LAPORAN TAHUNAN
2014 ANNUAL REPORT

membina transformasi organisasi
architecturing organisational transformation



MPC



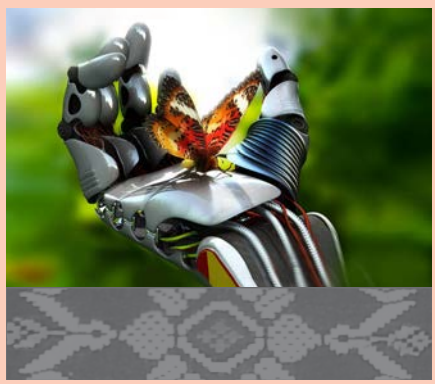
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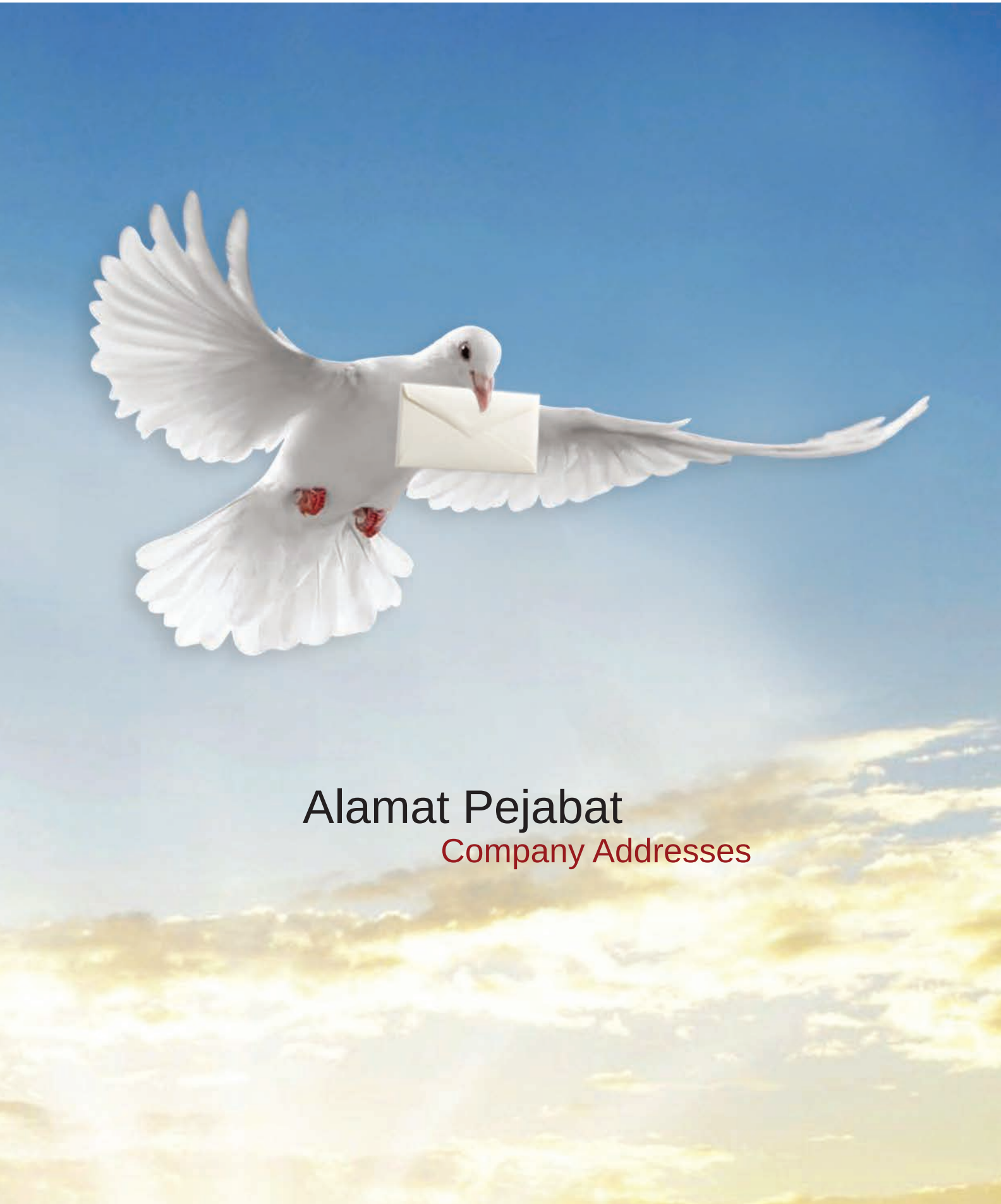
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Alamat Pejabat
Company Addresses

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Wilayah Utara | Northern Region

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13200 Kepala Batas, Pulau Pinang

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Wilayah Selatan | Southern Region

No. 8, Jalan Padi Mahsuri, Bandar Baru UDA
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Wilayah Sabah | Sabah Region

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Wilayah Sarawak | Sarawak Region

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MPC

Visi
Vision

Memberi perkhidmatan berkesan untuk mencapai prestasi cemerlang melalui inovasi ke arah meningkatkan taraf hidup.

To deliver high impact services towards achieving performance excellence through innovation for the betterment of life.

Misi
Mission

Organisasi utama dalam meningkatkan produktiviti untuk inovasi dan daya saing global.

The leading organisation in productivity enhancement for global competitiveness and innovation.

Objektif
Objectives

- Menyediakan maklumat mengenai produktiviti, kualiti, daya saing dan amalan-amalan terbaik melalui aktiviti penyelidikan dan pembangunan pangkalan data.
- Membangunkan modal insan dan kecemerlangan organisasi bagi membentuk masyarakat berasaskan pengetahuan menerusi latihan, pembangunan sistem dan amalan-amalan terbaik.
- Menjalankan kajian semula peraturan dan promosi Amalan Baik Peraturan untuk mewujudkan persekitaran perniagaan yang lebih kompetitif.
- Memupuk budaya kreatif dan inovatif demi produktiviti dan daya saing menerusi program jalinan kerjasama.

- Providing value-added information on productivity, quality, competitiveness and best practices through research activities and databases.
- Developing human capital and organisational excellence for building a knowledge-based society through training, systems development and best practices.
- Conducting review on regulation and promoting Good Regulatory Practice (GRP) to create a more competitive business environment.
- Nurturing innovative and creative culture for productivity and competitiveness through partnership programmes.

Maklumat Korporat
Corporate Information

Perbadanan Produktiviti Malaysia ialah sebuah badan berkanun persekutuan di bawah Kementerian Perdagangan Antarabangsa dan Industri (MITI).

MPC telah ditubuhkan sebagai Pusat Daya Pengeluaran Negara pada tahun 1962, iaitu satu projek bersama Dana Khas Bangsa-bangsa Bersatu dan Kerajaan Persekutuan dengan Pertubuhan Buruh Antarabangsa (ILO) sebagai agensi pentadbir.

Pusat Daya Pengeluaran Negara menjadi sebuah Badan berautonomi melalui Akta (Memperbadankan) Majlis Daya Pengeluaran Negara Bilangan 19 pada tahun 1966. Akta ini telah dipinda oleh Akta (Memperbadankan) Majlis Daya Pengeluaran Negara (Pindaan) Akta A305 1975, sesuai dengan perkembangan Pusat ini.

Majlis Daya Pengeluaran Negara telah dinamakan Perbadanan Produktiviti Negara pada 1 Disember 1991 apabila Akta (Memperbadankan) Majlis Daya Pengeluaran Negara (Pindaan) Akta A801 dikuatkuasakan.

Akta Perbadanan Produktiviti Negara (Pemerbadanan) 1966 sekali lagi dipinda dan disebut sebagai Akta Perbadanan Produktiviti Malaysia (Pemerbadanan) 1966. Nama baru telah diwartakan pada 21 Februari 2008. Pindaan ini adalah bertujuan untuk memperjelaskan status Perbadanan tersebut sebagai suatu badan yang ditubuhkan oleh Kerajaan Malaysia berhubung dengan perkara-perkara yang berkaitan dengan produktiviti Negara, khususnya kepada masyarakat antarabangsa.

Malaysia Productivity Corporation is a federal statutory body under the Ministry of International Trade and Industry (MITI).

MPC was established in 1962 as a joint project between the United Nations Special Fund and the Federal Government, with the International Labour Organisation (ILO) acting as its executing agency.

In 1966, the National Productivity Council (Incorporation) Act No. 19 was passed making the Centre an autonomous body. It was later amended as the National Productivity Council (Incorporation) (Amendment) Act A305 1975, to cater for expansion of the Centre's role.

National Productivity Council was renamed as National Productivity Corporation on 1 December 1991 through the amendment of the National Productivity Centre (Incorporation) (Amendment) A801 Act.

The National Productivity Corporation (Incorporation), 1966 Act was amended once again as the Malaysia Productivity Corporation (Incorporation) Act, 1966. The new name was gazetted on 21 February 2008. The objective of the amendment was to highlight the status of the Corporation as the government body in all aspects related to the nation's productivity, and in particular, to the international community.

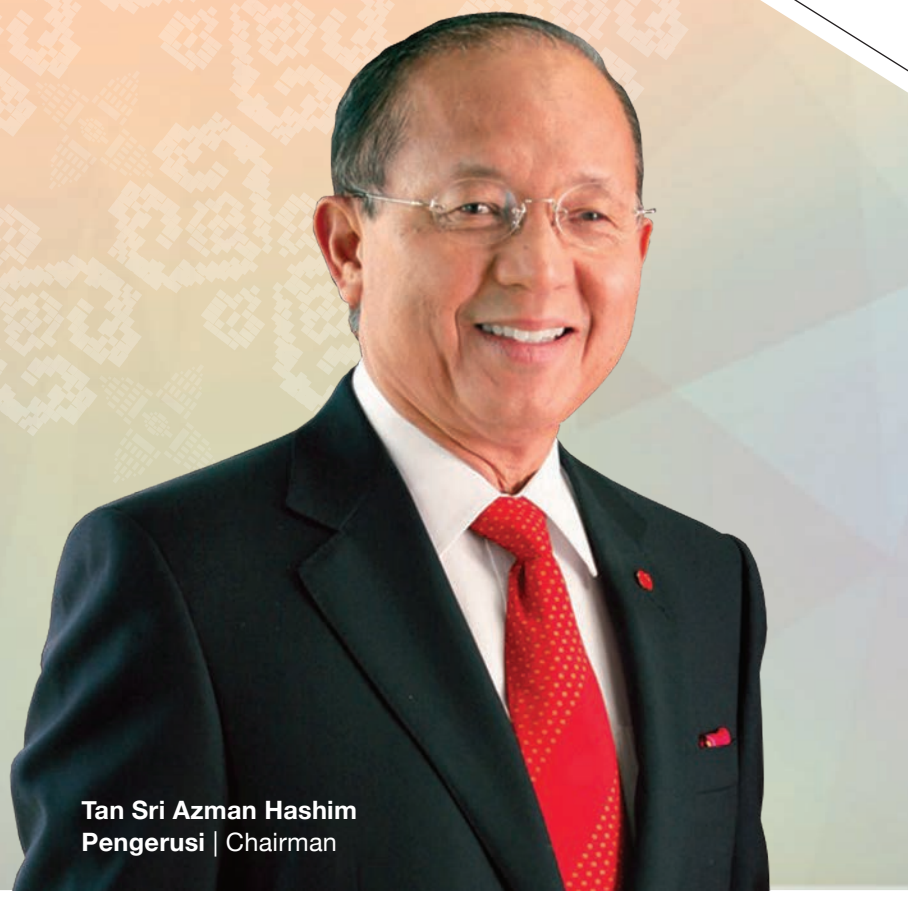
Kerja-kerja Perbadanan berdasarkan peruntukan Seksyen 7 Akta Perbadanan Produktiviti Malaysia, 1966 adalah:

