First	MOWFCD
18	6	1Malaysia Family First Phase II – Introduction	MOWFCD
19	6	1Malaysia Youth Empowerment & Support	MOWFCD/MOHE
20	6	Micro-PPP and developing longhouse home-stay programmes using micro-PPPs	UKAS
21	6	*Organising health fairs in Sabah /Sarawak	MOH

No.	NBOS	INITIATIVES	LEAD MINISTRIES/ AGENCIES
22	6	Mobile KR1M	MDTCC
23	6	My Kampung, My Future	MOA
24	6	My Kampung, My Future Phase II - Introduction	MOA
25	7	My Beautiful Neighbourhood	MOUHLG
26	7	*1Malaysia Family Care	MOWFCD/MOH
27	7	1Malaysia Veterans Recognition Programme	MINDEF
28	7	1Malaysia Veterans Recognition Programme Phase II	MINDEF
29	7	Volunteerism	MOTAC
30	7	1Malaysia Women Initiative for Self-Empowerment (1MWISE)	MOWFCD
31	7	1Malaysia Support for Housewives	MOWFCD/MOHR
32	7	1Malaysia Hawkers Programme	MDTCC
33	7	1Malaysia for Youth	iM4U
34	7	1Malaysia for Youth Phase II	iM4U
35	7	1M4U Blue Ocean Competition	iM4U
36	7	1M4U Outreach Centre	iM4U
37	7	1Malaysia One Call Centre	MAMPU
38	7	1Malaysia Training Centre	MAMPU
39	7	National Strategy Unit - Establishing Strategic Linkages between UTCs, RTCs and mini RTCs	MOF
40	7	Second Wave of Blue Ocean Policing: 1AMAN Campaign Phase I & II	MOHA/RMP
41	8	Uniformed Policing 2	MAF/RMP
42	8	1Malaysia Komuniti Perwani	MOWFCD
43	8	Women Empowered for You (WE4U)	MOWFCD
44	8	Anti-Organised Crime Squad	RMP
45	8	Blue Ocean Policing	RMP

No.	NBOS	INITIATIVES	LEAD MINISTRIES/ AGENCIES
46	8	Second Wave of Blue Ocean Policing: Uniformed Policing 2	RMP
47	8	*Joint Communications of PDRM and ATM	RMP/MAF
48	8	Military Community Transformation Centers (MCTCs)	MAF/RMP
49	8	University Community Transformation Centers (UCTCs)	MOE
50	8	Mobile Community Transformation Centre (Mobile CTC)	MOF
51	8	Repositioning teachers to their core duties	MOE
52	8	*Repositioning doctors and nurses to their core duties	MOH
53	8	Reformulating 10MP Projects into NBOS	EPU
54	8	*Military Community Volunteering Days	MAF/RMP
55	8	Tourists First	MOTAC
56	8	Visit My Kampung	MOTAC
57	8	1M4U Outreach Centres	iM4U
58	8	Purple Walk	MOWFCD
59	8	My Beautiful Malaysia	MOUHLG
60	9	1Malaysia Entrepreneurs (1MET)	MOF
61	9	Blue Ocean Entrepreneurs Network (BOE)	MOF
62	9	UTC Community Service Desk	MOF
63	10	Military Adventure World	MAF
64	10	National Service 2.0	MAF
65	10	Volunteering for International Professionals (VIP) Programme	MOF
66	10	Certified Security Guards (CSG)	MOHA/RMP
67	10	1Malaysia Civil Service Retirement Support (1MCSRS)	Public Service Department
68	10	1Malaysia Mobile Hawkers	MDTCC

No.	NBOS	INITIATIVES	LEAD MINISTRIES/ AGENCIES
69	10	Volunteering for International Biodiversity Experts (VIBE)	MOTAC/NRE
70	10	*1Malaysia Biodiversity Enforcement Operation Network (1MBEON)	NRE/MAF
71	10	1 Malaysia Skills Training & Enhancement For The Rakyat (1MASTER)	MOHR
72	10	My Beautiful Malaysia (MyBM)	MOUHLG
73	10	Blue Ocean Communication on GST	MOF
74	10	Community Transformation Centre (CTC)	MOF
75	10	1Community 4 You (1C4U)	ICU
76	10	1Malaysia Youth Cities	MOUHLG/MRRD/ MOYS
77	10	1Malaysia Customer Service for Civil Servant (1SERVE)	Public Service Department
78	10	1Malaysia Development Strategy	-
79	10	1ASEAN Entrepreneurs Summit	MOF
80	10	1Malaysia Social Entrepreneurs	iM4U
81	10	Leading ASEAN for the People	KSN's office/MOF
82	10	MyNDS	KSN's office/MOF
83	10	1Malaysia Blue Ocean Entrepreneurs	MOF
84	10	Sarawak NBOS	SUK Sarawak
85	10	BIODIVERSITY	MOSTI/Biotech Corp
86	10	Building a National Brand	
87	10	1Malaysia For Senior (1M4Senior)	1M4U/MOWFCD/ MOH/MINDEF/ MOYS
88	10	NBOS Ambassadors	KSN/KPPA/KSP
89	10	Community Support for School Teachers	MOE
90	10	Executing 11MP through the NBOS Transformation Platform	ICU

