



## **MESSAGE RT. HON. DATO' SERI ABDULLAH HAJI AHMAD BADAWI**

### **PRIME MINISTER OF MALAYSIA**

Malaysia has been a successful developing country and is forging ahead to become a developed nation in its own mould. In order to be more successful, our nation has to be managed effectively and its weaknesses and shortcomings have to be overcome. A major challenge it has to address in this endeavor is the strengthening of ethics and integrity.

The government has implemented the Prime Minister's Directive No. I of 1998 which aims to enhance the integrity of the management in government administration. This has been done namely through the setting up of the Integrity Management Committee in all ministries, departments and agencies of the Federal Government as well as the State Governments. However, there is no mechanism thus far to involve other sectors, such as the private sector, political parties, non-government organizations, religious groups, the media, women, youth and students in an integrated and coordinated movement to enhance integrity. It is in this regard that the government has formulated the National Integrity Plan (NIP) which will act as a master plan to guide all of the above sectors.

The formulation of the NIP is predicated upon the spirit and principles of the Federal Constitution, the philosophy and principles of the *Rukun Negara* as well as the aspirations of Vision 2020. The overall objective of the NIP is to fulfill the fourth challenge of Vision 2020, namely, **"to establish a fully moral and ethical society whose citizens are strong in religious and spiritual values and imbued with the highest ethical standards."**

The NIP is an integrity plan that has evolved from the aspirations of our people and our country. It has been formulated in accordance with our own mould with Malaysians of

all ethnic and religious groups as its stakeholders. The plan takes into account the views and suggestions presented at a series of national seminars, involving representatives from almost all sectors of the society. Thus the NIP reflects the hopes and aspirations of both the leadership and the people.

In order to achieve its objectives, the NIP has identified a set of priorities and targets. For the first five years (2004-2008), the NIP has identified five priorities known as Target 2008, which are as follows:

- Effectively reduce corruption, malpractices and abuse of power;
- Increase efficiency of the public delivery system and overcome bureaucratic red tape;
- Enhance corporate governance and business ethics;
- Strengthen the family institution; and
- Improve the quality of life and people's well-being.

In order to achieve Target 2008, the approach and overall strategy of the NIP is to mobilize all sectors of the society to support and uphold the aspirations of the NIP. They also have to cooperate and coordinate their efforts in order to implement its various programmes.

The effort to enhance integrity will involve participation at the grassroots right up to the highest level of the society. The components and sectors involved are: the family, community, civil society (involving NGOs), religion, socio-culture (education, health, sports and recreation, mass media, art, literature and heritage), economy, politics and administration. In this manner, the integrity movement is comprehensive covering all levels or sectors of the government and society. As the approach involves the synergy of institutions 'from below' with those 'from above', it will generate its own dynamism and vitality.

With the launching of the NIP, the government is setting up the Integrity Institute of Malaysia (IIM) as a mechanism to promote and coordinate the implementation of the NIP. The government is confident that the Institute will carry out its duties effectively.

The enhancement of integrity based on the NIP, and coordinated by IIM, is a movement that has increasingly captured the imagination of all Malaysians. It will be a source of strength for Malaysia to effectively manage its success and overcome its weaknesses. The launching of the NIP and the Institute will be a catalyst for the attainment of the objective of enhancing integrity. All these will enable Malaysia to forge ahead towards becoming a developed nation in its own mould, as well as to emerge as a nation of excellence, glory and distinction.