- menerajui pengalakkan dan penyebaran maklumat dan isu-isu yang berhubungan dengan Produktiviti;
- menubuhkan satu pusat maklumat dan rujukan bagi indeks Produktiviti bagi negara dan bagi sistem-sistem pengurusan dan kajian kes;
- mengeluarkan pakar dan kepakaran tempatan dalam bidang Produktiviti, Kualiti, Pengurusan dan Keusahawanan;
- mempertingkatkan pembangunan sumber manusia pada peringkat penyeliaan dan peringkat pengurusan kedua-duanya dalam negara;
- menasihati dan menyelaraskan pelaksanaan program-program dan akitiviti-aktiviti yang berhubungan dengan produktiviti dan daya saing;
- menilai dan memperakui program-program penyeliaan dan latihan Pengurusan, program-program Keusahawanan dan program-program Produktiviti dan Pengurusan Kualiti yang dijalankan oleh sektor swasta bagi orang awam;
- menjalankan latihan atau program-program lain yang berhubungan dengan Produktiviti, Kualiti, Pengurusan dan Keusahawanan;
- mengadakan perkhidmatan rundingan yang berhubung dengan Produktiviti, Kualiti, Pengurusan dan Keusahawanan;
- mengumpul, mengeluar dan menerbit maklumat mengenai Produktiviti, Kualiti, Pengurusan, Keusahawanan dan hal-hal lain yang berhubungan;
- menjalankan usaha-usaha perniagaan bagi maksud menunaikan kerja-kerjanya di bawah Akta ini dengan kelulusan Menteri;
- memberikan laporan setiap tahun kepada Menteri mengenai kemajuan dan masalah-masalah meningkatkan Produktiviti dalam perdagangan dan industri dalam negara dan membuat syor-syor mengenai cara bagaimana masalah-masalah itu boleh diuruskan; dan
- membuat semua perkara dan benda yang bersampingan dengan atau berbangkit daripada penunaian kerja-kerjanya di bawah Akta ini.

The functions of the Corporation as provided in accordance with the provision under Section 7 of the Malaysia Productivity Corporation (Incorporation) Act, 1966 are as follows:

- to lead in the promotion and dissemination of productivity related information and issues;
- to establish an information and reference centre for productivity indices for the country, and for management system and case studies;
- to generate local expertise in the field of productivity, quality, management and entrepreneurship;
- to enhance the development of human resource both at the supervisory and management levels in the country;
- to advise and coordinate the implementation of programmes and activities related to productivity and competitiveness;
- to assess and certify supervisory and management training programmes, entrepreneurship programmes, and productivity and competitiveness management programmes conducted by the private sector for the public;
- to conduct training or other programmes relating to productivity, quality, management and entrepreneurship;
- to provide consultancy services related to productivity, quality, management and entrepreneurship;
- to collect, produce and publish information on productivity, quality, management and entrepreneurship and other related matters;
- to carry out business undertakings for the purpose of discharging its functions under this Act, with the approval of the Minister;
- to report annually to the Minister on the progress and issues of raising productivity in commerce and industry in the country and to make recommendations on the manner in which such issues may be dealt with; and
- to perform all matters and things as may be incidental to or consequential upon the discharge of its functions under this Act.

Perutusan Pengerusi
Chairman's Statement



Tan Sri Azman Hashim
Pengerusi | Chairman

Pertumbuhan produktiviti yang kukuh adalah pemacu utama bagi perjalanan transformasi negara ke arah ekonomi yang maju dan berpendapatan tinggi menjelang tahun 2020. MPC sebagai penggerak produktiviti memainkan peranan utama untuk memimpin kedua-dua sektor awam dan swasta berdasarkan agenda produktiviti negara yang memudahkan daya saing negara di arena global.

Resilient productivity growth is a key driver for our nation's transformation journey towards a developed and high-income economy by year 2020. MPC as the productivity custodian has the principal role to lead both the public and private sectors on our national productivity agenda that facilitates national competitiveness in the global arena.

MENGUKUHKAN DAYA SAING NEGARA DAN NEGERI

Malaysia terus mengekalkan kedudukan daya saing yang baik untuk berada di kalangan 20 ekonomi paling berdaya saing dalam laporan-laporan antarabangsa. Dalam *World Competitiveness Yearbook* (WCY) 2014, Malaysia berada di kedudukan ke-12 daripada 60 (WCY 2013: ke-15/60) ekonomi manakala dalam *Global Competitiveness Report (GCR)* 2014-2015 Malaysia berada di tangga ke-20 daripada 144 (GCR 2013-2014: ke-24/148) ekonomi mendahului negara-negara maju seperti Austria, Australia, Perancis dan Republik Korea. Selain itu, berdasarkan metodologi baru dalam Laporan *Doing Business* (DB) 2015, Malaysia berada di kedudukan ke-18 daripada 189 (DB 2014: ke-20/189) ekonomi. Usaha meningkatkan daya saing dalam persekitaran perniagaan tanpa sempadan yang semakin meningkat memerlukan penglibatan semua pihak. MPC sebagai agensi utama dalam produktiviti dan daya saing negara bekerja rapat dengan kementerian dan agensi untuk meningkatkan lagi prestasi daya saing negara.

Fokus juga diberikan kepada daya saing di peringkat negeri bagi membolehkan agensi kerajaan yang berkaitan mengenal pasti kekuatan dan peluang untuk penambahbaikan dan meningkatkan prestasi. Laporan Daya Saing Negeri itu juga menjadi rujukan kepada pihak yang berkepentingan untuk membangunkan strategi ke arah kemakmuran ekonomi masa hadapan. Kajian Daya Saing Negeri ini menggunakan metodologi Indeks Daya Saing Global (GCI) oleh Forum Ekonomi Dunia (WEF). Sebagai sebahagian daripada keperluan metodologi, MPC bekerjasama dengan institusi pendidikan yang dilantik sebagai *Competitiveness Partners (CP)* untuk menjalankan *Competitiveness Opinion Survey (COS).*

KE ARAH PERSEKITARAN PERNIAGAAN YANG LEBIH KONDUSIF

Pasukan Petugas Khas Pemudahcara Perniagaan (PEMUDAH), ditubuhkan pada tahun 2007, diasaskan dengan objektif untuk mewujudkan kerjasama erat antara sektor awam dan swasta, dengan khususnya untuk meningkatkan penyampaian perkhidmatan awam dan menambah baik persekitaran perniagaan di Malaysia. PEMUDAH merupakan satu platform untuk kolaborasi bersinergi melalui kumpulan kerja, pasukan petugas dan kumpulan fokus yang terdiri daripada pihak-pihak berkepentingan daripada sektor awam dan swasta.

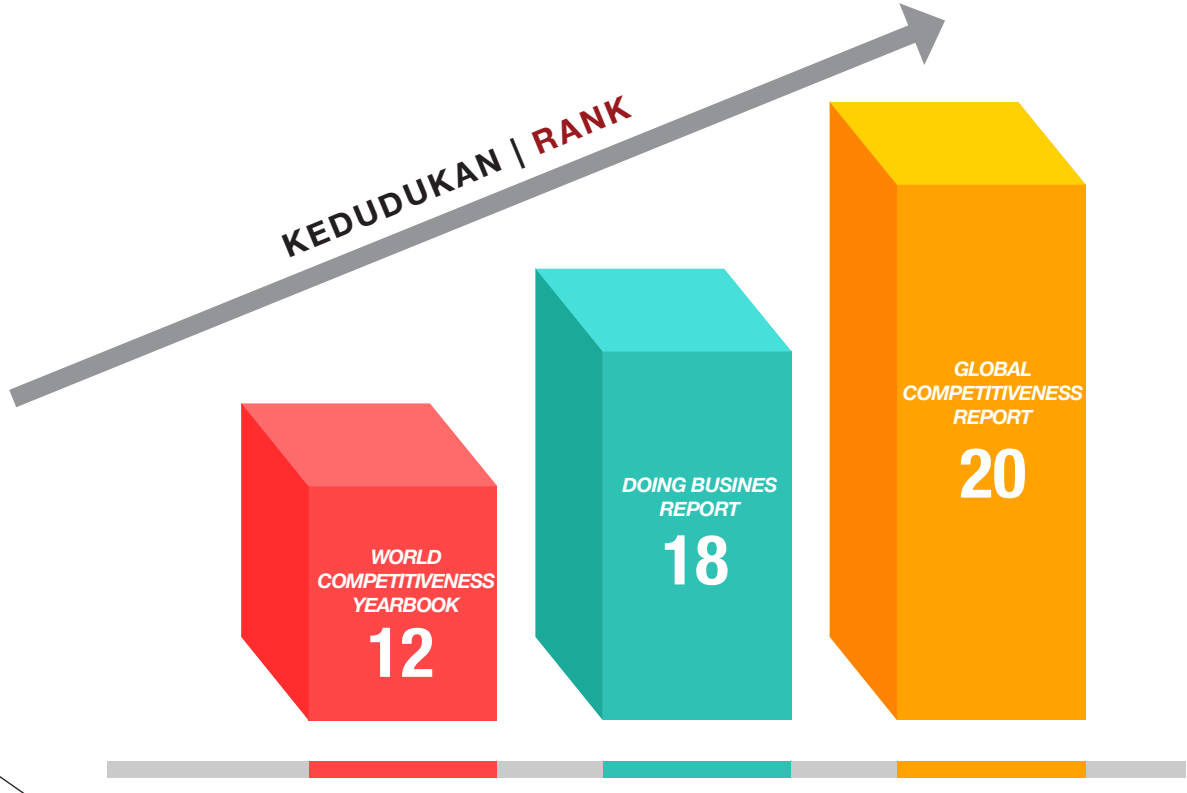
STRENGTHENING NATIONAL AND STATE COMPETITIVENESS

Malaysia continues with its strong competitiveness performance achieving top 20 most competitive economies in three international reports. In the World Competitiveness Yearbook (WCY) 2014, Malaysia is ranked 12th out of 60 (WCY 2013: 15th/60) economies, while in the Global Competitiveness Report (GCR) 2014-2015, Malaysia is positioned at 20th out of 144 (GCR 2013-2014: 24th/148) economies ahead of developed countries such as Austria, Australia, France and Korea. Additionally, based on the new methodology used by the Doing Business (DB) Report 2015, Malaysia is placed 18th out of 189 (DB 2014: 20th/189) economies. Efforts to enhance competitiveness in our increasingly borderless business environment require participation from all parties. MPC as the nation's lead agency in productivity and competitiveness works closely with ministries and agencies to uplift the nation's competitiveness.