No.	NBOS	INITIATIVES	LEAD MINISTRIES/ AGENCIES
91	10	International Conference on Blue Ocean Strategy	KSN Office
92	10	Urban Launchpad for Youth	MOUHLG
93	10	Blue Ocean Entrepreneurs Town	KSP/MaGIC
94	10	Smart Volunteer Patrol (SVP)	MOHA/PDRM

Source: National Strategy Unit (NSU), Ministry of Finance, 9 June 2016.

APPENDIX 2**MOHA: NBOS Initiatives, 2009 – 9 June 2016**

LEAD AGENCY/ MINISTRY	NEW NBOS INITIATIVES	NO.	INITIATIVES	NOTES
RMP	NBOS 8: Blue Ocean Policing	1.	NBOS 1	i. Repositioning civil servants to police admin tasks
		2.	NBOS 2	ii. Training Of Police
		3.	NBOS 2	Using Military Facilities
		4.	NBOS 2	iii. Recruitment Of Ex-military Personnel To Join RMP
		5.	NBOS 2	
		6.	NBOS 7	iv. Joint Patrol of RMP & Military
				v. Creative Multiplication Of Police Presence
		7.	NBOS 7	vi. Connect AMANITA With Resident Associations Nationwide To Organize Local Safety Initiatives
		8.	NBOS 8	vii. 1Aman Campaign
		9.	NBOS 8	viii. Anti-Organized Crime Squad
				ix. Establish Go-to-safety Points In All Crime Hot Spots Area.
		10.	NBOS 8	Joint Communications of RMP and MAF
MAF (ATM)	NBOS 8: 2 nd Wave Blue Ocean Policing	11.	NBOS 2	Sharing Of Resources and Responsibilities Between MAF and RMP
RMP , MOHA		12.	NBOS 10	Certified Security Guard (CSG) Security and Public Order Division of MOHA (<i>or</i> Bahagian Keselamatan Dan Ketenteraman Awam (KK)

LEAD AGENCY/ MINISTRY	NEW NBOS INITIATIVES	NO.	INITIATIVES	NOTES
PDM , MAF		13.	NBOS 2	Community Rehabilitation Programme (CRP)
National Anti Drug Agency (AADK)		14.	NBOS 3	Engaging Rural Labour For High Value-added Economic Activities On Unused Government Lands
Ministry Of Urban Wellbeing, Housing And Local Government (MUWHLG)	NBOS 7:My Beautiful Neighborhood (MyBN)	15.	NBOS 6	Addressing Low Cost Housing Issues By RELA and Military. RELA Members Maintaining And Cleaning Up Longhouses Areas With The Engineering Support Of Military (RELA,RMP,JPAM,AADK)
		16.	NBOS 6	
		17.	NBOS 8	My Beautiful Malaysia (RELA,RMP)
		18.	NBOS 10	My Beautiful Malaysia (MyBM) (RMP, RELA, JPN, JIM, AADK, JPAM)
Ministry Of Finance (MOF)		19.	NBOS 6	Urban Transformation Centers (UTC) (RMP, JIM, JPN, RELA)
		20.	NBOS 8	Mobile Community Transformation Centers (Mobile CTCs) (RMP, JIM, JPN, RELA, JPAM)
Ministry Of Rural And Regional Development (MRRD)		21.	NBOS 4	Rural Transformation Centers (RTC) (RMP, JIM, JPN, RELA)
MAMPU		22.	NBOS 7	1Malaysia Training Centers (1MTC) 1Malaysia One Call Center (1MOCC) (JIM, AADK, RELA)
		23.	NBOS 7	

LEAD AGENCY/ MINISTRY	NEW NBOS INITIATIVES	NO.	INITIATIVES	NOTES
RELA	NBOS 7: Volunteerism	24.	NBOS 6	Leveraging NGOs To Mobilize Volunteers For Tree Planting
Ministry Of Women, Family And Community Development (MWFCDD)		25.	NBOS 8	1Malaysia Community PERWANI AMANITA (RMP)
Ministry of National Resources & Environment (NRE)		26.	NBOS 10	1Malaysia Biodiversity Enforcement Operation Network (1MBEON) (RMP/JIM)
Public Service Department		27.	NBOS 10	1Malaysia Customer Service for Civil Servant (1SERVE) (JIM, JPN)
Ministry of Education (MOE)		28.	NBOS 10	Community Support for School Teachers (MOE)
Ministry of Home Affairs (MOHA)		29.	NBOS 10	Smart Volunteer Patrol (SUP) (PDRM)

Source: National Strategy Unit (NSU), Ministry of Finance, 9 June 2016.

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