



MINISTRY OF DEFENCE

# NATIONAL BLUE OCEAN STRATEGY

## INITIATIVES UNDERTAKEN BY MINDEF AND ARMED FORCES



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By  
Malaysian Institute of Defence and Security (MiDAS)

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March 2013

Malaysian Institute of Defence and Security  
Ministry of Defence, Jalan Padang Tembak, 50634 Kuala Lumpur, Malaysia

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**The Malaysian Institute of Defence and Security (MiDAS)** was established in April 2010 under the purview of the Ministry of Defence, Malaysia. It is poised to become a centre of excellence for the Ministry of Defence and Government of Malaysia in the defence and security field through comprehensive research and sharing of knowledge. In generating new ideas it shall include various activities such as forums, debates, seminars and publishing of journal on defence and security. MiDAS is premised at the Ministry of Defence in Kuala Lumpur, Malaysia.

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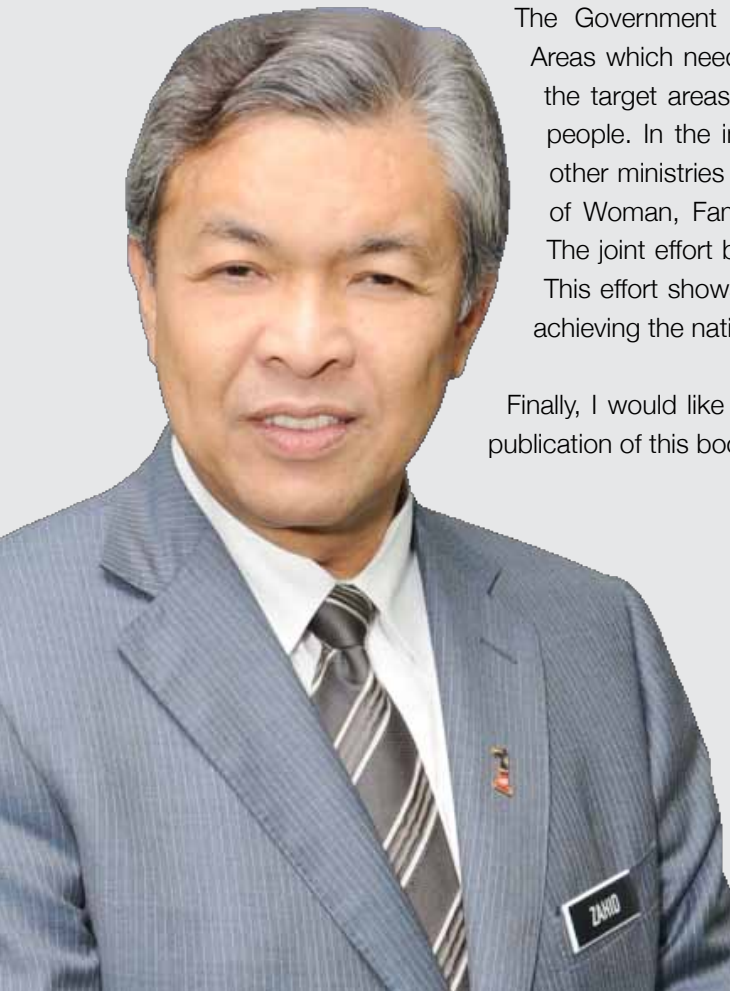
# Foreword by the Minister of Defence

The honourable Prime Minister envisioned that all government agencies will adopt the Blue Ocean Strategy in the administration and management of their respective entities. The Ministry of Defence is fully committed in helping to achieve this. The Blue Ocean Strategy Centre was established under MiDAS to oversee the implementation of the Blue Ocean Strategy initiatives spearheaded by the ministry.

Innovation, which is the hallmark of the Blue Ocean Strategy, has always been the priority of administration and management in MinDef. Innovative thinking and practice will be part of the culture in the ministry. The embodiment of the culture will enable us to achieve outstanding performance and generate output exponentially rather than incrementally.

The Government Transformation Programme has outlined several agendas in National Key Result Areas which needs to be achieved. Ministry of Defence uses National Blue Ocean Strategy to achieve the target areas such as working together to reduce crime and the building of infrastructure for rural people. In the implementation of this strategy, Ministry of Defence cooperates and collaborates with other ministries especially Ministry of Home Affairs, Ministry of Agriculture, Ministry of Finance, Ministry of Woman, Family and Community Development and Ministry of Rural and Regional Development. The joint effort between these ministries has benefited the people and brought progress to the nation. This effort shows that different ministries can work together rather than working in silos, particularly, in achieving the national agenda.

Finally, I would like to take this opportunity to express my sincere appreciation to MiDAS for making the publication of this book a reality.



A handwritten signature in black ink, which appears to be 'Zahid', written over a horizontal line.

DATO' SERI DR. AHMAD ZAHID BIN HAMIDI  
Minister of Defence  
Malaysia



# Note from the Chief of Defence Force

The Malaysian Armed Forces since its inception has served in a wide variety of situations such as assisting civil authorities in addressing domestic threats, maintaining public security, providing aid following the onset of natural disasters and assisting in national development programmes. The involvement of the Malaysian Armed Forces in the National Blue Ocean Strategy initiatives is part of our responsibilities in nation-building, as well as defending national security. The experiences in discharging these responsibilities have been very beneficial for the Armed Forces particularly in enhancing civil-military relations during peace time.

Since the inception of the National Blue Ocean Strategy, the Malaysian Armed Forces have been entrusted to deliver the outcomes of the related National Key Result Areas, which are part of the Government Transformation Programmes. Several initiatives have been formulated in reducing crime and building of infrastructure for the rural people. The Armed Forces with the collaboration of other ministries and agencies had implemented and completed the initiatives within the programme time line.

The involvement of the Malaysian Armed Forces in National Blue Ocean Strategy projects has also elevated the Malaysian Armed Forces standing. The strategic alliance and collaboration between the Malaysian Armed Forces and the Royal Malaysia Police was also recognised when it received the Prime Minister's Innovation Award for 2010. It is an excellent example of different agencies collaborating in bringing beneficial outcomes to the public and the nation as a whole.

Finally, my utmost gratitude and sincere appreciation to MiDAS for the publication of this book.



GENERAL TAN SRI DATO' SRI ZULKIFELI BIN MOHD ZIN  
Chief of Defence Force  
Malaysia



# Words from the Secretary General

Blue Ocean Strategy is a tool to generate innovative ideas and its application in our environment demonstrates the characteristics of high impact, prompt implementation and value for money. The adoption of the Blue Ocean Strategy concept with the intention to help achieve the set targets as outlined in the National Key Result Areas, has eliminated the culture of working in silos between the ministries. The Strategy focuses on collaboration among ministries and agencies at all levels of management. The National Blue Ocean Strategy projects are part of our contribution during peace time by capitalizing on the existing expertise and equipment made available in the Armed Forces to expedite and rapid execution of projects.

The National Blue Ocean Strategy initiatives involving the strategic cooperation between the Ministry of Defence, the Ministry of Home Affairs as well as other ministries such as the Ministry of Agriculture and Agro-Based Industry, Ministry of Finance, Ministry of Woman, Family and Community Development and Ministry of Rural and Regional Development have brought about better understanding especially in the strategic alliance between the ministries. The Ministry of Defence will always continue these good efforts in achieving national agenda and welcomes new ideas to generate relevant activities related to nation building, apart from focusing on the main responsibility to defend the country.

The ministry is committed in cooperating with other ministries and private sectors to generate innovative ideas as part of our overall unwavering efforts towards the achievement of the national agenda. The quick implementation of initiatives as outlined in the National Blue Ocean Strategy projects have brought much benefit to the *Rakyat*.

I would like to take this opportunity to congratulate MiDAS for the effort taken in producing this book.



DATO' SRI DR. HAJI ISMAIL BIN HAJI AHMAD  
Secretary General  
Ministry of Defence  
Malaysia



# Preface and Acknowledgments

Malaysia is in a process of transformation through the Government Transformation Programme and Economic Transformation Programme which aim to elevate the country to a developed nation status by year 2020. The New Economic Model was rolled out to make a quantum leap, doubling the per-capita income with a view to escape the middle income trap.

The effort of the government through the various programmes and initiatives includes creativity and innovative thinking of the government service. The Blue Ocean Strategy concept has been adopted as a means to implement various initiatives to achieve National Key Result Areas. Although the Blue Ocean Strategy was developed with the intention to motivate the private sectors and industries to create new demands by venturing into areas of greater potential, this concept has been tailored and adopted into the Malaysian environment particularly by the public sector.

Apart from that, the Malaysian Armed Forces had also been involved in the building and restoration of houses and provision of water supply through the collaborative effort of the Ministry of Defence and the Ministry of Regional and Rural Development. Through this effort unused government land was also used for agricultural activities that would benefit the locals in the respective areas. Under the Rural Transformation Programme, basic infrastructure has been upgraded to improve the economic well being of the rural folks. The Rural Transformation Centre is projected to facilitate the transformation of the rural areas where all agricultural, live stock and cottage industries are expected to flourish.

This book encapsulates the efforts undertaken by the relevant ministries and government agencies in implementing various initiatives under the Blue Ocean Strategy concept. Those initiatives were formalised by the National Blue Ocean Strategy Summit and executed by the respective agencies including the Malaysian Armed Forces. Strategy formulation and speedy execution were in tandem and relevant agencies collaborated and operated out of their silos to achieve the national agenda. These include the collaborative efforts between the Ministry of Defence and the Ministry of Home Affairs involving the military taking over border operations from GOF, strategic collaboration between Malaysian Armed Forces and the Royal Malaysia Police, and the Community Rehabilitation Programme.

With the programme being implemented to improve the economy and the economic well being of the population, national security is another area that has been taken into account. Notwithstanding the current achievements, defence and security of the nation from non-conventional and non-traditional threats such as international terrorism, human trafficking, drugs and armed smuggling and money laundering have been factored in enhancing National Security Initiatives to safeguard the defence and security of the nation.

While efforts have been taken to document all the National Blue Ocean Strategy Initiatives in this book, it is not exhaustive as there is a continuous effort to formulate and implement other National Blue Ocean Strategy programmes .

### **Acknowledgements**

The writing and production of this book was initiated by the Minister of Defence, The Honourable Dato' Seri Dr. Ahmad Zahid bin Hamidi who had requested that The Malaysian Institute of Defence and Security (MiDAS) document the efforts taken by the government in the National Blue Ocean Strategy Initiatives. This book is therefore an important publication that captures the efforts taken by the relevant agencies, formations and units of the Armed Forces realizing the national agenda in nation building. While many have contributed in providing data and invaluable insights for the production of this book, MiDAS is grateful to its officers who despite their work obligations have jointly authored and provided editorial content to make this publication a success.

We also recognise with gratitude the assistance provided by various agencies namely Corporate Communications Unit Mindef, the Royal Malaysia Police, the Prisons Department and others who in one way or another have contributed towards the publication of this book. Thank you.

LT GEN DATO' PAHLAWAN DR. WILLIAM R STEVENSON  
Chief Executive, Malaysian Institute of Defence and Security (MiDAS)







# *Chapter 1*

## **Introduction**

- Overview
- Blue Ocean Strategy
- Government Transformation Programme
- Innovation – Turning Ideas into Reality
- About the Book

## Chapter 1

# Introduction

## Overview

Like many developing countries, Malaysia has faced many challenges. The principle of People First Performance Now, is a programme the government has laid out to ensure a solid foundation for future generations.

With the economy being the prime consideration, it would be a fallacy if fresh initiatives are solely considered from the perspectives of immediate



*'I have made it clear on many previous occasions that the era of 'government knows best' is over*

**The Honourable Dato' Sri Mohd Najib Tun Hj Abdul Razak**  
*Prime Minister, Malaysia*



financial gain. The focus is not the financial bottom line but also human capital, skilled human resources, competitiveness, civil service delivery system and counter service as means to enhance organisational credibility.

This is the background of the New Economic Model (NEM), which was integrated in the 10th and 11th Malaysia Plan. The two pillars of the NEM are the Government Transformation Programme (GTP) and the Economic Transformation Programme (ETP). Both would serve as the backbone of a long term policy agenda that incorporates consultations with the 'rakyat' as well as stakeholders, espouses transparency and envisaged to generate benefits for all citizens irrespective of race.

## Blue Ocean Strategy

In 2008, Malaysia adopted Blue Ocean Strategy (BOS) via a series of exclusive classes by Professor W. Chan Kim. Prime Minister, Dato' Sri Mohd Najib Tun Hj Abdul Razak was among the audience and was impressed by Blue Ocean Strategy.

Companies have long engaged in head-to-head competition in search of sustained, profitable growth. They have fought for competitive advantage, battled over market share, and struggled for differentiation. Yet in today's overcrowded industries, competing head-on results in nothing but a bloody "red ocean" of rivals fighting over a shrinking

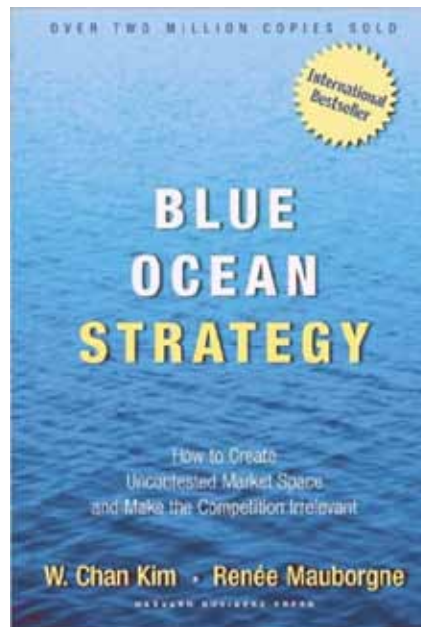
profit pool. In a book that challenges everything you thought you knew about the requirements for strategic success, Professors W. Chan Kim and Renée Mauborgne contend that while most companies compete within such red oceans, this strategy is increasingly unlikely to create profitable growth in the future.

By looking across hundreds of strategic moves over the past decades, Professors Kim and Mauborgne argue that rather than compete directly with their rivals, managers and leaders should reconstruct the traditional boundaries of industries, markets and governments to create 'blue oceans' – completely unique value offerings that will drive the future and make the competition irrelevant.

Blue Ocean Strategy provides a systematic approach to making the competition irrelevant. In this frame-changing book, Professors Kim and Mauborgne present a proven analytical framework and the tools for successfully creating and capturing blue oceans. Examining a wide range of strategic moves across a host of industries, Blue Ocean Strategy highlights the six principles that every organisation can use to successfully formulate and execute blue ocean strategies. The six principles show how to reconstruct market boundaries, focus on the big picture, reach beyond existing demand, get

the strategic sequence right, overcome organisational hurdles, and build execution into strategy.

Upending traditional thinking about strategy, this landmark book charts a bold new path to winning the future. Blue Ocean Strategy is a best seller across 5 continents and has been published in a record-breaking 42 languages. It was selected as one of the 40 most influential books in the history of the People's Republic of China (1949-2009) along with Adam Smith's The Wealth of Nations and Milton Friedman's Free to Choose. W. Chan Kim and Renée



Mauborgne are the Co-Directors of the INSEAD Blue Ocean Strategy Institute and Fellows of the World Economic

Forum. They are two of the world's most influential business thought leaders and were ranked by Forbes as no. 2 on The Thinkers50 2011 list of the world's top management gurus. They were selected for the 2011 Leadership Hall of Fame by FastCompany magazine, and they received the Nobels Colloquia Prize for Leadership on Business and Economic Thinking 2008.

Blue Ocean Strategy was published in 2005 and provides a systematic approach for breaking out of the red ocean and creating blue oceans. In red oceans, companies and organisations compete in existing market space and they strive to beat the competition. They exploit existing demand and they must choose between the value-cost trade-off, meaning that they will either pursue a differentiation or low-cost strategy. In order to pursue its chosen strategy, the company or organisation must align its whole system of activities with its strategic choice of differentiation or low cost.

In blue oceans, companies and organisations create uncontested market space and make the competition irrelevant. They create and capture new demand and break the value-cost trade-off through value innovation, which is the cornerstone of blue ocean strategy. Value innovation is the simultaneous pursuit of differentiation and low cost.



Value innovation focuses on making the competition irrelevant by creating a leap of value for buyers and for the company or organisation, thereby opening up new and uncontested market space. Because value to buyers comes from the offering's utility minus its price, and because value to the company is generated from the offering's price minus its cost, value innovation is achieved only when the whole system of utility, price and cost is aligned.

## Government Transformation Programme

*'Hopefully, history would tell that the leaders of today were a responsible generation, which did not waste away the responsibility it shouldered nor leave behind a weak nation for the next generation of leaders'.*

**The Honourable Dato' Sri Mohd Najib Tun Hj Abdul Razak**  
*Prime Minister, Malaysia*

Since achieving independence, Malaysia has consistently and successfully implemented a series of short term objectives, known as the 5 Year Malaysia Plan. In 1991, a long term strategic plan in the form of Vision 2020 was initiated. The nation has since committed itself to this vision, with the desire to achieve fully developed nation status by 2020. For the past two decades, Malaysia had made considerable progress despite a series of setbacks. The nation is in danger of losing its competitiveness. Due to these developments, there is an urgent need to restructure and rejuvenate the economy.





Technological advancements, information revolution, education, security and better quality of life are all the by-products of an affluent society. These veracities were not prime considerations a generation ago, which is consistently manifesting their significance in the present setting whilst justifying itself as a foundation for the future. Exploiting and sustaining our current position of advantage requires revolutionary ideas, integration of organisational structures and co-evolution of operational procedures. Promulgating such noble working philosophies of dedication, commitment and accountability must steadfastly be consistent; otherwise, it

would tantamount to public reprisals and loss of confidence.

*'In many turnarounds and corporate transformations, the hardest battle is simply to make people aware of the need for a strategic shift and to agree on its causes'.*

#### **Blue Ocean Strategy**

Constructive feedbacks from the grassroots, have provided some vital considerations for the government. The rakyat intend to see three things; **firstly** they do not want incremental change, **secondly** they want to see results and

**thirdly**, it has to be fast. Realising that time was of the essence the government did not want any future changes to be viewed as mere rhetoric or lip service without any tangible impact.

The intention is for Malaysia to make a quantum leap, double the per capita annual income to USD 15,000 (RM 45,000) and to rise out of the middle income bracket.

As highlighted the foundation of the NEM is built upon the pillars of GTP and ETP. This NEM would require the active participation of both the government and private sector whilst at the same time serve as a catalyst to propel the economy. The willingness of the government to institute timelines / datelines reflect upon its seriousness, as such transparency only subjects oneself to further scrutiny and creditability that could be damaging should there be any delay. The integrity of this effort should be alluded too.

## **Innovation – Turning Ideas into Reality**

For quantifiable and measurement reasons, countries view Gross National Income (GNI) as the barometer of a nation's wealth. Though for accountability and book-keeping reasons it may be

true, however there is more to it than meets the eye. The big picture might denote favourable credit balances, but fostering such positive economic activity indirectly can increase employment opportunities. No sector of the economy is an island. It would be misleading to conclude that this economic loop is merely centred within the commercial or enterprising perspective, as other government departments, agencies and social structures do have a role and contribute significantly towards nation building. It is therefore essential that all development plans include payroll agencies to support and help further stimulate the economy.

*'In graving the onward journey of transforming Malaysia into a high income developed nation, the government will not adopt a dogmatic attitude and will cast aside the belief that only the government knows best'*

**The Honourable Dato' Sri Mohd Najib Tun Hj Abdul Razak**

*Prime Minister, Malaysia*

In this ever changing, competitive and dynamic climate the government is depended on to meet the challenges facing the economy. Capitalising from failures, learning from experiences can inspire innovativeness and creativeness. Thus, transformation can be considered as an evolution of this new modernised



landscape that identifies, creates and leverages avenues to enhance its economic potential. Translating such vague visions into reality, requires fusion of all approaches, assimilation of information and synergy of concepts, operations, strategy and technology. Such a holistic endeavour would require the active participation of all major contributing organisations.

In a competitive environment, robust market economics, better quality of life and affluence have produced unprecedented prosperity. It would be

preposterous to assume that such a climate would be permanent as history has provided examples of this shallow belief. The end of the Cold War, the disintegration of the Soviet empire, the invasion of Iraq and the events of Sep 11 are all valid examples of the uncertainties that can have profound implications upon the economic landscape. Where would the next economic threat surface and what would be its effects?

In the absence of any conclusive prediction, the ability to anticipate and lay a strong foundation to weather any



eventuality is crucial. In this sense, transformation would also include the yielding of new sources of power and maintaining an advantage in this ever competitive and dynamic landscape.

This book recognises that transformation would neither happen overnight nor would it be smooth for everyone, household or sector. Detailed social impact study, active engagement and extensive public relations programmes are critical considerations to bring the public abreast and gain more support. Plain sailing is an understatement, thus, any upheavals, delays or distractions must be tackled constructively, providing comprehensible responses that would permit subsequent feedbacks and reviews. The transformation journey is a challenge, but with the political will, determination and with the rakyat's steadfast support, we can flourish by working together.

## About the Book

The MAF is considered the strong arm of the nation, the guardian of security that safeguards the population. In ensuring this security integrity, coupled with the mounting globalisation, the military is compelled to reinvent, revolutionise and in a way transform itself. Though the economic landscape

is dynamic, military is not absolved but needs to be constantly vigilant, always challenging itself, revolutionising changes be it technologies, systems, operations, doctrine and training. Being on their toes, professional in their expertise, it is therefore a natural choice that the military is often called to assume of new responsibilities associated with nation building.

The aim of this book is to document the initiatives undertaken by the Government to address certain pressing concerns within the nation. Ministry of Defence (MinDef) had a prominent role in ensuring its smooth implementation and this book is a testimony of its commitment, dedication and support.

Chapter 1 of this book provides background information on the origins of the transformation programme and its place in Vision 2020. What is the BOS and its applicability are also highlighted in this chapter thus, sets the tone for a sound understanding on the importance of the current economic dimensions and national landscape promoting change.

Chapter 2 is more applied specifically to Malaysia. Here, the emphasis is on illustrating the strength of the Malaysian economy and the ability to embrace new strategies in anticipating change. A Malaysian Model for National



Development using the BOS approach is also explained.

Chapter 3 explicates the proponents of internal security initiative. It illustrates the administrative strategy of redeployment, intra organisation realignments and the operationalisation of more interface assignments. As this mobilisation exercise would be void if it was not supported by revolutionary changes in process, new by-laws or Acts, technological advancements and improved information management, they are highlighted. This chapter also addresses the issue that security is not a one off exercise. The chapter acknowledges that security is a dire pre-requisite of nation building and





maintaining a police pre-eminence amid a multiple fronts is a challenge.

Initial conceptual development and experimentation into new avenues is an on-going process due to emerging challenges and opportunities. This chapter explains that in such an enterprise as complex as security present opportunities in optimising own capabilities, strengthening and exploiting joint operations, that in a way enhances inter-operability. The MAF is resolute in the endeavour to assist its counterpart, the RMP in matching the targets, aspirations set by the people and

Government. Such strategic collaboration would certainly open new dimensions and reinforce the seriousness of the intent.

Chapter 4 explores and provides new dimensions into the positiveness of inter-agency collaboration. Community Rehabilitation Programme, a cooperation between the MAF and Prisons Department, is an application of creative and innovative methods at minimum cost. This reflects a new milestone for the nation, financial savings, pivotal inter-agency confidence and legitimacy of the nation's transformation programme.

Chapter 5 presents an example on the extremes of exploration and exploitation. This is basically the driving element, along with participation of the people whose collective identity represents and solve pressing infrastructural issues. Rural Basic Infrastructure (RBI) development is a classic example that witnessed committed participation of the community in socio economic activities. In an attempt to encourage, develop entrepreneurial skills among the locals, a platform to cultivate the 'cottage industry' was initiated.

Chapter 6 discusses the operational framework, synergies between the agencies and attempt to market this one stop centre enterprise related to this subject. Its focus is on how local communities should be educated on the concept and via committed participation it should be income generating, thus contributing to better household income. The economic competitiveness and operational viability would provide the conclusive evidence for future ventures.

In ensuring national security, a positive aspect that was demonstrated was that such unity of efforts could be further strengthened to facilitate alliances and partnerships. The nation's internal security arrangements could be further bolstered through collective defence,



dedicated commitment which would underpin the nation's stability.

Chapter 7 describes the complex strategic environment warrant technological, cyberspace, intelligence, environmental and other hybrid challenges that compel for joint operations. Chapter 8 describes initiative taken under NBOS8 to improve quality of life for the military personnel and veterans. Chapter 9 concludes and summaries the main points. •







# *Chapter 2*

## **Blue Ocean Strategy: Application in Malaysian Environment**

- Overview
- National Blue Ocean Strategy -  
A Malaysian Model for National  
Development
- Strategy Formulation and Execution
- MinDef and Malaysian Armed  
Forces' Involvement



## Chapter 2

# Blue Ocean Strategy: Application In Malaysian Environment

## Overview

Looking back into history, Malaysia's emergence and subsequent sustainment in the economic scenario is noteworthy. Many attributes in her economic maturity were acquired the hard way. Due to the complex international and domestic settings coupled with dynamic international economy Malaysia had to innovate and be proactive in ensuring efficiency, delivery system, internal coordination or organisational structure.

Malaysia route had begun before the country gained independence, with the introduction of KESBAN (Security and Development). The coordination and commitment demonstrated by the MAF and other government agencies helped

to defeat the insurgency resistance, provide the security web that curbed subversion, lawlessness and terrorism. The organisational structure with able representation from villages, districts, states and federal agencies ensured all



projects were on track and stringently implemented. These measures reinforced investors' confidence and the country continued to gain economic prosperity. A vital lesson learnt that could be acquired from KESBAN was the role of the relevant agencies, be it the Registration, Agriculture & Farming, Police etc, where each was a functioning organisation on its own and each working in isolation. There was little or hardly any intra agency blending or inter-operability. It was a rigid organisational structured process that worked and delivered the required results.

After pulling through the economic depression in the mid-1980s, in attempting to embark on the developed nation status, the public sector introduced quality related management activities. In an emerging competitive market, the requirement for quality products was slowly cementing its importance within the industry. Total Quality Management (TQM), a holistic operations management system began to make in-roads by emphasising quality output upon products, services and instilling dedicated teamwork. We subsequently witnessed the introduction of Benchmarking, Business Process Re-engineering, Total Productive Maintenance, and Statistical Process Control to name a few that did in a way energise the system and brings much credibility especially in the eyes of the

global market. Malaysia benefited from these systems, matured progressively and significantly enhanced its standing.

Globalisation, the multi-dimensional commercial environment, was soon knocking on the door of the Malaysian system and business dynamics demanding that more competitive developments in business practices be inculcated; which otherwise would witness this advantage disseminate. To be in the forefront requires foresight and proactive plans, requiring the gaps between operations and strategic planning to be bridged. Otherwise this gap in monetary terms, once translated, is a loss in profit. The introduction of Balance Scorecard (BSC) opened companies to the realisation to view financial success not solely from the grand output perspective but to theoretically address the inter-relationships among the non-financial and financial performance dimensions.

In the past five decades, Malaysia had endured through thick and thin after grinding through the above economic challenges and been successful. Every economic challenge that the country faced saw the government going to the drawing board, overhauling and evolving possibilities, options to cushion, embrace, explore and subsequently exploit them. As a nation the government and the people understood that to be



economically viable, the country has to be competitive and vibrant. This can only be achieved by constantly staying ahead, that requires the whole hearted participation by all concerned.

## National Blue Ocean Strategy - A Malaysian Model for National Development

The Malaysian Government is in the midst of embarking on a bold transformation programme. First, to transform the government to be more efficient in its delivery of services and effective in its outcomes that matter most to the people; and second, to move Malaysia forward to become an advanced, harmonious, and just society with higher standards of living for all as envisaged in Vision 2020. Under the GTP, the government has



identified seven major policy areas known as National Key Result Areas (NKRA) namely, Reducing Crime, Fighting Corruption, Improving Student Outcomes, Raising Living Standards of Low Income Households, Improving Basic Infrastructure, Improving Urban Public Transport and Addressing Cost of Living.