Focus is also given to competitiveness at state level to enable respective governments to identify strengths and opportunities for improvement and raise their performance. The State Competitiveness Report also serves as reference for stakeholders to develop strategy for future economic prosperity. The State Competitiveness Study uses the Global Competitiveness Index (GCI) methodology by the World Economic Forum (WEF). As part of the requirements of the methodology, MPC collaborates with higher learning institutions duly appointed as Competitiveness Partners (CP) to conduct the Competitiveness Opinion Survey (COS).

TOWARDS A MORE CONDUCIVE BUSINESS ENVIRONMENT

The Special Task Force on Service Delivery (PEMUDAH), established in 2007, was founded with the objective of bringing about closer collaboration between the public and private sectors, primarily to enhance public service delivery and to improve the business environment in Malaysia. PEMUDAH is the platform for synergistic collaborations via working groups, task forces and focus groups comprising stakeholders from the public and private sectors.



Kolaborasi ini bertujuan untuk mewujudkan *sense of urgency* dalam meningkatkan penyampaian perkhidmatan awam, meningkatkan daya saing Malaysia dan memastikan perniagaan dapat dijalankan dengan lebih cekap. Berada dalam tahun ketujuhnya, PEMUDAH, dengan sekretariat kini ditempatkan di MPC, kekal relevan dengan menanda aras amalan negara-negara berdaya saing untuk menghadapi cabaran dalam meningkatkan daya saing Malaysia. PEMUDAH kini bukan sahaja ditugaskan untuk menangani ketidakcekapan operasi dalam penyampaian perkhidmatan, tetapi juga ditugaskan untuk menyemak semula peraturan-peraturan bagi mengurangkan lagi beban pematuhan oleh komuniti perniagaan di Malaysia.

Salah satu komponen penting dalam semakan semula peraturan adalah perundingan awam. MPC dengan kerjasama kementerian dan agensi telah membangunkan dan menerbitkan 'Guideline on Public Consultation Procedures' yang memerlukan pengawal selia untuk mendapatkan maklum balas daripada pihak-pihak berkepentingan, pihak yang berminat dan rakyat dalam proses membuat dasar, sekali gus mempamerkan komitmen Kerajaan ke arah memastikan ketelusan dan akauntabiliti.

These collaborations are intended to create a sense of urgency in the quest for a better Government service delivery, improving Malaysia's competitiveness and ensuring that business is conducted more efficiently. Being in its 7th year, PEMUDAH, fully administered by MPC, remains relevant by benchmarking the practices of competitive nations to address challenges in enhancing Malaysia's competitiveness. PEMUDAH is now not only tasked to address operational inefficiencies in service delivery, but is also assigned to review regulations to further reduce the burden of compliance by business community in Malaysia.

One of the core components used in the review of regulations is public consultation. MPC, in collaboration with ministries and agencies, have developed and published 'Guideline on Public Consultation Procedures' that requires the regulators to solicit feedback from stakeholders, interested parties and citizens in the policy-making process, thus displaying the Government's commitment towards ensuring transparency and accountability.

ANALISIS PRESTASI PRODUKTIVITI

Untuk jangka masa panjang, produktiviti masih merupakan kunci kepada pertumbuhan ekonomi yang kukuh. Satu pangkalan data yang komprehensif tentang prestasi dan produktiviti industri adalah penting untuk menyokong dan memudahkan aktiviti penyelidikan. Hasil kajian ditukarkan kepada maklumat yang berguna sebagai input strategik untuk pasukan Semakan Peraturan dan Inovasi Enterprais di MPC bagi meningkatkan produktiviti dan daya saing di peringkat organisasi. Dalam usaha menghasilkan projek penyelidikan produktiviti dan daya saing berimpak tinggi, terutamanya dalam mendapatkan data statistik terkini mengenai pekerja, MPC telah meneroka kerjasama strategik dengan organisasi yang berkaitan seperti Jabatan Perangkaan Malaysia, Institut Maklumat dan Analisa Pasaran Buruh (ILMIA) dan Kementerian Sumber Manusia untuk menjana input data statistik yang lebih baik dan meluaskan liputan kajian industri.

Dari segi output penyelidikan, 8 penyelidikan produktiviti dan daya saing telah dijalankan dan disebarkan kepada industri sama ada melalui penerbitan bercetak mahupun elektronik. Sepanjang tahun tersebut, MPC telah menghasilkan 21 penerbitan bercetak dengan edaran sebanyak 5,076 salinan dan 9 penerbitan elektronik.

MENINGKATKAN KECEMERLANGAN PERNIAGAAN

Program pengiktirafan untuk Pengamal, Penilai dan Perunding dan Pakar Persekitaran Berkualiti dikalangan pemain industri adalah bertujuan untuk melahirkan duta produktiviti atau *productivitiy champions* dalam mempromosi dan melaksanakan program Kecemerlangan Perniagaan di organisasi masing-masing. Pensijilan Sistem Pengurusan Persekitaran Berkualiti yang dikeluarkan oleh MPC meliputi pensijilan untuk aktiviti-aktiviti Amalan Persekitaran Berkualiti (QE/5S), Kumpulan Inovatif dan Kreatif (ICC) dan Sistem Pengurusan Lean. Penglibatan organisasi dalam program QE telah terbukti dapat meningkatkan kecekapan operasi organisasi, mengurangkan kos, meningkatkan semangat kerja berpasukan dan meningkatkan daya saing organisasi.

KECEKAPAN ORGANISASI

Program Intervensi Inovasi Enterprais (EIIP) telah diwujudkan sebagai satu metodologi penyelesaian bersepadu untuk meningkatkan kecekapan proses dan sistem di sesebuah organisasi.

PRODUCTIVITY PERFORMANCE ANALYSIS

Productivity still holds the key to a strong economic growth in the long term. A comprehensive database pertaining to industry performance and productivity is important to support and facilitate research activities. The research findings are converted into useful information as strategic input for the Regulatory Review and Enterprise Innovation teams at MPC to improve productivity dan competitiveness at organisational level. In an effort to produce high impact productivity and competitiveness research projects, especially in acquiring the latest statistical data on labour, MPC has forged strategic partnerships with relevant organisations, such as the Department of Statistics Malaysia (DOSM), the Institute for Labour Market Information and Analysis (ILMIA) and the Ministry of Human Resource (MOHR). These partnerships have enabled MPC to generate better data input and widened the coverage of the industry survey.

In terms of research output, 8 productivity and competitiveness research projects were completed and disseminated to the industries by means of printed and electronic publications. Throughout the year, MPC has produced 21 printed publications with a distribution of 5,076 copies as well as 9 electronic publications.

ENHANCING BUSINESS EXCELLENCE

The recognition programmes for Practitioner, Assessor and Consultant (PAC) and Quality Environment (QE) Specialist among industry players are aimed at designating productivity ambassadors or champions to promote and implement Business Excellence (BE) programmes in their respective organisations. The QE Management System Certification by MPC includes activities such as Quality Environment Practices (QE/5S), Innovative and Creative Circle (ICC) and Lean Management System. The participation of organisation in QE programme has proven to increase the organisation's operational efficiency, reduce cost, improve teamwork spirit and also enhances the organisation's competitiveness.

ORGANISATIONAL EFFICIENCY

Enterprise Innovation Intervention Programme (EIIP) was established as an integrated solution methodology to enhance efficiency of processes and systems in an organisation.

Sepanjang tahun 2014, sejumlah 149 program EIIP telah dilaksanakan, dengan pencapaian melebihi sasaran sebanyak 75 program EIIP yang ditetapkan pada awal tahun. MPC juga menyediakan platform kepada organisasi untuk berkongsi amalan terbaik mereka di Konvensyen Lean Creanova dan Konvensyen *Team Excellence* (TE) peringkat kebangsaan dan antarabangsa. Impak daripada pelaksanaan projek-projek TE telah menyumbang kepada proses kerja yang lebih mudah dan cekap, mengurangkan pembaziran, menghapuskan aktiviti yang tidak menambah nilai dan pada masa yang sama meningkatkan produktiviti, kualiti dan keselamatan di tempat kerja. Pada Persidangan dan Eksposisi Produktiviti dan Inovasi Tahunan (APIC) 2014, penjimatan kos berjumlah RM300 juta daripada projek ICC dan QE/5S telah direkodkan daripada pembentang daripada syarikat yang mengambil bahagian (APIC 2013: RM125 juta).

PRESTASI KEWANGAN

Pendapatan MPC telah meningkat sebanyak 26% iaitu daripada RM46,923,826 pada tahun 2010 kepada RM58,889,668 pada tahun 2014. Walau bagaimana pun pendapatan tahun 2014 menurun 8% berbanding tahun 2013 (RM63,761,124) disebabkan oleh pengurangan pengiktirafan pendapatan daripada Geran Pembangunan oleh Kerajaan Persekutuan. MPC menerima Geran Mengurus sebanyak RM37,706,680 pada tahun 2014 berbanding RM36,693,000 pada tahun 2013. Pengiktiran pendapatan daripada Geran Pembangunan pada tahun 2014 adalah RM6,341,538 berbanding RM12,445,740 pada tahun 2013. Manakala, pendapatan dalaman MPC kekal dalam lingkungan RM14 juta bagi tahun 2013 dan 2014.

Perbelanjaan MPC telah meningkat sebanyak 31% pada tahun 2014 (RM58,169,578) berbanding tahun 2010 (RM44,474,176) seiring dengan strategi pertumbuhan jangka panjang dalam memperluaskan punca hasil dalaman. Peningkatan dalam perbelanjaan mengurus sejak tahun 2010 disumbangkan oleh aktiviti tambahan yang dilaksanakan di bawah latihan dan pembangunan sistem, perundingan, pensijilan dan penyelidikan serta misi pembelajaran. Walau bagaimana pun jumlah perbelanjaan pada tahun 2014 adalah 5% lebih rendah berbanding tahun 2013 (RM61,046,691). hasil daripada inisiatif perbelanjaan berhemah terhadap aktiviti yang tidak memberi nilai tambah.

Throughout 2014, 149 EIIP programmes were undertaken, achieving more than the targeted 75 EIIP programmes set at the beginning of the year. MPC also provides an avenue for organisations to share their best practices in the Lean Creanova Convention as well as the Team Excellence (TE) Convention at national and international levels. The impact from TE implementation projects has contributed to easier and more efficient work process, reduced wastages, eliminate non-value-added activities as well as improved productivity, quality and safety at work place. At the Annual Productivity and Innovation Conference and Exposition (APIC) 2014, a total cost savings of RM300 million from the ICC and QE/5S projects were recorded from the respective presenters by the participating companies (APIC 2013: RM125 million).

FINANCIAL PERFORMANCE

MPC's income had increased by 26% from RM46,923,826 in 2010 to RM58,889,668 in 2014. However, the income in 2014 decreased by 8% compared to 2013 (RM63,761,124) due to reduction in recognition of income from the Development Grant by Federal Government. MPC had received an Operating Grant of RM37,706,680 in 2014 compared to RM36,693,000 in 2013. The recognition of income from the Development Grant in 2014 was RM6,341,538 compared to RM12,445,740 in 2013. Meanwhile, MPC internal revenue hovered around RM14 million in 2013 and 2014.

