



## PART C – IMPLEMENTATION SUPPORT

### Transforming MOHE

*"You must be the change you wish to see in the world."  
~ Mahatma Gandhi.*

The Ministry is fully committed to driving higher education transformation in order to develop the first-class human capital essential to the future of Malaysia. Here "change" refers to the overall philosophical shift in the way the MOHE interacts with HEIs. In the past, the roles of the Ministry have been more of a regulator and an enforcer of Government policies. Moving forward, these roles will still have to be played by the Ministry, but MOHE will emphasise its role as facilitator and lead partner in enhancing the higher education ecosystem. The lead partner does not only provide strategic direction, it also offers the support necessary to ensure the success of the institutions.

Towards this end, in the National Higher Education Strategic Plan, improving the Ministry's service delivery system has been identified as a key strategic thrust. Efforts are underway to improve the following areas:

- Governance and management: efficiency, effectiveness and integrity.
- Culture: professionalism, high performance, and teamwork.
- Financial resources: efficient allocation in achieving objectives.
- Human resources: synergy of new, existing and old expertise.
- Info-structure: timely availability of information and analysis.

Beyond revamping the Ministry's modus operandi, project and programme management best-practices will be employed to provide the right leadership and stewardship for the long-term transformation agenda. The following sections describe the programme governance structure for the first phase of our transformation. As we make the transition to future phases, the governance structure may also evolve accordingly.

Corporate best-practices will be adopted to drive the transformation plan.

The Programme Management Office will lead the transformation and build project management capacity.

### Programme Governance

As our transformation progresses, the Ministry will require mechanisms to align ongoing programme activities with the strategic directions of higher education. These mechanisms will also be designed to help MOHE managers assess the programme's development and adjust content and direction when necessary.

To achieve these objectives, our programme will institutionalise effective governance, which is defined as follows:

- Governance, for a programme, is a combination of three factors: committed individuals filling executive and management roles; programme oversight functions which have been organised into structures; and policies that define management principles and decision-making procedures.
- This combination is focused on providing direction and oversight to achieve the desired outcomes. It must also provide data and feedback to determine the ongoing contribution of the programme to the overall strategy and direction.

This Plan will take up a number of elements in governance, including:

- Organisational structures: These will include a programme steering committee, a Programme Management Office (PMO), the programme organisational model and the project organisational model.
- Roles: These will include the ministerial executive sponsor, steering committee members, PMO director and managers and project managers.
- Mechanisms: Designed to provide guidance and direction, these will include policies, governance principles, decision or authority specifications, and regular review processes to identify and execute adjustments to ensure achievement of the planned outcomes.

A successful programme will be achieved through a combination of employing the right individuals, an effective structure for management and oversight, and a proper set of programme roles and responsibilities. Roles and responsibilities will be defined and structured with targets in mind.

## Programme Structure

As a critical success factor, individuals who direct the programme and those who oversee its activities must be organised and efficient. Direction and decisions should be clearly and adequately communicated.

### Programme Champion

The programme champion will be the “owner” and the programme’s principal beneficiary and is accountable for achieving the programme’s defined outcomes specified in the transformation plan.

### Steering Committee

A Steering Committee is needed because this transformation will impact more than the MOHE. A large-scale initiative like this will require a governance mechanism through which all key stakeholder representatives can reach an agreement which will result in desired directions and outcomes for everyone.

Further, a steering committee is needed because this programme requires a forum in which the representatives can raise issues and adjust direction, resources or timing by consensus.

The Steering Committee will consist of representatives from other Ministries, HEIs, the corporate sector and eminent scholars. Their role is to monitor programme progress, understand issues raised and adjustments made, assess potential impact within their own organisations and report the information on committee decisions to their respective constituencies.

### Programme Director

Throughout the planning and execution of the programme, the programme director and managers must ensure that the programme is linked to the MOHE strategy. As internal and external events affect the Ministry’s initiatives, programmes must have mechanisms that will maintain a link between the initiative and the strategy, and provide for effective information exchange and necessary adjustments.



### Programme Management Office

The Programme Management Office (PMO) will be set up to drive the overall transformation and to spearhead the development of project management capability within the Ministry. Four operating units will be created as follows:

1. The Project Delivery Unit will be a key resource in assisting project teams to establish internal competency in project analysis, design, management and review. Resources from this unit can be deployed to assist project planning and execution on a temporary basis depending on priority and availability.
2. The Process and Mentoring Unit will act as a training facility and a consultancy. It may mentor those who need guidance and be a source of information on project processes. This project office often helps in project setups and post-project reviews.
3. The Monitoring and Reporting Unit will assist in the review and tracking of plan conformity, benefits realisation, financial expenditures, and generation of reports and financial documents to ensure compliance with policies and practices.
4. The Communication Unit will manage communication flow between the various stakeholders. It will be the keeper of the programme’s communication plan and be responsible to ensure stakeholders are regularly updated to facilitate buy-in and minimise resistance.

### Project Team

The project teams will comprise dedicated team members led by a project manager. These teams will carry out the planning and design of a specific initiative which could be a pillar or a critical agenda programme.