# **Towards A Developed Society In Our Own Mould**

## **Managing Success**

1. As a developing country, Malaysia has achieved successes in many fields. It now aims to become a fully developed nation in its own mould by 2020. In order to become a successful nation and to further strengthen its achievements towards excellence, glory and distinction, Malaysia must effectively manage its successes.
2. The transformation towards a developed nation is not solely based on economic and technological progress. It also needs progress in social, cultural, intellectual and spiritual fields. To achieve these, the enhancement of ethics and integrity to ensure that they become part of the society's culture is absolutely necessary. Only with these values and norms in place, our successes can be sustained and the people's well-being enhanced. At the same time, the first world infrastructure facilities already in place in Malaysia would not be wasted or misused, and the third world mentality can be eradicated.
3. Malaysia's GDP for the year 2003 increased by 4.5% to RM229.3 billion (US\$60.3 billion). This growth is expected to increase to 5.5% - 6.0% in 2004. The infrastructure facilities, such as the supply of electricity and water, are reported to have reached 94% and 92%, respectively in 2002. Enrolment in primary education has reached 97.8 percent, while literacy rate for 2002 was 94%. Life expectancy for male and female has increased to 70.4 and 75.3 years, respectively, while the infant mortality rate had gone down from 6.6 per 1000 in 2001 to 6.2 for 2002. Malaysia's development, growth and competitiveness as reflected in the above figures can be attributed to the presence of noble values, integrity and accountability, as well as the contributions by all concerned to ensure the country's continuing success and the well being of our people.
4. At the same time, the people's awareness and concern for ethics and integrity and their demand for the elimination of corruption, abuse of power and incompetence has increased. They demand that integrity must not be compromised while concerted efforts must be undertaken to enhance the integrity of the government, private sector, political parties, media, trade unions, NGOs, youth, students and the general public.

## **Malaysian Government's Commitment**

5. The Malaysian government is fully committed to national development. Policies at the national level that address political, administrative, economic and social issues have been introduced and implemented. The progress Malaysia has achieved is due to proper planning by the government and its agencies, as well as the strong and continuing support of the private sector, and the rest of society.
6. Malaysia has implemented eleven Five Year Development Plans since 1951, and since 1971, it has been guided by three Long Term Perspective Plans. These are the New Economic Policy

(1971-1990), the National Development Policy (1991-2000), and the Vision Development Policy (2001-2010).

7. The direction and principles of the three perspective plans mentioned above are guided by the spirit and principles of the nation as enshrined in the Federal Constitution, *Rukun Negara* and Vision 2020. The Federal Constitution has outlined a social contract that provides the foundation for social harmony, as well as development for our country and people of various ethnic groups and religions. The *Rukun Negara* - a national philosophy and ideology launched in 1970 - aims at developing a new consensus toward integrating various ethnic groups, and building a society that is just, democratic, liberal and progressive. Vision 2020, which was launched in 1991, contains the national aspiration to become a fully developed nation within our own mould; it also outlines the challenges that need to be addressed in order to realise that goal. The principles and spirit of the Federal Constitution, *Rukun Negara* and Vision 2020 form the *cornerstone* for the implementation of all the national policies and strategies.

### **Enhancing Ethics and Integrity in the Public Sector**

8. The government is aware that the public sector is the most important instrument in management and administration, as well as in the delivery services and national development. Ethical practices and integrity must therefore be reflected in all undertakings. The integration, internalisation and upholding of good moral values, and being free of corruption and abuse of power, should continuously be strengthened. Since independence, the government has introduced various programmes aimed at enhancing good moral values and integrity in the public service. Since the 1980s, in particular, greater attention has been given to the concepts of 'Clean, Efficient and Trustworthy' (*Bersih, Cekap dan Amanah*) 'Integration of Islamic Values' (*Penerapan Nilai-nilai Islam*), 'Excellent Work Culture' (*Budaya Kerja Cemerlang*), 'Code of Work Ethics' (*Kod Etika Kerja*), 'Client's Charter' (*Piagam Pelanggan*) and 'ISO 9000'.
9. In order to ensure the prevention of corruption, the Government, through Parliament, passed the Prevention of Corruption Act, 1961 to replace the Prevention of Corruption Ordinance 1950. In 1967, the Anti-Corruption Agency was set up whose main purpose was to eliminate corruption, and prevent the abuse of power and malpractices. After taking into consideration the developments taking place in the country and elsewhere, this Act was revised in 1971 and subsequently repealed and replaced with the Prevention of Corruption Act 1997. Since its formation, the Anti-Corruption Agency has played a significant role in combating corruption, maintaining the integrity of government administration and promoting awareness among members of the public of the dangers of corruption and abuse of power.
10. The government has also set up the Public Complaints Bureau (PCB) as one of the mechanisms through which members of the public could lodge complaints on malpractices and abuse of power in the public service. The Auditor General's Department has been set up to audit Public Accounts and to ensure that public expenditure, revenue and assets are properly managed and accounted for according to the law and established procedures. The Malaysian Administrative,

Modernisation and Management Planning Unit (MAMPU) has been established for the purpose of initiating changes in government administration to ensure the creation of a modern, competent and effective public service.