MPC's expenditure increased by 31% in 2014 (RM58,169,578) compared to 2010 (RM44,474,176) in line with the long term growth strategy of expanding the internal revenue. The increase in operating expenditure since 2010 was contributed by additional activities implemented under training and system development, consultancy, certification and research as well as study missions. However, the total expenditure for 2014 was lesser by 5% of the year 2013 (RM61,046,691) as a result of prudent spending initiatives on the non-value-added activities.

KERJASAMA STRATEGIK UNTUK MENINGKATKAN PRODUKTIVITI

2014 merupakan tahun yang bermakna bagi MPC yang mana MPC telah bekerjasama rapat dengan kementerian dan agensi serta organisasi antarabangsa seperti Asia Pacific Economic Cooperation (APEC), International Institute for Management Development (IMD), Organisation for Economic Co-operation and Development (OECD), Bank Dunia dan Asian Productivity Organisation (APO). Kerjasama tempatan dan antarabangsa telah dipergiat untuk membolehkan warga MPC lebih memahami metodologi dan alat yang digunakan oleh pelbagai agensi dalam menangani cabaran produktiviti dan daya saing. Input yang diperolehi dibincang dan diteliti untuk merangka strategi dan pelaksanaan produktiviti Negara.

Sudah tiba masanya untuk semua pihak sama ada industri mahupun individu untuk menanamkan minat yang mendalam dan mengambil bahagian secara aktif dalam program-program peningkatan produktiviti, inovasi dan daya saing yang dianjurkan oleh MPC. Ini adalah untuk memastikan bahawa budaya yang produktif dipupuk dalam diri setiap individu. Adalah menjadi harapan kami di MPC agar semua rakyat Malaysia akan turut serta dan komited dalam usaha untuk meningkatkan produktiviti dan daya saing Negara kita.

PENGHARGAAN

Usaha yang dilaksanakan oleh sesebuah organisasi amat bergantung kepada penglibatan semua pihak berkepentingan. Oleh itu, saya ingin merakamkan penghargaan yang tidak terhingga kepada ahli-ahli Lembaga Pengarah MPC, Pengerusi-pengerusi dan Ahli-ahli Panel Perundingan, Pasukan-pasukan Petugas, pihak pengurusan dan warga MPC atas dedikasi dan sokongan mereka sepanjang tahun 2014. Bimbingan yang berterusan daripada Kementerian Perdagangan Antarabangsa dan Industri amat dihargai terutamanya dalam memastikan kelancaran dan kejayaan program MPC. Saya juga ingin merakamkan ucapan terima kasih kepada semua kementerian, agensi dan juga rakan kerjasama tempatan dan antarabangsa dalam pelbagai kolaborasi yang dijalankan dan semoga hubungan strategik ini terus membuahkan hasil pada tahun-tahun akan datang.

STRATEGIC COLLABORATION TOWARDS ENHANCING PRODUCTIVITY

2014 was a significant year for MPC as it collaborated closely with ministries and agencies as well as international organisations such as the Asia Pacific Economic Cooperation (APEC), the International Institute for Management Development (IMD), the Organisation for Economic Co-operation and Development (OECD), the World Bank and the Asian Productivity Organisation (APO). The local and international collaborations are strengthened to allow MPC personnel to further understand the methodology and tools used by the various bodies in addressing productivity and competitiveness challenges. The acquired inputs are deliberated and scrutinised to formulate the Nation's productivity strategy and implementation.

It is high time that all of us either as industries or individuals to have a keen interest and to participate actively in productivity, innovation and competitiveness enhancement programmes organised by MPC. This is to ensure that a productive culture is inculcated within everyone. We at MPC hope that all Malaysians will join us and be committed in pursuit of enhancing our Nation's productivity and competitiveness.

ACKNOWLEDGEMENT

An organisation's endeavour is very much dependent upon the involvement of all stakeholders. As such, I would like to put on record my deepest appreciation to MPC Board of Directors, Chairmen and Members of Consultative Panels, Taskforces, MPC management team and staff for their dedication and support throughout 2014. The continuous guidance from the Ministry of International Trade and Industry is highly appreciated particularly in ensuring the smooth implementation and success of our MPC programmes. I would also like to thank all ministries, agencies as well as local and international partners on the various collaborations undertaken and may these strategic relationships continue to bear fruit in the coming years.



Carta Organisasi
Organisational Chart

Bahagian Semakan Peraturan
Regulatory Review Division

Bahagian Inovasi Enterprais
Enterprise Innovation Division

Bahagian Khidmat Pengurusan
Management and Services Division

Bahagian Kecemerlangan Perniagaan
Business Excellence Division

Bahagian Perancangan Strategik dan Komunikasi Korporat
Strategic Planning and Corporate Communication Division

Bahagian Daya Saing Global
Global Competitiveness Division

Unit Pengurusan dan Pembangunan Sumber Manusia
Human Resources Management and Development Unit

Bahagian Pengurusan Pengetahuan
Knowledge Management Division

Lembaga Pengarah
Board of Directors



1 **YBhg. Tan Sri Azman Hashim**
Pengerusi, Perbadanan Produktiviti Malaysia
Chairman, Malaysia Productivity Corporation

2 **YBhg. Dato' Nik Rahmat Nik Taib**
Timbalan Ketua Setiausaha (Industri)
Kementerian Perdagangan Antarabangsa dan Industri
Deputy Secretary-General (Industry)
Ministry of International Trade and Industry

3 **YBhg. Dato' Mohd Razali Hussain**
Ketua Pengarah, Perbadanan Produktiviti Malaysia
Director-General, Malaysia Productivity Corporation

4 **YBhg. Datuk Mohd Hashim Abdullah**
Ketua Setiausaha, Kementerian Pertanian dan Industri Asas Tani
Secretary General, Ministry of Agriculture and Agro-based Industry

5 **YBhg. Datuk Seri Hj. Saripuddin Hj. Kasim**
Ketua Setiausaha, Kementerian Sumber Manusia
Secretary General, Ministry of Human Resources

6 **YBhg. Prof. Tan Sri Dato' Dzulkifli Abdul Razak**
Penyandang Kursi Kepimpinan Islam, Universiti Sains Islam Malaysia
Chair of Islamic Leadership, Islamic Science University of Malaysia

7 **YBhg. Prof. Dato' Dr. Asma Ismail**
Ketua Pengarah Pendidikan Tinggi, Kementerian Pendidikan Malaysia
Deputy-General of Higher Education, Ministry of Education Malaysia



8 **YBhg. Dato' Zamzuri Abdul Aziz**
Timbalan Pengarah Belanjawan, Kementerian Kewangan
Deputy Director of Budget, Ministry of Finance

9 **Pn. Zakiah Jaafar**
Timbalan Pengarah, Seksyen Ekonomi Makro
Unit Perancang Ekonomi, Jabatan Perdana Menteri
Deputy Director, Macroeconomics Section
Economic Planning Unit, Prime Minister's Department

10 **YBhg. Dato' Muhamad Noor Yacob**
Pengerusi, Institut Automotif Malaysia
Chairman, Malaysia Automotive Institute

11 **YBhg. Tan Sri Datuk Mustafa Mansur**
Pengerusi dan Pengarah Urusan, Itco Niaga Sdn Bhd
Chairman and Managing Director, Itco Niaga Sdn Bhd

12 **YBhg. Tan Sri Dato' Azman Shah Dato' Seri Harun**
Pengerusi, Persekutuan Majikan-majikan Malaysia
Chairman, Malaysian Employers Federation

13 **YBhg. Datuk Abang Hj. Abdul Karim Tun Abang Hj. Openg**
Presiden, Brooke Dockyard and Engineering Works Corporation
President, Brooke Dockyard and Engineering Works Corporation

14 **YBhg. Datuk AG Buhtamam AG Mahmun**
Pengerusi Eksekutif, Sedafiat Sdn Bhd
Chief Executive Officer, Sedafiat Sdn Bhd

15 **En. A. Balasubramaniam**
Naib Presiden (Sektor Swasta)
Kongress Kesatuan Sekerja Malaysia
Vice President (Private Sector)
Malaysian Trade Union Congress

Pn. Roseleena Hashim
Setiausaha Perbadanan
Corporate Secretary

Ahli Ganti
Alternate Members

1. **En. Khoo Boo Seng**
   Pengarah Kanan Perancangan Strategik
   Kementerian Perdagangan Antarabangsa dan Industri
   Senior Director Strategic Planning
   Ministry of International Trade and Industry

2. **Pn. Nik Rozelin Nik Ramzi Shah**
   Ketua Penolong Pengarah
   Seksyen Ekonomi Makro, Unit Perancang Ekonomi
   Deputy Director-General
   Macroeconomics Section, Economic Planning Unit

3. **En. Kua Abun**
   Setiausaha Bahagian Dasar, Kementerian Sumber Manusia
   Secretary Policy Division, Ministry of Human Resources

YBhg. Datuk Hj. Azini Mohd Shahid
Timbalan Ketua Setiausaha
Kementerian Pertanian dan Industri Asas Tani
Deputy Secretary-General
Ministry of Agriculture and Agro-Based Industry

Pn. Rozita Hj. Ali
Ketua Penolong Setiausaha
Bahagian Perolehan Kerajaan, Kementerian Kewangan
Chief Assistant Secretary
Government Procurement Department, Ministry of Finance

Senarai Ketua Pengarah MPC
List of MPC Director Generals

1963 - 1965
En. S. A. Abishegam

1965 - 1980
Dato' Hj. Abu Kassim Hj. Mohamed

1981 - 1994
Ir. Hj. Arshad Hj. Marsidi

1994 - 2000
Tan Sri Hj. Ismail Adam

2000 - 2003
Ir. Hj. Mah Lok Abdullah

2003 - September 2009
Dato' Nik Zainiah Nik Abdul Rahman

KINI | Present
Dato' Mohd Razali Hussain



Senarai Mesyuarat Lembaga Pengarah
List of BOD Meetings

6 MAC | MARCH 2014
Pejabat MPC Wilayah Pantai Timur (Kota Bharu, Kelantan)
MPC East Coast Region Office (Kota Bharu, Kelantan)

19 JUN | JUNE 2014
Pejabat MPC Wilayah Sabah | MPC Sabah Regional Office

8 SEPTEMBER 2014
Pejabat MPC Wilayah Sarawak | MPC Sarawak Regional Office

27 NOVEMBER 2014
Bangunan AmBank, Kuala Lumpur | AmBank Building, Kuala Lumpur

Lembaga Pengurusan
Board of Management



1 YBhg. Dato' Mohd Razali Hussain

2 YBhg. Dato' Hj. Ahmad Fadzil Mahmud

3 YBhg. Dato' Abdul Latif Hj. Abu Seman

4 Tn. Hj. Ab. Rahim Yusoff

5 Pn. Lee Saw Hoon

6 En. Kamaruddin Mohamad

7 Pn. Hjh. Rauzah Zainal Abidin

Senarai Panel Perunding
List of Consultative Panels

PERTANIAN ■ AGRICULTURE

PENGERUSI ■ CHAIRMAN

YBhg. Tan Sri Dato' Sabri Ahmad
Bekas Presiden Kumpulan, Ketua Pegawai Eksekutif
Former Group President, Chief Executive Officer, Felda Global Ventures Holdings Berhad

AHLI-AHLI ■ MEMBERS

YBhg. Dato' Lee Yeow Chor
Ketua Pegawai Eksekutif
Chief Executive Officer, IOI Group Berhad

YBhg. Dato' Hj. Aliasak Hj. Ambia
Presiden, Persatuan Kebangsaan Pekebun-pekebun Kecil Malaysia
President, National Association of Smallholders Malaysia

YBhg. Dato' Wan Darman Wan Abdullah
Pengarah, Bahagian Pengembangan Pertanian dan Industri Asas Tani, Jabatan Pertanian
Director, Agriculture Expansion Agro-based Industry Division, Department of Agriculture

En. Muhammad Salimi Sajiri
Setiausaha Bahagian, Bahagian Perancangan Strategik dan Antarabangsa
Kementerian Pertanian dan Industri Asas Tani
Department Secretary, International and Strategic Planning Department
Ministry of Agriculture and Agro-based Industry

YBhg. Prof. Datuk Dr. Mad Nasir Shamsudin
Timbalan Naib Canselor (Akademik dan Antarabangsa)
Deputy Vice Chancellor (Academic and International), Universiti Putra Malaysia

Pn. Normah Omar
Pengarah, Pusat Penyelidikan Teknologi Makanan, Institut Penyelidikan dan Kemajuan Pertanian Malaysia (MARDI)
Director, Food Technology Research Centre, Malaysian Agricultural Research and Development Institute (MARDI)

YBhg. Tn. Hj. Muhammad Ariff Hj. Ariffin
Bekas Pengurus Besar, Penasihat Penanaman
Former General Manager, Planting Advisor, TH Plantations Sdn. Bhd.