Malaysia was striving to become a high-income country by 2020, however in a truly advanced country people should be happy as well as prosperous. In order to achieve the goal of Malaysia becoming a high-income, low-tax and happy country, the government adopted a unique Malaysian model of national development which is based on the reconstruction approach of Blue Ocean Strategy (BOS). This model simultaneously pursues high income, through strong economic growth, low taxes, and a high level of happiness for all citizens.

Blue Ocean Strategy (BOS) creatively unlocks and multiplies national resources by reconstructing the conventional boundaries that exist across various public and private organisations. Costs are lowered by breaking down institutional silos to unlock underutilised resources, while higher value is delivered to people by creatively deploying those resources to hot spots.

This approach is therefore the basis for Malaysia's national strategy to achieve high-income with low taxes and happy citizens. The adoption of this strategy is with the understanding that lack of security is generally the most dominant factor that contributes towards unhappiness, which results from instability in domestic peace and security. Security is the therefore of major importance for increased happiness

which should be enhanced and preserved.

In the present environment, threats to national security and sovereignty are no longer confined to external aggression by other nations. Newer forms of threats have emerged and will continue to surface, especially with the continual progress of information and communication technology. The threats



of today and tomorrow can come from anywhere and at anytime, while the battlefield has expanded to cities and cyberspace. More non-traditional threats such as human and drug trafficking, smuggling, money laundering, cyber crime, terrorism, illicit exploitation of resources, as well as other occurrences like health hazards and natural disasters has come into prominence. A corollary to the emergence of those traditional and non - traditional threats demands for a new concept and strategy on Total Security. Learning from the 9/11 incident, where there was lack of cooperation and coordination at various levels among government agencies, there is now a need to view defense and security from a more holistic approach. A total security strategy will incorporate all agencies such as the military, police, other security and enforcement agencies, and civil departments through various efforts basing on the Blue Ocean Strategy concept.

The National Blue Ocean Strategy targets economic growth and happiness simultaneously which is to be addressed through the multiplication of resources and the reconstruction of borders, while lowering taxes for people. In conjunction with the efforts under taken by the government, various initiatives have been implemented successfully with the Blue Ocean Strategy approach where initiatives undertaken focused on

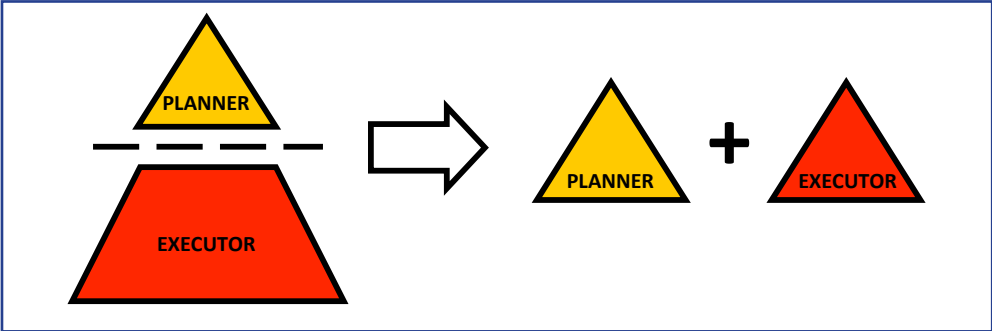
projects that have high impact, low cost and rapid in execution. Some of these initiatives were undertaken by the MAF in conjunction with other government agencies.

The MAF initial involvement in the BOS initiatives was to assist the Royal Malaysia Police (RMP) to reduce the crime rate in Malaysia. The MAF took over border operations from the RMP to allow for the redeployment of the General Operation Force (GOF) to undertake street patrols. The MAF also cooperated with the Prisons Department to establish five Community Rehabilitation Centres in Army camps. The idea was to create rehabilitation centers for petty criminals in military camps instead of new high security prisons which are very costly. By doing so, the government not only saved RM 281 million but also created a rehabilitation process for Inmates who would be better citizens when they leave the centre.

Additionally, the government saves RM 8.8 million for maintenance work at the camps done by the Inmates and also an estimated revenue of RM 2.13 million is expected from the Inmate's agriculture and farming activities. The MAF also collaborated with the RMP in sharing training facilities at the Army and the Navy Training centres for the training of Police Constables, and the MAF personnel also conducts joint patrols with

the police in selected cities to reduce crimes. The collaboration in training of constables will save the government RM 600 million to train 10,000 constables over a four year period. The RMP has also opened opportunities for ex-servicemen who are keen to join the Police Force. The efforts undertaken have had positive outcomes particularly in the reduction of crime rates. Recent reports showed that the Crime Index has seen a reduction of 9.6% from January to June 2011 as compared to the same period in 2010. Overall street crime incidences have also been reduced to 11,299 cases up to June 2011 from 19,346 cases in the corresponding period of January to June in 2009, making it a 41.6% reduction. In order to maintain security in housing areas, the MAF and the police have joined the Resident Associations in their night patrols of the respective areas around the camps under the Military Community Program. The MAF is also addressing problems faced by at risk-youth at schools through the inception of weekly comprehensive programs and summer camps together with the Ministry of Education and the police, under the Program Remaja Berwawasan (Visionary Youth Programme).

Other MAF involvement in the BOS efforts includes assistance provided to the Ministry of Rural and Regional Development to build and restore homes and the provision of rural basic



Model 1

infrastructure. The MAF built and restored 767 homes for the poor under the Housing Aid Program and also helped build roads in remote areas that saved the government approximately RM 200 million had it been constructed by the Public Works Department. The MAF now allows the use of unused land for high value farming and planting of high value agricultural crops. Apart from the initiatives mentioned, the government has also introduced the 1Malaysia Privilege Card for Military and Police personnel in order to provide discounts for purchases at various merchant outlets. The 1Malaysia Veterans Recognition Programme encompassing 7 initiatives was also initiated to provide holistic support to veterans. The MAF is in the process of establishing the Military Community Transformation Centres. For the first phase, these centres will be established at the selected camps and bases such as Desa Pahlawan Camp, TLDM Lumut Base and TUDM Labuan Base. Once established the MCTC and

PERNAMA will be part of the network with the Rural Transformation Centres (RTC) and the Urban Transformation Centres (UTC). These centres will provide one-stop facilities, skill training and economic development for the families of personnel in the respective camps. The National Blue Ocean Strategy Initiatives has had a significant influence on the “learning curve” of the various organizations, ministries and agencies in their continuous efforts to improve the country’s economic growth and happiness of its citizens.

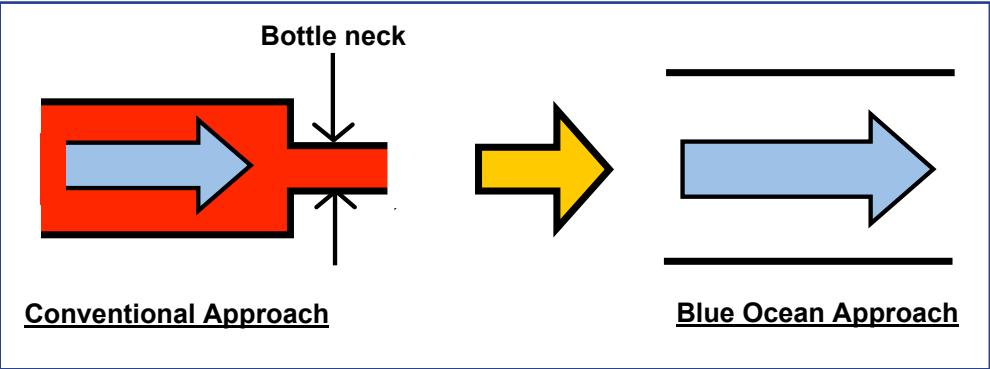
## Strategy Formulation and Execution

From novel ideas, these initiatives were accorded the due precedence and dedicated administrative controls, to ensure operationalisation of assigned projects. These Blue Ocean initiatives have managed to attain unprecedented success and in double quick time. How is this possible? Was there any special formula or arrangement made?

*Trepidation builds as people are required to step out of their comfort zones and change how they worked in the past’*

*Blue Ocean Strategy*

From the onset it was absolutely crucial that the structure was established on the right footing, the foundation



Model 2

be stable and understood by all. In an attempt to attain collective wisdom the Prime Minister's strategic and execution discussions were conducted within the same forum. The fine and contentious line separating planners and executors was erased, with the introduction of engagement, explanation and clarity of expectation in discussing all initiatives. Such openness and transparency was truly overwhelming as this indirectly compelled everyone's commitment. The introduction of such working culture was the hallmark of the Prime Minister's intent as depicted in **Model 1**.

The National Blue Ocean Strategy Summit (NBOS Summit) is the highest authority overseeing and managing implementation of all Blue Ocean initiatives. This strategic interaction is further cemented among all concerned, which is demonstrated with the Prime Minister providing the leadership thrust and drive, along with all Planners, Ministers and Project Executioners sitting at the same table, ironing out all details pertaining to approved initiatives. Expectations of the projects, desired impacts, consequences, timelines and a host of other issues are extensively mitigated both in margins and efficiency.

The Prime Minister who sits at the helm, shows the commitment of the government. Creative solutions exploring the full spectrum of possibilities were

accorded the highest priority. Details pertaining to planning were meticulously scrutinised and discussed. No stones were left unturned, as it was absolutely crucial that the processes be right for effective implementation. This was further manifested by the stellar conviction of the Prime Minister's stewardship.

After the roll out of the initial initiatives and once everything is smooth, with the organisational culture in place, the Prime Minister subsequently hands over the reins of these sessions to Chief Secretary. Chief Secretary would in-turn conduct meeting sessions every month. It is professionally heartwarming to note the capacity that the Chief Secretary holds here is undisputed as though

perched as the Chairman; relevant Ministers would attend and submit progressive reports. An addition, the Sec Gen of Ministries and heads of various agencies involved constitute the NBOS Summit as planners and executors.

To ensure the execution is on track, Pre-Summit Meetings to NBOS Summit are conducted every week or fortnightly, where the Chief Secretary chairs the meeting with full enthusiasm. The executors present the progress reports and if there should be any issue, it will be resolved within at said meeting. The idea is turned into reality immediately so as to achieve maximum impact, as illustrated in **Model 2**.





There are a lot of negotiations, bargaining and information sharing taking place behind the curtains. Such healthy interaction paves the way for unifying of motives, greater reliability, improve collective resilience and develop more consistent outcomes. Such strong working culture enhances networking, dispels narrow perceptions and unnecessary competitive rivalry.

Such professionalism is further entrenched at the highest entrepreneurial level with strategic interaction, discussions, eye ball to eye ball meetings and perhaps an occasional 'teh tarik' session. Such informal opportunities can contribute towards shared ideas, smoothen coordination on common approaches and bridge any gaps. Such opportunities were regularly used by both the MAF and RMP levels of hierarchy that facilitated national goal convergence, shared understanding and organisational culture.

## MinDef and Malaysian Armed Forces' Involvement

At the time of writing, the nation was well into the implementation of National Blue Ocean Strategy (NBOS). Embarking on such initiatives in a way manifests the success of the ongoing Blue Ocean

ventures, so much so that the ideas of future projects need to be fast forwarded due to the swift turnaround and momentum of the present initiatives.

Notwithstanding the acknowledged impact of NBOS, it is truly heartwarming to see that the success and impetus of the NBOS conduct was basically due to the close collaboration, breaking of silos, more inter personal discussions, willingness to extend a helping hand/ complimenting each other and many other ongoing new groundbreaking initiatives that were cultivated. Ministries, organisations and establishments have realised that championing in isolation is basically self-praise. Sharing of expertise, intra agency diffusion, sharing of resources and cross fertilisation are order of the day, and if one wants to progress, one has to embrace this culture.

Opening up these communication channels, in a way laid a sound foundation for subsequent initiatives to take off. Establishing telephone links, visits, working lunches, swift documentation processing and sharing of ideas, are all intangible returns that significantly endorse and contribute towards an amicable interface.

The ability of all citizens to enjoy peace and comfort of their own homes and go about daily routines in a peaceful setting is very much due to the continued



surveillance and protection provided round the clock by the MAF and other security forces.

The MAF has always been resolute in safe guarding the nation. The expertise that is imbued, trained and practiced indirectly makes the MAF 'a Jack of all trades/professions'. Be it cyber technology, logistics management, engineering feats, transportation management, court of law, auditors, air traffic management, coastal surveillance and other labour intensive duties apart from being a professional soldier. The military has the professional expertise to undertake these requirement. As the invisible hand, the one behind the curtains, the military has many a time answered the nation's call for disaster relief, emergency response, hijackings, terrorism, event management, rural development, community assistance, VIP visits, mercy assistance, blood donations among others.

*'The military is like the air you breathe. You cannot see it, feel it or touch it. But if it's not there, you'll die'.*

**General Tan Sri Dato' Seri  
Panglima Zulkifli bin Hj. Zainal  
Abidin**  
*Chief of Army, Malaysia*

The military has always remained apolitical, committed and loyal to the government, as such when the idea of NBOS was first promulgated, unreservedly the military was first to respond quickly to the government's call even though it hasn't been designated any specific portfolio among the six National Key Result Areas (NKRAs). The military's willingness to make significant contribution particularly in internal security and rural infrastructure development deserves some mention. The military was at the forefront, opening

its doors, volunteering its resources to fast forward certain projects and nullifying all bureaucracy and in the process saving the Government millions of Ringgit. This are all the hallmarks of the military's committed leadership.

These achievements are marked by the willingness to bridge gaps, committed leadership, strategic collaboration, negation of intra agency politics towards intra agency coalition and harmonising all decision making, are all the trade-marks of an effective change. Very much aware that Malaysia is at the crossroads of change with complex interdependence of security, economic and society realms, has compelled government agencies to lead by example. The military stand united against new challenges in entrepreneurial leadership, intra agency inertia, harmonising project management and trust in exploration. 🌐









# *Chapter 3*

## **Strategic Collaboration Between Malaysian Armed Forces and Royal Malaysia Police**

- Overview
- Military Taking Over Border Operations
- Training of Police Personnel Using Military Facilities
- Recruitment of Ex-Military Personnel into Royal Malaysia Police
- Joint Patrols by Malaysian Armed Forces and Royal Malaysia Police
- Summary

## CHAPTER 3

# Strategic Collaboration Between Malaysian Armed Forces and Royal Malaysia Police

## Overview

Strategic collaboration between MAF and RMP was a result of cooperation between Ministry of Defence (MinDef) and Ministry of Home Affairs (MoHA). This collaboration was brought to the next level through National Blue Ocean Strategy initiatives. The aim of this collaboration is to establish working relationship between the two ministries to support National Security interests.

Strategic collaboration between MAF and RMP is aimed at establishing strong networking between the two security

agencies to support government effort and reduce crime rate. To effectively prevent crime, the police needed to improve the police-population ratio from the current 1:900 to 1:400-500. This means that the police needs to train 12,000 new recruits every year from 2007 to 2011. MAF realises that the defence of the country is closely intertwined with internal security and ever willing to assist the police. For MAF, what is important is that society as a whole would enjoy the fruits of progress and peace in a safe environment. To support this effort, MAF and RMP are working together and will come out with an

action plan through the NBOS Summit and agree on several initiatives. These initiatives include military overseeing border operations, the training of police personnel using military facilities, recruitment of ex-military personnel into RMP and joint patrols by the military and police at various hot spots. These initiatives impact the government, agencies and 'rakyat' which also save costs as a result of the sharing of resources and joint effort to fight crime, cross fertilisation and the increase in public confidence on national security agencies.

Utusan Malaysia - Rabu, 27 Julai 2011

## Kerjasama ATM-PDRM beri impak positif

TELOK KEMANG 26 Julai - Latihan bersama yang diadakan antara pasukan Angkatan Tentera Malaysia (ATM) dan Polis Diraja Malaysia (PDRM) banyak memberi impak positif terhadap hubungan dan mutu perkhidmatan kedua-dua agensi keselamatan utama negara ini.

Panglima Tentera Darat, Jeneral Datuk Zulkifli Zainal Abidin (**gambar**) berkata, program ini merupakan salah satu kerjasama yang ber-

sifat menang-menang selain menjalinkan hubungan baik antara dua pasukan berkenaan.

"Apa yang dapat kita lihat, program latihan bersama antara PDRM dan ATM mendapat reaksi positif. Dalam hal ini, kita tidak bercakap pasal 'win-lost' tapi 'win-win'. Bagi saya, kerjasama ini amat baik



untuk negara," katanya.

Zulkifli berkata demikian kepada pemberita selepas menyaksikan raptai penuh Perbarisan Tamat Latihan Perdana Perajurit Muda dan Konstabel Polis siri 1/2011 di Pusat Latihan Asas Tentera Darat (Pusasda), di sini.

Turut hadir, Timbalan Ketua Polis

Negara, Datuk Seri Khalid Abu Bakar.

Pada raptai ini, seramai 984 orang konstabel polis dan 2,107 orang perajurit muda termasuk 194 perajurit muda wanita bakal menamatkan latihan asas mereka selama enam bulan.

Zulkifli memberitahu, dua lokasi ATM dipilih untuk menjadi lokasi latihan bersama iaitu Pusasda dan Pusat Latihan Rekrut (Pularek) KD Sultan

Ismail di Tanjung Pengelih, Johor.

"Perbarisan tamat latihan di Pusasda pada Sabtu ini adalah perbarisan tamat latihan perdana yang akan dihadiri Perdana Menteri, Datuk Seri Najib Tun Razak dan ini adalah satu sejarah di Malaysia dan juga di dunia.

"Ini membuktikan bahawa organisasi polis dan tentera adalah fleksibel dan boleh bekerjasama pada bila-bila masa," katanya.

## Military Taking Over Border Operations

### BACKGROUND

The first initiative by MAF in assisting the police to prevent crime and support the NKRA 1 is by freeing GOF personnel to perform crime prevention activities which is possible with military overseeing their operations along the country's borders. This will allow the GOF personnel to fight crime in urban areas. RMP officially handed over the responsibility of Op WAWASAN and Op NYAH 1 to MAF on 15 November 2010. By 1 January 2011, a total of 540 GOF personnel were redeployed to fight crime in urban areas. Op WAWASAN dan Op NYAH 1 aim to prevent illegal immigrants and human smuggling. These operations are traditionally carried out by GOF.

The Star - Sunday, 27 March 2011

# Joining forces

Govt to save millions via army-police collaboration

By NELSON BENJAMIN, DESIREE TRESA GASPER and YEE XIANG YUN  
newsdesk@thestar.com.my

**KLUANG:** The Home and Defence ministries are teaming up to help the Government save millions of ringgit in cost by maximising their resources.

For a start, under-utilised army training centres will be used to train policemen while retired army personnel will be absorbed by the police.

Also, a total of 1,200 petty criminals will be rehabilitated in five army camps nationwide.

The initiatives, under Datuk Seri Najib Tun Razak's Blue Ocean Strategy (BOS), were announced by the Prime Minister here yesterday.

"It is about thinking out of the box and promoting innovative and creative thinking.

"Previously, we had to spend on new facilities. Now,

> TURN TO PAGE 2

## Army watches the borders, police carry out street patrols

> FROM PAGE ONE

we can train more recruits and save costs," Najib said at the launch of a community rehabilitation centre at the Mahkota Army Camp here yesterday.

The Prime Minister said other initiatives already successfully under way included the agreement between the armed forces and police on patrolling along the country's borders.

"Now that the army takes care of the borders, police personnel can be redeployed to carry out street patrols, especially at the hotspots," he said.

On cooperation between the Prisons Department and the army, he said petty criminals would be kept away from hardcore criminals.

"We will start with five such camps (for petty criminals) and we may add more as the need arises," he said, adding that the camps would be located in Johor, Pahang, Kedah and Kelantan.

The cost of building a prison was between

»We will start with five such camps (for petty criminals) and we may add more as the need arises«

DATUK SERI NAJIB TUN RAZAK

RM50mil and RM60mil compared with only RM4.5mil for the camp, he added.

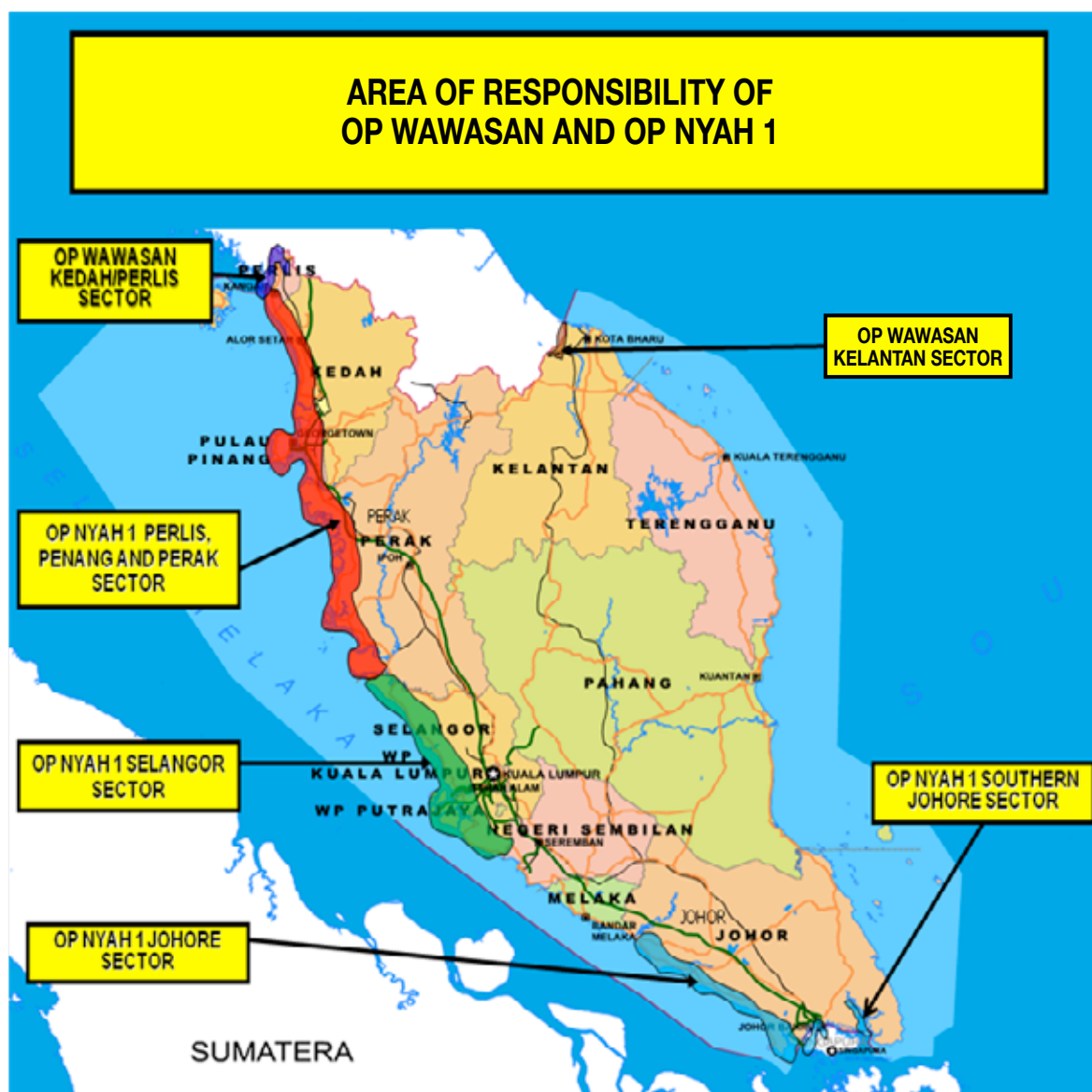
Najib, who is also the Finance Minister, said the Government hoped to channel the savings into other programmes.

Asked by reporters later on the selection of candidates for the Sarawak elections, Najib reiterated that the focus would be on winnable candidates.



## PLANNING AND EXECUTION

The task of monitoring 567 km land border between Malaysia and Thailand, a shared responsibility, would thus be undertaken exclusively by MAF. The RMP had therefore planned for a complete handing over to MAF Op WAWASAN and Op NYAH 1. The handover of this operational responsibility indirectly binds the military to ensure constant surveillance over 1200 km of land and coastal border encroaching nine states within the peninsular. This added responsibility is essentially a challenge for the Army as it would require the reassigning of personnel and reallocation of assets. The Army is optimistic and confident of managing it as an extension of current operations.





## 89 pos kawalan sempadan PGA diserahkan kepada ATM

**RANTAU PANJANG 15 Nov.** – Kesemua 89 pos kawalan sempadan termasuk perairan negara di seluruh Semenanjung Malaysia yang sebelum ini dikawal oleh Pasukan Gerakan Am (PGA) diserahkan kepada Angkatan Tentera Malaysia (ATM) selama enam bulan, bermula hari ini.

Timbalan Pengarah PGA, Pengurusan Sempadan dan Kawalan Keselamatan Lapangan Terbang Antarabangsa, Jabatan Keselamatan Dalam Negeri dan Ketenteraman Awam, Datuk Mat Salleh Mat Rasit berkata, keputusan tersebut dicapai

pada mesyuarat National Strategy Execution Summit (NSES)-National Blue Ocean Strategy 1 pada awal tahun ini.

Jelasnya, pengambilalihan itu bertujuan memindahkan lebih 500 anggota PGA yang bertugas di situ ke negeri-negeri *hotspot* iaitu Pulau Pinang, Selangor, Kuala Lumpur dan Johor Bharu untuk menurunkan indeks jenayah dan jenayah jalanan.

"Polis memerlukan tambahan 10,000 anggota untuk bertugas bagi menurunkan indeks jenayah sebanyak lima peratus dan jenayah ja-

lan sebanyak 20 peratus di empat negeri ini.

"Oleh itu, salah satu sumber kita adalah membawa anggota-anggota PGA ini ke negeri-negeri berkenaan dan bertugas di situ," katanya.

Beliau bercakap kepada pemberita selepas Majlis Serah/Terima Tugas Ops Wawasan dan Ops Nyah 1 di Markas Taktikal Briged Tenggara PGA Lubok Setol di sini hari ini.

Mat Salleh mewakili Polis Diraja Malaysia (PDRM), manakala ATM diwakili Panglima Dua Divisyen, Mejar Jeneral Datuk Mohd. Noor Daud da-

lam majlis serah dan terima tugas itu.

Turut hadir Ketua Polis Kelantan, Datuk Abdul Rahim Hanafi; Panglima 2 Briged, Brigedier Jeneral Datuk Zulkifli Mansor dan Panglima 8 Briged, Brigedier Jeneral Abdul Rahim Abdul Motalib.

Jelasnya, selepas enam bulan, kerajaan akan membuat keputusan semula sama ada akan meneruskan pengambilalihan itu atau tidak.

Menurut Mat Salleh, semua pertukaran itu hanya melibatkan kawasan sempadan negara di seluruh Semenanjung, manakala Sabah dan

Sarawak tidak terlibat.

Sementara itu, Mohd. Noor berkata, ATM akan mengguna pakai pendekatan seperti yang digunakan oleh PDRM dalam menempatkan anggotanya untuk berkawal di semua pos terlibat.

"Buat permulaan kita akan tempatkan 10 anggota di setiap pos ini dan mereka akan diganti setiap dua bulan.

"Kita tidak ada masalah dengan tugas seperti ini kerana memang sejak dulu ATM menjalin kerjasama erat dengan PDRM," ujarnya.

## Tentera ambil alih kawalan sempadan

Oleh KHAIRI MOHAMAD  
khairi.mohamad@kosmo.com.my

**RANTAU PANJANG** – Angkatan Tentera Malaysia (ATM) mengambil alih tugas mengawal 89 pos sempadan termasuk perairan Semenanjung Malaysia daripada Pasukan Gerakan Am (PGA) selama enam bulan mulai semalam.