11. In order to strengthen governance of the public sector, the Government has created a Special Cabinet on Government Management Integrity, whose core business is the integrity of government management. The Committee is currently chaired by the Prime Minister.
12. The government has also set up the Integrity Management Committee at the federal, state and district levels. In this way, the need for integrity is addressed at all levels of the Government machinery - from the top right down to the grassroots.
13. The objective of the Integrity Management Committee is to ensure that the Government administrative machinery - basing itself on noble values continues to be competent, disciplined and to fully adhere to the best practices. At the same time, the Committee also aims to overcome problems and weaknesses, especially in financial management, as well as problems of breach of discipline, corruption and abuse of power.
14. As a guide to best practices, the Government has identified a set of core values which members of the public sector should internalise and put into practice viz. **honesty, trustworthiness, wisdom, fairness, transparency**, and gratitude. These are core values' that guide every organisation and every member in the public service. The Government has also identified a set of secondary values, i.e., values developed from below which are appropriate and relevant to the organisation's operations. It is the responsibility of the Integrity Management Committee at the Federal, State and district levels to ensure the inculcation and integration of these values in the public sector.
15. There are eight terms of reference for the Integrity Management Committee. These are: Legislations, System and Work Procedure, Noble Values and Ethics, Code of Ethics, Recognition, Internal Control, Investigative and Punitive Action, as well as Rehabilitation. The Committee is a mechanism that has a structure with periodic reporting, meant to strengthen management integrity of the administrative system of the Government of Malaysia.
16. In addition, there are the Code of Ethics for Judges (1994) and the Code of Ethics for Members of the Administration (1997).

### **Enhancing Ethics and Integrity in the Private Sector**

17. The private sector is the prime mover of economic growth in Malaysia. The main concern of the private sector with regard to integrity is corporate governance. The openness of the Malaysian economy and the sustained prosperity it has enjoyed for several decades has enabled foreign companies to operate in this country. At the same time, it has also made possible for the Malaysian private sector to go global in their business operations. However, several events inside and outside the country that have taken place in recent years have thrown into sharp

relief the importance of adhering to good corporate governance. The latter outlines how members of the private sector should conduct themselves and perform their responsibilities towards investors and other stakeholders. Various scandals and malpractices involving both foreign and local companies have time and again demonstrated the need to uphold good governance.

18. One of the problems affecting the integrity of the private sector is corruption. Generally the private sector is seen as the "giver" while public officials the "receiver". However, both forms of corruption - giving and receiving - also take place in the private sector. In view of its seriousness, an international convention called "The Organisation for Economic Cooperation and Development (OECD) Anti-Bribery Convention" was signed by 35 countries in 1999 to control and prevent multinational companies from giving bribes, and to promote integrity among them. This convention makes it illegal for companies to indulge in bribery.
19. Efforts at curbing corruption in the private sector are still inadequate. Thus far, many signatories to the convention have not instituted effective legal action against companies and their officials for giving and receiving bribes. At the same time, other crimes such as corporate frauds have tarnished the credibility and integrity of the private sector among investors and the public. For this reason, it is essential to enhance the integrity of this sector.
20. The above problems underscore one key point, i.e. the importance of adopting good management practices in every sphere of the corporate sector. It also shows the importance of monitoring and enforcement by regulatory bodies, such as the Malaysian Companies Commission and the Securities Commission, in order to promote integrity and sustain economic prosperity.
21. Whilst the Integrity Management Committee serves as the mechanism to address problems of ethics and integrity in the public sector, there is no such mechanism in the private sector. However, the Ministry of Finance took a positive step following the financial crisis in 1997, by setting up a High Level Finance Committee a year later.
22. As a result of this initiative, a code on corporate governance known as the Malaysian Code on Corporate Governance (MCCG) was published in the year 2000. Although the private sector initially did not give much attention to the MCCG, it began to change after January 2001 when the Malaysian Securities Exchange Berhad (MSEB) enforced the Revamped Listing Requirements and implemented the Code. While MSEB does not make it mandatory for listed companies on the Kuala Lumpur Stock Exchange (KLSE) to comply with the principles and best practices of MCCG, these companies are required to be transparent by making disclosures as required by Listing Requirements. It is obligatory for them to produce reports on various matters as stipulated in the Listing Requirements.
23. Every company is required to include in its annual report a statement concerning corporate governance, to indicate how the principles contained in MCCG are being applied and how far the code is being observed. In cases where the code is not observed, the company must provide

explanations for alternative practices that they have put in place. In this way, the companies have to enhance their transparency and accountability.