En. Mustamir Mohamad
Ketua, Kewangan Kumpulan
Head, Group Finance, Sime Darby Berhad

En. Chua Piak Chwee
Pakar Industri
Industry Expert, International Tropical Fruits Network (TFNet)

KESIHATAN ■ HEALTHCARE

PENGERUSI ■ CHAIRMAN

YBhg. Tan Sri Dato' Dr. Abu Bakar Suleiman
Presiden
President, International Medical University

AHLI-AHLI ■ MEMBERS

YBhg. Datin Paduka Siti Sa'diah Sheikh Bakir
Pengarah Urusan
Managing Director, KPJ Healthcare Berhad

YBhg. Dato' Dr. Jacob Thomas
Presiden, Persatuan Hospital Swasta Malaysia
President, Association of Private Hospitals of Malaysia

En. Wan Latiff Wan Musa
Pengarah, Bahagian Khidmat Pengurusan
Perbadanan Pembangunan Perdagangan Luar
Director, Management Services Department
Malaysia External Trade Development Corporation

YBhg. Puan Sri Datuk Dr. Suraiya Hani Hussein
Timbalan Presiden
Deputy President, Malaysian Society for Quality in Health

YBhg. Prof. Madya Dr. Muhammad Kadar Marikar
Ketua Pegawai Eksekutif
Chief Executive Officer, Malaysian Society for Quality in Health

YBhg. Dr. Mary Suma Cardosa
Bekas Presiden
Past President, Malaysian Medical Association

En. Mohd Rasli Muda
Pengarah, Bahagian Perkhidmatan Bisnes dan Profesional
Lembaga Pembangunan Pelaburan Malaysia
Director, Business and Professional Services
Malaysian Investment Development Authority

YBhg. Datuk Dr. Noor Hisham Abdullah
Ketua Pengarah Kesihatan, Kementerian Kesihatan
Director General of Health, Ministry of Health

YBhg. Dr. Ahmad Razid Salleh
Pengarah, Bahagian Amalan Perubatan, Kementerian Kesihatan
Director, Medical Practices Department, Ministry of Health

YBhg. Prof. Dato' Dr. Syed Mohamed Al-Junid
Head, International Centre for Casemix and Clinical Coding (ITCC)
Universiti Kebangsaan Malaysia

YBhg. Dr. Mary Wong Lai Lin
Ketua Pegawai Eksekutif
Chief Executive Officer, Malaysia Healthcare Travel Council

PERKILANGAN ■ MANUFACTURING

PENGERUSI ■ CHAIRMAN

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Ahli Majlis, Persekutuan Pekilang-pekilang Malaysia
Council Member, Federation of Malaysian Manufacturers

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YBhg. Dato' Dr. Ong Eng Long
Penasihat Teknikal
Technical Advisor, Kossan Rubber Industries Bhd

YBhg. Dato' Abd Majid Kutiran
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Senior Director, Ministry of International Trade and Industry

Prof. Ir. Dr. Sha'ri Mohd Yusof
Timbalan Dekan Pengajian Siswazah
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Deputy Dean School of Graduate Studies
Technological University of Malaysia

Mr. Choy Ming Bil
Ahli Majlis
Council Member, Expertise Resource Association

En. Wan Mohd. Naim Shukri Mohamed
Naib Presiden, Kongres Kesatuan Sekerja Malaysia
Vice President, Malaysian Trades Union Congress

Mr. Basil Sim
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Senior Manager, Business Management and
Procurement Supply Chain
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Ahli Majlis
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En. Sofiyan Yahya (MOGSC)
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President, Malaysia Oil and Gas Services Council

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PENGERUSI ■ CHAIRMAN

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Executive Chairman, Sedafiat Sdn. Bhd.

AHLI-AHLI ■ MEMBERS

YBhg. Dato' Hj. Mokhtar Samad
Presiden
President, Malay Contractors Association Malaysia

Ir. Hj. Mohd Mazlan Mohd Ismail Merican
Ahli Majlis, Institusi Jurutera Malaysia
Council Member, Institute of Engineers Malaysia

Ar. Lim Pay Chye
Ahli, Persatuan Arkitek Malaysia (PAM)
Member, Malaysian Institute of Architects (MIA)

YBhg. Dato' Ng Kee Leen
Presiden
President, Master Builders Association Malaysia

YBhg. Dato' Tan Gim Foo
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Managing Director, IJM Corporation Berhad

YBhg. Dato' Sri Ir. Dr. Judin Abdul Karim
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Chief Executive
Construction Industry Development Board Malaysia (CIDB)

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Lecturer, Civil Engineering Faculty
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Director, Department of Statistics Malaysia

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Chair of Islamic Leadership, Islamic Science University of Malaysia

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YBhg. Prof. Madya Dato' Dr. Mohamed Najib Ahmad Dawa
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Chief Executive Officer, IKIP International College

YBhg. Datuk Ahmad Shukri Tajuddin
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Chief Executive Officer, Senai Hi-Tech Park

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Chief Operating Officer, Malaysian Foundation for Innovation

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Chief Executive Officer, Malaysian Foundation for Innovation

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Perbadanan Pembangunan Multimedia Sdn. Bhd.
Chief Executive Officer
Multimedia Development Corporation (MDEC) Sdn. Bhd.

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Ketua Pengarah Pelajaran, Kementerian Pelajaran Malaysia
Director General of Education, Ministry of Education Malaysia

En. Mark Rozario
Ketua Pegawai Eksekutif, Agensi Inovasi Malaysia
Chief Executive Officer, Malaysia Innovation Agency

KUALITI KEHIDUPAN BEKERJA ■ QUALITY OF WORKING LIFE

PENGERUSI ■ CHAIRMAN

YBhg. Tan Sri Ismail Adam
Pengerusi
Chairman, Hay Group Sdn. Bhd.

AHLI-AHLI ■ MEMBERS

En. Khoo Boo Seng
Pengarah Kanan, Bahagian Perancangan Strategik
Kementerian Perdagangan Antarabangsa dan Industri
Senior Director, Department of Strategic Planning
Ministry of International Trade and Industry

YBhg. Dato' Seri Zainal Rahim Seman
Ketua Setiausaha, Kementerian Sumber Manusia
Secretary General, Ministry of Human Resources

YBhg. Tan Sri Abd. Ghafar Mahmud
Ketua Pengarah, Kementerian Pengajian Tinggi
Director General, Ministry of Higher Education

Pn. Liew Siew Lee
Pengarah Industri Pembuatan, Sains dan Teknologi
Unit Perancang Ekonomi, Jabatan Perdana Menteri
Director Manufacturing Industry, Science and Technology
Economic Planning Unit, Prime Minister Department

YBhg. Tan Sri Datuk Yong Poh Kon
Presiden, Persekutuan Pekilang-pekilang Malaysia
President, Federation of Malaysia Manufacturers (FMM)

YBhg. Tan Sri Azman Shah Dato' Seri Haron
Presiden, Persekutuan Majikan-Majikan Malaysia
President, Malaysia Employers Federation

YBhg. Prof. Dato' Dr. Rujhan Mustafa
Ketua Pengarah, Jabatan Pengajian Tinggi
Kementerian Pengajian Tinggi Malaysia
Director General, Department of Higher Education
Ministry of Higher Education Malaysia

YBhg. Dato' Hafsah Hashim
Ketua Pegawai Eksekutif
Chief Executive Officer, SME Corporation Malaysia

PELANCONGAN ■ TOURISM

PENGERUSI ■ CHAIRMAN

YBhg. Tan Sri Dato' Azman Shah Dato' Seri Haron
Pengerusi
Chairman, Antara Holiday Villas

YBhg. Dato' Anthony K.S Yeo
Naib Presiden
Vice Senior President, Resort World Sdn. Bhd.

AHLI-AHLI ■ MEMBERS

YBhg. Dato' Dr. Ong Hong Peng
Ketua Setiausaha, Kementerian Pelancongan Malaysia
Secretary General, Ministry of Tourism Malaysia

YBhg. Dato' Mohd Khalid Harun
Presiden
Persatuan Agensi-agensi Pelancongan dan Pengembaraan Malaysia
President, Malaysian Association of Tour and Travel Agents

YBhg. Dato' Mirza Mohammad Taiyab
Ketua Pengarah, Kementerian Pelancongan Malaysia
Director General, Ministry of Tourism Malaysia

En. Azman Hj. Tambi Chik
Ketua Pegawai Eksekutif
Chief Executive Officer, Rangkaian Hotel Seri Malaysia Sdn. Bhd.

YBhg. Dato' Mohd. Sahar Darusman
Timbalan Setiausaha, Kementerian Sumber Manusia
Deputy Secretary General, Ministry of Human Resources

En. Shaharuddin Mohamad Saaid
Pengarah Eksekutif
Persatuan Agensi-agensi Pelancongan dan Pengembaraan Malaysia
Executive Director
Malaysian Association of Tour and Travel Agents

YBhg. Prof. Dr. Ghazali Musa
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Fakulti Perakaunan dan Perniagaan
Lecturer, Department of Business Strategy and Policy
Faculty of Business and Accountancy, University of Malaya

YBhg. Datuk Dr. Muhamad Nasir Hamzah
Presiden, Persatuan Hotel Bajet Malaysia
President, Malaysia Budget Hotel Association



CHAPTER





Membuka Jalan Ke Arah Daya Saing Global

Paving the Way to Global Competitiveness

MENGUKUHKAN DAYA SAING MALAYSIA DI PERINGKAT GLOBAL

Pada tahun 2014, Malaysia terus mencatatkan kedudukan yang memberangsangkan apabila berada di kedudukan 20 paling berdaya saing dalam tiga laporan daya saing antarabangsa. Melihat kepada prestasi ini, Kerajaan akan terus mengukuhkan usaha daripada segi persekitaran ekonomi makro, kecekapan pasaran buruh dan kesediaan teknologi. Seperti saranan Kerajaan, Malaysia akan terus memperkukuh daya saing global Malaysia menerusi usaha yang menyasarkan peningkatan persekitaran pelaburan dan mempromosi dasar-dasar.