Timbalan Pengarah PGA, Pengurusan Sempadan dan Kawalan Keselamatan Lapangan Terbang Antarabangsa, Jabatan Keselamatan Dalam Negeri dan Ketenteraman Awam, Bukit Aman, Datuk Salleh Md. Rasid berkata, tindakan itu diambil ekoran keputusan kerajaan pada satu mesyuarat awal tahun ini.

Menurutnya, pengambilalihan tugas tersebut membolehkan lebih 500 anggota PGA yang berkawal di sempadan dipindahkan ke bebe-



ANGGOTA tentera (kiri) bersalaman dengan anggota PGA pada majlis mengambil alih tugas mengawal sempadan di Rantau Panjang semalam.

rapa negeri bagi menurunkan indeks jenayah dan jenayah jalanan.

"Polis memerlukan tambahan 10,000 anggota untuk bertugas bagi menurunkan

indeks jenayah sebanyak lima peratus dan 20 peratus jenayah jalanan di Pulau Pinang, Selangor, Kuala Lumpur dan Johor Bahru.

"Oleh itu, salah satu sumber

kita adalah memindahkan anggota-anggota PGA di sempadan ke negeri-negeri berkenaan," katanya selepas Majlis Serah/Terima Tugas Ops Wawasan dan Ops Nyah 1 di Markas Taktikal Briged Tenggara PGA Lubok Setol di sini.

Salleh mewakili Polis Diraja Malaysia manakala ATM diwakili Panglima Dua Divisyen, Mej. Jen. Datuk Mohd. Noor Daud.

Menurut Salleh, selepas tempoh enam bulan, kerajaan akan membuat keputusan sama ada tugas mengawal kekal di tangan tentera atau diserahkan semula kepada PGA.

Sementara itu, Mohd. Noor berkata, ATM akan mengguna pakai pendekatan PDRM dalam menempatkan anggota di pos kawalan.

Katanya, 10 anggota tentera akan ditempatkan di setiap pos dan mereka akan diganti setiap dua bulan.





*Soldiers getting ready for patrols*



*Military Personnel performing routine patrol on bicycle*



*Soldiers on patrol*



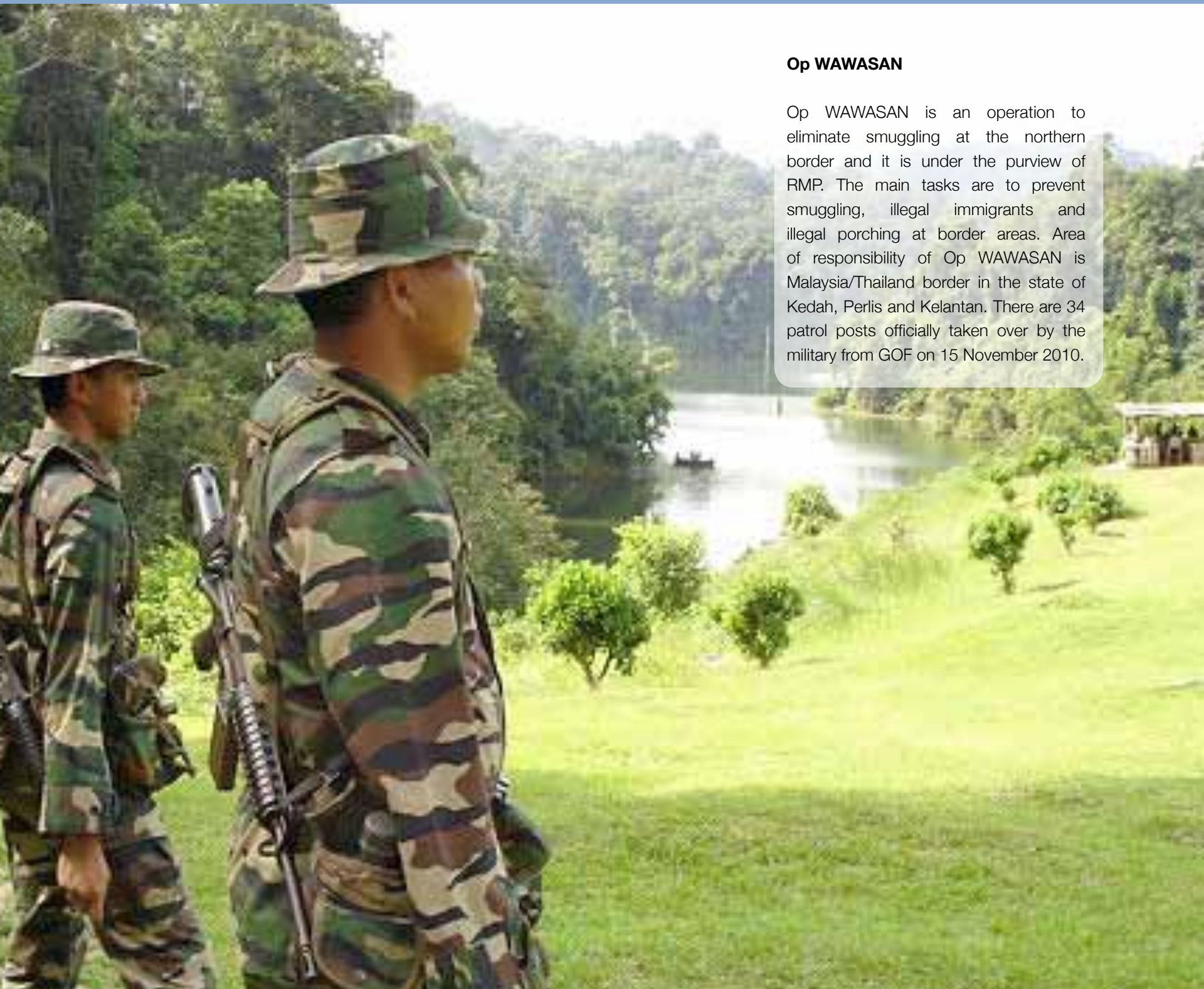
*Military personnel conducting a road block*



*The Changeover of crews*







### **Op WAWASAN**

Op WAWASAN is an operation to eliminate smuggling at the northern border and it is under the purview of RMP. The main tasks are to prevent smuggling, illegal immigrants and illegal porching at border areas. Area of responsibility of Op WAWASAN is Malaysia/Thailand border in the state of Kedah, Perlis and Kelantan. There are 34 patrol posts officially taken over by the military from GOF on 15 November 2010.



### Op NYAH 1

This operation requires constant vigilance overseeing northern coastal borders of the peninsular. Area of responsibility includes Perlis, Penang, Perak, Selangor and Johor (West Coast). The main task of Op NYAH 1 is to prevent and capture illegal immigrants entering from the West Coast and through Malaysia – Thailand border. It has 55 PGA control centres and were officially taken over by the military from GOF on 15 November 2010 and reassigned to GOF on 15 May 2012.





*Op NYAH 1 control centres in several locations*



*Soldiers apprehending suspected illegal immigrants*



*Military personnel performing random checks*

## **RESULT AND IMPACTS**

As a result of the military taking over Op WAWASAN and Op NYAH 1 from GOF, RMP handed over 89 posts to the Army. An additional 540 police personnel were available to be reassigned to fight crime in urban areas.

This contributed significantly towards the reduction of crime. There is significant cost savings as a result of this effort including the costs of training additional 540 police personnel and costs of fighting crime. The diffusion and institutionalisation of this initiative have in a way provided positive impact for the military. In this win-win situation, apart from coming to the aid of RMP, the military's ability to accept, nurture and hone on these challenges have made the organisation more versatile and agile.



## Training of Police Personnel Using Military Facilities

### BACKGROUND

This initiative is where the MAF assists the RMP to increase its manpower in training police recruits. To train 12,000 new recruits every year is beyond the current capacity of police training facilities. To build new training centres is very costly and time consuming. Through this initiative, RMP is collaborating with the MAF to use military facilities for basic police training. In the initial phase of the programme, 1,482 newly recruited police constables underwent basic training programme at two military camps beginning 18th January 2011 in Pusat Latihan Asas Tentera Darat (PUSASDA) Port Dickson, Negeri Sembilan and KD SULTAN ISMAIL, Tanjung Pengelih, Johore. Under this arrangement, MAF would provide accommodation, classroom, and training facilities for the police.



### PLANNING AND EXECUTION

#### Police Training at KD SULTAN ISMAIL

About 498 police recruits were involved in the training at KD SULTAN ISMAIL. The training started on 18 January 2011 and completed on 16 July 2011.





*Passing Out Parade at KD SULTAN ISMAIL on 16 July 2011  
officiated by the Honourable Datuk Wira Abu Seman bin Yusop.*







#### Police Training at PUSASDA

The training of 984 police recruits at PUSASDA took place from 18 January 2011 until 31 July 2011. The police have benefited from the training facilities provided by the Army. With the facilities and conducive environment, training was carried out successfully.









### The Passing Out Parade at PUSASDA

The training programme for the first batch of police recruits was completed on Saturday, 30 July 2011. About 2,107 army recruits also completed their training. To mark the end of training, a joint Passing-Out Parade comprising 3,091 recruits of both police and Army was held. The Honourable Prime Minister was the Guest of Honour at this first ever joint Passing-Out Parade. He later congratulated both military and police graduates. This passing out parade is significant as it portrayed to the public the harmonious relations between the two security agencies.

The passing out parade was very challenging due to the differences in procedures and culture. However, with commitment and high spirits, all the differences were resolved. As a result, both police and Army demonstrated an inspiring parade of precision, discipline and cooperation. Among the high ranking officials that attended the ceremony were Defence Minister, Minister of Home Affairs, the Chief Secretary of the Government, Deputy Minister of Home Affairs, IGP, CDF, Sec Gen of MinDef and others from the police and military.





*The assembly of 3,091 security personnel on the parade ground was truly a sight to behold. They were smartly dressed in their ceremonial attire, in the presence of the nation's top hierarchy and closely watched by family and relatives.*















Sekitar majlis Perbarisan Tamat Latihan Perdana ATM-PDRM di PUSASDA, Port Dickson

## Tentera, polis kawad bersama tamat latihan

Perbarisan perjas kerjasama erat ATM, PDRM jaga keamanan negara

Oleh Ziauddin Sharuddin dan Tuty Haryanti Ahmad Radei  
berita@starnews.com.my



**P**ORT DICKSON: Pucuk Latihan Asas Tentera Darat (PUSASDA) di sini, lalu pucuk latihan tentera vertikal di negara ini sejak sekian lama melathi rihuan anggota tentera, tetapi sejarah terengga semulini apabila buat kali pertama perbaris muda Angkatan Tentera Malaysia (ATM) dan kotabesi Polis Diraja Malaysia (PDRM) berkecayd berama dalam perbarisan tamat latihan.

Pada 2 Mac 1942, seramai 25 anak watan menjahni latihan di sini yang ketika itu adalah kem latihan Pasukan Sokarab kelihaan tentera Sri hiah.

Bagaimanapun 78 tahun kemudian, seramai 864 konstabel polis dan 2,107 perjurit muda termasuk 194 anggota wanita melangkahi sega dalam perbarisan tamat latihan yang diarakikan sembari Perdana Menteri, Datuk Seri Najib Razak.

Ini yang menyibahkan Perdana Menteri menyibahkan kejayaan latihan berama eram dalam tin sebagai titali permutasi beraja kerjasama erat ATM dan PDRM sebagai dua titilasi penting untuk menjaga keamanan dan keselamatan negara.

Beliau berkata, kehadiran konstabel polis dan perjurit muda berama sama dalam satu perbarisan merutubikan berdek perisah antara ATM dan PDRM yang dalam ini berpersek mengikut latihan masing-masing.

Ketanya, ATM dan PDRM kini adalah rakan rapat yang saling membantu dalam kepentingan bangsa, agama dan negara.

"Kejayaan latihan berama juga membuktikan kedua-dua pasukan berjaya menastasi cabaran utama strategi Lantun Hira, lalu usaha petkan hasil maksimum dengan



Hasil kerjasama ini, polis akan mencapai objektif untuk mengurangkan kadar jenayah, manakala tentera mendapat pulangan dari segi hasil tambahan dan kerajaan dapat jimatkan perbelanjaan

Najib Razak  
Perdana Menteri



NAJIB memulika Perbarisan Tamat Latihan Perdana ATM-PDRM di PUSASDA, semalam.







A ceremony to officiate the strategic collaboration between MAF and RMP was held after the passing out parade



New Sunday Times - Saturday, 31 July 2011

14 NEWS

NEW SUNDAY TIMES

JULY 31, 2011

# Security forces train together



By Patrick Sennayah

**PORT DICKSON:** The first combined passing-out parade of the armed forces and police signals the start of greater cooperation between the two security forces.

Prime Minister Datuk Seri Najib Razak said the historic event was a clear sign that there were no differences between the police and armed forces.

"It is not easy to hold joint training exercises, but we have succeeded and the two forces will no longer remain separate."

"They have shaken hands, discussed matters and agreed that they are just partners who will help each other in upholding peace and harmony," he said at the premier police-army joint passing-out parade at the Army Basic Training Centre (ABTC) here yesterday.

The parade comprised 984 candidates and 2,107 soldiers, including 194 women.

The joint training exercise was masterminded by Najib as part of his Blue Ocean Strategy.

Among the key objectives of the exercise is to help the government save RM639 million in the next five years by using the armed forces training facilities to train policemen, doing away with the need for new police training centres.

The armed forces were led by Major Roman Mohd Noh, while Deputy Superintendent Douglas Nyeteng led the police.

Thirty-five senior armed forces



Prime Minister Datuk Seri Najib Razak (centre) taking a closer look at the spears which represent the police and armed forces at the Army Basic Training Centre in Port Dickson yesterday. With him are (from left) Inspector-General of Police Tan Sri Ismail Omar, Chief Secretary to the government Tan Sri Mohd Sidek Hassan, Negri Sembilan Menteri Besar Datuk Seri Muhammad Hassan, Defence Minister Datuk Seri Dr Ahmad Zahid Hamidi, Home Minister Datuk Seri Hishammuddin Hussein and armed forces chief General Tan Sri Zulkifli Mohd Zin. — Pictures by Fariz Iwadi Izzah and Dzulkefli Mustapha

and police officers were also part of the parade.

Present were Deputy Minister Datuk Seri Dr Ahmad Zahid Hamidi, Home Minister Datuk Seri Hishammuddin Hussein, Menteri Besar Datuk Seri Muhammad Hassan, armed forces chief General Tan Sri Zulkifli Mohd Zin, and Inspector-General of Police Tan Sri Ismail Omar.

Najib said the cooperation between the two forces was a win-win situation, where the nation could save money, the police could achieve their objective of reducing crime by increasing manpower and the armed forces could enjoy gains from increased support.

He also urged the police and armed forces to reach out to people and help them understand the forces.

"The people are our well-informed and critical. We have to move with the times and make an attempt

to have better relations with them."

Najib extended his appreciation to the families of the armed forces and police for allowing their children to become part of the security forces.

He also announced a RM1,000 monthly incentive for the winner of the Pingat Tentera Udara (PTU) award and recipient of the Jusa Persekitan Persekitan (JPP) award in time with Warrior's Day today.

The PTU is a gallantry decoration conferred on members of the Royal Malaysian Air Force for acts of gallantry and devotion on pilot in or outside their line of duty.

The award can also be conferred posthumously.

The JPP is an award conferred on those who have shown great bravery while in combat.

"The families of PTU and JPP recipients who have passed away will receive RM10,000," added Najib.

The PTU is a gallantry decoration conferred on members of the Royal Malaysian Air Force for acts of gallantry and devotion on pilot in or outside their line of duty.

The award can also be conferred posthumously.

The JPP is an award conferred on those who have shown great bravery while in combat.



Soldiers and policemen will be cooperating to uphold peace and harmony in the country.



Visitors at the police-army joint passing-out parade at the Army Basic Training Centre yesterday.





Metro - Sabtu, 31 Julai 2011

# ATM, PDRM bersatu

Pertama kali  
buat latihan  
bersama

**P**ORT DICKSON; Latihan bersama yang julung kali diadakan antara Angkatan Tentera Malaysia (ATM) dan Polis Diraja Malaysia (PDRM) adalah titik permulaan kepada kerjasama lebih erat dan padu antara dua pasukan keselamatan itu demi memelihara kesatuan dan keharmonian negara, kata Datuk Seri Najib Razak.

Perdana Menteri berkata, latihan bersama bersejarah itu meruntuhkan tembok pemisah antara ATM dan PDRM yang selama ini bergerak mengikut haluan masing-masing.

"Kerajaan sedar bukan mudah mengadakan latihan

bersama seperti ini. Namun buat pertama kali dalam sejarah negara, kita berjaya memecahkan tembok pemisah antara ATM dan polis.

"Mereka tidak lagi bergerak dalam 'ailo' masing-masing tetapi berjabat tangan, bermuafakat, berbincang dan bersetuju bahawa polis dan tentera adalah rakan kongsi yang saling bantu membantu demi kepentingan bangsa, agama dan negara," katanya ketika berucap sempena majlis Perbarisan Tamat Latihan Perdana ATM-PDRM di sini, semalam.

Pada majlis itu, 984 konsta-bel polis dan 2,107 perajurit muda, termasuk 194 wanita, menyempurnakan

acara yang julung kali diadakan di negara ini. Latihan bersama ATM-PDRM itu ilham Perdana Menteri di bawah Strategi Laut Lepas Kebangsaan (NBOS).

Najib berkata, kejayaan latihan bersama itu juga membuktikan kedua-dua pasukan dapat mengatasi cabaran utama strategi Lautan Biru, iaitu mendapatkan hasil maksimum dengan input minimum dan wang rakyat dapat dijamin.

"Manfaat daripada kerjasama ini dapat kita lihat, negara dapat keuntungan, polis mencapai objektif untuk mengurangkan kadar jenayah dan tentera dapat kesan daripada pulangan seperti hasil

tambahan kepada mereka.

"Negara tentu dapat keuntungan dan kerajaan juga dapat menjimatkan perbelanjaan. Ini yang dikatakan situasi 'menang-menang' untuk semua," katanya.

Perdana Menteri turut meminta warga ATM dan PDRM memperluaskan hubungan dan pendekatan dengan rakyat supaya masyarakat lebih memahami tanggungjawab dan tugas pasukan keselamatan.

Katanya, ini adalah cabaran ATM dan polis kerana pada abad ke-21 mereka berdepan masyarakat lebih berilmu dan bermaklumat yang semakin kritikal dalam menilai apa dilakukan.



**BERSATU...** Najib melihat tombak mewakili ATM, PDRM dan negara.

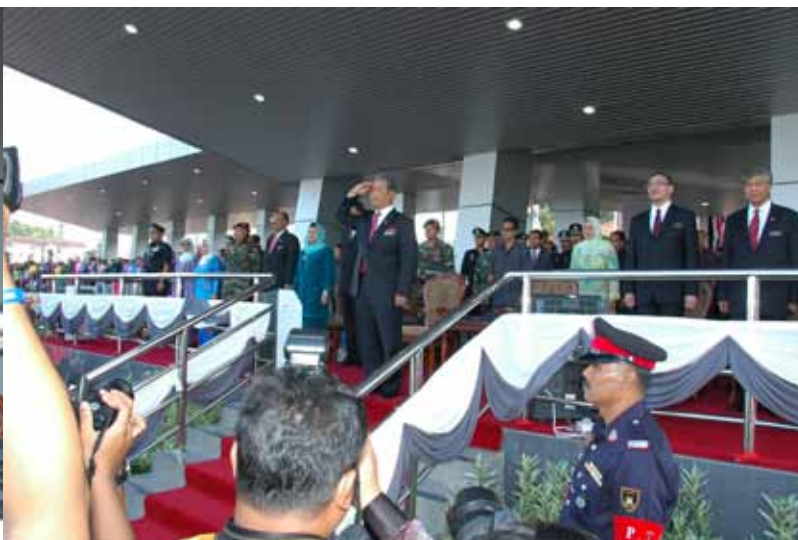
"Kita harus mencetuskan cara berfikir, bertindak dan membuat keputusan supaya rakyat sentiasa menyokong,

memahami dan menerima baik segala dilakukan kerajaan, sama ada ATM atau polis," katanya. — Bernama





Utusan Malaysia - Isnin, 17 Dec 2012





The second Passing Out Parade at PUSASDA on 16 Dec 2012 was officiated by Deputy Prime Minister, The Honourable Tan Sri Muhyiddin Yassin. This parade comprised of 207 army recruits and 996 constables











## RESULT AND IMPACTS

Training of police using military facilities helped the RMP to increase its manpower more efficiently. A total of 10,000 police recruits were expected to be trained at PUSASDA and KD SULTAN ISMAIL starting from 2011 until 2015. This effort would enable RMP to reach its target of training an additional 50,000 police by 2015 instead of 2019. This project will allow the police to reduce the police to population ratio from the current 1:900 to 1:400-500. The Interpol-recommended ratio is 1:250, which is the ultimate goal for the police. This would generate an estimate cost savings of RM 639 million (90%) over a period of five years. If new police training facilities were to be built, the government would have to spend RM 711 million; however, with this arrangement, the cost is reduced to RM 71 million.

The success of this initiative has motivated the government to institutionalise the sharing of resources and cooperation between ministries to create a model of Blue Ocean Strategy in the government. The ministries are to prepare training facilities available within their jurisdiction and enable the sharing of the facilities across the ministries to maximise their value at low cost. The government has decided to apply this approach to other training facilities and has directed various ministries to look into sharing of training facilities. Other government agencies should also learn from such efforts and encourage more sharing of resources and facilities to ensure optimisation of resources.



## Recruitment of Ex-Military Personnel into Royal Malaysia Police

### BACKGROUND

The number of personnel opting out or retiring from the military service is about 4,000 annually. These ex-military personnel could be considered as potential recruits for the police. With their knowledge and technical background as well as operational experience, these candidates could be easily re-trained as policemen. Military personnel have certain distinct advantages such as professional skills and discipline that make them prime assets. They do not require long training as compared to fresh recruits. Realising this huge market, RMP decided to hire ex military personnel to join its forces. At the initial stage, the posts relate to general duty work, as drivers and mechanics. For this pilot initiative, only those who retired after 21 years of military service were allowed to join. Upon completion of their constabulary training, they were awarded the rank of Corporal and given increments.

### PLANNING AND EXECUTION

At the end of 2010, ex-military personnel were officially offered to join the police and start their career at level that will commensurate with their experiences which made the programme more attractive. As a result, many ex-military personnel applied and RMP shortlisted 128 personnel in Peninsular Malaysia and 35 personnel in East Malaysia for interview. From the interview, 101 candidates consisting of 96 males and 5 females were successful. The training for the first batch of ex-military personnel started on 18 January 2011 at the RMP College in Kuala Kubu Bharu and completed on 14 May 2011.





Ex-military police recruits reporting at the RMP College in Kuala Kubu Bharu on 18 January 2011.



Kosmo - Selasa, 19 April 2011

## Dua kelonggaran pesara tentera sertai PDRM

**KUALA LUMPUR** – Kerajaan memberikan dua kelonggaran ia itu kenaikan pangkat dan tempoh latihan yang dipendekkan kepada bekas anggota tentera yang menyertai pasukan Polis Diraja Malaysia (PDRM).

Menteri Dalam Negeri, Datuk Seri Hishammuddin Tun Hussein berkata, dua kelonggaran itu diberi untuk menarik lebih ramai bekas anggota tentera menyertai pasukan polis.

Tempoh latihan dipendekkan kepada hanya tiga bulan berbanding pelatih lain yang perlu menjalani latihan antara enam hingga sembilan bulan manakala bekas anggota tentera berpangkat sarjan pula layak diberi kenaikan pangkat daripada konstabel kepada sarjan selepas disahkan jawatan dan lulus peperiksaan khas undang-undang rendah jabatan, katanya.

"Ini adalah selaras dengan hasrat Perdana Menteri, Datuk Seri Najib Tun Razak dan kerajaan supaya bekas-bekas tentera dapat menyumbangkan tenaga untuk sama-sama mencegah jenayah, menjaga kese-



**Sidang Dewan Negara**



**HISHAMMUDDIN**

lamatan dan ketenteraman negara," katanya pada sesi soal jawab persidangan Dewan Negara di sini semalam.

Beliau berkata demikian bagi menjawab pertanyaan Senator Ahamat@Ahmad Yusop mengenai rasional cadangan penyerapan pesara tentera ke dalam

pasukan polis dan prosedur penyerapan itu akan dilaksanakan.

Hishammuddin berkata, sejak pengambilan fasa pertama dilaksanakan Januari lepas, seramai 101 bekas tentera diambil dan dilantik sebagai konstabel dan konstabel sokongan dan mereka kini menjalani latihan asas di Pusat Latihan Polis, Kuala Kubu Bharu, Selangor.

Kesemua mereka dipilih setelah lulus syarat kelayakan menyertai pasukan polis, berumur di bawah 45 tahun, serta telah berkhidmat dalam tentera sekurang-kurangnya untuk tempoh 10 tahun, katanya.





*Ex-military police recruits attending classroom activities*



*Basic Training*



*Briefing before practical training*





*Ex-military police recruits undergoing practical training*

### Passing out Parade on 14 May 2011

Out of 101 ex-military personnel who underwent training, 100 were successful. The Passing Out Parade was held on Saturday, 14 May 2011, after which all of them were deployed for various police duties.









Utusan Malaysia - Jumaat, 13 Mei 2011



PARA pelatih terdiri bekas anggota tentera bersorak kegembiraan setelah diserap menjadi polis di Pusat Latihan Polis, Kuala Kubu Bharu, Selangor, semalam. - BERNAMA

## 100 bekas anggota tentera tamat latihan konstabel

KUALA KUBU BHARU 12 Mei - Seramai 100 pelatih terdiri daripada bekas Angkatan Tentera Malaysia (ATM) menerima sijil tamat latihan asas kepolisian di Maktab Polis Diraja Malaysia (PDRM) di sini hari ini.

Kesemua mereka berusia 33 hingga 45 tahun menyertai pasukan polis dan mengikuti latihan asas Konstabel dan Konstabel Sokongan sejak 17 Januari lalu.

Komandan Maktab PDRM Kuala Kubu Bharu, Asisten Komisioner Mohd. Kamal Kordi berkata, ia merupakan kumpulan pertama hasil inisiatif dan kerjasama Kementerian Dalam Negeri dan Kementerian Pertahanan.

"Selaku komandan, saya berpuas hati dengan komitmen yang diberikan oleh semua pelatih dan yakin

mereka boleh menyesuaikan diri dalam pasukan polis.

"Seramai 51 pelatih Konstabel dan 49 Konstabel Sokongan mengikuti kursus yang ditetapkan oleh PDRM," katanya ketika ditemui pada raptai penuh majlis tamat latihan asas kepolisian di padang kawad Maktab PDRM di sini hari ini.

Presiden kumpulan yang juga diamanahkan sebagai ketua pelatih, Iubaiman Juaser, 36, berkata, hasil kecekalan mereka, kesemuanya berjaya melepasi latihan asas tersebut.

"Saya merasakan kesemua pelatih termasuk diri sendiri tidak sabar untuk berkhidmat sebagai anggota polis," katanya yang telah 16 tahun berkhidmat dengan Tentera Laut Diraja Malaysia (TLDM) di Sabah.

Bagi seorang ibu kepada tiga anak, Habibah Abu Seman, 35, dorongan suami adalah kunci kepada ketabahannya menjalani latihan asas kepolisian selama kira-kira empat bulan.

Katanya, sejak bersara daripada TLDM pada Januari 2005, dia menjadi suri rumah sepenuh masa selama lima tahun sebelum menjalani latihan asas itu.

"Sepanjang bergelar suri rumah, saya tidak melakukan sebarang latihan fizikal sehingga memasuki program latihan asas itu.

"Ia sesuatu yang mencabar dan saya tidak sabar untuk mencurahkan bakti berkhidmat bagi menjaga keselamatan negara," katanya yang berasal dari Sarawak.

**Dalam Negeri**

Strategi laut biru turut menggunakan

# Bekas tentera

100 ex-military p

2011年5月

李志亮 警方

（新）

曾李志亮 自满·相 续确保固 他说 灾犯率 之一·更

（From left）Arman Alkhatab, Zak... Police Training Centre in Selangor.