24. In the financial sector, Central Bank of Malaysia (*Bank Negara Malaysia*) in March 2001 published a Master Plan for A Secure Future. The plan provides the financial sector with directions for a ten - year period up to the year 2010. The plan's objective is to bring about a competitive, resilient and dynamic financial system that upholds best practices capable of meeting the ever growing sophisticated needs of clients and businesses. This system should be in tandem with developments in technology as well as able to meet the challenges of globalisation and liberalisation.
25. In addition, a set of business ethics known as *Rukuniaga Malaysia* was introduced and implemented by the Ministry of Domestic Trade and Consumer Affairs in 2002. *Rukuniaga Malaysia* outlines six principles for conducting business viz. honesty in doing business; responsibility to clients, society and environment; being humane to all people; fairness to clients; and determination to succeed in business. Many companies have adopted *Rukuniaga Malaysia* as a guide for their business operations.

#### **Enhancing Ethics and Integrity in Other Sectors**

26. A number of professional bodies and NGOs have also drawn up their code of ethics to ensure the enhancement of ethics and integrity in their respective organisations. Professional bodies such as the Malaysian Bar Council, the Malaysian Medical Association, the Malaysian Board of Engineers, the Malaysian Board of Architects, and the Association of Chartered Accountants, have formulated and practiced their own code of ethics. In fact, students pursuing professional courses such as medicine, engineering and law at institutions of higher learning, are also required to attend ethics courses as part of the requirements to obtain professional qualifications and to practice it in their professions.
27. Consumer associations, teachers' associations, associations of care providers as well as environmental organisations have also drawn up their code of ethics. There are also other civil society organisations that monitor adherence to ethical values such as human rights, good governance and transparency, as well as the electoral process and democracy in Malaysia. All these indicate that there is an increasing awareness and commitment towards ethics and integrity among various sectors of the Malaysian society.

#### **The Need for a Comprehensive Mechanism**

28. What is clear from the above is that efforts at enhancing ethics and integrity have not been carried out in an integrated manner. Neither they have been comprehensive as their implementation has not been coordinated with the necessary synergy of all sectors. Hence, there is a need to establish a comprehensive mechanism covering all sectors, to coordinate the movement for the enhancement of integrity.

29. For this reason, a comprehensive plan known as the National Integrity Plan (NIP) has been formulated with the express purpose of enhancing ethics and integrity so that it will become a way of life among the people. All sectors, namely the Government, private sector, political parties, religious institutions, trade unions, NGOs, women, media, youth, students and other groups must deepen their understanding of integrity and commitment to it.
30. Together with the formulation of the National Integrity Plan is the establishment of the Integrity Institute of Malaysia (IIM). The Institute serves as the coordinating mechanism for the implementation of the NIP.

### **Conclusion**

31. The movement to enhance integrity at all levels of the Malaysian society is guided by the NIP with the IIM performing the coordinating function. This movement shall continue to become a source of inspiration and strength to bring Malaysia to greater heights.

## **The National Integrity Plan (NIP)**

### **Philosophy of the NIP**

1. The National Integrity Plan (NIP) is predicated upon the spirit and principles of the Federal Constitution which sees Malaysia's ethnic and religious diversity as an asset that should be taken advantage of. The plan also incorporates the philosophy and principles of *Rukun Negara*, which aims at building a united, just, democratic, liberal, and progressive society. At the same time, the NIP also embodies the philosophy and challenges of Vision 2020 that aims at transforming Malaysia into a fully developed nation in its own mould by the year 2020.
2. As a plan that evolves out of the people's aspirations and dedicated to improve their well-being, the NIP reflects the specific attributes of our country and people. It also takes cognizance of the developments taking place at the international level, the experiences of other countries as well as the impact of globalisation.
3. In short, the NIP is an extension and application of philosophy, principles and objectives that Federal Constitution, the Rukun Negara as well as several preceding strategic policies aspired to achieve. It also takes into account new developments and challenges around us.

