# Digital JAWI: Improving the Wellbeing and Enhancing the Service Delivery to Citizens

Abdul Rahman Bin Ahmad Dahlan[1], Nor Iman Nabila bt Abu Bakar[2],
Nor Fatin Izzati bt Mohd Said[3], Siti Hajar Mohd Yasin[4]

[1]Kulliyah of Information Communication and Technology,
[2, 3, 4]Kulliyyah of Islamic Revealed Knowledge and Human Sciences, International Islamic University Malaysia (IIUM),
Gombak, Malaysia

*Abstract:* The enhancements in the governmental system, social and spiritual aspects are viewed as important towards preparation of the Malaysian Vision 2020. Vision 2020 is an ideal Malaysian introduced by the former Prime Minister of Malaysia, Tun Dr. Mahathir Mohamad during the tabling of the Sixth Malaysia Planning 1991 (Mahathir, 2008). The vision calls for the nation to achieve a self-sufficient industrialized nation by the year 2020, encompasses of all aspects of life including economic prosperity, social well-being, educational world class, political stability and balance in psychological. For example, the government of Malaysia has put an effort in term of programs and budgets in ensuring the public sector is being managed efficiently, effectively and systematically. This study aims to propose transformation of Jabatan Agama Islam Wilayah Persekutuan (JAWI) as one of the world class organizations. Data were collected via interviews that had been conducted from public officers of JAWI. The proposed transformation is based on Public Service Transformation Framework (PSTF) that focuses on five strategic thrusts of talent development, organizational development, citizen- centric service delivery, inclusivity and ownership, and enculturation of shared values of patriotism, ethos and integrity. This transformation program emphasizes the need and prioritization of services that is required by the citizens or Rakyat, where JAWI's business processes are defined by its customer segment and enabled by technology. JAWI may have to change the way it deals with every part of its value chain be developing an internet-based solution. The winning digital organisations are versatile and scalable. Besides, literature review and Business Model Canvas framework will be used as the methodology in this study.

*Keywords:* JAWI, Public sector, digital transformation, digital government, Business Model Canvas.

## I.  INTRODUCTION & BACKGROUND OF JAWI

Malaysia has been a successful developed country and is forging ahead to become a developed nation in its own mould. In order to become more successful, our nation has to be managed effectively. Malaysian Public Service that serves as the administrative arm of the government has a crucial role to play in facilitating the nation's journey towards becoming a developed nation by 2020. Under the Malaysian Act 132, public service is defined as an administrative machinery or executive power in implementing policies and decision made by the Government in order to realize national development agenda. A strong framework needs to be adopted in public service ecosystem to ensure the strategic goals of vision 2020 are achieved. The goals will lead the public service to be a high performing, dynamic and citizen centric with integrity (*Jabatan Perkhidmatan Awam*, 2016). Jabatan Agama Islam Wilayah Persekutuan (JAWI) is one of the public services that has been established initially under the name of the Secretariat of the Council with a view to launching the Federal Territory Islamic Religious in 1974. The objectives of JAWI are to strengthen the Faith, Sharia and morals collectively and comprehensively. JAWI also responsible to manage Muslim family affairs, strengthening education oriented based on Al-Quran and Sunnah, and enliven Mosque and *Surau*. The role of JAWI has been extended to a number of areas

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including planning for development and asset council, researching, and providing education and adequate teacher to educate the children of the Muslim community, especially in federal territory, *da'wah* and charitable activities. This institution also responsible to manage zakat, *waqf* and treasury, enforcement and prosecution and counselling troubled couples, and administer family law to become more systematic (JAWI, 2017)

## II.  PROBLEM STATEMENT

JAWI plays a vital role in managing religious affairs especially in federal territory. It is very crucial and challenging to manage all the affairs in urban area. Therefore, JAWI has to adapt with the current situation to ensure they are able to cope with the needs of the citizens. The management of JAWI need to go through significant changes aimed at delivering better services in term of efficiency and effectiveness. This is due to the emergence of global economy, advances in technology, increasing societal demands, and the need to provide more social services. This study intends to provide a framework for JAWI to increase capability and enhance organizational structure to become more dynamic, agile and flexible. JAWI of the future is to shift from the old public administration to the new public administration where citizens are viewed as both end users and collaborators. The most crucial is about the increasing number in social problems that commonly happened in Wilayah Persekutuan may questioning the roles of JAWI as a mechanism in transforming the future of Wilayah Persekutuan.