在新加坡发布... 这是马来西亚... (ATM) 与大... (PDRM) 之... 海警略合作... 他说，... 防部之前达... 3项合作方案... 使用军队设... 培训、军人... 展开巡逻活... 训单入加入... 在场上... 总警

李志亮（右）颁发最佳后勤警员奖励英哈末... 达来兹，中为卡立阿布巴卡。

朱其菲里：迫新闻一些属机密





## RESULT AND IMPACTS

The graduation of 100 ex-military personnel helped expedite the effort to increase the strength of RMP. Duration of their training is only 4 months instead of 6 months for fresh recruits. This is cost saving for the government. The ex-military personnel have military skills and experiences which benefit the RMP. This cross fertilisation is expected to promote new ideas and options in dealing with workplace problems. For the ex-military personnel, this initiative provides them opportunity to pursue a second career and at the same time serve the country.

It is envisaged that the recruitment of ex-military personnel will continue since the result of the initiative was positive and benefited to RMP, the individual involved, society and the nation. RMP will continue to refine the criteria and increase employment opportunities for ex-military personnel. Since the number of personnel retiring from the military service annually is large, the police and military will be working together to institutionalise and synchronise the recruitment so that the military personnel who retire can join the police force immediately. This effort will reduce the training cost for the police and enable them to hire the best quality ex-military personnel. In the future, more positions of higher rank in RMP will be offered to ex-military personnel so that the latter can join at a senior post. RMP will expand the job opportunities to involve trade and specialisation. Currently, retired military personnel who have served more than 21 years are not eligible to be hired by RMP. RMP will look into hiring these ex-military personnel as long as they are below 45 years of age.

Application for second round of recruitment of ex-military personnel was advertised in March 2011 and RMP shortlisted 32 candidates. In the future, the police will continue to recruit more ex-military personnel, open up more employment areas and provide better terms of service.

**STATISTIC OF ATTACHMENT FOR  
CONSTABLE AND EXTRA POLICE CONSTABLE (X-ARMY)**

NO	NAME OF DUTIES	CONSTABLE	EXTRA CONSTABLE
1	GENERAL DUTY	12	16
2	ARMAMENT DIVISION	10	3
3	COMMUNICATION DIVISION	13	10
4	TRANSPORT DIVISION	6	20
5	INFORMATION TECHNOLOGY (IT)	1	-
6	MARINE OPERATION FORCE	7	-
7	POLICE AIR WING	1	-
8	GENERAL OPERATION FORCE	1	-
GRAND TOTAL		51	49

## Joint Patrols by Malaysian Armed Forces and Royal Malaysia Police

### BACKGROUND

The third initiative to assist RMP in reducing the crime rate is a joint patrol by the military and the police. Joint patrol was launched on 1 January 2011 in Perak, Negeri Sembilan and conducted in areas near military bases: Ipoh, Taiping, Seremban, and Port Dickson. The plan initially was to involve small groups of personnel from both military and police. Gradually, the group could be expanded.

### PLANNING AND EXECUTION

The implementation of this strategy involved two phases: in the first phase, military personnel particularly the military police would undergo two weeks of

orientation and training programme at the assigned District Police Headquarters. During this training, they will be exposed to the required skills and knowledge with regards to their duties and tasks.

These joint efforts involved foot patrol, motorcycle patrol, car patrol, road blocks and spot checks. The first phase of the initiative involved four hot spot areas (Taiping, Ipoh, Port Dickson and Seremban). The idea was that both police and military will perform the patrol together in a team. A total of 64 military personnel were involved during the first phase of the implementation. At any given time, 24 military personnel were involved (six in each city). The concept of

deployment was to use a ratio of 2:1 i.e. 2 police and 1 military at any given time.



Task briefing at Ipoh Police Station



## PDRM, tentera lancar program rondaan bersama

Kosmo - Selasa, 26 Julai 2011

**GEORGE TOWN** - Dalam usaha membanteras kegiatan jenayah di negeri ini, Polis Diraja Malaysia (PDRM) Pulau Pinang menerusi kerjasama dengan Angkatan Tentera Malaysia (ATM) melancarkan program rondaan bersama di daerah barat daya semalam.

Rondaan bersama itu dilaksanakan secara bergilir-gilir dalam tempoh lapan jam pada setiap hari dengan melibatkan dua anggota polis dan seorang anggota tentera pada satu-satu masa.

Timbalan Ketua Polis Negeri, Datuk Abdul Rahim Jaafar (*gambar*) berkata, gabungan ke-

dua-dua pasukan terbabit bertujuan mengurangkan kadar jenayah di setiap kawasan termasuk mengadakan operasi sekatan jalan raya serta 'Ops Payung'.

Selain itu katanya, pelaksanaan program rondaan kali keenam di negara ini adalah kesan daripada kejayaan yang dicapai di lima lokasi sebelum ini iaitu Taiping, Ipoh, Port Dickson, Seremban dan Kota Bharu.

"Hasil positif yang diterima daripada lima daerah itu, kita membuat keputusan supaya ia diteruskan di daerah barat daya negeri ini.

"Dengan pelaksanaannya, kita mahukan masyarakat mengetahui adanya program rondaan bersama polis dan ATM dan tidak mahu mereka berasa pelik dengan kehadiran dua pasukan ini di kawasan mereka," katanya ketika melancarkan Program Rondaan Bersama PDRM dan ATM di Bayan Baru semalam.

Dalam pada itu Abdul Rahim memberitahu, sekiranya pendekatan seumpama itu memberi kesan positif kepada masyarakat, beliau akan memperluaskan kerjasama ke daerah timur laut pula.





*On Foot Patrol*



*Motorcycle Patrol*



*Car Patrol*



*Road Blocks*







Snap Check

Utusan Malaysia -  
Ahad, 15 Mei 2011

## Rondaan bersama tentera berkesan

SEREMBAN 14 Mei  
—Rondaan polis bersama pasukan tentera menunjukkan kesan dan menerima maklum balas yang baik daripada orang awam.

Selain itu, Ketua Polis Negara, Tan Sri Ismail Omar berkata, melatih dan melibatkan masyarakat awam dalam tugas menjaga keselamatan negara kini menjadi agenda utama Polis Diraja Malaysia (PDRM).

Menurut beliau, penglibatan awam dan kerjasama mereka dengan polis terbukti memberi momentum yang berkesan terhadap berkurangnya indeks jenayah di satu-satu kawasan.

"Polis tidak boleh lagi menjalankan tugas ini bersendirian, kita perlu bergabung dengan masyarakat untuk memastikan kesejahteraan rakyat dan negara," katanya kepada pemberita selepas majlis perasmian Karnival Polis di Dataran Senawang oleh Menteri Besar, Datuk Seri Mohamad Hasan hari ini.

Ismail berkata, soal pembesaran keanggotaan pasukan polis bukan menjadi faktor utama untuk menjaga keselamatan negara secara efektif, sebaliknya yang penting ialah penglibatan orang ramai.

## RESULT AND IMPACTS

Since the implementation, joint patrols were widely accepted by the public in the areas in which they were initiated and provided excellent results in preventing street crimes. People were educated about the joint patrol through media, and as a result were not uncomfortable seeing military forces collaborating with the police to maintain security of the country. There had been positive response from the public in a way that they feel safer with the presence of military and police together. Joint patrols have contributed to the reduction of crime rates in certain "hotspots".

Due to the effectiveness of the joint patrol in reducing crime at respective areas and good public acceptance, by 1 June 2011, the joint patrols were expanded to Kota Bharu and Kubang Kerian and gradually to other key areas such as Kuala Lumpur International Airport (KLIA), Bayan Baru and Bayan Lepas Penang. Joint patrols were also held at Melawati, Hulu Kelang, Kota Damansara, Sungai Buloh, Johor Bharu and other major cities including Sabah and Sarawak.

As a result of this initiative, the police and military were entrusted to explore how they can systematically collaborate for national security. With both security agencies on the ground working together, an effective partnership has been established.

The Sun - Tuesday, August 2, 2011



Task Briefing at Kubang Kerian Police Station



Task Briefing at Kota Bharu Police Station



**JOINT PATROL ...** Police and army personnel patrolling KL International Airport (KLIA) as part of Prime Minister Datuk Seri Najib Razak's National Blue Ocean Strategy (NBOS). The NBOS, launched in March 2011, aims to enhance strategic cooperation between the two forces to combat crime as well as help the police increase personnel to at least 150,000 by 2015. The culmination of the NBOS was celebrated on Saturday, which saw 3,091 police and army recruits taking part in a parade held in Port Dickson.

Diperbanyak di lokasi bandar utama negara

Utusan Malaysia - Jumaat, 29 Julai 2011

# Rondaan PDRM, ATM diperluas

Oleh ILAH HAFIZ AZIZ  
ihaf@utusanmy.com

**GENTING HIGHLANDS** 28 Julai - Polis Diraja Malaysia (PDRM) dan Angkatan Tentera Malaysia (ATM) akan memperluaskan lagi lokasi rondaan bersama di bandar-bandar utama negara dalam masa terdekat.

Menerusi program Pemikiran Strategi Laut Biru yang direncanakan sejak tahun lalu, konstabel

polis dan perajurit muda ATM telah membuat rondaan keselamatan di beberapa bandar seperti Port Dickson, Negeri Sembilan; Kota Bharu, Kelantan serta di Ipoh dan Taiping, Perak.

Timbalan Ketua Polis Negara, Datuk Seri Khalid Abu Bakar berkata, siri rondaan itu akan diperluaskan ke Georgetown, Pulau Pinang dan Johor Bharu, Johor hujung bulan ini.

Malah, kedua-dua institusi itu

juga dalam perancangan untuk melakukan rondaan bersama di Lapangan Terbang Antarabangsa Kuala Lumpur (KLIA) tidak lama lagi.

"Kerjasama ini bukan sahaja merapatkan hubungan dengan ATM malah menjimatkan banyak kos apabila pusat latihan tidak perlu diwujudkan untuk tujuan ini.

"Kita hanya menggunakan Pusat Latihan Asas Tentera Darat (Pusdasda) Port Dickson sebagai pang-

kalan latihan untuk merekrut polis," katanya selepas menutup Bengkel Pembangunan Aplikasi Siasatan Trafik di sini, hari ini.

Ditanya tentang keraguan orang ramai tentang kuasa yang ada pada anggota yang terlibat dalam rondaan bersama itu, Khalid memberitahu, hanya kuasa polis kekal mengikut undang-undang.

"ATM pula akan sentiasa bersama polis dan jika mereka menangkap orang yang melakukan jen-

nayah, itu dikira tangkapan oleh orang awam.

"Begitu juga dengan penggunaan senjata apabila hanya polis sahaja dilengkapi dengan senjata standard jenis pistol kecuali jika rondaan di KLIA," jelasnya.

Majlis tamat latihan melibatkan 2,107 orang perajurit muda ATM dan 984 konstabel polis di Pusdasda pada Sabtu ini akan dihadiri Perdana Menteri, Datuk Seri Najib Tun Razak.



## Summary

The strategic collaboration between MAF and RMP has significantly improved working relationship between the two agencies. It has brought the collaboration to the next level and has significantly improved relationship among staff. It promotes understanding of each other's job, develop openness and foster good working environment. This initiatives also prove that two agencies with different cultures and doctrines can work together and witnessed by the 'rakyat'. This relationship develops confidence among the 'rakyat' towards security agencies. This collaboration has developed new ideas of sharing of available resources that save the government huge amounts of money. The success of this collaboration will motivate the two agencies to explore more areas of cooperation in supporting

the national agenda particularly in the aspect of National Security. This strategic collaboration is exemplary to other agencies. This effort also has set collaboration between agencies at a higher level. As a result, MAF and RMP won the Prime Minister's Innovation Award 2010 for their openness and innovation.

The strategic collaboration between MAF and RMP have demonstrated how thinking "outside of the box" and looking at the "bigger picture" can benefit the country. Collaboration among various government agencies is the new way forward to reduce costs.

The strategic collaboration between MAF and RMP have impacted highly on the nation. There has been significant cost reduction as a result of innovation, thinking outside the box

and the elimination of the silo mentality amongst various agencies. Lessons learnt from this effort are many, notably resources from the various ministries and departments should be integrated for national development.

This collaboration has in a way opened the doors and that blue ocean projects are not one-off projects, but should be replicated and continued. Ministries and government agencies must learn to collaborate and optimise resources. Other government agencies should also learn from such efforts and encourage more sharing of resources and facilities to ensure optimisation of resources. 🌊

Utusan Malaysia - Rabu, 23 Mac 2011

## Komitmen ATM, PDRM bantu dasar kerajaan wajar dicontohi - Najib

PUTRAJAYA 22 Mac - Datuk Seri Najib Tun Razak mahu komitmen dan kerjasama antara Angkatan Tentera Malaysia (ATM) dan Polis Diraja Malaysia (PDRM) dicontohi dalam membantu dasar kerajaan yang kini menjurus kepada elemen mementingkan pengurusan nilai.

Perdana Menteri berkata, ada banyak contoh yang mana perbelanjaan kerajaan berjaya dijimatkan menerusi pemilihan lokasi, rekayasa dan reka bentuk sehingga kepada pemilihan bahan pembinaan yang

berseesuaian.

Beliau menarik perhatian mengenai pembinaan jalan penghubung di Ba'kelalan, Sarawak, yang sekiranya dilaksanakan melalui kaedah biasa memerlukan peruntukan sebanyak RM400 juta.

Namun, ia telah dilaksanakan dengan kos RM50 juta sahaja.

"Perkara ini dapat dilakukan dengan menggunakan kaedah 'jiwa Murni' Kor Jurutera ATM yang menggembelng tenaga anggota tentera untuk membina jalan dan pe-

runtukan hanya disediakan untuk pembelian material serta sewa jentera," katanya.

Beliau berkata demikian ketika berucap pada Majlis Perdana Perkhidmatan Awam Ke-12 (MAPPA XII) di sini hari ini.

Selain Timbalan Perdana Menteri, Tan Sri Muhyiddin Yassin, majlis turut dihadiri Menteri Pertahanan, Datuk Seri Dr. Ahmad Zahid Hamidi dan Menteri Dalam Negeri, Datuk Seri Hishammuddin Tun Hussein.

Menurut Perdana Menteri, ATM dan PDRM berjaya membentuk satu pakatan yang memecah tembok tradisional dan konvensional selama ini.

Contohnya, kata beliau, jika dulu kawalan sempadan juga menjadi tanggungjawab Pasukan Gerakan Am, tetapi hari ini setelah penubuhan Rejimen Sempadan Tentera Darat, fungsi itu telah berpindah kepada pihak Tentera Darat.

"Ini membolehkan anggota-anggota PGA yang selama ini bertugas

di sempadan, dialih guna untuk tugas pencegahan jenayah di kawasan-kawasan panas.

"Contoh kedua, kem-kem ATM telah dibuka kepada rekrut baru PDRM. Ini membolehkan pertambahan anggota PDRM dibuat tanpa pelaburan infrastruktur yang besar serta tanpa pertambahan jawatan," katanya.

Kata Perdana Menteri: "Inilah kejayaan aplikasi penyelesaian kreatif yang sungguh bijaksana dan menguntungkan."







# *Chapter 4*

## **Community Rehabilitation Programme**

- Overview
- Provision of Facilities
- Rehabilitation Activities
- Summary

## Chapter 4

# Community Rehabilitation Programme

## Overview

The Community Rehabilitation Programme (CRP) is a joint project between the Prisons Department and the MAF. The aim of the CRP is to establish Community Rehabilitation Centres (CRC) in the army camps and develop programme that can effectively turn the inmates into useful citizens before

they leave the centre. Collaboration with Prisons Department was initiated as an outcome of the strategic collaboration between MinDef and MoHA in an effort to segregate petty offenders from hardcore criminals and show them that there is light at the end of the tunnel as well as endow them with skills pending their release.

Another problem faced by MoHA was the overcrowding prisons, thus the need for additional space for inmates. To assist the Prisons Department, the MAF have offered to house selected inmates at CRC to be located within military camps. Prisons Department together with the military staff would run the centre to rehabilitate the inmates.

Utusan Malaysia - Khamis, 26 Mei 2011

Kategori jenayah ringan, tempoh hukuman hampir tamat

## Banduan kerja di kem tentera

Oleh HISHAMMUDDIN  
perang@utusan.com.my

**PUTRAJAYA** 25 Mei - Kementerian Dalam Negeri akan menempatkan banduan warga tempatan untuk bekerja di kem tentera seluruh negara dalam masa yang terdekat.

Menterinya, Datuk Seri Hishammuddin Tun Hussein berkata, banduan yang terabit adalah di kalangan mereka yang dihukum kerana jenayah ringan dan juga banduan yang tempoh hukumannya hampir tamat.

Istia berkata, banduan itu juga akan ditempatkan di satu kawasan khusus dalam kem tentera yang terbit.

"Kita bawakan mereka keluar daripada sistem sedia ada supaya mereka tidak mengulangi kesalahan jenayah sama dan juga sebagai satu proses pemulihan luar penjara sebelum mereka kembali semula ke dalam komuniti.

"Is juga akan mengemukakan kos kepada kerajaan untuk membina penjara baru kerana setiap Rancangan Malaysia, kita bina sekurang-kurangnya lima buah penjara baru dan setiap satu memerlukan RM50 juta hingga RM60 juta," katanya.

Istia berkata demikian pada sidang akhbar selepas mempergeni-



HISHAMMUDDIN Tun Hussein (kanan) membincangkan sesuatu dengan (dari kiri) Lee Chee Leong, Mahmood Adam, Ismail Omar dan Abu Seman Yusof selepas mesyuarat pasca Kabinet di Kementerian Dalam Negeri, Putrajaya, semalam.

kan mesyuarat pasca Kabinet peringkat kementerian di sini hari ini.

Turut hadir Timbalan Menteri Dalam Negeri, Datuk Lee Chee

Leong; Ketua Setiausaha Kementerian Dalam Negeri, Datuk Seri Mahmood Adam; Ketua Polis Negara, Tan Sri Ismail Omar dan Tim-

balan Menteri Dalam Negeri, Datuk Wira Abu Seman Yusof.

Hishammuddin memberitahu, projek perintis program pemulihan

tersebut yang dijalankan di Kluang, Johor, bermula Mac lalu itu telah berjalan dengan lancar.

"Kejayaan projek perintis yang melibatkan 200 banduan itu telah merangsang kita untuk melaksanakan projek yang sama di Gemas pada Sabtu ini dengan melibatkan 600 banduan.

"Malah, kita juga merancang untuk memperluaskan program yang sama di kalangan pesagih dadah warga tempatan yang di bawah seliaan Agensi Anti Dadah Kebangsaan (AADK)," katanya.

Istia berkata, program yang merupakan kerjasama dengan Kementerian Pertanian dan Industri Asas Tani itu akan membolehkan pesagih dadah terlibat mengusahakan tanah terbitan milik kedua-dua agensi tersebut.

"Is beri peluang kedua kepada pesagih yang mungkin tidak pernah difikirkan sebelum ini," katanya.

Sementara itu, Hishammuddin berkata, kementerian akan mempunyai sistem pemantauan rakyat asing dan jalinan kerjasama strategik bagi menangani isu jenayah transnasional.

"Kita mahu Malaysia menjadi contoh kepada negara lain dalam menangani jenayah rentas sempadan," katanya.



# Provision of Facilities

## ABOUT COMMUNITY REHABILITATION PROGRAMME

CRC would house prisoners who have less than two years to serve and were involved in minor offences. The purpose of CRC is to separate the petty criminals from the hard core ones. The running of the CRC involves the Prisons Department and the military. Assigned soldiers are given prison management training and stationed at the designated CRC for six months on a rotation basis to assist the prison wardens.

These centres provide unique rehabilitation programmes and cultivate skills and productive activities, such as basic camp maintenance, farming and fishery projects together with moral, religious education and counselling sessions. With the establishment of the CRC, inmates will be able to fend for themselves and have better life while contributing towards the economic development of the country through productive activities.



Di atas: (dari kiri) Menteri dan Datuk Menteri di Kementerian Pertahanan, Datuk Seri Mohd. Shafie dan Menteri Pertahanan, Datuk Seri Hishammuddin Haniffa.

## Membantu banduan kembali ke pangkuan masyarakat Kerjasama ATM, Jabatan Penjara

DIKIRI: MOHAMMAD SHAFI MATILAH  
shafi@utusan.com.my

Usah jalinan-pangkal kembali, Angkatan Tentera Malaysia (ATM) dan Jabatan Penjara Malaysia yang merupakan dua agensi kerajaan akan bekerjasama dan terlibat secara langsung dalam melaksanakan Program Pemulihan Pemasarakatan yang bertujuan memasyarakatkan banduan yang terdapat di negara ini. Program ini merupakan aktiviti bersama di bawah Blue Ocean Strategy dan Program Transformasi Bangsa-bangsa yang merupakan usaha untuk mengintegrasikan program-program kemasyarakatan banduan ke dalam program pembangunan negara.

Program pemuliharaan ini merupakan usaha Jabatan Penjara Malaysia untuk memulihkan banduan yang terdapat di dalam penjara ke dalam masyarakat yang lebih baik melalui program-program yang dijalankan di dalam penjara bagi membolehkan banduan yang telah selesai menjalani hukuman di dalam penjara dapat berinteraksi dengan masyarakat luar.

Program ini juga dilaksanakan bagi membolehkan banduan kembali ke pangkuan masyarakat agar berlaku proses pemulihan, interaksi dan integrasi secara positif dengan masyarakat sekitar mereka dibenarkan. Secara tidak langsung ia akan dapat mengurangkan kadar jenayah dan banduan yang berlanjutan menjadi ke penjara.

Berita Pengarah Penjara Malaysia, Datuk Wan Zulfitri Omar berkata, pihaknya telah bersedia dari aspek pemilikan pegawai dan anggota, pendidikan banduan, program-program kemasyarakatan dan lain-lain berdasarkan seperti kemahiran, penguasaan kerja banduan, peralatan untuk banduan, bekalan makanan dan peralatan untuk banduan dan lain-lain.

Berita berkata, Program Pemulihan Pemasarakatan ini melibatkan banduan yang telah selesai menjalani hukuman penjara. Mereka akan belajar atau berinteraksi dalam komuniti di luar kawasan penjara dan akan melakukan kerja-kerja khidmat bakti dan juga khidmat yang berfaedah di dalam pemuliharaan masyarakat.

"Mereka boleh belajar di sektor pertanian, perikanan, penternakan dan perkhidmatan di samping itu boleh mengahut kemahiran yang dibenarkan oleh Jabatan Penjara" katanya pada majlis taklimasi bagi memulakan program transformasi di Wisma Tentera Kementerian Pertahanan di ibu negara baru, Kuala Lumpur.

Program Pemulihan Pemasarakatan ini merupakan kemunculan program pemuliharaan banduan di dalam masyarakat dan diharapkan lebih banyak banduan.

• Untuk membolehkan banduan kembali ke pangkuan masyarakat.

• Untuk memulakan kehidupan sebagai warga negara yang berfaedah.

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Seorang banduan sedang bekerja di dalam penjara.

Bagaimanapun, ia tidak akan mengubah peranan ATM dalam kawalan keselamatan negara kerana kawalan banduan masih terletak di bawah tanggungjawab pegawai penjara. Program ini akan dikembangkan kepada pihak lain yang berminat untuk bekerjasama selepas pelaksanaan program ini dengan pihak ATM.

Isih peranan ATM dalam kawalan keselamatan negara kerana kawalan banduan masih terletak di bawah tanggungjawab pegawai penjara. Program ini akan dikembangkan kepada pihak lain yang berminat untuk bekerjasama selepas pelaksanaan program ini dengan pihak ATM.

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The Star - Tuesday, 2 August 2011

# Army camps for prisoners

## Pre-release inmates to undergo programmes to prepare them for outside life

By ZULKIFLI ABD RAHMAN  
and RAHIMY RAHIM  
newsdesk@thestar.com.my

**KUALA LUMPUR:** Special detention areas will be set up at six army camps throughout the country to house pre-release prisoners.

They will be located in Kem Mahkota in Klang, Johor; Kem Tok Jalai, Alor Setar, Kedah; Kem Desa Pahlawan, Kelantan; Kem Batu 10 and RMAF Airbase, Kuantan, Pahang; and Kem Syed Sirajuddin, Gemas, Negri Sembilan.

The prisoners would undergo various programmes to help prepare them for life outside after their release.

"This will save cost as we won't have to build new prisons," said Chief of Defence Forces General Tan Sri Zulkifeli Mohd Zin (pic).

"While soldiers are primarily trained for war and conflict, the armed forces also have a secondary role, that is to assist the enforcement agencies where and when required.



"The National Blue Ocean Strategy (NBOS) requires the army to help the Government overcome overcrowding at our country's prisons," he told The Star at the Defence Ministry recently.

Jen Zulkifeli said Prime Minister Datuk Seri Najib

Tun Razak, who has been the Defence Minister for 14 years, realised that there is abundant space in some army camps which could be put to good use.

He said the army offered to build the community rehabilitation centres in the camps for prisoners.

"These centres will only cost the Government RM3mil to RM4mil to build as opposed to building a proper prison which may cost much more," he added.

Jen Zulkifeli said the centres would house prisoners who have less than two years to serve and were involved in minor offences such as theft or drug addiction.

"Our soldiers, who will be given prison management courses, will be

stationed at these centres for six months on a rotation basis to assist prison warders," he added.

He also said the inmates are also given education on farming and fish cultivation at the centres.

"They can sell their produce. Those who know painting or carpentry can help spruce up the camps and will be given monthly allowances of about RM200," he added.

The families of the inmates are also allowed to visit them as often as they want, while religious education will also be provided.

## 'Armed forces must be people-oriented'

**KUALA LUMPUR:** The armed forces must focus more on helping people and include nation building in their job scope in future, Chief of Defence Forces Jen Tan Sri Zulkifeli Mohd Zin said.

He said nation-building and development were also part of the elements included in the national defence philosophy.

The future context of national security must include the element of development, he added.

"This is because the armed forces is the agency that has the full capability to reach deep into the remote interior, provide the people with basic infrastructure like housing, bridges, roads and water.

"Nation-building is not only about the physical aspect of development, but also as a means for the armed forces to get closer to

the people," he said in an interview recently.

He said the Armed Forces' National Blue Ocean Strategy (NBOS) programme also included conducting street patrols jointly with the police.

Both forces will collaborate in training constables, undertake joint patrols, facilitate servicemen from the Army to serve with the police and oversee operations.

In March this year, the NBOS programme was launched, where the armed forces worked together with other ministries and agencies to implement several people-oriented tasks.

The culmination of the joint police-army forces efforts was the passing-out parade of 3,000 police and armed forces personnel who had attended conversion training at the Army Basic Training Camp (Pusasda) in Port Dickson on Saturday.



**Helping hands:** Soldiers and villagers working together to build a water piping system in a remote village.

## COMMUNITY REHABILITATION CENTRE PROJECT DEVELOPMENT

Development projects for all five army camps commenced on 16 November 2010. The camp will house 1,200 petty criminals. The locations were selected based on size of the camp, basic amenities and distance to the nearest local prison.

Location	Name of Camp	Date of Completion	Opening Dates	Number of Inmates
Kluang, Johor	Mahkota Camp	21 March 11	26 March 11	200
Alor Setar, Kedah	Sultan Abdul Halim Mu'adzam Shah Camp	16 April 11	18 April 11	200
Gemas, N. Sembilan	Syed Sirajuddin Camp	19 May 11	28 May 11	400
Kota Bharu, Kelantan	Desa Pahlawan Camp	16 April 11	5 May 11	200
Kuantan, Pahang	Batu 10 Camp	27 June 11	23 July 11	200



# 600 banduan lagi ikuti pemulihan di kem tentera

**P**UTRAJAYA: Seramai 600 banduan dipilih untuk mengikuti Program Pemulihan Pemasyarakatan fasa kedua, program yang menempatkan banduan di kem tentera untuk bekerja, di kem tentera di Gemas, Negeri Sembilan.