### **Concept**

4. The NIP is a master plan that aims to provide directions and guidance to the society and the nation at large. It aims to cultivate and strengthen a way of life for members of the society and the nation that upholds high moral ideals and ethical standards, thus becoming a nation of integrity.

5. The NIP is a concept initiated and inspired by the top leadership and is wholeheartedly supported by the people of various ethnic groups, strata and regions. Cooperation of all these forces serves as a source of strength to bring about changes or further improvements to the society and its institutions.
6. The approach adopted by the NIP is to coordinate the various components and sectors in their efforts to enhance integrity. The NIP requires the whole set up of governance institutions of the state, viz. the Executive, Legislature and Judiciary, to enhance integrity, to respect and defend the principle of the separation of powers, as well as to perform their respective functions in an efficient, transparent, just and effective manner. The NIP also requires all the components and institutions in society to devise and implement their own programmes for enhancing integrity. The synergy arising from such implementation by all these components and sectors will automatically contribute towards the enhancement of integrity of the whole society and the nation.

### **Overall Objective**

7. The overall objective of the NIP is to realise the aspirations of Vision 2020, that is, to become a fully developed country and **"to establish a fully moral and ethical society whose citizens are strong in religious and spiritual values and imbued with the highest ethical standards"**.
8. The specific objectives of the NIP are as follows:
  - Giving direction and guidance to various sectors so that they will work together to build a united, harmonious, moral and ethical society.
  - Raising the level of awareness, commitment, and cooperation among all sectors in their efforts at enhancing integrity so that integrity becomes a way of life and practiced in all fields.
  - Encouraging a sense of responsibility among members of the community and promoting the development of civil society that respects and upholds the principles of integrity.
  - Strengthening the moral foundations of the community and the country, and improving the well-being of the people.
  - Raising Malaysia's competitiveness and resilience in meeting the challenges of the twenty first century, especially the challenges of globalisation.
9. The upholding and implementation of the philosophy, principles and objectives of the **NIP** by various sectors will constitute a formidable force to change the face of Malaysia. This force will enable our country to effectively manage the challenges of the twenty first century and ultimately contribute towards the realisation of becoming a developed nation in our own mould.

## Target 2008

### Initial Phase Of the NIP

1. The NIP will be implemented in a systematic and planned manner involving the cooperation of all sectors and institutions in the country. The NIP sets its objective in phases of five years, in order to ensure that its implementation will become a catalyst for enhancing integrity among leaders, administrators, businessmen, politicians, youths, students, women, people of different faiths, members of NGOs and others. The 1st phase covers the period of 2004 to 2008. An annual monitoring and benchmarking of the NIP's implementation will be undertaken. This assessment will use measures that suited to the Malaysian society, as well as meeting international standards.

### Assessment of Effectiveness

2. The NIP will use two methods in assessing the effectiveness of strategies and programmes to enhance integrity

### First Method

3. The first method will be based on views of stakeholders. It involves three ways, namely:
  - o Reports by various stakeholders presented at the Convention on Integrity held periodically at regional and national levels. Representatives from all sectors whose views were referred to during the preparation of the NIP will be collated during the convention;
  - o Feedback from questionnaires administered upon the participants of the convention, and
  - o Surveys on ethics and integrity undertaken periodically using random samples drawn from all sectors in various parts of the country.

### Second Method

4. The second is the quantitative method to assess the achievements. The enhancement of integrity in various sectors will be measured statistically and benchmarked based on selected criteria.

### TARGET 2008

5. For the first five years (2004-2008), five priority targets have been identified. These targets known to as **Target 2008** are:

Target 1 : Effectively reduce corruption, malpractices and abuse of power;

Target 2 : Increase efficiency in the public service delivery system and overcome bureaucratic red tape;

Target 3 : Enhance corporate governance and business ethics;

Target 4 : Strengthen the family institution; and

Target 5 : Improve the quality of life and people's well-being.