## III.  METHODOLOGY

The methodology used in order to get information for fulfilling the objectives of this study includes the following:

### A.  Literature review:

The first method used for this paperwork is reviewing related articles and academic journals which equivalent with our topic. The sources of this study are stated at the end of this paper as references. The articles related on transformation business, online learning system, information system planning by MAMPU and academic journals are referred. The literature review is based on the Nine Block of Business Model Canvas by Osterwalder (2010).

### B.  Benchmarking:

Benchmarking also had been used to complete this study. One of the objectives of benchmarking is to analyse the ways that other organizations practised to achieve their high performance level. The analysis on the system implemented in Buddhist temple which is quite systematic had been done. Based on the analysis, the systems could be the model for the Mosque/Surau. The details as stated in literature review section.

### C.  Interview & Data Analysis:

Interview also had been conducted to gain some information on education systems practised by schools in Wilayah Persekutuan, Malaysia. The objective of the interview is to know the current system that had been implemented in KAFA (Kelas Agama Fardhu Ain), religious classes in Malaysia. Several questions had been asked and analysed. From the analysis, the ideas to make KAFA in future would be better had been made. It is to provide a quality education oriented based on Al-Quran and Sunnah. The details can be referred on key finding sections.

### D.  4 lenses of Innovation:

The Four lenses of innovation by Rowan Gibson (Rowan Gibson, 2014) also had been implemented. The Four Lenses Strategic Framework is not meant to be authoritative nor static (Four, 2009). It is meant to support a practitioner-driven debate to further define common components of the social enterprise methodology. First, challenging orthodoxies. It explains on what if the dominant conventions in JAWI or any organizations or industries that are outdated, unnecessary, or just plain wrong. What is the raising issue if there is such the matter? Second, the harnessing trends. It is the discussion on where are the shifts and discontinuities that will, now and in the future of JAWI, provides the energy needed for a major leap forward? Third, leveraging resources explained how the arrangement of existing skills and assets into new combinations that adds up to more than the sum of their parts? Lastly, understanding needs. The unmet needs and frustrations that everyone else is simply ignoring must be found. Using this 4 lenses of innovation will help and become the reference for this article in transform JAWI of future.

## IV. LITERATURE REVIEW

The literature reviews are selected from relevant literature related to the research topic. There are:

### a. The Current System of JAWI:

Ministry Office Of Prime Minister Department Y.B Mejar Jeneral Dato' Seri Jamil Khir Bin Haji Baharom (B), JAWI, in *Buku Panduan Proses Nikah Cerai dan Ruju'* explained the processes of Marriage, Divorce and *Ruju'* Registration. It illustrated step-by-step the stages that the citizens who live in Wilayah Persekutuan need to follow from the beginning of the processes until the end of it in order to register for marriage, divorce or *ruju'*. This e-book is a reference for them. From this e-book, assumes that JAWI used manual processes of registration.

### b. MAMPU ICT strategic Plan 2016-2020:

MAMPU is responsible for 'modernising and reforming' the public sector in the areas of administrative reforms which is MAMPU is one of the few central agencies in Malaysia (MAMPU, 2015). MAMPU stands for Malaysian Administrative Modernisation and Management Planning Unit (MAMPU). MAMPU carries out the following six (6) major roles as: a catalyst for change in administrative and management services in the public sector, as the leader in developing ICT for the public service sector, as consultants in management organisation and ICT for the public service sector, as facilitator in the implementation of modernisation and transformation programmes in the public sector delivery system, as researcher in administrative modernisation and management planning for the public sector, and as promoter of government services to the public.
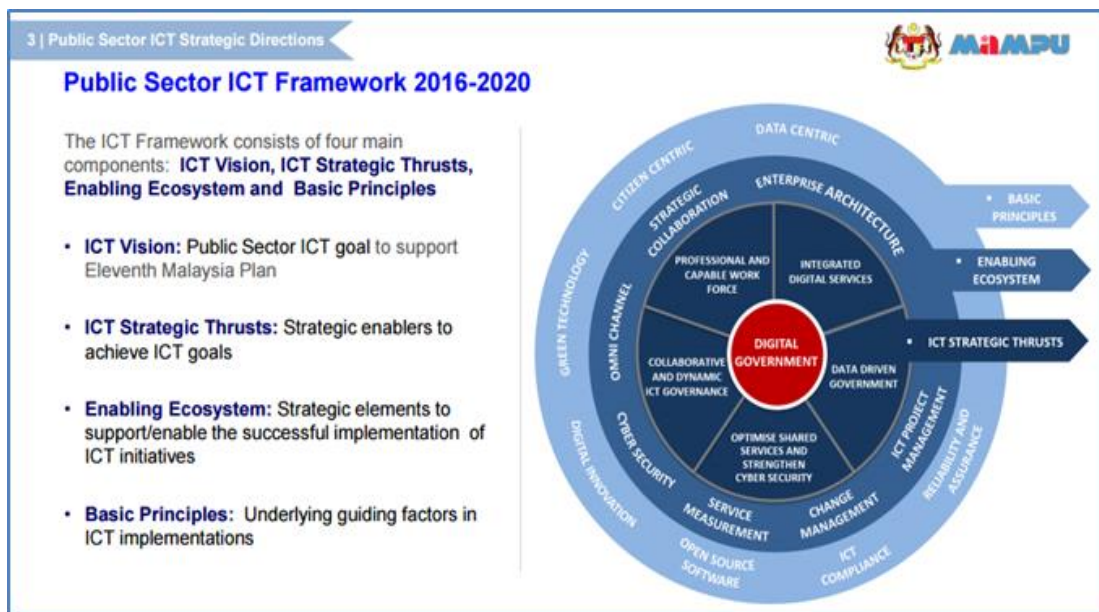