Menteri Dalam Negeri Datuk Seri Hishammuddin Tun Hussein (*gambar*) berkata, program itu diperluaskan selepas kejayaan program fasa pertama di Kem Mahkota, Klang, Johor yang membalikkan 1,200 banduan.

"Maklum balas diterima mengenai program ini amat baik di mana ia dapat mengurangkan kesesakan di penjara dan juga mengurangkan kos kerajaan.

"Kami keluaran mereka daripada sistem penjara dan beri peluang mereka bekerja dalam kawasan kem tentera, beri peluang kepada keluarga mereka melawat sebelum diberikan parol atau kembali ke



pangluaran masyarakat supaya tidak mengulangi kesalahan mereka," katanya kepada pemberita selepas mesyuarat pasca Kabinet kementeriaannya di sini, semalam.

Program Pemulihan Pemasyarakatan membabitkan penempatan banduan kesalahan kecil dan akan keluar penjara tidak lama lagi untuk bekerja di kem tentera bagi tujuan membolehkan mereka berinteraksi dengan masyarakat setempat apabila terdapat aktiviti kemasyarakatan dilaksanakan. - Bernama

## 600 banduan lagi ikuti pemulihan di kem tentera



Program Pemulihan Persekitaran membolehkan penempatan banduan kesalahan kecil dan akan keluar penjara tidak lama lagi untuk bekerja di komuniti bagi tujuan membolehkan mereka berinteraksi dengan masyarakat setempat apabila terdapat aktiviti kemasyarakatan dilaksanakan. - Bernama

#### Artistic Services Program

Di sisi lain, menurut beberapa ahli, terdapat kaitan dengan situasi politik

Anggota Dewan, jilid 1: K. Agamsi, Ang  
katan Tertanya (KAGATI) dan Direktora

Novak, J. 1994. *Novak's Latin American plant*. AZIM volume 2, 1994.

© 2000 Blackwell Science Ltd, *Journal of Internal Medicine* 247: 369–376



Shapovalov, L. A., and G. A. Gerasimov. 1969. *Primenenie*



© 2000 Blackwell Science Inc. *Journal of Internal Medicine* 247: 395–402



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Pada peringkat awal

● **Levy Mahanta, MD**  
Fellow, Harvard

- Formule Handwerk**

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### COMMUNITY REHABILITATION CENTRE AT MAHKOTA CAMP, KLUANG, JOHOR

The construction of the facility was completed on 21 March 2011 and officiated by the Prime Minister on 26 March 2011. This centre can house 200 inmates.











### COMMUNITY REHABILITATION CENTRE AT SULTAN ABDUL HALIM MU'ADZAM SHAH CAMP, ALOR SETAR, KEDAH

The construction of the facility was completed on 16 April 2011 and officiated by Sec Gen of MINDEF and Sec Gen of MoHA on 18 April 2011. This centre can house 200 inmates and has 15 acres of land for agricultural and farming activities.











**COMMUNITY REHABILITATION CENTRE  
AT SYED SIRAJUDDIN CAMP, GEMAS,  
NEGERI SEMBILAN**

The building was completed on 19 May 2011 and officiated by the Honourable Prime Minister on 28 May 2011. This centre can house 400 inmates and has 15 acres of land for agricultural and farming activities.











### COMMUNITY REHABILITATION CENTRE AT DESA PAHLAWAN CAMP, KELANTAN

The building was completed on 16 April 2011 and officiated by Defence Minister on 5 May 2011. This centre can house 200 inmates.











### COMMUNITY REHABILITATION CENTRE AT BATU 10 CAMP, KUANTAN, PAHANG

The facility was completed on 27 June 2011  
and officiated by Home Minister on 23 July  
2011. This centre can house 200 inmates.









## Rehabilitation Activities

Prisons Department and MAF developed a strategy to ensure the effectiveness of the programme. The inmates will undergo a two-year transformation process before they can be released to their families and community. During this transformation, the inmates will undergo a programme formulated jointly by the Army and the Prisons Department. This programme includes activities such as camp routine maintenance work, moral, religious and counselling activities, special privileges and the provision of skills through vocational development programmes.



Kosmo - Isnin, 30 Mei 2011

# Ubah banduan menjadi insan

Menerusi Program Pemulihan Pemasyarakatan Banduan yang dijalankan di kem-kem tentera, para banduan yang dikenali sebagai Orang Disela (ODS) menjalani pelbagai latihan sebagai persediaan untuk kembali ke pangkuan keluarga dan masyarakat.

oleh MOHIL HUSNAN ABU, RAFAH

**O** M, 32, yang berasal dari Sabah berkhidmat di ranta kelua...  
...di kem-kem tentera...  
...Orang Disela (ODS)...

terletak dengan mudah," kata beliau. Dia dibekalkan dengan semua keperluan...  
...Orang Disela (ODS)...

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## Pantau banduan pengalaman berharga

PUSAT Pemulihan Pemasyarakatan Kem Mahkota Klang, Johor yang menempatkan kira-kira 260 banduan yang dikenali sebagai Orang Disela (ODS) membuka peluang kepada anggota keluarga mereka untuk memantau perkembangan mereka melalui program ini.

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Utusan Malaysia - Isnin, 28 Mac 2011



NAJIB Tun Razak bersama dengan para banduan selepas melancarkan Program Pemulihan dan Persekitaran Pusat Pemulihan Pemasyarakatan di Kem Mahkota Klang, Johor semalam. Turut sama Menteri Pertahanan, Datuk Seri Dr. Ahmad Zahid Hamid, Menteri Keselamatan Dalam Negeri Datuk Seri Mohd. Yusoff dan Menteri Besar, Johor Datuk Abdul Ghani Othman.

## Memasyarakatkan banduan - Najib

● Perdana Menteri Datuk Seri Najib Tun Razak semalam melancarkan Program Pemulihan Pemasyarakatan bagi membantu banduan melalui proses asimilasi dan interaksi sebelum kembali ke pangkuan masyarakat.

● Menerusi program anjuran bersama Kementerian Pertahanan dan Kementerian Dalam Negeri yang melibatkan tentera dan polis itu, banduan turut berintegrasi secara positif dengan masyarakat sebelum mereka dibebaskan.

● Banduan di bawah program itu tidak bercampur dengan banduan tegar agar mereka tidak mudah dipengaruhi semula untuk melakukan jenayah sekali gus mampu mengurangkan kadar jenayah di negara ini.

● Seramai 1,200 banduan terlibat dalam fasa pertama program ini di lima kem tentera iaitu Kem Syed Sirajuddin, Gemas (Negeri Sembilan), Kem Tok Jalat, Alor Setar (Kedah), Kem Batu 10, 4 Briged Mekanis, Kuantan (Pahang), Kem Desa Pahlawan (Kelantan) dan Kem Mahkota (Klang).

Para banduan menyambut baik program ini. Mereka boleh bergaul dan berinteraksi dengan masyarakat yang mampu menimbulkan keinsafan dalam diri mereka

- NAJIB TUN RAZAK  
Perdana Menteri

BERITA DI MUKA 2

New Straits Times - Sunday, 27 March 2011

## Army and prisons officials to lead new programme

**KUALA LUMPUR:** The National Blue Ocean Strategy (NBOS) programme launched yesterday involves two lead agencies — the army and the Prisons Department.

Army chief Gen Datuk Seri Zulkifeli Mohd Zin and Prisons Department chief, Commissioner General Datuk Zulkifli Omar, told a media briefing recently that the programme was an effort between several ministries and government agencies.

They include the Ministries of Defence; Home; Agriculture and Agro-based Industry; Information, Communications and Culture; Rural and Regional Development; Health; and the Civil Defence Department.

The NBOS programme is divided into three segments:

NBOS 1 — The redeployment of policemen to reduce crime;

NBOS 2 — The community rehabilitation programme for prison inmates (with less than two years' jail sentence) at army camps; and,

NBOS 3 — Household assistance, rural water supply and optimal use of vacant armed forces land for agriculture.

Under NBOS 1, 7,402 police officers below the rank of assistant superintendent and other policemen will be mobilised from desk duties to high-risk areas, aimed at reducing crime under the National Key Results Area initiative.

Their roles in the office will be filled by 4,000 staff from the Administrative and Diplomatic Service and civilians.

Under NBOS 2, the armed forces and police will collaborate in training constables, undertake joint patrols, facilitate ex-servicemen from the Army to serve with the police and oversee operations like Ops Wawasan (anti-crime operation at the Malaysia-Thailand border) and Ops Nyah (operation against illegal immigrants).

The community rehabilitation programme for prison inmates will start at five army camps for 1,200 inmates.

A total of 240 Prisons Department staff and 300 soldiers will supervise inmates who will work as grass-cut-

ters, drain cleaners, landscapers and painters.

Additionally, inmates at the Syed Sirajuddin Camp will be roped in for fish-breeding and agriculture projects.

"These activities are to equip the inmates with skills to provide an avenue for them to be independent after their release from prison.

"This will ensure that they do not resort to crime again to survive," Zulkifeli and Zulkifli said.

The initiative was also expected to save money for the government in its efforts to ease congestion at prisons.

The government could save RM281 million in building new rehabilitation centres at the five Army camps, instead of new prisons.

"We can save RM8.8 million for the maintenance work done by inmates and generate RM2.13 million in revenue from the fish-breeding and agriculture activities," they said.

For the training of constables at army camps, 2,000 had begun training at the army's Basic Training Centre (Pusasda) in Port Dickson, and another 500 at the Naval Recruit Training Centre in Tanjung Pengelih, Johor, since Jan 18 this year.

The training is for six months. "This will save the government RM600 million to train 10,000 constables over four years."

Joint patrols by the army and police, and manning of roadblocks and escorts in Seremban, Port Dickson, Taiping and Ipoh had begun since early this year.

A total of 101 ex-servicemen, including five women, began their three-month induction training to join the police since Jan 18 and will be appointed as senior corporals.

The household assistance programme, under the NKRA rural infrastructure initiative, will see the renovation and construction of 485 homes of the poor from February till year-end.

The NBOS 3 programme, they said, would synergise all the relevant government agencies.

"Additionally, it will provide staff of the agencies 'on-the-job-training' and reduce infrastructure costs."



## **CAMP ROUTINE MAINTENANCE WORK**

Regular maintenance work such as grass cutting, general outdoor cleaning, landscaping and painting are carried out by inmates as a daily routine. Minor maintenance and repair works are also carried out by them. These activities are conducted during weekdays on rotation basis and closely monitored by the prison warden and the assigned military staff. This routine maintenance work provides inmates with basic skills that can be useful when they leave the centre.









## MORAL, RELIGIOUS AND COUNSELLING ACTIVITIES

Moral, religious and counselling activities are conducted on a routine basis by the MAF religious staff and volunteers from Non Government Organisations. These activities are designed to inculcate moral and spiritual values among inmates and help them manage stress and also prepare them for life and challenges after their release. Religious classes, lectures and various activities are conducted on regular basis to enhance religious knowledge and to provide inmates with opportunity to perform their obligations. Group counselling service is also provided on regular basis and individual counselling is carried out on needs basis. Moral and spiritual activities will inculcate positive values and promote a sense of responsibility when living in society. These activities will help the inmates to be responsible individuals when they leave the centre.





## SPECIAL PRIVILEGES

To support rehabilitation, a new strategy was formulated whereby inmates are given privileges beyond what they normally get in a conventional prison. The family members are given visitation rights and inmates are allowed visits on a more frequent basis. A “home stay” styled house is provided in every camp for the family members to stay overnight. This privilege will help expedite the transformation process. Prisoners in selected camps are involved in agricultural/fisheries activities in preparation for life in society upon release. The prisoners are also given daily wages.



*Homestay at Mahkota Camp, Kluang for inmates' family*



## PROVISION OF SKILLS THROUGH VOCATIONAL DEVELOPMENT PROGRAMMES

The uniqueness of CRP in military camps is the provision of skills where inmates are given training to develop competencies as part of the vocational development programme. The purpose of this programme is to provide necessary knowledge, skills and right attitude for inmates so that they can be independent and productive upon being released. Inmates are trained in foot reflexology, traditional massage and hair dressing, to develop skills.



Apart from that, it is important to create a sense of self-sufficiency upon completion of their prison sentence. Their endeavours would contribute towards enhancing the economy and to instill upon them the discipline to resist temptations to be lured into crime again. The duality of this collaboration would produce disciplined citizens and offer better living conditions in the existing prisons.

Inmates in selected camps are involved in high-tech agricultural and fishery projects. It is hoped that upon completing the programme the inmates will be useful citizens and accepted by family and society. This project is a joint effort between Prisons Department, MAF, Agricultural Department and the Fisheries Department. There is ongoing collaboration with the Department of Human Resources to include technical skills as part of the programme such as Air Condition Maintenance, Basic Mechanics and Basic Computer skills.





### AGRICULTURAL PROJECT AT CRC IN SYED SIRAJUDDIN CAMP, GEMAS





**FISHERY PROJECT AT CRC IN SYED SIRAJUDDIN CAMP, GEMAS**





## Summary

CRP is one example of smart partnership involving various agencies and cuts cost for the Government. This project has resulted indirect cost savings by not building additional prisons. Costs to build a conventional prison housing 300 inmates is approximately RM 50 million while the cost to build all five CRC is only RM 29.2 million. With this collaboration, Government have saved RM 220.8 million.

In addition, the total cost for grass cutting in all five camps is RM 3.9 million per year and this has been eliminated after the task was taken over by the inmates. Having prisoners doing the manual labour and performing productive maintenance work in the camp instead of civilians is a direct cost saving to the Government.

Effective rehabilitation programme will break the vicious cycle of going back to criminal activities and that they will be better citizens. This is an indirect cost savings of rehabilitation.

As a result of this project, the problem of congestion in the prisons is reduced and this is part of MAF's community social responsibility programme. At the same time, the rehabilitation programme separates petty criminals from hardcore

ones. Inmates undergo total rehabilitation programme so that they are prepared for a better life after completion of their sentences. This programme enables them to develop useful skills, knowledge and positive values to be accepted by family and society upon release. The success of the programme is very clear after one year of launching as shown below:

### RELEASED INMATES OCCUPATIONAL STATISTIC

SER	SUBJECT	STATISTIC
1.	Inmates released	2051
2.	Occupation:	
	a. Self	973
	b. Employer	415
	c. Small Business Operator	465
	TOTAL	1853
3.	Awaiting Job Offer	198

**Note:** Updated 31 January 13. Sources from Jabatan Penjara Malaysia.

In the future, this programme will be extended to more military camps. 🇲🇾



New Straits Times - Monday, 25 July 2011

12 **SPOTLIGHT** **PRISONS' REHAB CENTRES**

After writing more than half of his 8-year jail term for a drug offence, Affari (not his real name) is ready to start his life again.

"I want to put the past behind me. The years behind bars have not been easy. After this, I don't ever want to be in jail again."

Affari is among 200 prisoners who have been chosen to undergo a rehabilitation programme at the Community Rehabilitation Centre at the Batu 10 army camp, Kuantan.

The rehab programme is a collaboration between the Prison Department and the armed forces. Prisoners will undergo additional rehabilitation, which includes working outside the rehab centre.

"I'm happy to be accepted in this programme."

"I have repented and want to turn over a new leaf," said the 40-year-old from Kuala Lumpur.

Affari was sentenced to eight years' jail and 10 strokes of the rotan for a drug offence in 2007.

He was transferred to the centre last week.

"We don't feel like a handson prisoner here because we are not treated like one."

"We are given the opportunity to change for the better," said the father of two girls, aged 10 and 11.

Affari said most of the time, prisoners would return to crime if they felt that society could not accept them after their release from prison.

"Here, in this centre, you are being taught to rebuild your confidence and how to deal with public perception," said Affari, who is looking forward to his release when he completes his jail term in November next year.

At Meng (not his real name), 46, said the centre was like a small community where one gets a taste of normalcy, performing tasks such as cutting grass, doing minor repairs to vehicles and helping to keep the compound clean.

"It's like being on the outside... we are not confined or caged up."

"I'm gradually adapting myself to a normal life, making friends and trying to learn new things," said Meng, who was a skilled construction worker before going to prison.

At Meng, too, had to serve an eight-year jail term and 10 strokes of the rotan after he pleaded guilty to a drug-related offence in 2007.

As for Shafiq (not his real name), the programme would enable him to get moral support from the prison staff as well as other prisoners, who would share similar life-time jail terms.

"They have always advised me to change for the better," said the 29-year-old from Bangi, Selangor.

"They are like my father and brothers."

"They have always advised me to change for the better," said the 29-year-old from Bangi, Selangor.

THE programme for petty criminals at community rehab centres at five army camps is one of the initiatives under Prime Minister Datuk Seri Najib Razak's Blue Ocean Strategy (BOS) to promote innovative and interesting thinking.

It is a move to utilize existing facilities to save money and produce a better base of skilled workforce. It is also expected to save money for the government to run prison programmes.

The first rehab centre was at the Mukoh Army Camp in Kluang, while the fifth, at the Batu 10 Fourth Mechanized Brigade Camp in Kuantan, was opened last Saturday by Home Minister Datuk Seri Hishammuddin Haniff.

Other centres are at the Ayer Sengat camp in Genuk, Terengganu; Alor Star, and Dera Pahlawan camp in Kota Bharu.

Under the programme, prisoners are allowed to work in the army camps and their tasks include maintaining and cleaning the building, landscaping and minor repair work.

prisoners, under the supervision of the Prison Department. There are two police officers and 30 staff to handle the prisoners, who are serving not more than two years in jail.

"We don't call them bandits (prisoners) here but among ourselves or if they get some minor supervision," said senior deputy officer in charge, police inspector Kamaruddin Ibrahim.

"We want to prepare them for a new life and hopefully, with the new spirit, they will not return to their old ways which could land them in jail again," said prison chief inspector Ruzi Zakaria.

Although security is not as stringent as in prisons, Razvi said there were still measures to ensure prisoners could not flee.

"Some 30 army personnel monitor five well-armed sentry posts around the perimeter. A prison or army officer will always escort the prisoner during his shift in the camp or when he is on compound service outside the camp," he said, adding that the prisoners must always notify their family members.

**Breaking out of cycle of crime**

The Prisons Department's community rehabilitation centre trains and equips prisoners with the necessary skills so that they will be able to secure jobs or be independent after their release from prison. The move has been lauded as a step forward to help ex-convicts lead a productive life and not resort to crime again. On Saturday, the fifth centre was officially opened at the Batu 10 army camp in Kuantan. **M. HAMZAH JAMALUDIN** reports

**Quantum leap in rehabilitation of criminals**













# *Chapter 5*

## **Rural Basic Infrastructure Development**

- Overview
- Planning and Execution
- Building and Restoration of Houses
- Provision of Water Supply to Rural Areas
- Utilisation of Unused Government Land
- Summary

## Chapter 5

# Rural Basic Infrastructure Development

## Overview

There has been considerable achievements in Malaysia's provision of Rural Basic Infrastructure (RBI). However, more needs to be done to serve the rural population. This group constitutes 35% of the population. With RBI, there will be an increase in participation of socio-economic activities which will



create a multiplier effect on the GDP. The Government is determined to ensure the living condition of 50,000 poor and hardcore poor is improved and ensure access to clean or treated water to over 360,000 additional households by 2012.

To support the NKRA specifically to improve RBI, raising living standards of Low-Income Households (LIH) was discussed under the National Blue Ocean Strategy 3 (NBOS3). NBOS3 has been launched by the Prime Minister on 30 November 2010. This programme is a strategic collaboration programme between MinDef, Ministry of Regional and Rural Development (MRRD), Ministry of Home Affairs (MOHA), Ministry of Human Resource (MOHR), Ministry of Health (MOH) and MOA. The programme has been carried out from 2011 until end of 2012.

The main objective of NBOS3 is to create a conducive living condition for the rural poor. The focus of NBOS3 is housing (Program Bantuan Rumah –







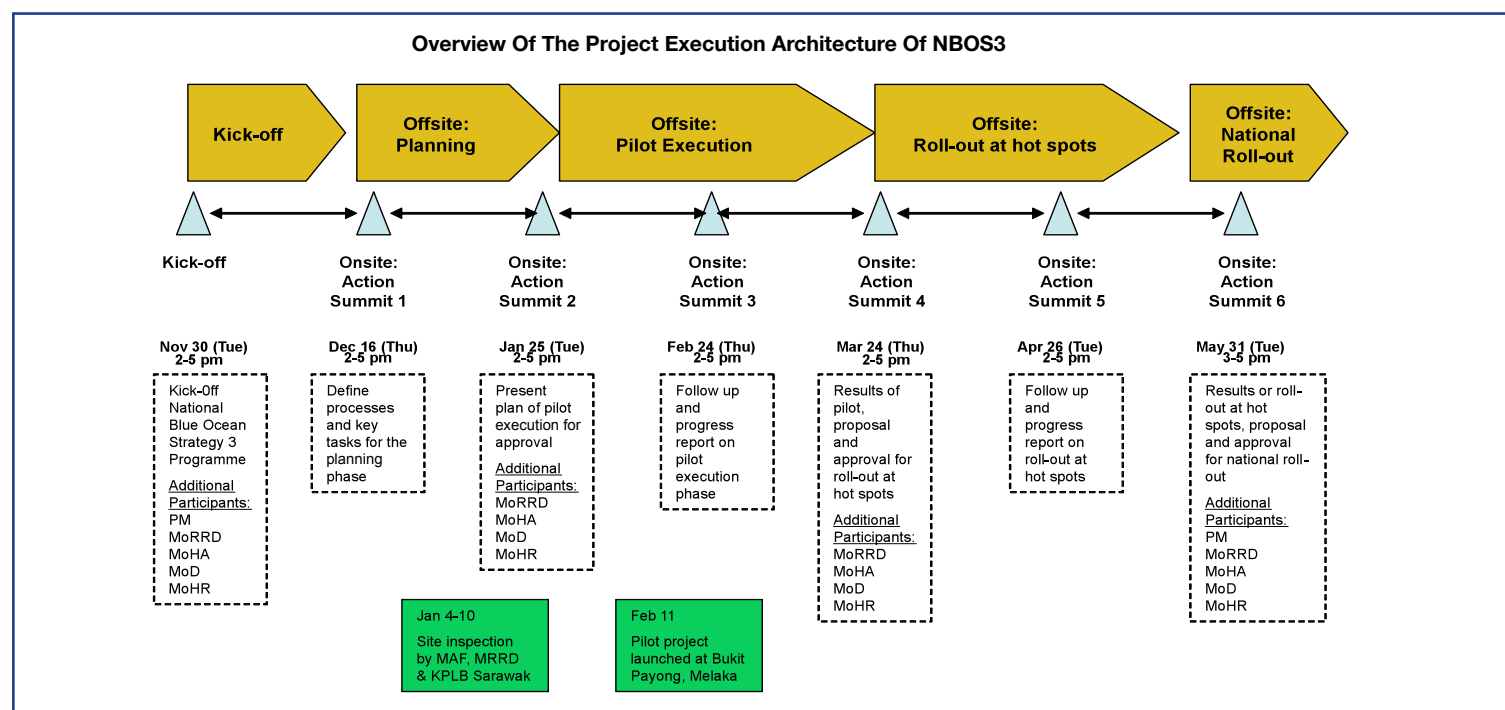




PBR), provision of water supply through Bekalan Air Luar Bandar (BALB) and combining unused Government land with rural labour for high value added economic activities to showcase New Economic Model (NEM).

## Planning and Execution

The planning of NBOS3 was discussed at the NBOS Summit meeting chaired by the Chief Secretary to the Government and supported by Pre-Summit meeting.





NBOS3 focuses on projects to assist the rural folks in terms of RBI and value added agricultural activity in the following initiatives:

- Providing houses for the Orang Asli community and hard core poor citizens in the interior parts of Sabah and Sarawak.
- Providing clean filtered water supply by using Gravity Feed System (GFS) to the interior parts of the country. The GFS includes the filtration system.
- Reducing the income gap between the rural folks and the rest of

the people. This effort aims to raise living standard of LIH by combining unused Government land and rural labour for high value added economic activities. The military and National Anti Narcotic Agency (AADK) have willingly permitted the use of their land for this noble initiative.



*Bidayuh couple in Serian*



*Orang Asli Community*



*Green House - Hi-Tech Agriculture*

# Building and Restoration of Houses

## BACKGROUND

Under the NKRA, MRRD is entrusted to provide 50,000 new and restored houses to the rural and hardcore poor by 2012, with two-third of these being in Sabah and Sarawak. From the above figure, over 16,000 will be constructed and restored in each year starting from 2010.

The PBR is supported by MRRD with the objective to enhance the living conditions of poor families. The recipients are either registered through *e-Kasih* or determined by Focus Group in the area.

## PLANNING AND EXECUTION

PBR builds new houses or restoration of houses in accordance with the following pre-requisites:



Newly Built	Restoration
Too old and unsafe to stay uneconomical to repair	Old but still economical to repair (parts to be repaired are flooring, walling and roofing)



The maximum cost for each PBR differ from one another in accordance to the localities and number of rooms based on the size of the families. The criteria are as follows:

Region/State	Newly Built (RM)		Restoration (RM)
	2 Rooms (20' x 28')	3 Rooms (20' x 30')	
Peninsular	29,300	33,000	11,000
Sabah/Sarawak	33,600	40,000	12,000
<b>Extreme Cost</b>			
Peninsular:	RM3,000		
Sabah/Sarawak:	RM4,000		



Estimate for 2011: The cost is inclusive of site preparation, building, wiring and piping, contribution fee and deposit for electrical and water connection

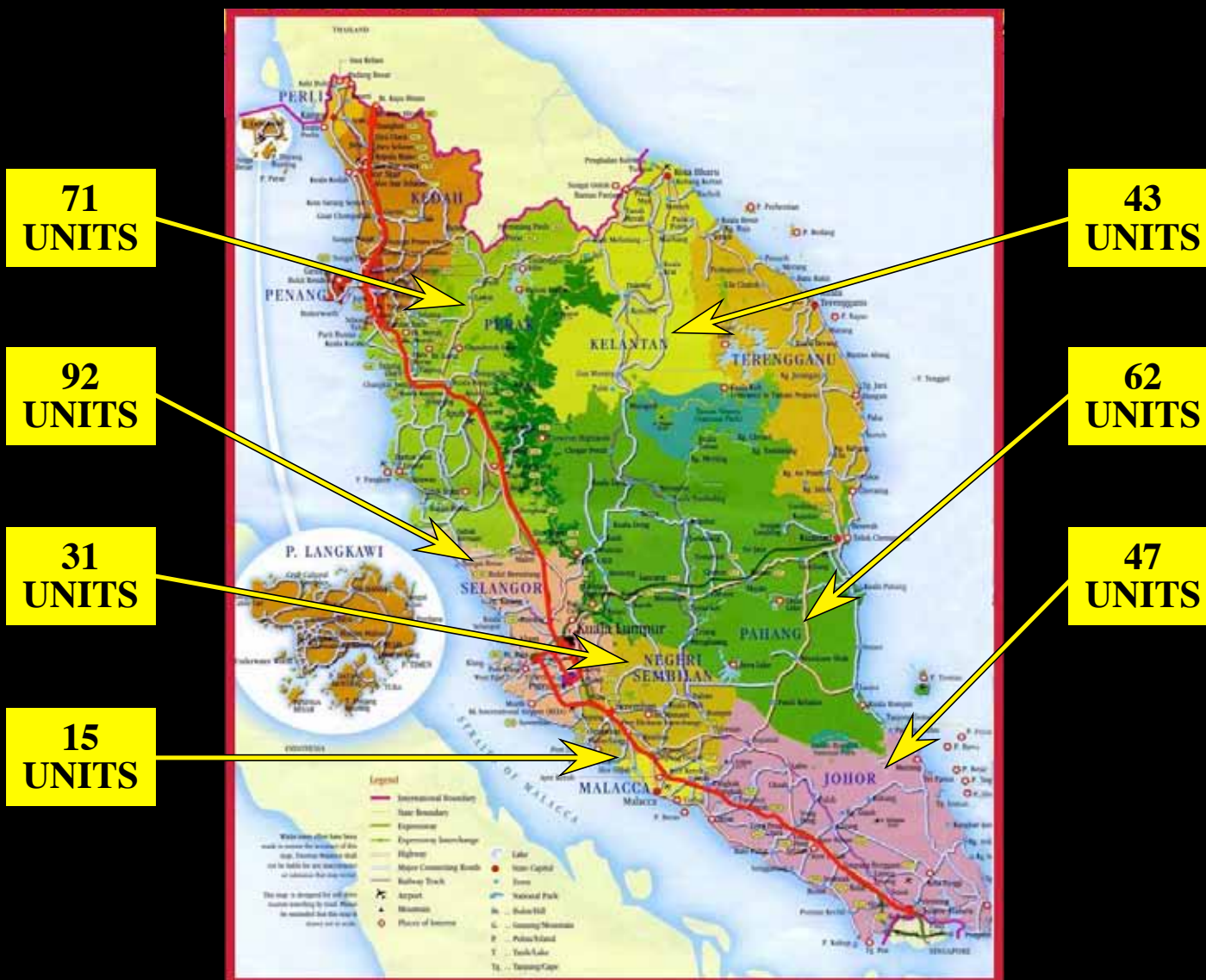
Under the NBOS3, MRRD is entrusted with the responsibility to list the recipients and locations involved, provide allocations, monitor the projects and finally to hand-over the houses to the recipients. On the other hand, MAF is to conduct site investigation, procure building materials to construct/restore and finally to verify the job completion.