## **Measurement of Targets**

### **Target 1: *Effectively reduce corruption, malpractices and abuse of power***

6. In order to achieve this target, the NIP will use both international and national benchmarking, as follows:
  - The international rating based on the Corruption Perception Index (CPI) developed by Transparency International. The score of 5.2 for Malaysia in the year 2003 will be improved to at least 6.5 by 2008 (10 being the best and 1.0 the worst), as well as the ranking of Malaysia improved from 37th to at least 30th position;
  - The national indicator measuring the success of efforts by the Anti- Corruption Agency (ACA) in investigating and resolving cases related to corruption; and
  - Other indicators to be developed from time to time .

### **Target 2: *Improve efficiency in the public service delivery system and overcome bureaucratic red tape***

7. The achievement of Target 2 will be measured as follows:
  - Improvement in the public perception index of service providers in the Government sector, by ensuring the score falls below 2.5 (1.0 being the best and 5.0 being the worst);
  - The number of public complaints made to the ACA and the Public Complaints Bureau, the Auditor-General's reports and other feedback from clients of government departments and agencies as well as other sources; and
  - Other benchmarks used by international and national agencies which measure administrative efficiency of the Government.

### **Target 3: *Enhance corporate government and business ethics***

8. Achievement of Target 3 will be measured based on the following:

- Increase in compliance of the conditions sets by Malaysia Securities Exchange Berhad (MSEB) by companies;
- Reduction in cases of corporate fraud;
- Increase in the number of open tenders undertaken in a transparent manner and reduction in the number of negotiated tenders;
- Adherence to Rukuniaga Malaysia by the business sector;
- Reduction in cases of violation of the Consumer Protection Act 1999; and
- Other benchmarkings used by national and international agencies, wherever relevant.

**Target 4: *Strengthen the family institution***

9. As a measure to reflect the resilience of the family institution and the happy and peaceful life of the family, the following indicators will be taken into account:
- Reduction in divorce rates;
  - Reduction in family conflicts arising from disputes over inheritance and child custody rights;
  - Reduction in domestic violence;
  - Reduction in cases of child abuse and neglect;
  - Increase in assistance given to single parent families; and
  - Reduction in neglect of the elderly.

**Target 5: *Improve the quality of life and people's well-being***

10. Achievement of Target 5 will be measured based on the following:
- Reduction in the incidence of crimes in the society, especially serious crimes, crimes against property and sexual crimes. Such reduction is a measure of safety in the community;
  - Reduction in social problems such as drug addiction, illicit sexual relations that result in the spread of HIV and AIDS, as well as the incidence of couples staying together outside of wedlock. The reduction of these problems reflects a healthy and moral way of life;
  - Reduction in road accidents. Such reduction reflects better driving ethics and improvement in the enforcement of traffic laws and regulations;

- Reduction in the incidence of misconduct or delinquency among students. This reflects the effectiveness of civics education as well as enforcement of discipline among students; and
- Reduction in environmental degradation. Such reduction reflects improvement in public awareness for sustainable development.

### **Composite of Indicators**

11. Admittedly all these indicators are not fully sufficient to measure Malaysia's progress in all aspects of integrity. However, by constructing a composite of these indicators, it will give a more comprehensive picture covering the various important dimensions of our society and nation.
12. Furthermore, all the above indicators have been selected for the simple reason that data for analysis, comparison and monitoring is available. Those institutions involved in data collection must continuously improve their efforts to obtain better quality results.

### **Conclusion**

13. The enhancement of integrity is something subjective and difficult to measure. However, its happening can be discerned from the actions, narratives and perceptions of members of the society. The use of the two approaches - the stakeholders' views, find the composite of indicators - will give a more accurate and comprehensive picture of the effectiveness of the efforts to enhance integrity. It can also highlight various issues of concern which need to be given further attention.

## **Overall Approach In Enhancing Integrity**

### **Overall Approach**

1. The efforts to enhance integrity have to be holistic and continuous in nature, and guided by the principles and objectives of the National Integrity Plan (NIP). The overall approach of the NIP is the mobilization of all components and sectors of the Government and society to uphold the NIP's objectives and targets as well as to encourage cooperation and coordination among these components and sectors. The approach also calls for the synergy of those "from below" with those "from above". While the leadership should be exemplary and provide guidance, those below should give support, feedback as well as check-and-balance on the leadership. In this manner, the efforts to enhance integrity will produce a dynamism and momentum of its own.
2. Every component or sector should formulate and implement its own strategies and programmes consistent with the NIP. These programmes have to be reviewed periodically so as to improve

their effectiveness and overcome weaknesses, so that integrity eventually becomes part and parcel of our everyday lives.