*Source: Malaysia Public Sector ICT Strategic Plan 2016-2020*

**Figure 1: Public Sector ICT Framework 2016-2020**

MAMPU has provided a strategy for digital government (MAMPU, 2016). This strategy can be leveraged to transform JAWI. Figure 1 shows Public Sector ICT Framework 2016-2020. This ICT Framework consists of four main components which are ICT Vision to support the Elevenths Malaysia Plan, ICT Strategic Thrusts, enabling the ecosystem and the basic principles that are underlying guiding factors in ICT implementation.
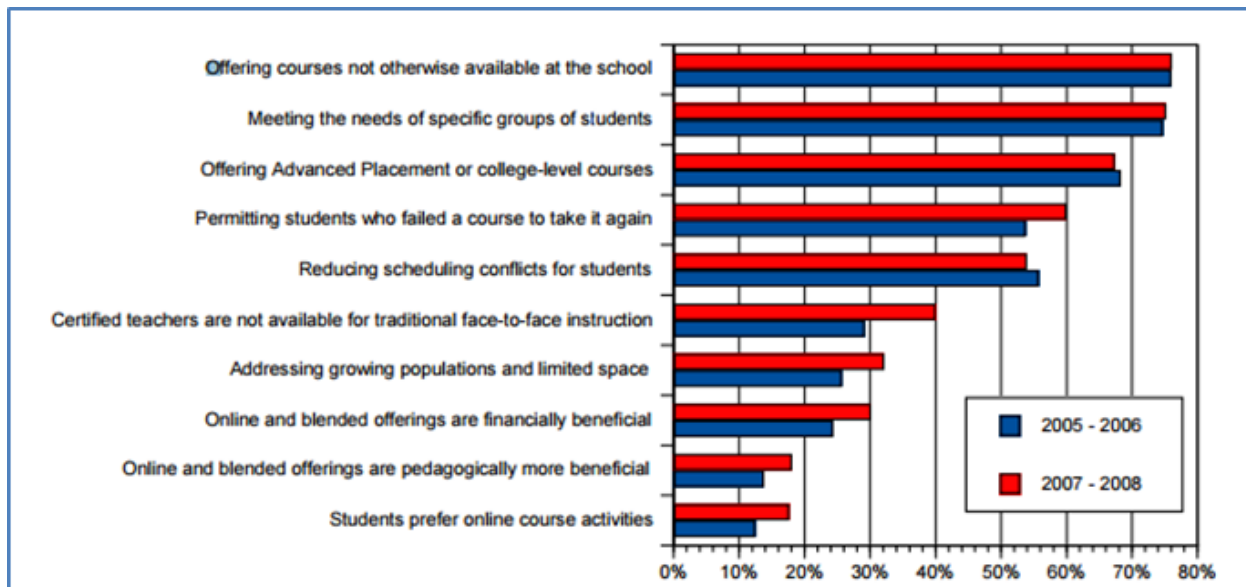
### c. Online learning in educational sector:

Nowadays, living in the world of transformation from older systems makes the transformation to be done to change to an efficient system in each aspect of life including education. Online learning is one of the most important transformations in educational field but does not yet implemented by JAWI. There is an article on American study which is purposely conducted to examine online learning at the macro level in terms of its impact on American K-12 (Anthony, 2010). It stated that in a 2007 national study of school district administrators, the number of students enrolled in online or blended

courses in American K-12 schools was estimated at 700,000. In year 2009 based on follow-up study, the estimate was 1,030,000, a 47 percent increase in two years. This substantial increase is not derived from a few highly-successful large virtual schools but the result of students taking either online or blended courses in three quarters of all school districts (74.8 %). Data were provided from cross-institutional research to establish a baseline information on the extent and nature of online learning in American K-12. An attempt was made to determine whether online learning able to transform American education or not. They found that the basic reason K-12 schools were offering online and blended learning were able to meet the special needs of a variety of students. Large percentages of respondents, in excess of 60 to 70 percent, perceive the importance of online learning as related to:

1. Meeting the needs of specific groups of students

2. Offering courses not otherwise available at the school

3. Offering Advanced Placement or college-level courses

4. Permitting students who failed a course to repeat it again

5. Reducing scheduling conflicts for students

It should also be mentioned that rural school districts in particular expressed a serious need for online learning to offer courses that otherwise would not be available in their schools. (Anthony, 2010)



*Source: (Educational Transformation Online Learning: To be or Not be. Journal of Asynchronous Learning Networking)*

**Figure 2: Summary of Responses to: How important do you believe the following reasons are for a school district to offer fully online or blended learning**

Figure 2 shows the result from a survey on how important for a school district to offer fully online or blended learning. As Christensen et al. and others (2008) have stated there are some needs to become a cultural shift in pedagogical approaches that takes advantage of the newer online technologies. Only then a widespread transformation can occur.
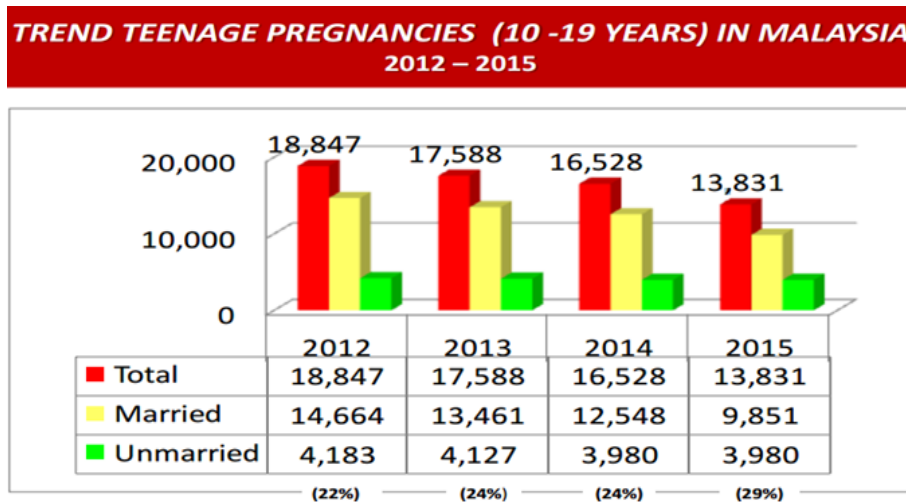
*C. Pilgrimage/Hajj Management System:*

Based on the studies conducted by a group of researchers from University of Science Malaysia, Radio Frequency Identification (RFID) technology can be used in various applications during Hajj season to provide good solutions for many problems and contribute in overcoming many difficulties. RFID is an emerging technology used to identify, track, and trace objects, people, transactions, or events. RFID wirelessly transfers the unique serial number (the identity) and data of an object via radio waves. All RFID data can be sent directly to a computer system, thus eliminating human intervention errors that occur during the execution of operational tasks and business analyses. This technology is very effective in managing large crowded events specifically in the management of Hajj as it was very complex task because of the huge number of pilgrims, the limited geographical area for pilgrim movement, and the short Hajj period. Therefore,

RFID technology is very useful to handle this kind of situation. In general, the pilgrims may be given a wristband RFID tag that should be worn at all times during the Hajj season. The RFID wristband tag should contain the most important information about the pilgrim wearing it. This information can be retrieved and displayed on a handheld portable unit when the tag is presented to an RFID reader (Hussein et al., 2013).