The aim of this Blue Ocean initiative is for both MRRD and MinDef to complement and combine their resources and efforts so that the projects could be completed in record time and with low cost thus, creating a big impact.

During the construction phase, the rural folks, particularly the house owners, are encouraged to participate in the construction. Apart from demonstrating



## PBR - HOUSING IN PENINSULAR MALAYSIA





# PBR - HOUSING IN SABAH AND SARAWAK



**30  
UNITS**

**135  
UNITS**

**150  
UNITS**

**60  
UNITS**

**31  
UNITS**





commitment, this training in building and maintenance would provide employment opportunities.

Local authorities are tasked to identify rural hot spots where housing is insufficient. The Government is serious in providing better housing facilities. The military on the other hand considers this as a win-win situation, for apart from providing community service, enhancing skills and professionalism, it can generate revenue for the service.

MRRD has transferred the warrant of RM27.26 million to MinDef which is 9.1% of the total allocation for 2011 and 2012. The PBR project in the peninsular entrusted on MAF for the Orang Asli settlements are as follows:

State	Newly Built
Johor	47
Melaka	15
Negeri Sembilan	31
Pahang	62
Selangor	92
Perak	71
Kelantan	43
<b>Total</b>	<b>361</b>

Distribution of PBR for MAF in the Peninsular

The initial planning was for the military to construct 497 houses in Sabah and 1,333 houses (681 Newly Built and 652 Restoration) in Sarawak. There were discussions at the NBOS meeting for the MAF to proceed with PBR construction but was opposed by the representative from Sabah. The Sabah state Government insisted that all PBR in Sabah to be constructed by local Class F contractors and finally the Chief Secretary to the Government





excluded the MAF involvement in Sabah. The representative of Sarawak appealed that the construction of PBR in Sarawak should also be carried out by local Class F contractors. They had written to the Local Representatives on their dissatisfaction on the involvement of MAF, which will jeopardise their chances, during the construction of pilot projects in Serian. As a result, the construction of PBR by MAF in Sarawak was revoked in March 2011.

Following the State Election of Sarawak in March 2011, the involvement of the MAF in PBR was revisited because no contractor was willing to take up construction in the interior parts of Sarawak and it was finalised in June 2011.

In June 2011, the MRRD received additional funds for PBR amounting

to RM200 million. On 9 July 2011, the Sabah State Government through a meeting of *Skim Pembangunan Kesejahteraan Rakyat* (SPKR) had agreed to accept the MAF to construct PBR under the Blue Ocean Strategy concept. The locations were the District of Semporna including three islands. The total PBR for MAF in Sabah and Sarawak for 2011 and 2012 were as follows:

District	Newly Built	Restore
<b>SABAH</b>		
Semporna	30	
<b>SARAWAK</b>		
Serian	27	4
Betong		60
Sarikei	50	100
Kanowit	51	84
<b>Total</b>	<b>158</b>	<b>248</b>

Distribution of PBR for MAF in Sabah and Sarawak

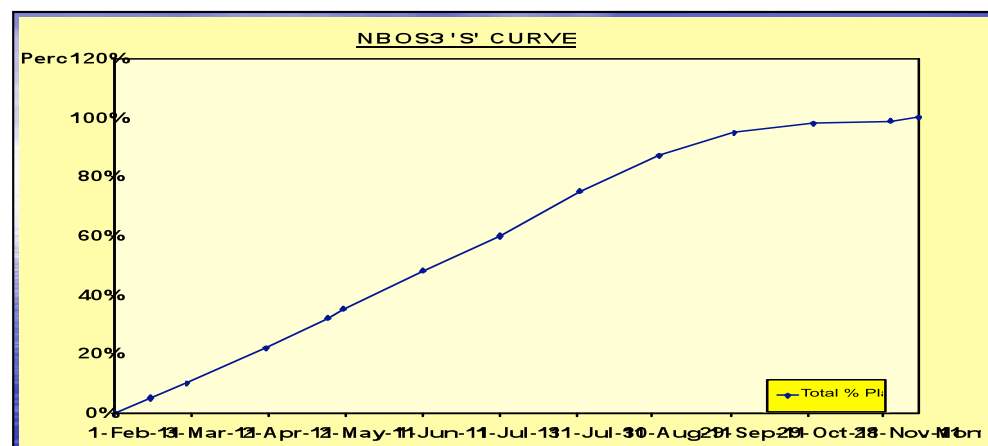


The total PBR constructed and restored by MAF in 2011 for Newly Built is 519 units and for Restoration is 248 units. The grand total of PBR for the MAF to undertake in 2011 were 767 units which is 8.9% of MRRD 2011 target.

Pilot projects for PBR were completed in the following locations starting from 11 February 2011:

Location	Type	Cost/Unit (RM)	No of Units	Total Cost (RM)
Bukit Payong, Melaka	Concrete	33,000	3	99,000
Serian, Sarawak (New)	Concrete	40,000	2	80,000
Serian (Restoration)	Concrete	12,000	4	48,000
<b>Total</b>			<b>9</b>	<b>227,000</b>

PBR by MAF in 2011 has to be completed by 15 December 11 before the closing of the year account. In order to achieve this target, the following 'S' Curve was planned for the MAF units to adhere to.



The MAF deployed several construction teams all over the country simultaneously to achieve the target date. Since resources from Royal Engineer Regiment (RER) is scarce, it was suggested to get the additional manpower support from other assets from the RER and other army troops. The Chief of Army (COA) agreed to commit other assets including Army Troop's RER personnel to complement the teams. Generally, the team deployed comprised of RER personnel (3 pers), Assault Pioneers (3 pers) and General Duty (4 pers)







To expedite the transportation of building materials to remote areas through the assistance from the Royal Malaysian Air Force (RMAF); 22 sorties were provided by the RMAF to transport 22 tonnes of building materials.

These inter-service arrangement has been carried out effectively and the BOS thinking was also applied within the army, RMAF and RMN as well.

MRRD issued the allocation warrant for PBR to MinDef on 17 and 19 January 2011. Certificates of Allocation Confirmatory – ‘Sijil Pengesahan Peruntukan’ (SPP) were issued to various Divisional RER Headquarters (Div HQ RER), 91 Construction Regiment RER (91 Constr Regt RER) and 92 Park Squadron RER (92 Park Sqn RER). The recipients under the advice of respective General Officer Commanding (GOC) are to determine the suppliers either through local purchases or quotations (whichever applicable) which is processed by the Engineer Directorate.

The use of Industrialised Building System (IBS) has long been introduced in Malaysia, however it is not being used by MAF in construction of buildings. Since the number of PBR houses to be completed by MAF through NBOS3 is tremendous and in areas of difficult accessibility, IBS are used as an option to speed up the project. IBS used in PBR are those approved by MRRD. The use of IBS which is light in weight is preferred for less manpower is needed, no special equipment is required and easier to be transported to sites.

### RESULT AND IMPACTS OF PBR UNDER NBOS3

Among the impacts derived from the project are as follow:

- Cost saving through NBOS3 is maximised when MAF provided the manpower instead of Class F contractors. In this respect, the profit margin for the contractors is not the issue of concern to the MAF. The overhead cost for the manpower and machineries are borne by the yearly budget of the MAF.
- Houses were ready for occupation within shorter period (between two to six weeks compared with 1 to 4 months if done by contractors).
- Established inter ministry/ agency cooperation thus promoting cross fertilisation and breaking away from 'silos'.
- Established cordial relations among personnel from different corps of the Army.
- Gained respect from the recipients.
- Enhanced skills among RER personnel.
- Personnel from other corps acquire additional skills in construction related field.









Berita Harian - Jumaat, 20 Mei 2011



ZULKIFELI bersalaman dengan Radu bersama isterinya, Jum, sambil diperhatikan Ibrahim (kanan) pada majlis penyerahan rumah kepada penduduk miskin projek 'Strategi Lautan Biru 3' di Kampung Bunan Gaga dekat Serian.

## Impian miliki rumah selesa tercapai

**S**ERIAN: Selepas 22 tahun tinggal di rumah usang berdinding dan berlantaikan buluh, impian pasangan suami isteri miskin di Kampung Bunan Gaga, di sini untuk tinggal di rumah yang lebih selesa akhirnya tercapai.

Akibat dihipit kemiskinan, Juwim anak Nyaie, 49, bersama suaminya, Radu anak Asam, 49, yang hanya bekerja kampung tidak mampu memiliki kediaman sempurna.

Mereka bersama enam anak berusia antara 16 hingga 27 tahun menerima ketentuan takdir, namun pada

masa sama berharap satu hari nanti tidak lagi tinggal di rumah uzur itu.

Harapan itu menjadi kenyataan apabila Tentera Darat bersama Kementerian Kemajuan Luar Bandar dan Wilayah, menyediakan rumah yang selesa untuk keluarga berkenaan menerusi projek 'Strategi Lautan Biru 3' Program Bantuan Rumah (PBR).

Rumah bernilai RM38,000 itu dibina sepasukan 10 anggota 3 Skuadron Jurutera Diraja dan siap dalam tempoh hanya sebulan.

Ketika menerima kunci kediaman barunya daripada

Panglima Tentera Darat, Jeneral Datuk Seri Zulkifeli Mohd Zain dan Ketua Setiausaha Kementerian Kemajuan Luar Bandar dan Wilayah, Datuk Ibrahim Muhammad, Juwim tidak putus-putus mengucapkan syukur di atas pemberian tidak ternilai itu.

"Sudah terlalu lama kami tinggal di rumah usang yang hanya menanti waktu untuk roboh, kini ia tinggal kenangan. Saya rasa seolah-olah bermimpi apabila melihat rumah serba lengkap sudah siap dibina oleh tentera," katanya dengan li-

nangan air mata.

Mereka antara enam penerima bantuan pembinaan dan membaiki rumah menerusi projek terbabit di Kampung Bunan Gaga yang terletak berhampiran sempadan Malaysia-Indonesia.

Radu turut berterima kasih kepada kerajaan yang membantu mengubah kehidupan keluarganya.

"Tanpa bantuan ini, kami mungkin terus tinggal di rumah buruk. Kami tidak mempunyai pendapatan tetap dan memang tidak mampu memiliki rumah yang sempurna seperti ini," katanya.



## Provision of Water Supply to Rural Areas

### BACKGROUND

Bekalan Air Luar Bandar (BALB) is designed to provide clean filtered water to rural people including traditional villages and long houses, Orang Asli villages and new resettlement areas. MAF was offered to undertake some portion of 2011 BALB programme mainly in 12 districts in Sarawak by using the Gravity Feed System (GFS). MAF worked alongside staff of MOH in Sarawak and the villagers.

It was funded by MRRD. This programme is part and parcel of Water Supply and Environmental Cleanliness Programme (Bekalan Air dan Kebersihan Alam Sekitar – BAKAS) under the supervision of MOH. In Sabah and Sarawak, the percentage of rural houses with access to clean or treated water is approximately 60% in 2010 and expected to reach 90% in 2012, a significant increase from 57% previously.

The planning of BALB in Sarawak for the year 2011 which involve MAF is destined to reach 37 locations which are not covered by the state water reticulation system. BALB is determined to provide the output with the following benefits:

- Expand water supply to rural areas.
- Improve health, quality and standard of living condition of rural people.
- Narrowing the gap between villages and region with regards to state water supply distribution.





### BERAMAH MESRA

DUA anggota tentera, Hamimah Ahmad Sirat (kiri) dan Dayang Aziana Morshidi bermesra dengan kanak-kanak di Rumah Panjang Bunan Gega sempena program lawatan Panglima Tentera Darat, Jeneral Datuk Seri Zulkifeli Mohd. Zin di Serian, Sarawak, semalam.

Utusan Malaysia - Jumaat, 1 April 2011

Projek bernilai RM5.2j melibatkan 37 kawasan luar bandar

## 1,700 bakal nikmati air bersih

Oleh MOHD. ZAAIN MD. ZIN  
pengarang@utusan.com.my

**SERIAN** 31 Mac - Lebih 1,700 keluarga luar bandar di Sarawak bakal menikmati bekalan air bersih seawat-lawatnya Jun ini menerusi pelaksanaan sistem gravity feed yang diusahakan Angkatan Tentera Malaysia (ATM) sejak Januari lalu.

Panglima Tentera Darat, Jeneral Datuk Seri Zulkifeli Mohd. Zin berkata, projek bekalan air di bawah Strategi Laut Biru Kebangsaan (NBOS) itu merupakan inisiatif bersama pihaknya dengan Kementerian Kemajuan Luar Bandar dan Wilayah serta Jabatan Kesihatan.

"Projek yang bernilai kira-kira RM5.2 juta ini melibatkan 37 kawasan luar bandar di Serian, Limbang, Kanowit, Kapit, Sri Aman dan Bau. Setakat ini projek di Serian yang melibatkan dua lokasi iaitu Kampung Sungai Buru dan Kampung Sungai Empassa sudah siap sementara di Kapit dan Sri Aman pula hampir selesai," katanya.

Beliau berkata demikian ketika melawat rumah yang terlibat dalam Program Bantuan Rumah (PBR) di Kam-

Pilihan Raya Negeri  
**SARAWAK**  
Ke-10

Projek menaik taraf jalan sejauh 76 kilometer yang menghubungkan Long Luping-Ba'Kelalan dijangka siap sepenuhnya dalam masa terdekat

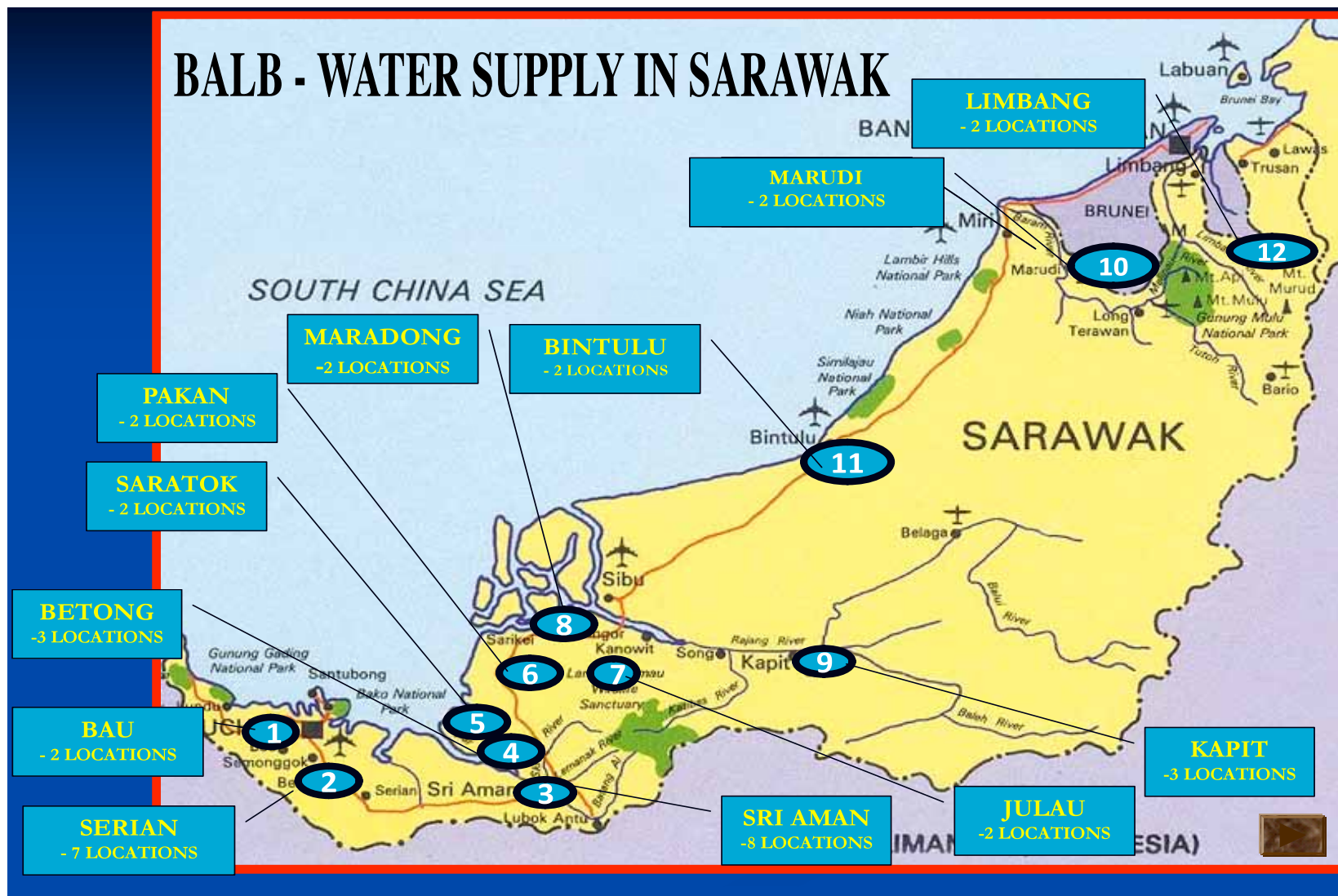
pung Bunan Gega, di sini hari ini. Mengulas lanjut, Zulkifeli berkata antara projek lain yang sedang dilaksanakan di bawah NBOS yang memasuki fasa ketiga adalah membina jalan di kawasan luar bandar. "Projek menaik taraf jalan sejauh 76 kilometer yang menghubungkan Long Luping-Ba'Kelalan dijangka siap sepenuhnya dalam masa terdekat," katanya.



ZULKIFELI Mohd. Zin (kanan) bersalaman dengan sebahagian penduduk di Rumah Panjang Bunan Gega, Serian, Sarawak, semalam. - UTUSAN/AMIR HAFIZ



# BALB - WATER SUPPLY IN SARAWAK



# BALB PENINSULAR MALAYSIA 2012

1  
UNIT

1  
UNIT

2  
UNITS





# BALB EAST MALAYSIA 2012

**KOTA MARUDU**  
**1 LOCATION**

**KOTA KINABALU**  
**2 LOCATIONS**

**PENAMPANG**  
**1 LOCATION**

**PAPAR**  
**4 LOCATIONS**

**SIPITANG**  
**1 LOCATION**

**SELANGAU**  
**2 LOCATIONS**

**LUNDU**  
**2 LOCATIONS**

**SARATOK**  
**2 LOCATIONS**

**SIMUNJAN**  
**3 LOCATIONS**

**KUCHING**  
**2 LOCATIONS**

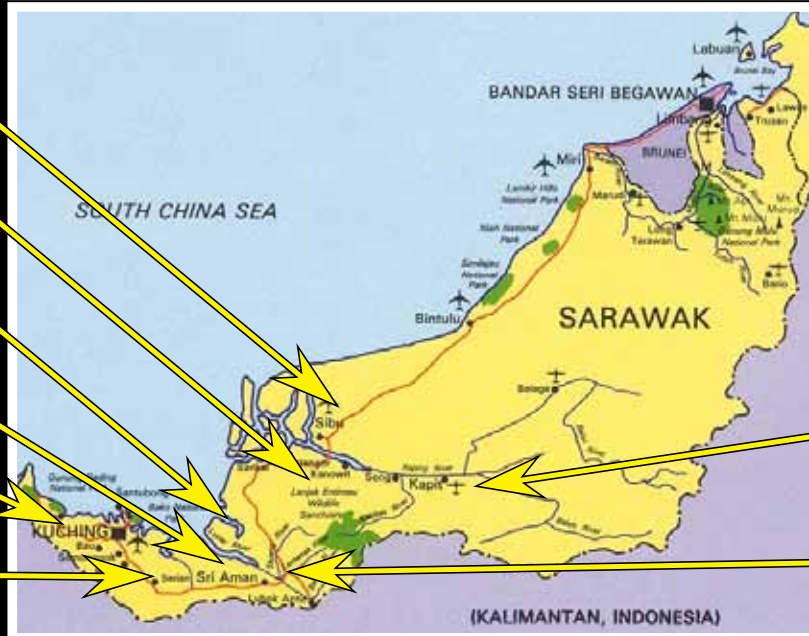
**SERIAN**  
**7 LOCATIONS**

**TUARAN**  
**4 LOCATIONS**

**RANAU**  
**1 LOCATION**

**KAPIT**  
**2 LOCATIONS**

**SRI AMAN**  
**7 LOCATIONS**





## PLANNING AND EXECUTION

The coverage of BALB in collaboration with MAF for the year 2011 is as follows:

STATE	No of District	No of Projects	No of Houses	No of Beneficiaries
SARAWAK	12	37	1,746	10,556

The BALB projects for 2011 were planned to be completed before 31 May 2011 so that villagers can enjoy clean filtered water supply during the Dayak Gawai Festival. However, due to the State Election in March, the project completion date was delayed to July 2011. For 2012, a total of 45 BALB projects were completed through NBOS3 as follows:

STATE	No of Districts	No of Projects	No of Houses	No of Beneficiaries
SARAWAK	9	27	1,746	10,018
SABAH	5	14	399	2084
KEDAH	1	1	42	168
PERAK	1	1	111	570
PAHANG	2	2	116	341
TOTAL	18	45	2,503	13,500

The concept of CIMIC applied in BALB where the MAF personnel are working together with staff from MOH as well as the villagers. The MAF is complementing the manpower requirement where 15 personnel are assigned to any location of more than 20 houses and 10 personnel are assigned to locations of less than 20 houses. The composition of personnel for BALB is as follows:

RER/Assault Pioneers	-	3 pers
General Duty (Any Corps)	-	7 - 12 pers

The warrant for BALB - NBOS3 for 2011 was issued by MRRD to MOH amounting to RM5.2 million. MOH conducted the purchasing and materials are sent to sites by suppliers.



## RESULT AND IMPACTS OF BALB UNDER NBOS3

The involvement of MAF in BALB under the NBOS3 generates multiple impacts to the recipients, the Government as well as the MAF. Below are some of the impacts derived from the project:

- Clean filtered water is made available with the expertise and manpower from MAF.
- Rural folks through their enthusiasm and strong community sense are ever supporting in extending assistance to share their workload. This voluntarily act ensure pride in work, understand the weaknesses and inculcate maintenance culture and instil a sense of ownership on the service.
- Cost savings as allocations for administration and logistics are borne by MAF.
- Established inter ministry/agency cooperation thus promoting cross fertilisation, embrace networking and breaking away of 'silos'.
- Established cordial working environment between MAF and MOH personnel.
- Cooperation between personnel from different corps within the Army is further enhanced.
- Government's credibility in the eyes of the recipients are further manifested.
- The military is proud of being an agent of change to the rural folks.
- Skills among RER personnel is further enhanced.

## COMMAND AND CONTROL OF PBR AND BALB PROJECTS

The existing chain of command in the MAF is adhered to facilitate optimum results. Since 4 Malaysian Infantry Division (4 Div) is not assigned with RER assets, the 91 Constr Regt RER and 92 Park Sqn RER were placed under operational control of the division. The RER assets from Army Troops, 10 Paratrooper Squadron RER (10 RAJD Para Sqn) and RER troops in 21 Special Service Group (21 SSG) were assigned under operational control of the Army Field Command to complement the RER assets. These arrangements to affiliate with RER is to ensure the PBR in Selangor, Sabah and Sarawak as well as the BALB in Sarawak are met according to specifications and target.





To facilitate a smooth planning and execution of NBOS3, the Gemas Project Team Leader was assigned to head the secretariat of NBOS3 for the Army. The Project Team constitutes the Secretariat for NBOS3 with the following functions:

- Technical advisor to COA and all Formation Commanders.
- Provide liaison between MRRD and MOH.
- Inspectorate Team on all PBR and BALB by the MAF.
- To report the progress to Post Cabinet Meeting and the Army Development Committee.
- To assist Formation Commanders in processing procurement and payment.





# Utilisation of Unused Government Land

## BACKGROUND

The third initiative under NBOS3 is the utilisation of unused military and AADK land through introduction of high value-added agricultural projects. It has been developed with the collaboration of several ministries and agencies. Collaborators in this initiative are:

- MinDef - the use of military land in Sepang and Jelebu.
- AADK - the use of land in Dengkil, Batu Kurau and Muar.
- MOA through MARDI, DOA, LPP, FAMA and AGROBANK provide technologies, training, marketing and capital.
- MRRD - Community development.
- ASSOCIATION - Malaysia National Committee on Irrigation and Drainage (MANCID), Malaysia Seed Association (MSA).

These collaborators are entrusted to develop mixed farming business model for sustainable income of rural communities. The target groups for this initiative were the rural LIH aimed at of raising their living standards. Graduates from MOA institutions had been tasked to ensure the realisation of this initiative.



## PLANNING AND EXECUTION

Two plots of MinDef land are being developed as a pilot project and three plots of AADK land are earmarked for the subsequent project to reach the target groups. The details of MinDef’s plots are as below:

LOT PT 188, SEPANG	LOT PT 163, JELEBU
7.0 acres (2.831 Hectares)	30 acres (12.1 Hectares)
Poor soil - acid sulphate & heavy clay content	Good soil - clay to sandy loam
High-tech agriculture	High-tech agriculture & Mixed farming



Among the crops that are planted in this greenhouse are:

- Bell pepper
- Melon
- Japanese cucumber
- Chili
- Tomato

Open field mixed farming is planned in a much bigger area. It will accommodate the planting of sweet corn, sweet potato, melon and cattle integration with oil palm.

The quality of the produce harvested would be fresh due to low pesticide residue or organic growth. The produce can be processed primarily in the form of juice, jelly or jam. Secondary food products will be in the form of flour, starch and health products. These products can be marketed at retail outlets, supermarket chains and also for export.



The employment of High-Tech Agriculture will certainly increase the yield of products with maximum impact. The advantages of this technique are:

- Farming is possible in a limited area.
- Crops are controlled in an automated

controlled environment via

- High value crops are produced.
- Greenhouse to be insect-proof.
- Pesticide is not used.



## RESULT AND IMPACTS OF HIGH VALUE-ADDED AGRICULTURE

The impacts of this high value-added agriculture programme will benefit participants as follows:

- It will generate and boost local fruit production up to RM 1,952,952 per year.
- It is projected to provide dividends of RM 390,000.00 per year to all participants including the MAF as the land owner.
- It Creates job opportunities to minimum of 30 participants.
- Mutual benefits and win-win situation involving promotion of public and private partnership.

## Summary

The involvement of MAF in NBOS3 initiatives, be it in the improvement of RBI or the utilisation of unused military land for high value added economic activities has again reinforced MAF's stance with regards to willingness to open doors, participate and be a prime player in the nation's economy. The MAF has once again demonstrated its resolve, willingly committing manpower, assets and

resources for the sake of the people, with the fervent desire of providing better quality of life thus, elevating living standards.