### **Components Involved**

3. The components or institutions involved in the movement to enhance integrity are as follows (see Diagram 2):
  - Family
  - Community
  - Civil Society (NGOs)
  - Socio-culture (education, health, sports and recreation, media, arts, literature and heritage)
  - Religion
  - Economy
  - Politics, and
  - Administration

### **Implementation Mechanism**

4. The implementation and coordination of programmes on integrity for each component or institution is the responsibility of the agencies already in place there. In cases where the mechanism is absent, efforts must be initiated to develop such a mechanism.
5. The public sector has already instituted such a mechanism in the form of the Integrity Management Committee. This mechanism has to be strengthened with the renewed commitment of the leadership at all levels in order to make it more effective. 111 the private sector, there are bodies such as the chambers of commerce and associations representing employers' interests, which can serve as the mechanism. Regulatory bodies, such as the Companies Commission of Malaysia (CCM), the Securities Commission (SC) and Central Bank of Malaysia (*Bank Negara Malaysia*), have a role to ensure compliance of the relevant laws and regulations covering the respective sectors.
6. As for the other components, such as the family, community, civil society, and the socio-cultural sector, there are various bodies including NGOs which can initiate integrity-related programmes. Undoubtedly, regulating agencies, such as the Registrar of Societies, need to monitor their implementation. However, for more effective monitoring and coordination, the relevant bodies that initiate such programmes need to take the task of monitoring and coordination as their own responsibility.

7. The interest of students, youths, women, religious groups, ethnic groups, particularly the minorities, urban and rural dwellers, as well as the lower income groups need special attention in the effort to enhance integrity. They should be empowered through involvement in decision making at various levels to enhance the sense of ownership and to overcome any feeling of marginalisation. The integrity-related programmes for each group can be implemented and coordinated through their existing bodies.
8. As for students, youths and women, there are already many organisations representing their interests. These include the National Student Representative Council, the National Youth Consultative Council, and the National Council for Women Organisation (NCWO), all at the national level. Organisations such as Congress of Union and Employees of Public and Civil Services (CUEPACS) and Malaysian Trades Union Congress (MTUC) represent workers in the public and the private sector, respectively. For farmers and fishermen, we have the farmers' organisations and fishermen's associations, operating at both the national and local levels.
9. There are also many religious organisations at the national and local. These groups need to guide their members to uphold and propagate noble values of their respective religions. They also need to play their roles in strengthening unity and friendship, and promoting mutual respect between followers of different religions.
10. Ethnic groups also have their own organisations that represent their rights and interests of these groups should be respected. However, tendency to operate along ethnic lines needs to be harmonised with the objective of building a united and harmonious national community. Ethnic-based organisations should implement their own integrity-related programmes that emphasized inter-ethnic unity, understanding; cooperation while simultaneously promoting the fine values of their ethnic groups.
11. To ensure success of the efforts at enhancing integrity, the implementation, monitoring and coordination of the integrity-related programmes should be done "from below" through self-initiative and empowerment. A bureaucratic approach to monitoring and coordination has to be avoided as this may stifle local initiatives. We need to be mindful of the sensitivity these various groups to what they may perceive as 'outside' meddling interference. Our attitude towards them has to be correct and positive whilst any attempt at labeling should be avoided.

## **Conclusion**

12. Conventions on integrity should be organised on a regular basis. This allows all sectors to meet, deliberate, share experiences as well as discuss the effectiveness of their integrity-related programmes whilst renewing their commitment to the integrity agenda. These conventions can be organised at different levels culminating with the national convention.
13. The Integrity Institute of Malaysia (IIM) - launched simultaneously with the launching of the National Integrity Plan - serves as the convener of the convention in collaboration with the

various sectors concerned. The Institute also serves as the conduit to channel recommendations made at these conventions to the Government and other relevant parties.