### D. Social problem in Malaysia:

Malaysia is one of countries which are facing up with social problem especially among youth and teenagers. According to 2013's statistics (Young, 2014), from the Royal Malaysian Police in Bukit Aman, 7,816 juvenile cases were recorded, mostly involving school students. The statistics also show a 57 percent increase in cases, which saw 1,632 cases among the young criminals compared to 1,042 cases in 2012. From an article from (Shabuddin 2016) stated that Hashim (2007) claimed that "Malaysian teenagers, in general, face various life challenges and experience distress. They are at risk of becoming dissatisfied and unhappy teenagers and may choose to become involved in negative activities such as *gangsterism*, bullying, drug abuse, sexual misconduct, and crime" (p. 112). A series of recent studies drew attention to that commitment of crimes, such as pornography, destructive behaviour, truancy (Mey 2010), and drug addicts (Ghani et al., 2008) among Malaysian youths have been increased, thereby increasing concern over juvenile delinquency (Nasir et al., 2010). Associate Professor Dr. Mariani Md Nor from the University of Malaya said (Young, 2014) that research concerning the backgrounds, circumstances and attitudes of future offenders had identified thousands of factors that would lead children and youth to become criminally involved in the future. "Among the major risk factors for juvenile offenders are pre-natal and pre-natal where early child-bearing increases the risks of undesirable outcomes for the children such as low school attainment, socio-economic status, anti-social behaviour, substance abuse involving drugs and alcohols and early sexual activities,". Based on this literature review of social problems in Malaysia, *JAWI* has to generate idea to overcome this social issues as in the objective of *JAWI* is also related to moral issues together with help to produce Muslim community among student.



| | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|
| **■ Total** | 18,847 | 17,588 | 16,528 | 13,831 |
| **■ Married** | 14,664 | 13,461 | 12,548 | 9,851 |
| **■ Unmarried** | 4,183 | 4,127 | 3,980 | 3,980 |
| | (22%) | (24%) | (24%) | (29%) |

*Source: (Manual Statistic of Pregnancy among teenagers. JKN 2016)*

**Figure 3: Trend Teenage Pregnancies (10-19 Years) in Malaysia 2012-2015**

### E. Transforming the Industry:

An article on Transformation Planning and Organization Change (MITRE, 2017) explained on the strategies and plan of transforming the MITRE system engineering or technical organization, structure, and process. People, structure and process in that organization need to be transforming in order to change the organization into better interface and interaction with stakeholders and communication. Some aspects-strategies, leadership and cultures-that play important roles to change the organization also had been explained in the article. Participative is one of the aspects that can help to transform the organization. If the participants or workers in the involve corporation refuse to give contribution or participate in the process, the transformation is impossible to happen. An article on Mergers and Transformation: Lessons Learned for a Department of Homeland Security and Other Federal Agencies (Comptroller General of the United States, 2002) by the Comptroller General of the United States, some of the ways that can help to efficiency and effectiveness of transformation also through leadership. Direction, vision, missions, goals, and objectives must be understood by all the

people that involve in the process of transformation. In order to make sure the direction is clear; a set of guideline and timeline should be drawn by the leaders. Moreover, an article on Effective Communication and Influence discussed the issue of communication as the strategy to do changes in organization. Failure in planning the communication can increase the tendency of the failure of the projects and the possibilities of resistance to change is normal thing in transformation.

### F.  The Mosque and Religious Institutions as Sources of Transformation:

Mosque plays a significant position in Islam since the period of Prophet Mohammed (Peace Be upon Him). Wherever Muslims settle down, first of all they will construct a mosque. Mosque is an institution. It is the source of spiritual and material guidance; it is the hall for worship, the school for knowledge and the centre for literacy pursuits (Transformation, 2015). It is an indicator which shows that the area is populated by Muslims. Mosque as an Islamic institution has a major role in fulfilling the need of the Ummah. The Mosque during the time of Prophet Muhammad provide blueprint for the Muslim in managing in the most systematic way. The mosque used to be a place where judges would convene to settle disputes and look into Its policy is based on the Book and the Sunnah with the aim of building and educating the Islamic personalities by way of study circles, debates, and conferences. Besides, it was that holy place which is called "a part from the garden of heaven." Some scholars take this saying of the Prophet to mean that this spot was literally brought from heaven in its geographical and physical form like the black stone which is said to have been brought from heaven. It shows that, Mosque has been utilized comprehensively to fulfil the need of the Ummah. (Zafeeruddin.1996). Other religious institutions such Churches, Temples and Synagogues also are very commonly known to be the center of the societies. For example, Shah Alam Buddhist Society (SABS) in which located in Shah Alam plays a very significant value to the society, not only for the Buddhists but also for the needy regardless of their religions. This association is very close to the heart of the communities. SABS acts as a place of worship, learning center, healthcare and sponsorship for students regardless of their religions. All the services are granted for free. SABS also welcoming other communities from other religions to come and have a harmonious dialogue with them. SABS is one of the organizations that actively takes part in to community services such flood relief, refugees, food bank and others.