These initiatives have created a multiplier effect on the GDP specifically achieving the desired outcomes as far the NKRA was concerned. The challenge now would be to sustain them if not improve them. The following impacts were indirectly achieved:

### Impacts to the Government:

- Cost saving on manpower and generating more profit.
- Inter ministries/agencies cooperation is established thus promoting crossed fertilisation and breaking away from 'silos'.
- Promotion of public and private partnership.

### Impacts to the villagers:

- Infrastructure is ready for occupation/use in double quick time.
- Villagers acquire additional skills through working together thus making them more marketable for job opportunities.
- Increased income will bridge the gap between the urban and rural folks.

### Impacts to the MAF:

- Enhance MAF's credibility in the eyes of Ministries/Agencies.
- Management and trade skills amongst RAJD officers and personnel are enhanced.
- Willingness to venture and manifesting MAF's resolution.
- Proud of being an agent of change to the rural folks.
- The MAF will enjoy portion of the revenue from the agricultural activities on the unused MAF land. 🇲🇾









# *Chapter 6*

## **Rural Transformation Centres and Activities**

- Overview
- Rural Transformation Centre (RTC)
- Activities at the RTCs
- Armed Forces' Involvement
- Summary

## CHAPTER 6

# Rural Transformation Centres and Activities

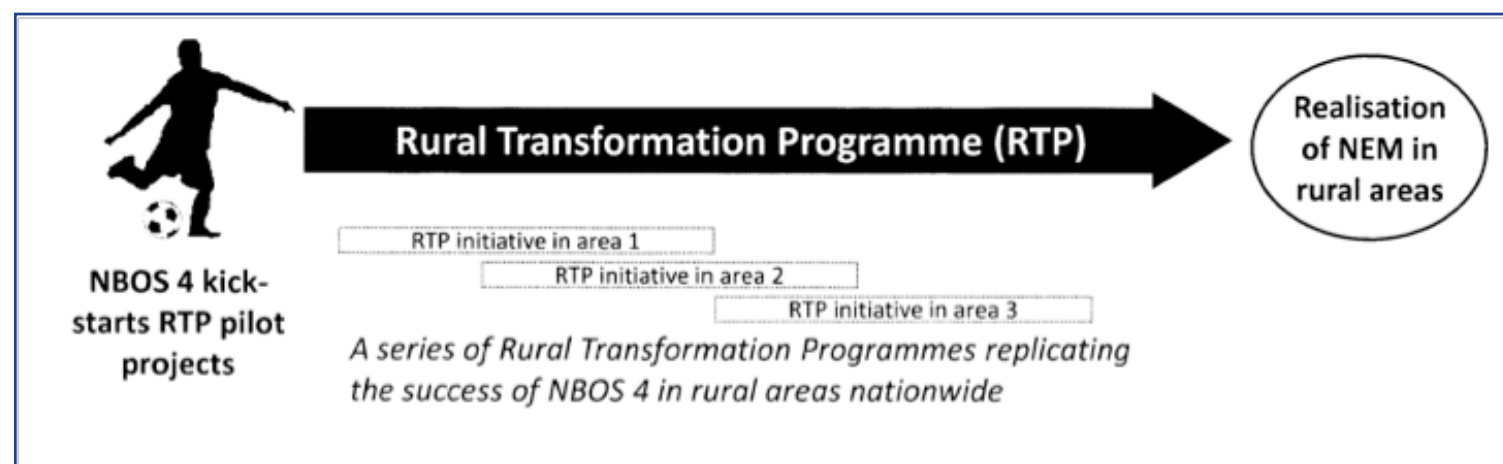
## Overview

The National Blue Ocean Strategy 4 (NBOS4) was introduced to address the Rural Transformation Programme (RTP). NBOS4 projects in RTP were designed to create a quantum leap in rural development with low cost and fast implementation of projects. The planning and execution of RTP involves several ministries and various agencies within the Government. The implementation of NBOS4 provides an impetus to the New Economic Model (NEM) to improve

livelihoods and generate higher income for people in rural areas.

NBOS4 is leveraged on Rural Transformation Centre (RTC) to create and enhance transformation within a locality in the rural areas. The RTC is a common centre whereby people from different villages converge to carry out economic and social activities together. RTP provides a venue for local people to:

- Sell high value-added agricultural products.
- Buy consumer goods and services at low cost.
- Receive skills and entrepreneurship training.
- Get easy access to financing and other services.
- Exchange information and share their know-hows.





## Rural Transformation Centre (RTC)

Several ministries and Government agencies were involved in the implementation of activities at the RTC, namely Ministry of Agriculture, Ministry of Rural and Regional Development, Ministry of Woman, Family and Community Development, Ministry of Youth and Sport, Ministry of Higher Education, Ministry of Health and Ministry of Finance. The relevant ministries and Government agencies had formulated eight initiatives to be implemented at the RTC:



### Model of Rural Transformation Centre

- Skills training and entrepreneurship development programmes
- Financial support in the form of microcredit and microinsurance
- High value-added farming
- Agro-processing
- Supply chain management
- 1Malaysia information kiosk
- 1Malaysia health service
- Partnering with universities

These initiatives enhanced technical skills and entrepreneurship knowledge, provide healthcare, financial support and access to information to the local population. The implementation of these initiatives enabled the local population

to maximise the usage of land and other available natural resources within 100 kilometre radius from the vicinity of the RTC. These successful initiatives will be replicated to other areas, thus, expanding the transformation programme to other rural areas.

## Skills Training and Entrepreneurship Development Programme

In this programme, young people are provided skills training and entrepreneurship knowledge in the relevant fields. The lead ministry in this programme is Ministry of Rural and

Regional Development. The programme leveraged on the existing rural development initiatives such as:

- Providing short-term training to develop skills in plumbing, wiring and construction.
- Providing entrepreneurship mentoring and credit access for organic halal product.
- Implementing mindset-changing courses and providing motivational speaker series with successful role-models.
- Establishing services to link rural residents for job opportunities.

### Financial Support

Banking facilities were set up at the RTC to provide micro financing and banking services for the people. Micro-insurance facility was also made available for the purpose of protecting them from unexpected disasters such as accidents, fire and flood. These one-stop centres for financial facilities was made possible with the assistance of Government agencies especially *Majlis Amanah Rakyat* (MARA) through financing scheme programme under *Tabung Ekonomi Usahawan Negara* (TEKUN). The availability of the microfinance facilities spurred business and economic activities in the rural areas.

### High Value-Added Farming

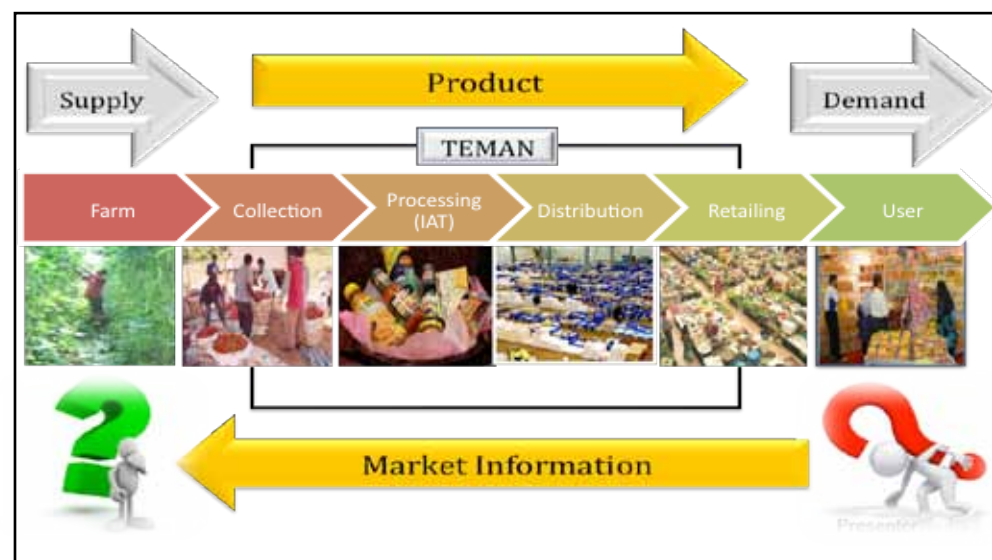
The aim of high value-added farming is to cultivate agricultural land intensively to generate higher income for rural people. The Ministry of Agriculture as the lead ministry in this programme, had outlined a few projects such as halal organic chicken farming and arowana farming. With proper planning and marketing maximum income for the farmer can be generated within a stipulated time. Apart from chicken and deer farming, other projects included vegetable farming such as tomato, capsicum, lettuce and fruit bearing crops such as rock melon, star fruit, papaya and jackfruit.

### Agro-Processing

Agro-processing is aimed at increasing the value and marketability of products produced by the farmers through improved product presentation and provide halal certification for semi-processed products of the RTC.

### Supply Chain Management

An efficient logistic and supply chain management system will enable fast delivery of fresh products to consumers. In this supply management initiative, smart partnership between farmers and industry players promote locally grown agriculture produce. This smart partnership produced new and market driven products for both national and international market, thus revitalising the rural economy and create high income jobs for the people.



*Improving the Agro-Product Supply Chain Value*



### 1Malaysia Health Service

1Malaysia health service provide health services, health education and health information for rural communities. Ministry of Health leads this initiative in collaboration with Ministry of Rural and Regional Development. 1Malaysia clinics provided health services at low cost and basic health education especially for women.

### 1Malaysia Information Service

Kiosks were used to provide information and news to the community. These information kiosks will have the latest information.

### Partnering With Universities

The Ministry of Higher Education leads the implementation of this initiative. Activities pertaining to academic research were undertaken by the universities, while on the job training will be provided to students working in the farm and training in ICT and marketing. In the process of imparting knowledge and sharing of experience with local population, undergraduates gain valuable experiences.

with the aim of developing a chain of marketing facilities from the farms to consumers. Local population staying within 100 kilometre radius from the vicinity of the complex benefited from the programme. The RTC complex is located in Gopeng, Perak. All the initiatives for rural transformation were implemented by RTC Perak.

A second RTC was established in Kelantan imitating the initiatives in Perak. The address of RTC Kelantan is: Batu 4, Lebuhraya Pasir Mas-Salor, Kota Bharu.

## Activities at the RTCs

RTC Perak is the first RTC aimed at rural transformation. It was established



RTC Perak



RTC Kelantan

### Skills Training and Entrepreneurship Development Programmes

The Ministry of Rural and Regional Development conducted different training programmes targeting participants from various backgrounds including unemployed youths, farmers, industry workers and entrepreneurs. The training programmes were:

- Entrepreneurship, business management and marketing
- Marketing and consumer behaviour
- Animal feed management
- Fertigation technique and crop management
- Basic Shielded Metal Arc Welding
- Split unit air conditioning systems

### 1Malaysia Information Service

The Design Development Centre (DDEC) in collaboration with other ministries and Government agencies built five information kiosks:

- Medan Infodesa Kiosk.
- MyEG Services Kiosk
- JobMalaysia Kiosk
- Business Development Centre
- 1Malaysia Pengguna Bijak

### High Value-Added Farming

There are two types of high value-added farming; the planting of premium fresh

fruits and vegetables; and producing safe and high-quality dairy products. Ministry of Agriculture implemented five projects in this initiative, which are:

- Planting of tomato, capsicum and lettuce at Tanaman Kekal Pengeluaran Makanan (TKPM) Lojing.
- Planting of rock melons, star fruits, papayas and jackfruits.
- Development of dairy clusters and upgrading of cold chain facilities, storage capacity and milk transportation at Milk Collecting Centre and Milk Processing Plants.
- Farming of organic chicken at Mikat Ternak Farming in Ladang Bukit Bidor.
- Breeding of Arowana fish at Bukit Merah.



Local participants attending a course on pastry



1Malaysia Information Kiosk



## Agro-Processing

Agro-processing aims at increasing the productivity of local products through better presentation and providing halal certification. The products targeted in this initiative were fish fillet, chicken, traditional cookies such as 'Putu Perak', virgin coconut oil and pickled fruit.

## Supply Chain Management

The supply chain and logistic management at the RTC focused on delivering the best of durian-based products, mangoes, low-land vegetables and ornamental fishes, specifically the Arowana. The project in supply chain management were:

- To expand contract of farming for the existing farmers.
- To implement grading, packaging and labelling for the products.
- To establish one stop centre for collection and distribution of agro-food products.
- To set up a durian based processing centre.



*Pickled fruit preparation*



*Packaged pickled fruit*



*Fresh durian from the farm*



*Preparation of durian paste*



*Durian fire ball and Ice Cream*



*Grading of chilli and mango at farm collection centre*

### University Partnership

MoHE in partnership with MRRD and MoA worked closely to develop internship programmes, graduate entrepreneur programmes, consortium university-industry collaboration and knowledge transfer programmes. The internship and graduate entrepreneur programmes enabled students to apply their knowledge in hands-on experience and at the same time, acquire real life experience and coaching from the local population.



*Traditional product registration workshop*



*Students in the volunteer programme*

### 1Malaysia Health Services

In offering 1Malaysia health services at RTC, the MOH provided training and facilitate traditional medicine and cosmetic entrepreneur and manufacturer on product safety, quality assurance, product registration and upgrading of manufacturing practices in line with the international medical and health standards.



*Traditional products of powder, capsules and liquid*

### Financial Support

In order to provide financial support to entrepreneurs, banking facilities are provided at the RTC for application of soft loans, microcredit and other financial matters without the hassle or need to go outside their vicinity.



*Bank Simpanan Nasional at RTC in Gopeng*



## Armed Forces' Involvement

The MAF was involved in the University Partnership initiative of the Rural Transformation Programme. The Ministry of Higher Education led this initiative which was aimed at producing competent human resources. The initiative was based on sharing of technology and expertise as a catalyst to enhance the standards of living of the rural people. Local universities with the cooperation of other Government agencies especially the Armed Forces were instrumental in contributing to the success of the initiative. Four programmes were implemented in this initiative; Educate Malaysia Programme; Health for Malaysia Programme; Rural Ambassador Programme and Technology Sharing Programme. The Malaysian Armed Forces was involved both in the Health for Malaysia Programme and Educate Malaysia Programme.

### **Educate Malaysia Programme**

Educate Malaysia is a programme developed by MoHE to instil high self esteem and good behaviour among the younger generation and prepare them to be the future leader of the country. The focus of the programme is knowledge, motivation and leadership. The



*Physical training*



*Map reading theory and practical*

programme targeted secondary school students living within 100 kilometre radius from the Rural Transformation Centre (RTC). The facilitators and mentors of this programme were undergraduates from the participating local universities. The undergraduates shared their experiences on learning techniques and self motivation and spoke on carrier guidance to the participants. Two series of Educate Malaysia Programme were conducted consecutively at RTC Perak and RTC Kelantan.

The MAF conducted leadership programme at both RTCs. The aim was to motivate, develop talent and

personality traits as the basis of leadership to the participants. The contents of the programme were physical training, map reading, field craft and survival.

The leadership programme in RTC Perak was coordinated by the 2<sup>nd</sup> Infantry Brigade Headquarters and the units involved were 23<sup>rd</sup> Royal Malay Regiment, 2<sup>nd</sup> Royal Ranger Regiment and 9<sup>th</sup> Royal Ranger Regiment. The 8<sup>th</sup> Infantry Brigade Headquarters coordinated the programme in RTC Kelantan with the support of 5<sup>th</sup> Royal Ranger Regiment, 16<sup>th</sup> Royal Malay Regiment and 21<sup>st</sup> Royal Malay Regiment. A total of 156 military

personnel were involved in both programmes that lasted three days for each programme. The leadership programme in RTC Perak was from 10<sup>th</sup> February until 12<sup>th</sup> February 2012 while RTC Kelantan was from 10<sup>th</sup> May until 12<sup>th</sup> May 2012. Both programmes were identical in nature; however, adjustments were made in implementing it due to the logistics requirements and different nature of the terrain involved.

The daily activities began early in the morning following Subuh prayers; the physical training was conducted first and was compulsory for all participants. The morning activities ended with breakfast followed by map reading, field craft and survival lessons. In all these lessons participants were taught the basic theory and practical of the subjects. The classes and practical sessions ended late evening. For the survival activities participants were taught how to make tents and prepare campsites. They were also given a taste on military rations



*Trekking and checkpoint*



*Cooking and food presentation*



and cooking using standard military equipment.

For the map reading exercise the participants were taught the basics of using compass to find directions, locating position and map orientation. Practical

lessons were given in the form of compass marching and jungle trekking. Participants were also exposed to night jungle trekking. Most of the exercises were done in a group for the purpose of building trust, self confidence and leadership capabilities.



*Preparing for night trekking*





## Health for Malaysia

Health for Malaysia programme was designed to create awareness on the importance of healthcare and periodical medical check-up. In the programme, medical check-up for men and women, dental check-up and optometry check-up were provided for the local population. To ensure the success of the programme a number of Government agencies collaborated: Malaysian Armed Forces, University Malaya Medical Centre, Media Prima Berhad, Ministry of Health, Perak Health Department, Ministry of Rural and Regional Development and Ministry of Agriculture.



Malaysia Armed Forces Dental Service

The Malaysian Armed Forces contributed in the Health for Malaysia programme through participation in the Dental Service of the Royal Medical and Dental Corps. The services provided were dental care awareness and dental check-up. It was done by utilising the Mobile Dental Clinic and Portable Dental facilities. The Mobile Dental Clinic is a two-storey bus that had been converted and equipped with the latest dental facilities to cater for dental check-up and treatment.

The programme was conducted twice at RTC Perak, on 18<sup>th</sup> November 2011 and 10<sup>th</sup> February 2012. The Armed Forces' Mobile Dental Clinic and Portable Dental facilities were used on both occasions. A dental officer, 2 dental assistants and several supporting staff were involved in both programmes. The programme on 18<sup>th</sup> November 2011 was assisted by dental students from Universiti Kebangsaan Malaysia. Visitors lauded the efforts of the Malaysian Armed Forces, as their presence at the RTC came with a free dental check-up.

### Launching of RTC

The Rural Transformation Center (RTC) was officially launched by the Prime Minister of Malaysia on 18<sup>th</sup> Feb 2012, at Gopeng, Perak. The Malaysian Armed Forces took the opportunity to career recruit and promote the Armed Forces during the launching of RTC. Exhibition of Armed Forces weaponry and assets attracted visitors to the Armed Forces booth. The Promotion Cell of the Army, Navy and Airforce undertook the promotion drive while the Perbadanan Hal Ehwal Bekas Tentera (PERHEBAT), Jabatan Hal Ehwal Veteran (JHEV) and Pusat Latihan Khidmat Negara (PLKN) used the occasion to meet ex-service personnel and ex-PLKN trainees.



*Promotion booth*

## Summary

RTC is a prime mover in the Rural Transformation Programme in NBOS4. It has all the facilities for the rural population to receive training in various skills. It is also a place where the locals can get information, healthcare, microfinance and insurance. As such, it is a centre for training and business activity for the people. The cultivation of land for farming within the 100 kilometre radius from the RTC will convert the unused land for productive usage. It will intensify the agriculture and industrial activities within those area. All these activities will create jobs and provide steady income for the people living in such areas. Rural Transformation Programme in NBOS4 is a concerted effort by the Government to eradicate poverty and at the same time elevate the standard of living of rural people. 🌐











# *Chapter 7*

## **National Security and Youth Programmes**

- National Special Operation Force
- Military Community Partnership (MCP)
- Character Building for At-Risk Youth

## CHAPTER 7

# National Security and Youth Programmes

## National Special Operation Force

In the present dynamic economic environment, the issue of security is critical for ensuring and guaranteeing stability. A holistic defence and security strategy is essential for ensuring peace and stability and also help safeguard a secure international environment of peace that makes the achievement of Malaysia's other goals and objectives attainable. In light of this a national security focus which embraces both efficiency and flexibility is absolutely essential.

Trans-border crimes, trafficking illegal immigrants, smuggling, money laundering, traditional crimes or asymmetrical threats can seriously undermine the nation's security and stability. However, other non conventional or hostile threats, in the form of environmental, cyber-warfare, economical or national disasters once surfaced could easily spiral out of control with dire





consequences. In anticipating such scenarios, the need to be wary presents a compelling prerequisite for a dedicated effort to address areas of threat and opportunity.



Synergy and collaboration represent structures of tomorrow to compel all organisations to work towards sharing of resources, intelligence, expertise and norms. The creation of National Special Operations Force (NSOF) is in line with the desire for an integrated national security focus. The formation of this force will complement the concept of total security and in safeguarding national peace and stability.

Security agencies in this country which comprises the Malaysian Armed Forces, Royal Malaysia Police and Malaysia Maritime Enforcement Agency cannot work in silos to face these threats. These agencies need to collaborate and share resources.



Maximising the collaboration and sharing of resources will enable the country to be better prepared to face threats. In National Blue Ocean Strategy 5 (NBOS5), the initiative for the national security agenda is the formation of NSOF.

The formation of NSOF is part of a Blue Ocean Strategy in national security. The mission is to respond to national security threat immediately. NSOF is under one command and as such coordinates all activities and deployment of the special operation force. The security agencies involved are special forces from the Malaysian Army, Navy and Air Force, special forces from Royal Malaysia Police and special force from Malaysia Maritime Enforcement Agency. The sharing of intelligence and resources among the special operation forces yields high impact, rapid response and low budget for the government.









## Military Community Partnership (MCP)

The initiative Creating Military Community Partnership Between Armed Forces, Royal Malaysia Police and Resident Associations focuses on neighbourhood security and creating a community partnership around MAF camps and bases. In this initiative unarmed military

personnel together with police personnel patrol neighbourhoods near military camps together with the local Residents Associations to boost neighbourhood safety. For the first phase a total of 60 areas which are within the NKRA states have been included in this initiative. The

collaborative patrols are called RAPAT (Rondaan Awam, Polis dan Angkatan Tentera) and patrols are coordinated between the MAF, RMP and National Unity Department (Jabatan Perpaduan Awam).





## Character Building for At-Risk Youth

Character-Building Activities After School To Help At-Risk Youth (Program Remaja Berwawasan) is an initiative targeted at secondary problematic school children. In this initiative the Armed Forces and Royal Malaysia Police jointly conduct character building activities for these school children with the help of 1Malaysia for Youth (1M4U) volunteers and other agencies. There are two programmes in this initiative which includes weekly Character-building Activity and conduct of Summer Camps during school holidays. The programme activity includes Sports Activities, Motivation & Counseling, Survival & Field Craft, Jungle Tracking and other activities that would help to make them a better person. A total of 42 schools are included in the initial stage and the programmes are managed and conducted by respective units assigned from the Army, Navy, Air Force and the RMP.









# *Chapter 8*

## **Programmes Involving Military Community**

- 1Malaysia Privilege Card
- 1Malaysia Veterans Recognition Programme
- Military Community Transformation Centres
- Military Community Volunteering Days

## CHAPTER 8

# Programmes Involving Military Community

## 1Malaysia Privilege Card

1Malaysia Privilege Card (1MPC) is an initiative under NBOS6 led by the Ministry of Finance. It was implemented in three phases. The military and police personnel were the first beneficiaries of this initiative. It was later expanded to cover military veterans and police pensioners in the second phase of implementation to be followed by teachers, nurses and other civil servants. The main purpose is to increase the disposable income of the beneficiaries and hence, increase their standard cost of living.

To date a total of 145 merchants from private enterprises and government link companies have taken part in this initiative. Among them are Al-Ikhsan, BHP Petrol, Kidzania, Legoland, Prasarana Berhad, Malaysia Retailer-Chains Association, Boustead Holdings, Gambang Waterpark, Proton, Hotel Seri Malaysia, Keretapi Tanah Melayu Berhad, Sunway, Genting Malaysia, Jakel, Tune and Fujihome Global Berhad. The participants in this initiatives demonstrated their social obligations and have also show support for the Government Transformation Programmes. The companies offered discounts on selected items of their merchandise. The discount varies between





5% to 25% of the retail price. The services and products offered were hotel, transportation, eateries, textile, theme park, optical accessories and automotive spare parts.

Website of the 1MPC at [www.1mprivilege.my](http://www.1mprivilege.my) was developed for the purpose of updating card users with details and information of merchants taking part in 1MPC. The website displays the products and promotional offers as well as discounts.

The ceremony was officiated by the Prime Minister on 7th August 2012 at the Plenary Hall of the Putrajaya International Convention Centre. A total of 2500 military personnel attended the launching ceremony and the army commandoes presented an astounding performance during the launch.



Kosmo, Rabu - 8 Ogos 2012

# Kad diskaun untuk 241,000 tentera, polis

Inisiatif terkini kerajaan hargai jasa anggota pasukan keselamatan negara



NAJIB TUN RAZAK

SERAMAI 241,000 anggota tentera dan polis akan diberi kad diskaun bagi membolehkan mereka menikmati diskaun antara lima hingga 25 peratus ketika berbelanja melalui inisiatif terbaharu Perdana Menteri yang melancarkan 1Malaysia Privilege Card di Putrajaya semalam.

Kad yang dilancarkan oleh Datuk Seri

Najib Tun Razak itu merupakan salah satu usaha kerajaan untuk menghargai sumbangan jasa serta bakti anggota polis dan tentera.

Melalui inisiatif itu, pemegang kad tersebut boleh menikmati diskaun dalam pelbagai perbelanjaan barangan keperluan harian, alat sukan, alat ganti kenderaan, perhotelan dan barangan

kesihatan yang disediakan kira-kira 20 buah syarikat yang menyertai kempen itu.

Senarai syarikat yang mengambil bahagian serta tawaran-tawaran syarikat terbabit boleh disemak melalui portal 1Malaysia Privilege Card iaitu [www.1mprivilege.my](http://www.1mprivilege.my).

**BERITA DI MUKA 2**



ANGGOTA tentera dan polis menunjukkan replika 1Malaysia Privilege Card selepas majlis pelancaran kad itu di Putrajaya semalam.



SEBAHAGIAN anggota pasukan keselamatan yang menghadiri program untuk mereka di Putrajaya semalam.



# 1Malaysia Veterans Recognition Programme

The 1Malaysia Veterans Recognition Programme (1MVRP) was introduced on 20 June 2012 during the NBOS Summit chaired by YAB Prime Minister of Malaysia. It aims to provide a holistic support for Veterans in improving their socioeconomic and standard of living by leveraging existing resources across ministries/agencies and the private sector. In moving forward this programme, the Malaysia Blue Ocean Strategy Institute (MBOSI) was tasked to help Veteran Affairs Department to develop strategic initiatives in areas that Veterans require further assistance. To gather information and data to develop the initiatives, a series of interviews was held with servicemen, ex-servicemen, trainees, Veterans associations, private sector and families of the Veterans.

Based on these interviews 7 strategic initiatives were introduced under 1MVRP as follows:

- 1Malaysia Veterans Home Repair
- 1Malaysia Veterans Access Point
- Veterans Hiring Programme
- Entrepreneurship Support
- Raise the Acceptance of PERHEBAT Training
- 1Malaysia Veteran Family Programme
- 1Malaysia Privilege Card



The 1Malaysia Veterans Home Repair targets the underprivileged Veteran community in providing comfortable homes. The Army Engineer Corps has been assigned to evaluate and assess the value of each home before embarking



on the rebuilding or repairing process. To kick-start this project, funding from Implementation Coordination Unit (ICU) was secured for the year 2012 whilst Lembaga Tabung Angkatan Tentera

(LTAT) to provide financial assistance at a later stage. Construction for 49 homes encompassing rebuilding and repairing to be completed this year and a target of 100 homes is set for the year 2013.



31 military camps all over Malaysia are poised to function as 1Malaysia Veterans Access Points in the first quarter of 2013. These camps will perform similar duties of JHEV State Office but in a reduced-scale.



To facilitate Veterans who are interested to contribute to the workforce, job matching and placement is arranged either in the public or private sector. Collaboration with Government Linked Companies, Government Linked Investment Companies, Government Enforcement Agencies, Public Service Department, manufacturing sector or other private institutions are established to intensify the hiring process. By this process, the Veterans will continue to earn an income and at the same time contribute to nation building.