Dalam laporan *World Competitiveness Yearbook* (WCY) 2014, Malaysia berada di kedudukan ke-12 daripada 60 ekonomi, manakala dalam laporan *Global Competitiveness Report* (GCR) 2014-2015 negara berada di kedudukan ke-20 daripada 144 ekonomi. Mengikut metodologi baharu dalam laporan *Doing Business* (DB) 2015 pula, negara dicatatkan berada di kedudukan ke-18 berbanding 189 ekonomi iaitu meningkat 2 anak tangga dari kedudukan ke-20 pada tahun sebelumnya. Pada kedudukan tersebut, Malaysia mendahului negara Taiwan, China, Switzerland, Thailand, Belanda dan Jepun. Kejayaan ini dicapai melalui inisiatif-inisiatif berterusan yang diambil oleh Kerajaan menerusi Program Transformasi Kerajaan (GTP) dan Program Transformasi Ekonomi (ETP) serta tugas yang dilaksanakan oleh Pasukan Petugas Khas Pemudahcara Perniagaan (PEMUDAH).

Meningkatkan daya saing negara memerlukan penglibatan semua pihak. MPC sebagai agensi yang menerajui bidang produktiviti dan daya saing negara berkerjasama rapat dengan kementerian dan agensi dalam usaha untuk mempertingkatkan lagi prestasi daya saing negara khususnya dalam bidang-bidang yang memerlukan penambahbaikan. Oleh yang demikian, perbincangan dengan pelbagai kementerian dan agensi telah diadakan untuk meningkatkan kedudukan Malaysia serta mengadakan lebih banyak perbincangan dengan komuniti perniagaan. Antara agensi yang terlibat adalah Kementerian Sains, Teknologi dan Inovasi (MOSTI), Kementerian Kesihatan (MOH), Kementerian Pendidikan (MOE), Kementerian Kerja Raya (KKR), Jabatan Kastam Diraja Malaysia dan *Multimedia Development Corporation* (MDeC).

STRENGTHENING MALAYSIA'S GLOBAL COMPETITIVENESS

In 2014, Malaysia has recorded a respectable position among the top 20 most competitive economies in three international competitiveness reports. Based on this performance, the Government will continue to strengthen its effort with respect to macro economic environment, labour market efficiency and technological readiness. As highlighted by the Government, Malaysia will increase its endeavour to strengthen Malaysia's global competitiveness through efforts targeting at investment conduciveness and policies support.

In the World Competitiveness Yearbook (WCY) 2014, Malaysia was ranked at 12th position from 60 economies, while the Global Competitiveness Report (GCR) 2014-2015 ranked the country at 20th position from 144 economies. Based on the new methodology in the Doing Business (DB) 2015 report, Malaysia is positioned at 18th place out of 189 economies, improving 2 positions from number 20 in the previous year (2013). At this position, Malaysia is ahead of Taiwan, China, Switzerland, Thailand, the Netherlands and Japan. This achievement is made possible through Government continuous initiatives, the Government Transformation Programme (GTP) and the Economic Transformation Programme (ETP) as well as efforts undertaken by PEMUDAH.

The quest for enhancing competitiveness requires involvement from across the board. MPC, as the lead agency to spearhead the nation's productivity and competitiveness, work closely with ministries and agencies to improve Malaysia's competitiveness with focus on continuous improvement. With this in mind, MPC has had engagement sessions with various ministries and agencies, including business communities, to improve Malaysia's ranking. Among those involved are Ministry of Science, Technology and Innovation (MOSTI), Ministry of Health (MOH), Ministry of Education (MOE), Ministry of Works, Royal Malaysian Customs Department, and Multimedia Development Corporation (MDeC).

Hasil kerjasama yang diadakan, langkah-langkah penambahbaikan telah diambil oleh kementerian dan agensi yang berkaitan, umpamanya, MDeC dan MOSTI telah menetapkan sasaran daya saing dalam bidang berkaitan kementerian masing-masing. MOH pula meneruskan langkah-langkah memperbaiki daya saing di dalam bidang kesihatan dengan pembaharuan serta pengukuhan program sedia ada seperti program mengurangkan kadar jangkitan HIV, mengawal penularan penyakit Tibi, program eliminasi Malaria, serta memperbaiki persepsi komuniti perniagaan mengenai impak HIV, Tibi dan Malaria. MOE pula telah melibatkan lebih banyak kementerian dan agensi yang turut menawarkan pendidikan dan latihan merangkumi kolej swasta dan sekolah agama swasta di peringkat negeri agar dapat membekalkan data yang lebih komprehensif dan mencerminkan keadaan sebenar di Malaysia.

Jabatan Kastam Diraja Malaysia pula sedang menyemak semula isu berkaitan tarif agar lebih setara dengan negara serantau. Di samping itu, usaha ini terus diperluaskan melalui kerjasama Kumpulan Perancangan Antara Agensi (IAPG) serta lain-lain kementerian dan agensi yang terlibat dengan pembekalan data kepada organisasi antarabangsa. Melalui kerjasama ini kualiti data-data yang dibekalkan dapat dipertingkatkan dan diharap dapat menggambarkan kedudukan sebenar Malaysia.

Pada tahun 2014, sebanyak 11 siri bengkel *Competitiveness Champion Programme* telah dijalankan bagi berkongsi maklumat dengan peserta mengenai prestasi daya saing negara, inisiatif-inisiatif yang dijalankan oleh Kerajaan, perkembangan ekonomi semasa dan berkongsi amalan-amalan terbaik syarikat. Bengkel ini dijalankan di seluruh negara bagi memperolehi data yang lebih tepat mengenai situasi sebenar di Malaysia dan secara tidak langsung dapat meningkatkan lagi kefahaman terhadap kepentingan daya saing negara serta menangani persepsi negatif masyarakat ekoran daripada kurang memahami isu daya saing. Maklumat dan data yang tepat penting agar laporan yang dikeluarkan lebih sahih dan boleh dipercayai. Selain menjalankan siri bengkel *Competitiveness Champion Programme*, PEMUDAH melalui Kumpulan Fokus Perhubungan Awam (FGPR) terus giat mempromosikan isu daya saing menerusi pertandingan *PEMUDAH Journalism Competition* yang telah memasuki tahun kedua penganjurannya pada 2014. Tujuan pertandingan ini adalah bagi menggalakkan wartawan menulis isu berkaitan daya saing di mana ianya diharap akan dapat meningkatkan lagi kesedaran dan kefahaman masyarakat tentang kepentingan daya saing negara.

The outcome from these sessions such that MDeC and MOSTI have set competitiveness target pertaining to their respective scope. In the case of MOH, the ministry is committed to continue with its improvement initiatives in healthcare competitiveness with renewed and strengthening existing programmes such as reducing HIV infection rate, controlling the spread of tuberculosis (TB) disease, Malaria elimination programme, as well as improving community's perspective on the impact of HIV, TB, and Malaria. On the part of education, MOE has tasked those ministries and agencies that offer education and training including private colleges and private religious schools at the state level to provide comprehensive data to reflect the actual education landscape in Malaysia.

In tariff-related issues, the Royal Malaysian Customs Department has conducted tariff reviews so as to be consistent with countries in the region. In addition, engagement sessions are further widened through collaborations with Inter Agency Planning Group (IAPG), as well as with other ministries and agencies involved in providing data to international organisations. Through these collaborations, improved quality of data will be provided and will reflect the actual situation in Malaysia.

In 2014, a total of 11 workshop series on the Competitiveness Champion Programme was held to disseminate information in relation to the country's competitiveness performance, initiatives carried out by the Government, current economic development and sharing of organisations' best practices. The workshop was conducted throughout the country to gather more accurate data describing Malaysia's situation and would promote further understanding on the importance of national competitiveness as well as managing negative perception of the community due to lack of understanding on competitiveness issue. The importance of accurate data and information is crucial to produce a more reliable and truthful report. Additionally, PEMUDAH, through its Focus Group on Public Relations (FGPR) continued to promote competitiveness by organising PEMUDAH Journalism Competition, in its second year running since 2013, with the objective of encouraging journalists to write about competitiveness-related issues to create further awareness and understanding among the public on the nation's competitiveness.

Bengkel *"Establishing Best Practices on Human Capital Development to Enhance Competitiveness 2014"* telah diadakan dengan anjuran bersama *Asia Pacific Economic Cooperation* (APEC) dan MPC. Tujuan projek ini dijalankan adalah bagi membangunkan rangka kerja Pembangunan Sumber Manusia, mengenal pasti amalan-amalan terbaik serta mempromosikan sistem dan piawaian yang sesuai untuk menggalakkan produktiviti di kalangan Perusahaan Kecil dan Sederhana (PKS). Beberapa orang pakar dari kalangan negara APEC seperti Taiwan, Republik Korea, Filipina, Jepun dan Singapura dijemput untuk berkongsi maklumat mengenai pembangunan sumber manusia di negara masing-masing selain melibatkan pakar-pakar dari Malaysia sendiri. Ini memberi peluang kepada pengurus sumber manusia, pakar-pakar produktiviti, majikan dan pekerja bertukar pendapat mengenai amalan terbaik dan tanda aras negara lain dalam usaha meningkatkan produktiviti dan daya saing.

Pada tahun 2014 juga, MPC meneruskan kajian daya saing di peringkat negeri iaitu *Malaysia Competitiveness Report* (MCR) 2014-2015 yang melibatkan pengukuran daya saing kesemua negeri di Malaysia termasuk Wilayah Persekutuan Kuala Lumpur. Kajian tersebut menganalisa prestasi daya saing peringkat negeri dengan menonjolkan kekuatan dan peluang-peluang penambahbaikan masing-masing. Metodologi kajian masih merujuk kepada *Global Competitiveness Index* (GCI) oleh *World Economic Forum* (WEF) yang berasaskan 12 teras daya saing. MPC bekerjasama dengan institusi-institusi pendidikan yang dilantik sebagai *Competitiveness Partners* (CPs) bagi menjalankan kaji selidik di setiap negeri dengan menggunakan *Competitiveness Opinion Survey* (COS). Melalui kajian ini kerajaan negeri dapat mengenal pasti kekuatan serta peluang penambahbaikan ke arah meningkatkan lagi prestasi masing-masing selain dijadikan sumber rujukan kepada pihak berkepentingan dalam membangunkan strategi ke arah kemakmuran ekonomi di masa akan datang.