### G.  Network of Mosque:

Based on the article "Transformation of Masjid: Empowerment of Muslims Economy through E-Halal One Stop

Centre (E-HOSC)", (Dahlan et al., 2016; Dahlan et al., 2015), knowing that mosques plays a vital role in strengthening the bond between Muslims. It is not only limited to religious activities but also economic, education and practice of divine laws. Function of mosque should be enhanced to become same as the mosque during Prophet Muhammad (Peace Be upon Him), to make people interact directly and indirectly with mosque as centre and network of excellence. Mosque also can be expanded its economic and political functions, and it should be managed correspond to the modern management, digital, and network principles.

## V.   INITIAL CONCEPTUAL BUSINESS MODEL

JAWI should be transform to digital government due to the ICT vision of Malaysia's Strategic Plan to support Eleventh Malaysia Plan. Therefore, there are some aspects that should be considered including people, process and technology and ICT strategic thrusts should be fulfilled. Digital transformation is important for the government institutions in this advance modern era as it will help people a lot and make the process of interaction become easily weather to people or technology. The transformation of government must be able to build professional and capable work force by involving the contribution from people-teachers, administrators, students, those who are in public sectors- because they are users that will use and manage the systems well. If the people are not ready to take part in this transformation, the vision could not be accomplished. The process that will be used are people should get ready to transform and they must be understand and realize the important of transformation. People also must strengthen their capabilities. Besides, the better plan of transformation including the money that will be invested to upgrade the technology and systems that will be have also needed. It is to avoid from failure of transformation because of does not have enough money. However, JAWI can practice the enterprise architecture that combines many systems into one system only. According to MITRE (2017), "To develop a communications strategy, building an action plan, executing the action plan, measuring feedback to access the effectiveness of communication activities, and integrating feedback into revision of the communication activities improve their effectiveness." This means that, to transform the company to be better than before, communication plays significant role to build good relationships with team members, sponsors, and other stakeholders. It should be planned very well. For example, from the beginning of the process of the implementation, leaders must communicate well to all the workers, administrators, and stakeholders to make sure they understand the goals, objectives and missions of the changes that the

organization decide to do. They also need to understand the systems. If those individuals involved misunderstood the important points that should be explained by the leaders, the changes are impossible to success. Leaders should know the strategies that should be taken to make sure the information that should be inform to the individual is briefly explained and easy to understand by others. It is to make sure JAWI can build a conducive, digital, and connected ecosystem. The plan of the transformation can be executed after well planning had been done and the effectiveness of the communication must be measured based on the success of the transformation. In conclusion, knowing that to expand the organization into digital transformation, a good plan and well-preparation in all aspects of life are important. Strategic collaboration is important to expand the services that JAWI must be served in realizing the transformation. Strategic collaboration will become successful when the communication between JAWI and other key collaborators, organizations and institutions are running seamlessly. It needs to forge strategic collaboration with other entities for sharing or resources, experience, expertise, and best practice of collaboration (MAMPU, 2016).

## VI.    INTERVIEW

In completing this study, a survey was conducted from religious officers and end-users of this system including KAFA teachers. During the survey, question that had been asked was about the marking system that KAFA teachers used whether it is online or manual especially key-in the result of the students. From the survey, the results were concluded all primary schools in Wilayah Persekutuan only use Microsoft Excel to key in the marks of students. Besides, the question on the management systems that schools used it also had been asked. Nowadays, some of them already use ExamTool System that the schools must buy it to key in the marks. They also use online systems like *hrmis, simpeni, e-latihan* and 1GovUC. *E-latihan* is important for the teacher to send their report. To check the result of *Ujian Penilaian Kelas KAFA* (UPKK), students can check it through portal. They need to enter their identification number to access it.