## Moving Forward (Factor Towards Success)

### **Achievement of Targets**

1. The National Integrity Plan (NIP) is implemented in phases with the period 2004-2008 as the first phase. During this period, various programmes and activities proposed in the Strategies and Action Plan of the NIP will be implemented. With the implementation and monitoring of these programmes and activities, as well as the evaluation of their effectiveness, the Government expects several important targets of the NIP to be achieved.

### **Keys Success Factors**

2. The attainment of the various objectives outlined in the NIP's Strategies and Action Plan depends on the dynamism and sustainability of the movement to enhance integrity as well as whether it gets the support of the grass roots so that it becomes a people's movement. The key success factors, inter alia, are as follows: Leadership by example; Sound policies; Clear targets; Continuous education; Effective communication; Conducive cultural environment; Cooperation between politics and the administration machinery; Effective legal framework and independent judiciary; Adequacy and efficacy of resources; and Readiness of individuals to change (see Diagram 4).

### **Leadership by Example**

3. Leadership is the key factor in the successful implementation of the NIP. Such leadership must have firm political will, vision, and clear targets; it must hold fast to the principles of honesty, efficiency and trustworthiness, be exemplary, prudent, as well as people-friendly. The leadership endowed with such qualities will be able to inspire the people, and mobilise them towards realising the NIP's objectives.

### **Sound Policies and Clear Targets**

4. Leaders must formulate sound policies and put forward clear, reasonable and implementable targets. Policy formulation and target setting have to take into account the views and suggestions from all levels of society. The consultative approach used in formulating the NIP has to be continued.

### **Continuous Education**

5. The achievement of the NIP's objectives also depends upon the continuous inculcation of noble values and norms among various levels and sectors of the society. In this manner, these noble values will become internalised and practiced until they become second nature, eventually becoming part and parcel of the individual's way of life and the society's culture.

### **Effective Communication**

6. One important factor that may case the failure of any social change, including the NIP, is the failure in communication. Hence, it is absolutely essential to have effective, clear and focused communication that is easily understood by the people.

### **Conducive Culture Environment**

7. A conducive environment means the existence of a culture in which people almost everywhere are enthusiastic about, and uphold, ethics and integrity. Such enthusiasm and practice will flourish all the more when the leadership keeps to their promises. They also will flourish when measures to root out corruption, malpractices and abuse of power are effective and undertaken without fear or favour. Such enthusiasm for ethics and integrity becomes more enhance when cases that have attracted public attention are resolved expeditiously.

### **Cooperation between Politics and Administrative Machinery**

8. Close mutual support and cooperation between the administrative and the political machinery is an essential ingredient for the success of the NIP. Close coordination between these two significant sectors and similar signals coming from them are important in confidence - building among Malaysians and the international community that things are changing for the better in the country.

### **Effective Legal Framework and Independent Judiciary**

9. It is important to have in place an effective legal framework that is not only effective, but also responsive to contemporary challenges. In addition, an independent judiciary that ensures justice is dispensed speedily and fairly, without fear or favour, is also highly critical in instilling confidence among the people. These two elements will contribute towards realising the NIP's objectives.

### **Adequacy and Efficacy of Resources**

10. The various key success factors outlined above are still insufficient. It is also essential to have adequate, trained and efficient manpower as well. Adequate financial resources and modern technology are also necessary.

### **Readiness of Individuals to Change**

11. The role of the individual is critical for human development. The individual's understanding, awareness and knowledge of noble values, that have been inculcated through education and effective communication will contribute towards efforts to enhance integrity. Their awareness of the need to overcome their weaknesses will strengthen their resolve to change themselves as well as their commitment towards strengthening and promoting ethics and integrity.

### **Conclusion**

12. The movement to enhance integrity has increasingly captured the imagination of various levels of the Malaysian society. This movement is turning into a social force for the effective management of the country's success and overcoming of its weaknesses. The launching of the National Integrity Plan (NIP) and the establishment of the Integrity Institute of Malaysia (IIM) have become the most important catalyst towards realising the objectives of enhancing integrity. All these will enable Malaysia to steadily move forward in her efforts to become a developed nation in its own mould, and emerge as a nation of excellence, glory and distinction.