Bagi penyampaian maklumat daya saing yang lebih cekap dan menyeluruh, penerbitan bercetak dan elekronik disalurkan kepada orang awam dan industri melalui laman sesawang MPC, media sosial dan penerbitan. Komunikasi melalui perhubungan awam sentiasa dipergiatkan untuk memaklumkan kepada orang awam dan industri mengenai inisiatif-inisiatif yang dilaksanakan oleh kerajaan. Pada tahun 2014, Bahagian Daya Saing Global telah menghasilkan 22 penerbitan yang terdiri daripada 3 *Competitiveness Booklets* (Malaysia in the *World Competitiveness*

At the international platform, MPC collaborated with Asia Pacific Economic Cooperation (APEC) to co-organise a workshop on "Establishing Best Practices on Human Capital Development to Enhance Competitiveness 2014". This project was designed to develop a Human Resource Development framework, to identify best practices and also to promote suitable system and standard to boost productivity among the SMEs. Several experts from APEC member countries such as Taiwan, South Korea, the Philippines, Japan and Singapore including Malaysia's own experts were invited to share information pertaining to human resource development in their respective countries. This platform has provided opportunities for human resource managers, productivity experts, employers and employees to exchange views on best practices and benchmarks of other countries in pursuit of enhancing productivity and competitiveness.

In the same year too, MPC continued with its state-level competitiveness study, the "Malaysia Competitiveness Report (MCR) 2014-2015', that encompassed all states in Malaysia including Federal Territory Kuala Lumpur. The said study analysed each state's competitiveness performance, highlighting respective strengths and opportunities for improvement. The methodology of the study is based on the World Economic Forum (WEF) Global Competitiveness Index (GCI), premised on 12 competitiveness pillars. MPC collaborated with appointed learning institutions who are Competitiveness Partners (CPs) to conduct survey in each state using the Competitiveness Opinion Survey (COS). This study enables the State Government to identify respective strengths and opportunities for improvement to strengthen respective performance in addition to becoming source of reference for stakeholders to develop strategies for future economic prosperity.

For a wider and more effective dissemination of competitiveness information, information are also chanelled to the public and industry through printed and electronic publications using MPC's website, social media and MPC publications. Communications via media relation are actively utilised to inform the public and industry on the Government's initiatives to promote competitiveness. In 2014, the Global Competitiveness Division of MPC has published 22 publications comprising 3 Competitiveness Booklets (Malaysia in the World Competitiveness Yearbook 2014, Global Competitiveness Report 2014-2015 and Doing Business 2015), PEMUDAH e-Bulletin, Global Competitiveness Infoline, Competitiveness e-Bulletin, e-Collaborate to Compete and Competitiveness e-Bookshelf that gather summaries of all international reports including MPC's electronic publications.

Yearbook 2014, *Global Competitiveness Report* 2014-2015 dan *Doing Business* 2015), e-Bulletin PEMUDAH, *Global Competitiveness Infoline*, *Competitiveness e-Bulletin, e-Collaborate to Compete* dan *Competitiveness e-Bookshelf* yang mengumpulkan semua ringkasan laporan antarabangsa serta penerbitan-penerbitan elektronik MPC.

Secara tradisinya, hubungan kerjasama dengan beberapa agensi antarabangsa terus dipergiatkan dalam usaha untuk memahami dengan lebih baik kaedah serta alat yang digunakan oleh negara-negara lain. Pakar rujuk daripada WEF dan *International Institute for Management Development* (IMD) telah diundang ke Malaysia sebagai penceramah jemputan pada tahun lepas untuk berkongsi pengalaman dengan industri di Malaysia. Melalui hubungan strategik antara kedua-dua pihak ini dapat memberi peluang kepada MPC untuk mengemukakan sebarang cadangan penambahbaikan, usul atau komen. Beberapa lawatan kerjasama dan misi pembelajaran juga telah diadakan di mana MPC dijemput menghadiri persidangan *"Thailand Competitiveness Conference 2014"* anjuran *Thailand Management Association* (TMA). Input-input yang diperolehi daripada persidangan ini digunakan sebagai maklumat tambahan kepada pembentukan strategi daya saing negara. Lawatan ke APEC, Singapura diadakan bagi membincangkan beberapa isu berkaitan bengkel pembangunan sumber manusia agar bengkel ini berjalan dengan lancar.

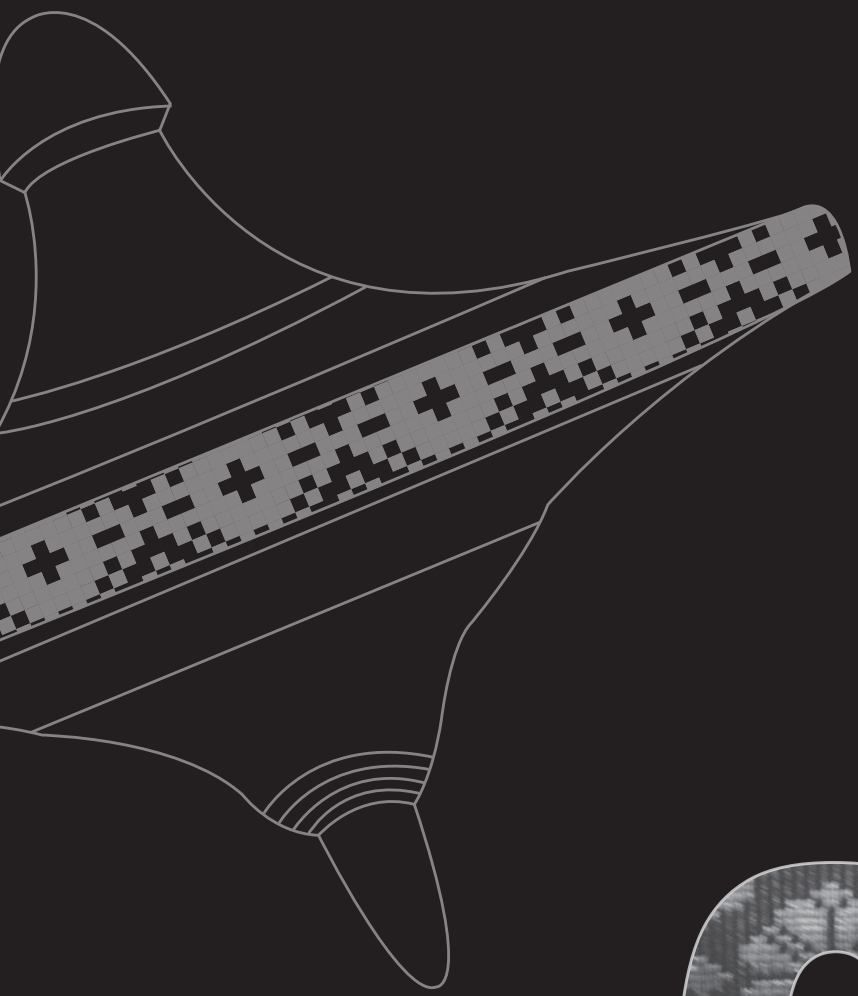
Di dalam misi pembelajaran ke beberapa organisasi penjagaan kesihatan di Jepun dan Republik Korea anjuran bersama *Japan Productivity Centre* (JPC) dan *Korea Productivity Centre* (KPC) di bawah program *APO Individual-Country Observational Study Missions* (I-OSM), 9 organisasi yang disenaraikan mempunyai amalan terbaik telah dilawati selain hospital-hospital terpilih. Susulan daripada lawatan tersebut, beberapa rangka kerja telah dibangunkan hasil daripada maklum balas peserta untuk membantu menambah baik kualiti penjagaan kesihatan di Malaysia.

It has been the practice to intensify the working relationship with several international agencies to further understand techniques and tools used by other countries. Experts from WEF and International Institute for Management Development (IMD) were invited as guest speakers to share their experiences with Malaysia's local industries. Several networking visits and study missons have been organised in which MPC was invited to attend "Thailand Competitiveness Conference 2014" organised by Thailand Management Association (TMA). A visit to APEC, Singapore, was organised to discuss several issues in relation to the human resource development workshop.

In a study mission to healthcare organisations in Japan and Korea, co-organised by Japan Productivity Centre (JPC) and Korea Productivity Centre (KPC) under the APO Individual-Country Observational Study Missions (I-OSM) programme, 9 organisations identified with best practices were visited besides selected hospitals. Pursuant to the said visit, several frameworks have been developed based on feedbacks from the participants to facilitate quality improvement in Malaysia's healthcare.

"Malaysia akan terus memperkukuh daya saing global Malaysia menerusi usaha yang menyasarkan peningkatan persekitaran pelaburan dan mempromosi dasar-dasar."

"Malaysia will increase its endeavour to strengthen Malaysia's global competitiveness through efforts targeting at investment conduciveness and policies support."



CHAPTER 2





Memudahkan Persekitaran Perniagaan

Enabling Business Environment

KE ARAH PERSEKITARAN PERNIAGAAN YANG LEBIH KONDUSIF

Prestasi Perlaksanaan *Good Regulatory Practice* (GRP)

Salah satu komponen teras yang digunakan dalam semakan semula peraturan ialah perundingan awam (public consultation). Input-input daripada pihak-pihak yang berkepentingan (stakeholder) amat penting dalam proses melaksanakan peraturan yang berkualiti. Selaras dengan itu, pelancaran buku *'Guideline on Public Consultation Procedures'* seperti di Rajah 1 telah diadakan pada 16 Oktober 2014, bertujuan untuk memberikan panduan dan informasi kepada Kementerian dan Agensi mengenai konsep, prinsip dan praktis dan bagaimana menjalankan proses *public consultation* secara berkesan. Panduan ini juga akan menjelaskan peranan pihak yang berkepentingan yang terlibat di dalam proses perundingan di samping menjadi landasan kepada orang awam supaya lebih memahami sebarang proses terlibat di dalam membangunkan sesuatu peraturan yang akan memberi kesan kepada mereka di masa akan datang.

Malah ianya merupakan salah satu elemen penting di dalam perkembangan dan perlaksanaan sesuatu peraturan yang berkesan di mana ia membolehkan pihak berkuasa untuk melibatkan pihak yang berkepentingan dan orang awam di dalam melaksanakan sesuatu polisi, seterusnya mencerminkan komitmen dan kerjasama pihak Kerajaan terhadap ketelusan dan akauntabiliti.

Sehingga Disember 2014, sebanyak 41 Notifikasi Peraturan telah diterima daripada 18 kementerian dan agensi untuk dinilai oleh MPC. Daripada 41 Notifikasi tersebut, sebanyak 30 cadangan peraturan memerlukan kementerian dan agensi menjalankan *Regulatory Impact Analysis* (RIA) yang melibatkan 15 kementerian dan agensi manakala 11 lagi cadangan projek tidak perlu melalui proses RIA. Bagi *Regulatory Impact Statement* (RIS), sejumlah 6 RIS telah dikemukakan kepada MPC oleh sebuah kementerian dan 3 agensi. RIS ini akan dinilai dan dikemukakan kepada Jawatankuasa Perancang Pembangunan Negara untuk mengesahkan bahawa RIA yang dijalankan telah memenuhi pematuhan *adequacy* kriteria RIA.

TOWARDS A MORE CONDUCIVE BUSINESS ENVIRONMENT

Good Regulatory Practice (GRP) Implementation Performance

One of the core components used in review of regulations is public consultation. Inputs from the stakeholders are very vital in the process of implementing quality regulation. In this regard, a book launching entitled 'Guideline on Public Consultation Procedures', as in Figure 1, was held on 16 October 2014, with the objective of providing guidance and information to ministries and agencies on the concept, principle, and practice, and the way to conduct public consultation process effectively. This guidebook is also intended to explain the roles of stakeholders who are involved in the consultation process as well as to serve as reference to the public for a better understanding of any process pertaining to developing a regulation which will have an impact on them in the future.