## VII.    ANALYSIS AND KEY FINDING

Based on the vision of Public Sector ICT Strategic Plan 2011-2015, "persuasive use of ICT towards a citizen centric and whole-of-Government Approach Public Service" (Muamillah, 2015), JAWI needs to do some transformation. JAWI needs to standardize the systems that they use to be used by all of the schools not only certain schools. They need to do digitalization of documents by transforming users' behaviour and creating new business opportunities whether through social, mobile, information or cloud. Moreover, the data must be secured and also be allowed for users to use freely, re-used and distributed by anyone-subject only, at most to the requirement to attribute and share-alike. Changes of organisations will not be effective if it is only involve technology. Changes must also involve people and process, as other important factors. Communication is part of people and process. To change and organization, people that are leaders and parties that involved must have a good communication. If they did not communicate well, it can cause misunderstanding the concept of the transformation that the organization wishes to do and make them refuse to involve with it. A failure in the management and teamwork can contribute to the failure of the transformation. Therefore, leaders, workers and stakeholders must have a good communication to tackle this arising problem. Communication is the process of the changes. For example, when the organization collaborate with others organization, they need to communicate well. How can a deal happen if the communication did not happen? It is impossible. An organization is impossible to work by itself just like JAWI. Therefore, JAWI need to partner with others via the concept of quadruple helix model collaboration, to make their dreams come true.

## VIII.    PROPOSE ENHANCED CONCEPTUAL FRAMEWORK

Living in this era of technology and internet, the system does not used only IT based for all times but also make the progress become more efficient and user friendly for all. As an Islamic organization, the systems of JAWI must be implemented to ease and facilitate citizens, just like the inter-banking facilitating customers in the banking industry.

Therefore to help the user and empower Muslim power in Islamic organization, "JAWI of Future" is proposed in order to transform JAWI to be more efficient and productive, where JAWI's business processes are defined by the customer segment and enabled by technology. Based on the reference from MAMPU (2016), there are several ideas to be proposed for "JAWI of Future" as follow:

### A.  *My meeting:*

As mentioned in ICT strategic plan (MAMPU, 2016) which is MAMPU has proposed the idea of "everything as a service" this includes making desktop and software as a service. My Meeting will enable JAWI makes easier of their

administration systems, managing meetings, developing members and assigning their tasks, conducting meeting, sending invitation automatically and many more (MAMPU, 2013). It is as the strategy to transform JAWI into reducing the using of paper or paperless. It makes JAWI become one of green technology agencies as in basic principles of MAMPU to practice and implement green technology (MAMPU, 2016). My Meeting will give lots of benefits to JAWI as it is divided into five groups to make the process of adopting it becomes more efficient.

### B. 1GovUC:

Actually, 1GovUC had already been used in many organizations including MAMPU (1GOV, 2017). Therefore, in order to create digital government, 1GovUC is important as a way to reduce the cost consumption for communication by teachers. 1GovUC provides lots of services like email, integrated communication, portal and social media and reload service. By using this system, teachers can communicate with teachers from other schools or countries for work easily without need to travel there.

### C. Sensor (IoT) for testifying marital status:

In ICT Technology trends by MAMPU mentioned that 4th platform computing including Sensors (IoT) (MAMPU, 2016). It shows the infinite network connections in which all data can be sent directly to a computer system, thus eliminating human intervention errors that occur during the execution of operational tasks and business analyses. Sensors (IoT) technology is suggested to be used in detecting marriage status. The chip should be embedded in smartphone as the easier way to be recognized. Using traditional card to proven marital status seems to be inefficient because sometime people tend to forget bringing together their card while traveling. In certain circumstances, this technology has a very huge impact to be evidence for the misunderstanding between married couple and religious officers. This technology should be implemented globally and JAWI should be model or the agent for this transformation.

### D. Collaborative work with other subsidiary religion department:

Collaboration is one of the ways to transform an organization. In MAMPU stated that one of strategic thrusts is collaborative and Dynamic ICT Governance which is the objectives is to strengthen leadership and governance for planning and coordination of digital initiatives and also the ICT management and organisation functionality to be more dynamic and efficient (MAMPU, 2016). Collaboration makes the system able to wok comprehensively even though the individual is travelling outside the Kuala Lumpur.