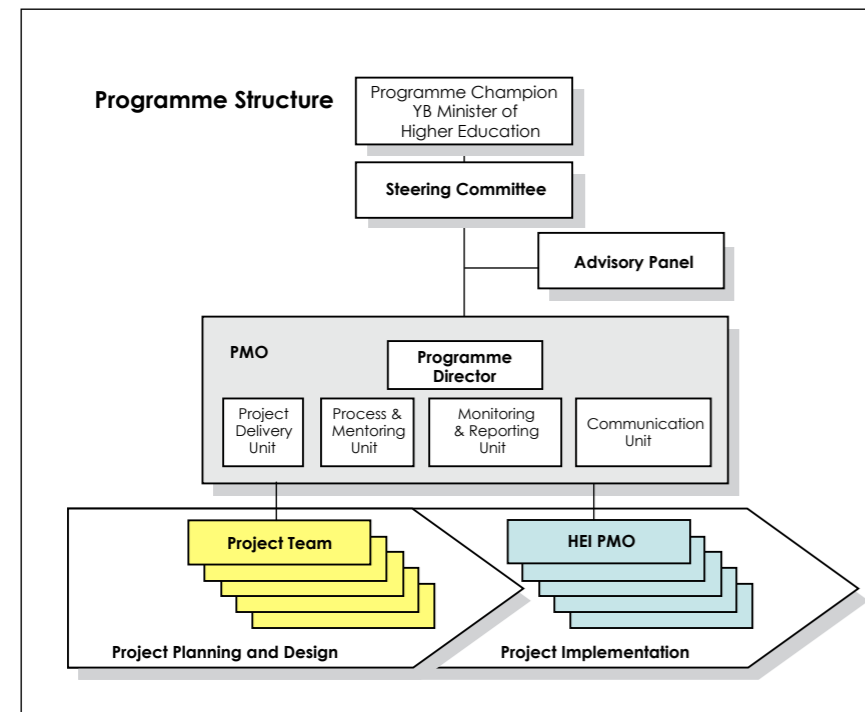
Team members may include a cross-section of individuals from various institutions and agencies. The teams may also be supplemented by consultants and subject matter experts approved by the Steering Committee. PMO support will be provided to ensure quality and consistency across projects.

### HEI PMO (iPMO)

Similar to the central PMO at the Ministry's level, mini PMOs will be formed at institution level to provide support for implementation planning and execution. The iPMO is headed by the institutional transformation "champion" who will be supported by a small team of about five members who are dedicated to the programme.

During the planning and design phase of an individual project, the iPMO team may be required to assist the Project Team in facilitating interviews and access to HEI data and expertise. PMO support will also be provided in the setting up and mentoring of iPMOs.

The chart below illustrates the various roles and their reporting relationships in the programme structure. The Advisory Panel component is optional and will be convened as and when necessary.



### Conclusion

Human capital development is the true north of our mission for higher education. Providing the incentives, legislation, policies and governance framework conducive to the pursuit of academic achievement will enable HEIs to educate a new generation of Malaysians who are able to engage actively in the global world.

The levelling-up approach does not discriminate: It will allow high-achieving students greater scope for progress, while simultaneously providing those less academically inclined with wider opportunities for advancement.

While levelling up will cater to the needs of all Malaysians, the particular requirements of historically disadvantaged groups will not be ignored. The needs of these communities will be strategically prioritised in the Action Plan.

Parallel to the initiatives on human capital development, the Plan also addresses the need for important structural changes within the higher education ecosystem. The provision of infrastructure necessary for the advancement of all aspects of higher education is of paramount importance, as is the continuous provision of highly-committed, motivated and qualified academic staff.

This Plan, when implemented fully, will lay the foundation for the revolution of Malaysian higher education—a revolution that is not merely desirable, but necessary for our survival.

## Abbreviations

9MP	9th Malaysia Plan
AKePT	Akademi Kepimpinan Pengajian Tinggi (Higher Education Leadership Academy)
BOD	Board of Directors
FDI	Foreign Direct Investments
HEI	Higher Education Institutions
LLL	Lifelong Learning
MITI	Ministry of International Trade and Industry
MoA	Memorandum of Agreement
MOHE	Ministry of Higher Education
MOHR	Ministry of Human Resources
MOSTI	Ministry of Science, Technology and Innovation
MoU	Memorandum of Understanding
MQA	Malaysian Qualification Agency
MQF	Malaysian Qualification Framework
NCLLL	National Committee for Lifelong Learning
NGO	Non-Governmental Organisations
NIS	National Innovation System



OECD	Organisation for Economic Co-operation and Development
OKU	Orang kurang upaya (People with disabilities)
PMO	Programme Management Office
PTPTN	Perbadanan Tabung Pendidikan Tinggi Nasional (National Higher Education Fund Corporation)
PSD	Public Services Department
R&D	Research and Development
R&D&C	Research, Development and Commercialisation
RSE	Researchers, Scientists and Engineers
SCLLL	State Council for Lifelong Learning
T&L	Teaching and Learning
UNCTAD	United Nations Conference on Trade and Development
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UUCA	Universities and University Colleges Act