With more than 90% of the Veterans keen to be entrepreneurs upon leaving their service, through entrepreneurship support they are able to obtain training, financial assistance and mentorship to start a business. An allocation of RM3.5 million is approved under the Micro-PPP fund by Unit Kerjasama Awam Swasta (UKAS) for the year 2012 to assist Veterans establish or expand their business. Tabung Ekonomi Kumpulan Usaha Niaga (TEKUN) has been appointed to approve and process this fund.



In regards to raising the Industry acceptance of PERHEBAT training, several memorandum of understanding has been signed by PERHEBAT with local or international bodies, government agencies and private institutions to ascertain that the qualification offered are accepted and recognised by the private sector. PERHEBAT also has received accreditation from Department of Skills Development (DSD) for 37 courses offered to the trainees. As of October 2012, 100 of PERHEBAT trainees are enrolled in the Skim Kemahiran dan Kerjaya 1Malaysia (SKK1M) for a period of 2 months.



1Malaysia Veterans Family Programme is designed to cater the needs of the wives/widows/beneficiaries of the Veterans. JHEV works closely with Ministry of Women, Family and Community Development (MWFCD) through the existing 1AZAM programme. Commencement of this programme is planned throughout Malaysia in 2013.

The Kad Bekas Tentera (KBT) is recognised as 1Malaysia Privilege Card effective from January 2013. This initiative is to help Veterans cope with high cost of living by offering discounted products and services. 23 merchants are currently participating in this programme. Ministry of Finance (MOF) and Ministry of Domestic Trade, Co-operatives and Consumerism (MDTCC) are currently in negotiations to engage more merchants to participate in this programme.

All these initiatives are able to elevate the Veterans lifestyle to a higher level and to ensure a secure and comfortable living. JHEV and PERHEBAT will continue to identify the areas of improvement in facilitating the needs of the Veterans. JHEV and PERHEBAT will also venture into the new prospective to widen the scope of services rendered to the Veterans.





Kosmo, Ahad - 16 Dis 2012

## PM lancar 7 inisiatif veteran ATM

AHMAD SYAKIR SAZILI

**KUALA KANGSAR** – Perdana Menteri, Datuk Seri Najib Tun Razak semalam melancarkan tujuh inisiatif teras bagi memperkasakan bekas tentera melalui Program Pengiktirafan Veteran IMalaysia (IMVRP).

Tujuh inisiatif berkenaan ialah Program Penempatan Kerja untuk Veteran; Program Bimbingan Usahawan Veteran; Program Meningkatkan Penerimaan Latihan Perbadanan Hal Ehwal Bekas Angkatan Tentera (Perhebat) oleh Industri dan Kad Privilege IMalaysia.

Tiga inisiatif seterusnya ialah Pusat Sehati Veteran IMalaysia, Program Pembangunan Keluarga Veteran IMalaysia dan Program Membaikpulih serta Membina Rumah Veteran IMalaysia.

Menurut Najib, inisiatif berkenaan diharap dapat membela dan memperkukuhkan ta-

hap sosioekonomi lebih 300,000 pesara Angkatan Tentera Malaysia (ATM) dan 234,500 veteran tidak berpen-  
cen di seluruh negara.

Katanya, IMVRP merupakan satu lagi produk IMalaysia yang dilaksanakan di bawah Strategi Lautan Biru Kebangsaan.

“Inisiatif ini boleh dianggap satu lagi usaha membantu rakyat tanpa mengira latar belakang, wilayah atau komuniti agar mereka turut mendapat faedah dan pembelaan daripada kerajaan,” katanya.

Beliau berkata demikian ketika berucap merasmikan IMVRP di sini semalam.

Turut hadir Menteri Pertahanan, Datuk Seri Ahmad Zahid Hamidi; Menteri Besar Perak, Datuk Seri Zambry Abd. Kadir; Panglima Tentera Laut, Laksamana Tan Sri Abdul Aziz Jaafar dan Ketua

Pengarah Jabatan Hal Ehwal Veteran (JHEV) ATM, Mejar Jeneral Datuk Zulkiflee Mazlan.

Katanya, Kementerian Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan (KPDNKK) serta Kementerian Pembangunan Wanita, Keluarga dan Masyarakat (KPWK) akan membantu Kementerian Pertahanan dalam pelaksanaan dua daripada inisiatif berkenaan.

“KPDNKK akan membantu bekas tentera menyertai latihan keusahawanan francais dan kerajaan memperuntukkan RM3.5 juta sebagai modal permulaan yang akan disalurkan melalui Perhebat dan ditadbir selia oleh Tabung Ekonomi Kumpulan Usaha Niaga (TEKUN).

“KPWK pula akan membantu keluarga veteran, isteri dan waris menjana pendapatan melalui program IAzam,” katanya.



NAJIB (dua dari kiri) bersalaman dengan anggota veteran ATM pada majlis pelancaran IMVRP di Kuala Kangsar semalam.





# 534,500 pesara terbela

Tujuh inisiatif Program Strategi Lautan Biru Negara naik taraf hidup veteran tentera

>>Oleh MOHD HUSNI MOHD NOOR

mhusni@hmetro.com.my

**K**UALA KANGSAR: Kualiti hidup dan kebajikan lebih 300,000 veteran tentera berpen-  
cen dan 234,500 veteran tentera tidak berpen-  
cen di seluruh negara terus terbela apabila Perdana Menteri mengumum-  
kan tujuh inisiatif istimewa menerusi Program Strategi Lautan Biru Negara ke-7 (NBOS7) di sini, semalam.

Datuk Seri Najib Razak berkata, tujuh inisiatif berkenaan antara lain bertujuan memastikan veteran tentera hidup sejahtera, terutama daripada segi taraf hidup, sosio-ekonomi dan kebajikan.

Beliau berkata, ia sekali gus memperlihatkan keprihatinan dan kesungguhan kerajaan membantu veteran tentera menjalani kehidupan lebih baik selepas menamatkan perkhidmatan.

"Antara tujuh inisiatif berkenaan ialah membaik pulih rumah veteran 1Malaysia; penubuhan Pusat Sehati Veteran 1Malaysia; Program Penempatan Kerja Untuk Veteran 1Malaysia; Bantuan Keusahawanan; Meningkatkan Penerimaan Latihan Perhebat oleh Industri; Program Keluarga Veteran 1Malaysia dan Kad 'Privilege' Veteran 1Malaysia," katanya ketika berucap merasmikan majlis pelancaran Program Pengiktirafan Veteran 1Malaysia



**MERIAH...** Datuk Seri Najib bersalam dengan orang ramai, termasuk veteran ATM yang menyambut ketibaan beliau ke majlis pelancaran Program Pengiktirafan Veteran 1 Malaysia di Padang SMK Clifford, semalam.

(1MVRP) di Padang Sekolah Menengah Kebangsaan (SMK) Clifford, di sini, semalam.

Hadir sama Menteri Pertahanan, Datuk Seri Ahmad Zahid Hamidi dan Menteri Besar Perak, Datuk Seri Dr Zambry Abdul Kadir.

Serentak majlis pelancaran itu, Najib turut mengumumkan beberapa khabar gembira buat veteran tentera. Antaranya sebanyak 49 kediaman menerusi inisiatif baik pulih rumah akan dibina

menjelang akhir tahun ini, manakala 100 rumah lagi disasarkan tahun depan.

Selain itu, sebanyak 4,300 peluang pekerjaan disenaraikan kepada veteran tentera oleh beberapa syarikat berkaitan kerajaan (GLC) dan swasta, termasuk Boustead Holdings Bhd dan Sime Darby Bhd.

Antara khabar gembira lain ialah pemberian dana berjumlah RM3.5 juta yang diperuntukkan kepada veteran tentera yang berminat men-

ceburi bidang perniagaan.

Najib berkata, sebanyak 33 kem tentera di seluruh negara sudi bekerjasama menawarkan pusat sehati kepada veteran tentera 1Malaysia.

Menurutnya, kerajaan tidak pernah meminggirkan setiap peringkat masyarakat di negara ini, malah akan mengotakan setiap janji diberikan.

"Bila kita kata, kita buat... kerana setiap janji perlu ditepati," katanya.

Katanya, dalam pembentangan Bajet 2012, kerajaan turut mengumumkan pemberian wang 'one-off' sebanyak RM1,000 kepada setiap veteran tentera tidak berpen-  
cen.

Najib berkata, seramai 243,500 veteran tentera tidak berpen-  
cen akan menerima bantuan itu membabitkan peruntukan keseluruhan berjumlah RM243.5 juta.

Program pelancaran 1MVRP di sini semalam dihadiri puluhan ribu pengunjung. Pengunjung turut dihiburkan dengan pertunjukan udara aerobatik Pesawat Krisakti, persembahan anjing perang, kawad senyap dan pameran tiga cabang Angkatan Tentera Malaysia (ATM).

Pengunjung turut dihiburkan dengan Konsert Karnival 1Mindel yang akan disertai beberapa artis terkenal tanah air, termasuk Jamal Abdullah dan Ana Rafali bermula jam 8 malam.



**PRIHATIN...** Najib berbual mesra dengan Sapuan di rumah baru miliknya, semalam.



# Veteran ATM sambut baik tujuh inisiatif

» 243,500 bekas askar tak berpencen turut manfaat 1MVRP

Oleh Jalal Ali Abdul Rahim,  
Shamsul Kamal Amarudin  
dan Nurhayati Abillah  
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■ Kuala Kangsar

**K**erajaan semalam melancarkan Program Pengiktirafan Veteran 1Malaysia (1MVRP) yang menggariskan tujuh inisiatif baru bagi membela nasib dan menjaga kebajikan kira-kira 300,000 veteran tentera dan keluarga mereka.

Inisiatif berkenaan ialah Program Penempatan Kerja untuk Veteran, Program Bimbingan Usahawan Veteran, Program Meningkatkan Penerimaan Latihan Perbadanan Hal Ehwal Bekas Angkatan Tentera (PERHEBAT) oleh Industri, Kad Privilege 1Malaysia, Pusat Sehati Veteran 1Malaysia, Program Pembangunan Keluarga Veteran 1Malaysia serta Program Membaikpulih dan Membina Rumah Veteran 1Malaysia.

Ia diumumkan Perdana Menteri, Datuk Seri Najib Razak ketika pelancaran program itu di padang Sekolah Menengah Kebangsaan (SMK) Clifford, di sini sambil disambut sorakan dan tepukan gemuruh oleh kira-kira 30,000 veteran tentera yang berhimpun.

Najib berkata, 1MVRP adalah satu lagi produk 1Malaysia yang dilaksanakan mengikut Strategi Lautan Biru Kebangsaan (NBOS7) yang akan mem-

beri manfaat kepada semua veteran Angkatan Tentera Malaysia (ATM) termasuk 243,500 veteran tidak berpencen.

"Ia bertujuan supaya setiap kelompok tidak kira latar belakang, wilayah atau komuniti mesti mendapat sentuhan, faedah dan pembelaan daripada kerajaan," katanya.

Najib berkata, inisiatif pertama ialah memberi peluang pekerjaan untuk warga veteran dengan syarikat berkaitan kerajaan (GLC) dan swasta menyediakan peluang pekerjaan seperti Boustead Holdings yang juga anak syarikat Lembaga Tabung Angkatan Tentera (LTAT) menyediakan 267 pekerjaan, manakala Sime Darby membuka 371 peluang pekerjaan.

Beliau berkata hampir 4,300 kekosongan jawatan dijangka disenaraikan untuk mereka tidak lama lagi dan meminta semua veteran ATM berdaftar dengan Jabatan Hal Ehwal Veteran (JHEV) untuk mendapat peluang pekerjaan itu.

"Ini tidak termasuk mereka yang berpencen awal yang ingin menyertai pasukan Polis Diraja Malaysia (PDRM) yang boleh dapat pencen dan kerja baru pun dapat," katanya.

Inisiatif lain ialah:

● Program bimbingan usa-

hawan menerusi penawaran francais dengan kerjasama Kementerian Perdagangan Dalam Negeri, Koperasi dan Penggunaan (KPDNKK).

● Meningkatkan penerimaan latihan oleh Perbadanan Hal Ehwal Bekas Angkatan Tentera (PERHEBAT) oleh industri. Kerajaan menyediakan peruntukan awal RM3.5 juta yang diuruskan PERHEBAT dan dikawal selia oleh Tekun Nasional

● Penerimaan Kad Bekas Tentera (KBT) yang diiktiraf sebagai Kad Privilege 1Malaysia bagi membolehkan veteran tentera membeli produk dari 282 syarikat pada harga diskaun.

● Pusat Sehati Veteran 1Malaysia di 31 kem atau pang-

kalan tentera. Veteran tentera akan mendapat kemudahan akses maklumat, pertolongan dan bantuan yang boleh diberikan kepada mereka.

● Program Pembangunan Keluarga Veteran 1Malaysia bertujuan meningkatkan pendapatan keluarga veteran ATM terutama yang berpendapatan rendah. Keluarga seperti balu, anak dan waris terdekat boleh menjana pendapatan lebih baik dan stabil. Inisiatif dilaksanakan dengan kerjasama Kementerian Pem-

bangunan Wanita, Keluarga dan Masyarakat (KPWKM) melalui program 1Azam yang meliputi Azam Kerja dan Azam Niaga.

● Program Membaik Pulih dan Membina Rumah Veteran 1Malaysia dilaksanakan menerusi Kor Jurutera ATM, manakala peruntukan disediakan Unit Penyelarasan Pelaksanaan (ICU). Anggaran 49 rumah dibina atau dibaikpulih tahun ini, manakala 100 rumah disasarkan tahun depan.

Najib juga berkata, kerajaan tidak pernah memperlekehkan pesara tentera, malah inisiatif itu wajar memandangkan keamanan negara yang dikecapi hari ini adalah hasil bakti dan jasa mereka kepada negara.

"Ini perlu supaya jasa-jasa mereka bukan sahaja dalam sajak atau puisi atau dengan sanjungan kata-kata sahaja, tetapi mestilah diterjemahkan dalam bantuan tertentu mengikut kemampuan kerajaan," katanya.

Beliau berkata pengiktirafan itu adalah hasil urus tadbir kerajaan yang cekap dan sering menepati janji hingga diiktiraf di peringkat antarabangsa selain membezakan antara Kerajaan Barisan Nasional (BN) dengan pembangkang.



## Military Community Transformation Centres

The Military Community Transformation Centres (MCTCs) are established for the benefit of military personnel, their families as well as communities living near the military camps. This programme is intended to raise the quality of life for military personnel and their families as well as local communities. The programme comprises of the following initiatives:

- Offer a range of government services and social activities at MCTCs to improve the quality of life of military personnel and families
- Make MCTCs and PERNAMA part of the UTC-RTC network to provide cheaper agricultural products for military personnel and their families
- Offer unused land around military camps for rural people to do high-value community farming and share the profit with the military
- Offer unused land around military camps to farmers on a profit-sharing basis for them to do high-value community farming facilitated by MCTCs.
- Offer comprehensive entrepreneurship support to military family members through MCTCs
- MCTCs will also be promoting volunteering activities near military camps

For the first phase, three military camps were identified for the MCTCs: Kem Desa Pahlawan, Kota Bharu for the Army, Pangkalan TLDM Lumut for the Navy and Pangkalan Udara Labuan for the Air Force.



*Building for MCTC at Kem Desa Pahlawan Kota Bharu*



*Building for MCTC at Pangkalan TLDM Lumut*



*Building for MCTC at Pangkalan Udara Labuan*





*Entrepreneurship programme for the housewives*



*PERNAMA Lumut*



*PERNAMA Kota Bharu*



*Economic activities at Kem Desa Pahlawan*

## Military Community Volunteering Days

“Military Community Volunteering Days” involves the holding of Open Days at military camps/bases across the nation for visitors to engage in high-impact volunteering activities that address local touch point issues. The theme for the Open Day is *Tentera dan Rakyat Sentiasa Bersama* (Military and Rakyat Always Together).

Activities during the open day include:

- a. Static Display (such as display of military vehicles, weapons, military uniforms and communication sets)
- b. Interactive Display (such weapon handling and radio communications)
- c. Demonstrations (on brass band, para jumping, war dogs, silent drill, cooking of military ration and red warrior performance).
- d. Provision of services (given by military personnel such as medical, dental and recruitment)

In this initiative, local communities are also invited to Open Days at military camps/bases to receive helpful services and enjoy fun activities in this programme. A total of 39 Army, Navy and Air Force camps/bases nationwide at 31 locations throughout the country will also engage the local JKKs and community to strengthen and expand existing relationships.



*Holding special session with celebrity military reserves*



*Receiving free health screenings from military doctors*



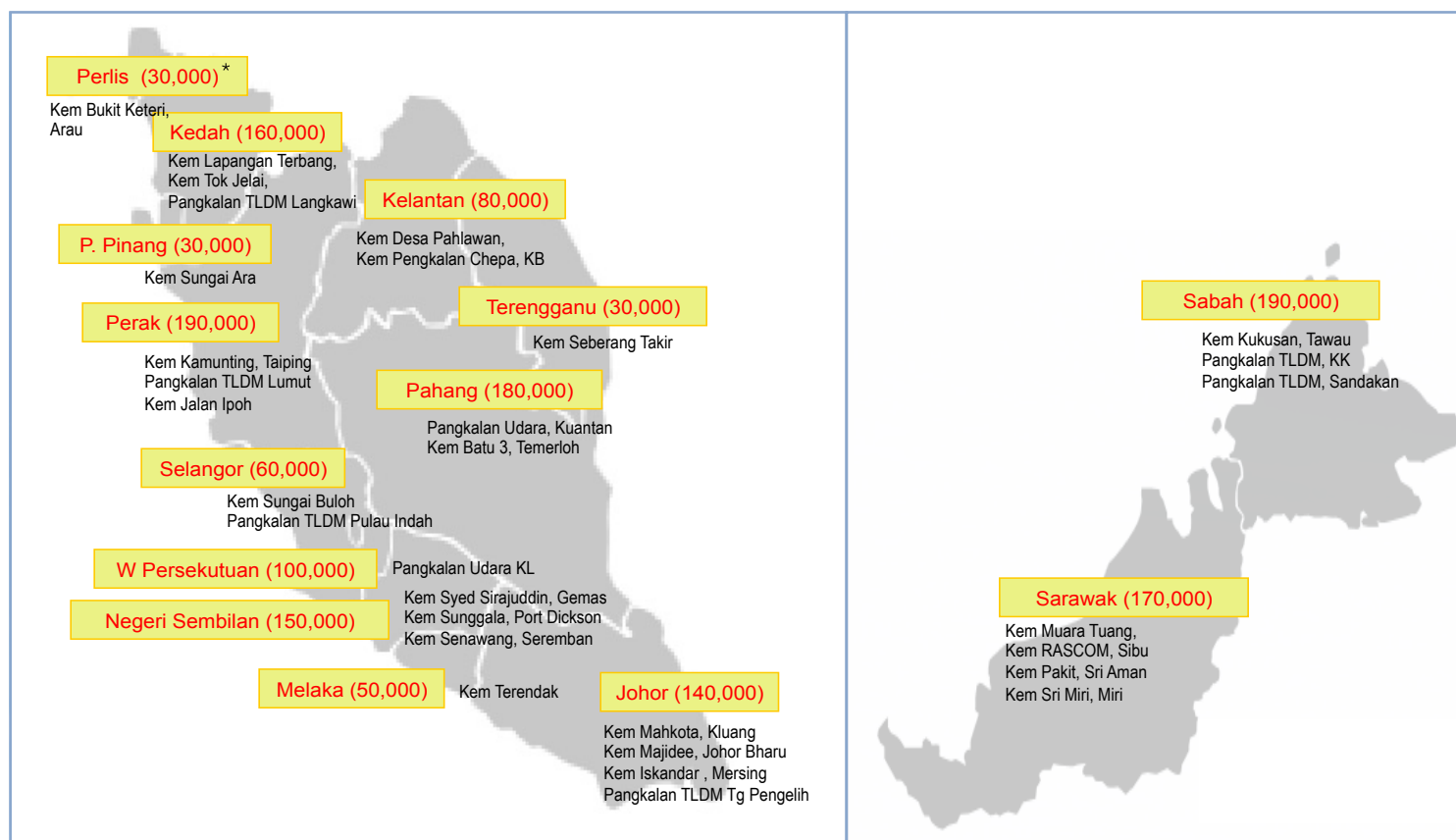


Static display



Engaging in fitness classes and games led by military personnel

### CAMPS INVOLVED IN MILITARY COMMUNITY VOLUNTEERING DAYS



\* Figures indicate the estimate of expected participants







# *Chapter 9*

## **Conclusion**

- Impact on the Nation
- Sustaining the Future

## Chapter 9

# Conclusion

## Impact on the Nation

It cannot be denied that when the concept of transformation was first uttered, the idea of institutionalising it among organisations and agencies seem insurmountable; yet it was not a formidable barrier. What was perhaps envisaged as fundamentally domestic organisational re-engineering exercise that involved technologies, operations and strategies soon ballooned into an intra-agency and intra-organisational inter-face and interfusion. Such was the continuum of success and that opening of doors should not be solely viewed from the perspective of domestic re-engineering but on the ability to evolve and integrate structures and procedures to fully exploit new technologies and operational procedures. Organisational hierarchy is important in making this strategic milestone a reality and paves the way to tackle any fresh challenges, embrace problem solving norms, offer new solutions and emphasise trust.

The collective desire of the government was manifested from the

onset. Political will, all-round cabinet support, ironing out administrative gaps, budgetary provisions and a huge dose of enthusiasm provided the impetus on pursuing these ground-breaking initiatives. The central concept that could be derived from this total commitment is that transformation constitutes a process of initiating and sustaining political, economic and organisational changes.

## Sustaining the Future

What has emerged from these classic proponents of Malaysia's transformation journey is that prevailing domain-orientated organisational culture is malleable and no longer viable in this ever competitive environment. With the committed support of the government, innovations, current information and sharing of expertise were adroitly given renewed emphasis, subsequently cultivated, nurtured and exploited. The orthodox notion, 'Government knows best' regime was shown the door and replaced with organisations that welcome engagement, open ended deliberations, ability to participate in dynamic, critical and realistic simulations.

The Government on its part facilitated this transformation by institutionalising promotional incentives, ensuring that no sector/new entry would be orphaned, rooting out corrupt practices and fostering an even playing field for all. In negating monopolistic culture, the government forged close ties with all concerned parties, opened all networking channels, permitting interested parties to glean information pertaining to any relevant query. The Government is





committed and passionate in championing transformation that in turn would require the support of all, as any non-compliance would severely dent these noble aspirations.

In conclusion, this book emphasises that changes, be it incremental or radical, is not achievable overnight. Given the dynamic landscape and the uncertainty of all innovative success, it would be difficult to predict coherent outputs for each feat. Nevertheless, these ups and downs should by no means defeat the noble intent of embracing intra organisational networking, streamlining administrative reforms, advocating consensual decision making, mutual technical sharing and above all, greater toleration. As pioneers of this transformation, process the challenge is on us (present generation) to creatively exploit designs, procedures, organisations and mechanisms in pursuit of a better tomorrow. 🌟



## Komitmen Kami, Keyakinan Anda



# ATM bantu pembangunan negara menerusi Strategi Laut Biru

Dua STRATEGI

pengangkutan.com.my

**PENGLIBATAN** Angkatan Tentera Malaysia (ATM) dalam pembangunan negara melalui strategi Laut Biru akan dilaksanakan pada 16 September 2011 di Kuala Lumpur.

ATM akan melaksanakan projek pembangunan negara melalui strategi Laut Biru yang akan dilaksanakan pada 16 September 2011 di Kuala Lumpur.

ATM akan melaksanakan projek pembangunan negara melalui strategi Laut Biru yang akan dilaksanakan pada 16 September 2011 di Kuala Lumpur.

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# Acronyms

AADK	Agensi Anti Dadah Kebangsaan
AKLB	Akademik Latihan Keselamatan Bersepadu
BAKAS	Bekalan Air dan Kebersihan Alam Sekitar
BALB	Bekalan Air Luar Bandar
BOS	Blue Ocean Strategy
BSC	Balanced Scorecard
CDF	Chief of Defence Force
CIMIC	Civil-Military Cooperation
COA	Chief of Army
CRC	Community Rehabilitation Centre
CRP	Community Rehabilitation Programme
CSLAC	Civil Service Leadership Action Congress
DDEC	Design Development Centre
DIGP	Deputy Inspector General Police
Div	Division
DOA	Department of Agriculture
DVS	Department of Veterinary Services
ETP	Economic Transformation Programme
FELCRA	Federal Land Consolidation and Rehabilitation Authority
FELDA	Federal Land Development Authority
FAMA	Federal Agriculture Marketing Authority
GDP	Gross Domestic Product
GFS	Gravity Feed System
GNI	Gross National Income
GOF	General Operation Force
GTP	Government Transformation Programme
HDC	Halal Industry Development Corporation
IBS	Industrialised Building System
ICT	Information and Communications Technology
IGP	Inspector General Police
ILP	Institut Latihan Perindustrian
IRR	Internal Rate of Return
KD	Kapal Diraja



KESBAN	Keselamatan dan Pembangunan
KKLW	Kementerian Kemajuan Luar Bandar dan Wilayah
KPI	Key Performance Indicator
KSN	Ketua Setiausaha Negara
LIH	Low Income Household
MAF	Malaysian Armed Forces
MidAS	Malaysian Institute of Defence and Security
MinDef	Ministry of Defence
MARA	Majlis Amanah Rakyat
MARDI	Malaysian Agricultural Research and Development Institute
MBOSI	Malaysian Blue Ocean Strategy Institute
MCP	Military Community Partnership
MCTC	Military Community Transformation Centre
MDTCC	Ministry of Domestic Trade, Cooperative and Consumerism
MKM	Maktab Koperasi Malaysia
MMEA	Malaysian Maritime Enforcement Agency
MoA	Ministry of Agricultural
MoH	Ministry of Health
MoHA	Ministry of Home Affairs
MoHE	Ministry of Higher Education
MoHR	Ministry of Human Resources
MRRD	Ministry of Rural Rehabilitation and Development
NATC	National Agriculture Training Council
NBOS	National Blue Ocean Strategy
NBOS Summit	National Blue Ocean Strategy Summit
NBOS1	National Blue Ocean Strategy 1
NBOS2	National Blue Ocean Strategy 2
NBOS3	National Blue Ocean Strategy 3
NBOS4	National Blue Ocean Strategy 4
NBOS5	National Blue Ocean Strategy 5
NBOS6	National Blue Ocean Strategy 6
NBOS7	National Blue Ocean Strategy 7
NBOS8	National Blue Ocean Strategy 8
NEM	New Economic Model
NSOF	National Special Operation Force
NKRA	National Key Result Areas
NKEA	National Key Economic Areas

NPV	Net Present Value
Op	Operasi
PBR	Program Bantuan Rumah
PM	Prime Minister
PSD	Public Service Department
PUSASDA	Pusat Latihan Asas Tentera Darat
RAJD	Rejimen Askar Jurutera Diraja
RBI	Rural Basic Infrastructure
RISDA	Rubber Industry Smallholders Development Authority
RMP	Royal Malaysia Police
RTC	Rural Transformation Centre
RTP	Rural Transformation Programme
Sec Gen	Secretary General
SPKR	Skim Pembangunan Kesejahteraan Rakyat
SPP	Sijil Pengesahan Peruntukan
Sqn	Squadron
SSG	Special Service Group
SMAW	Shielded Metal Arc Welding
TEKUN	Tabung Ekonomi Usahawan Negara
TEMAN	Terminal Agribisnes Negara
TKPM	Taman Kekal Pengeluaran Makanan
TQM	Total Quality Management
VIP	Very Important Person
1AZAM	1Akhiri Zaman Miskin



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Harian Metro	600 banduan lagi ikuti pemulihan di kem tentera, Thursday May 26 2011.
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