Based on the Business Model Canvas (Osterwalder, Pigneur & al., 2010), there are nine components that are important for this implementation. The components are key partners, key activities, value proposition, customer relationships, customer segments, key resources, channels, and cost structure and revenue streams shown in Figure 4:

| Key Partners | Key Activities | Value Proposition | Customer Relationship | Customer Segments |
|---|---|---|---|---|
| -Government Agencies i.e. JAKIM, JAIN, JKM<br>-Mosques<br>-Schools<br>-Private companies | -Exam Tool<br>-E-Latihan<br>-Hrmis<br>-Hajj Management System<br>-Social problems | -Teachers can key in the marks and students' data easily<br>-Data can be accessed by people easily | -1GovUC<br>-MyMeeting<br>-Sensor (IoT) | -All Muslims<br>-KAFA teachers<br>-Citizens<br>-Workers of JAWI |
| | **Key Resources**<br><br>-NoM<br>-RFID<br>-E-learning<br>-1Marks | | **Channel**<br><br>-Collaboration | |
| **Cost Structure**<br><br>-Maintenance<br>-System administrators allowance, Cost of data storage | | **Revenue Streams**<br><br>-1Marks<br>-1GovUC<br>-Sensor (IoT)<br>-MyMeeting<br>-Collaborative work with others | | |

**Figure 4: Business Model Canvas**

*Value Proposition:*

The value proposition of Digital JAWI is to transform how JAWI transact, how information is use, how people interact, and how JAWI collaborate that allow data and other key resources to be shared in a secured manner – with key partners and citizens – with value creation and speed.

*Customer Segments:*

The transformation of JAWI involves all citizens especially Muslims to contribute and participate in it. Transformation will not success without the participation from these individuals. Workers of JAWI including KAFA teachers and administration also play important role to realise the aim of transformation.

*Customer Relationship:*

1GovUC allows the workers of JAWI and their stakeholders to interact online and communicate easily without travel to other destination. My Meeting also enable JAWI makes easier of their administration systems, managing meetings, developing members and assigning their tasks, conducting meeting, sending invitation automatically and many more. Sensor (IoT) helps the execution of operational tasks and business analyses and analyse the details of married couples.

*Channel:*

Collaboration is the way to success the transformation of JAWI. It is because JAWI needs to collaborate with many organisations – government agencies, universities, private companies, and citizens to do transformation. Its business processes are defined by its customer segments, and enabled by technology, key partners, and network of mosques.

*Key Partners:*

JAWI should collaborate with other organizations such as Jabatan Agama Islam Negeri (JAIN), Jabaan Kebajikan Masyarakat (JKM), Jabatan Kemajuan Islam Malaysia (JAKIM) as well as NGOs, Universities, schools and companies to provide a cost-effective collaborative platform in identifying, handling and managing key matters related to JAWI and its customer segments.

*Key Activities:*

The current system –Exam tool, E-Latihan and HRMIS - that had been for KAFA classes in schools within Wilayah Persekutuan need to change into a better systems that is more effective and convenient to use. Besides, the current Hajj management system also needs to improve to the new system. The percentage of social problems that arose days from days also becomes one of the factors that need JAWI to do transformation.

*Key Resources:*

Network of Mosque (NoM) is the key resource of the transformation of all mosques in Kuala Lumpur and other states in Malaysia. All mosque must use standardise and integrated digital services to make it more efficient to make the transformation. RFID is one of the key resources of the transformation of the Hajj management system, while E-learning and 1Marks are the key for KAFA systems. At the same time, the capabilities and competencies of JAWI personnel need to be strengthened.

*Cost Structure:*

The cost of maintenance is the crucial part in doing transformation. Maintenance of the systems including cost of data storage is needed to make sure the systems is always being updated. In addition, cost of administrators' allowance also should be taken care of.

*Revenue Streams:*

JAWI needs to do transformation by applying 1Marks, 1GovUC, Sensor (IoT) and MyMeeting to make JAWI as one of the worldwide capable organisations. Selling and buying of halal products can also be promoted, apart from donations through digital integrated platform and services.

## IX. SUMMARY & CONCLUSION

This study aims to examine the current business of Malaysia Islamic Organization, Federal Territory Islamic Religious Department (JAWI) starting from the day they were established until now. The methodology used in this study includes literature review based on business model canvas (BMC) framework, MAMPU ICT Strategic Plan 2016-2020, and interview. "JAWI-of -Future" based on BMC framework is proposed. Future works for this "JAWI-of-Future" study shall include formulating ICT Strategic Plan for JAWI of the Future, a plan to transform JAWI to be more efficient, greater productivity and performance.

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