Furthermore, public consultation is one of the main elements in developing and implementing a more effective regulation, in which it enables the authorities to involve the stakeholders and the public in implementing a policy, thus reflects the Government's commitment and cooperation towards transparency and accountability.

Until December 2014, a total of 41 Regulation Notifications was received from 18 ministries and agencies for MPC assessment. Out of those 41 notifications, 30 regulation proposals required the ministries and agencies to carry out Regulatory Impact Analysis (RIA) involving 15 ministries while the remaining 11 proposals did not need to go through RIA process. For Regulatory Impact Statement (RIS), a total of 6 RIS was submitted to MPC by 1 ministry and 3 agencies. This RIS would be assessed and forwarded to the *Jawatankuasa Perancang Pembangunan Negara* to verify that RIA which was undertaken had fulfilled RIA criteria adequacy compliance.

RAJAH 1 : BUKU 'GUIDELINE ON PUBLIC CONSULTATION PROCEDURES' DAN RINGKASANNYA
FIGURE 1 : 'GUIDELINE ON PUBLIC CONSULTATION PROCEDURES' BOOKS AND SNAPSHOTS



Pembangunan kapasiti (*Hands-on Workshop on RIA*) telah dijalankan kepada 18 kementerian dan agensi yang bertujuan untuk memberi pemahaman yang lebih mendalam bagi pelaksanaan RIA. Sehingga Disember 2014 terdapat 16 projek RIA yang telah dibantu menerusi bimbingan dan khidmat nasihat yang melibatkan 10 kementerian dan agensi. Beberapa siri *Coaching Session for RIA Demonstration Project* telah dijalankan sejak bulan Januari 2014 dengan bimbingan *Organisation for Economic Co-operation and Development* (OECD) dan MPC. Status keseluruhan pelaksanaan Projek RIA 2014 adalah seperti di Rajah 2.

A Hands-on Workshop on RIA was conducted for the 18 ministries and agencies with the objective to provide an in-depth understanding of RIA implementation. As of December 2014, there were 16 RIA projects that were assisted through guidance and advisory involving 10 ministries and agencies. A series of Coaching Session for RIA Demonstration Project was organised since January 2014 under the guidance of Organisation for Economic Co-operation and Development (OECD) and MPC. Overall status of RIA implementation 2014 is described in Figure 2.

RAJAH 2 : STATUS PELAKSANAAN PROJEK RIA 2014
FIGURE 2 : RIA PROJECT STATUS IMPLEMENTATION 2014



PEMODENAN LESEN PERNIAGAAN - PINDAAN LESEN KE ATAS AKTA, PERATURAN DAN UNDANG-UNDANG KECIL SEDIA ADA

Melalui inisiatif Pemodenan Lesen Perniagaan (MBL) di bawah *Kumpulan Fokus Perekayasaan Semula Proses Perniagaan dalam Pelesenan Perniagaan* (FGBPR), terdapat 39 lesen yang sedang direkayasa dan 25 lesen dalam proses pemansuhan melibatkan pindaan ke atas 15 Akta, 12 Peraturan dan 2 Undang-Undang Kecil (UUK). Sebuah bengkel bersama kementerian dan agensi terlibat telah diadakan pada 17 April 2014, bagi membincangkan proses RIA yang perlu dijalankan seperti yang ditunjukkan di Jadual 1.

MODERNISING BUSINESS LICENSING - LICENSE AMENDMENTS ONTO EXISTING ACT, REGULATION AND ENACTMENTS

Through Modernising Business Licensing (MBL) initiatives under the purview of Focus Group on Business Process Re-engineering in Business Licensing (FGBPR), there are 39 licenses being re-engineered and 25 more are in the repeal process involving amendments onto 15 Acts, 12 Regulations and 2 Enactments. A workshop with those ministries and agencies involved was held on 17 April 2014 to discuss RIA process which needs to be conducted as shown in Table 1.

JADUAL 1 : BILANGAN LESEN YANG MEMERLUKAN PINDAAN AKTA, PERATURAN DAN UNDANG-UNDANG KECIL
TABLE 1 : NUMBER OF LICENSES THAT REQUIRE AMENDMENTS ONTO ACT, REGULATION AND ENACTMENT

STATUS	KEMENTERIAN/AGENSI MINISTRY/AGENCY	NOMBOR LESEN NUMBER OF LICENCE	PINDAAN AMENDMENT		
			TINDAKAN ACT	PERATURAN REGULATION	UUK/ENAKMEN UUK/ENACTMENT
Proses Perniagaan Kejuruteraan Semula Business Process Re-Engineering	16	39	9	10	1
Pemansuhan Abolishment	9	25	6	2	1
Jumlah Total	**25**	**64**	**15**	**12**	**2**

PENAMBAHBAIKAN KECEKAPAN PROSES PENGELUARAN PERMIT KENDERAAN PERDAGANGAN

Keberhasilan kajian asas yang telah dijalankan oleh MPC daripada beberapa sesi perbincangan bersama kumpulan fokus yang terdiri daripada pihak-pihak seperti Kementerian Kesejahteraan Bandar, Perumahan dan Kerajaan Tempatan (KPKT) dan Pihak Berkuasa Tempatan (PBT) bersama Suruhanjaya Pengangkutan Awam Darat (SPAD) sebagai agensi peneraju yang mengawal selia permit kenderaan perdagangan telah membawa kepada persetujuan dan penambahbaikan kepada tatacara asal.

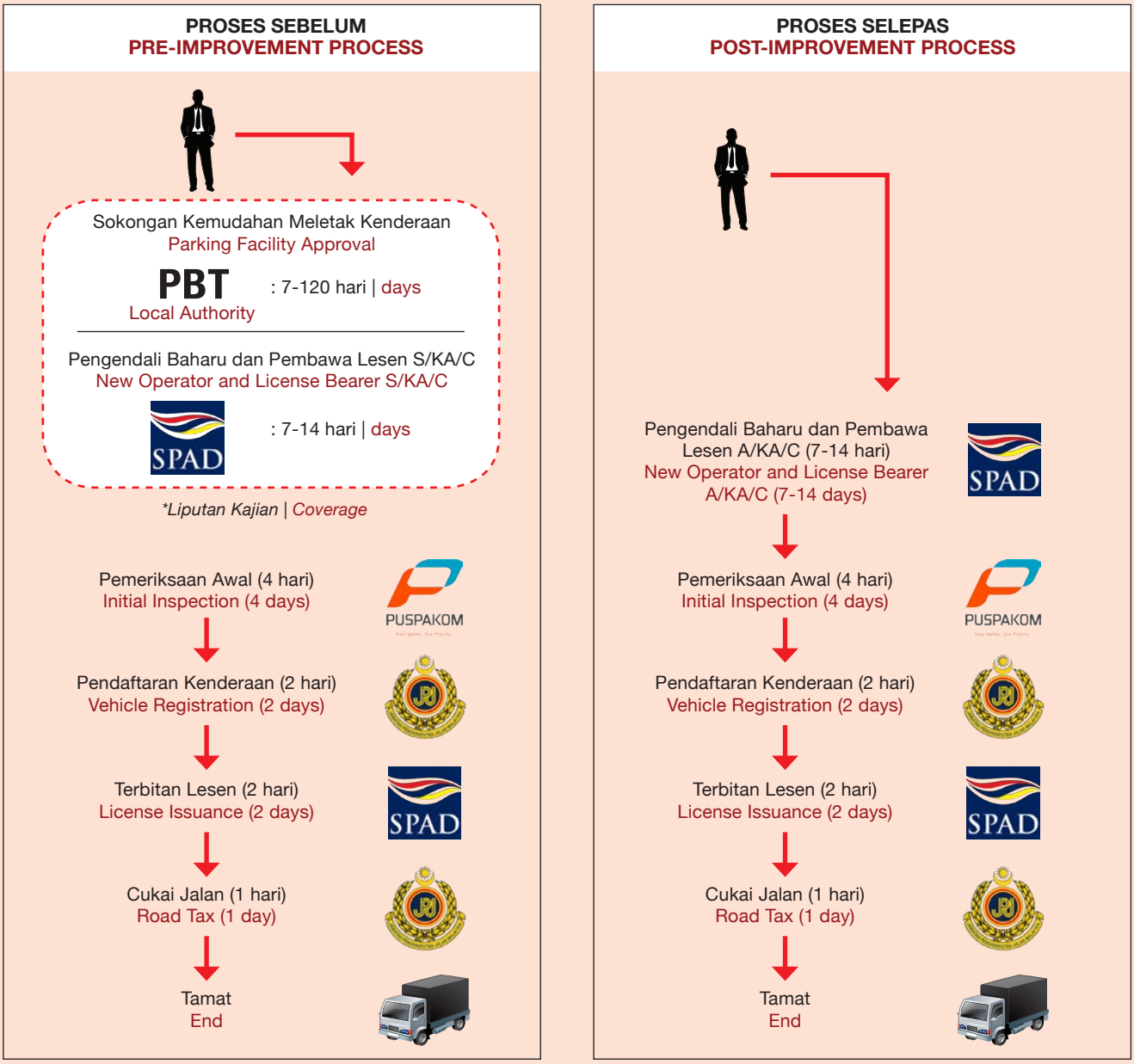
PROCESS EFFICIENCY IMPROVEMENT FOR COMMERCIAL VEHICLE PERMIT ISSUANCE

The findings of a baseline study conducted by MPC, gathered from series of discussion with focus group comprising the Ministry of Urban Wellbeing, Housing and Local Government (KPKT) and the Local Councils (PBT) along with Land Public Transport Commission (SPAD) as the lead agencies that monitor permit for commercial vehicle, has reached a consensus and improvement to the original procedure.

Hasil daripada sesi perbincangan ini, tatacara baru menggunakan kaedah kawal selia sendiri (self regulation) diperkenalkan. Melalui penambahbaikan ini juga, ia telah dapat mengurangkan masa memproses pengeluaran permit kenderaan perdagangan dari 166 hari kepada 23 hari seperti di Rajah 3 di bawah. Selain itu juga penjimatan kos pematuhan kepada peniaga dianggarkan sebanyak RM61 juta setahun dan penjimatan kos operasi oleh pihak PBT dianggarkan sebanyak RM9 juta setahun.

The outcome from the said session is to introduce self-regulation method as the new procedure. This improvement effort has lessened the processing time for the issuance of commercial licence vehicle permit from 166 days to 23 days as shown in Figure 3 below. The said effort has also yielded a compliance cost savings to businesses of about RM61 million per year while the PBTs will gain operational cost savings estimated at about RM9 million per year.

RAJAH 3 : PROSES SEBELUM DAN SELEPAS KELULUSAN LESEN
FIGURE 3 : PRE-IMPROVEMENT AND POST-IMPROVEMENT PROCESS FOR LICENCE APPROVAL



PELEPASAN KARGO DI ZON BEBAS (K8): KAJIAN KES BAGI SCHLUMBERGER'S ASIA PASIFIK MRO

Kerjasama di antara MPC bersama Kastam dan Syarikat Schlumberger sebagai kajian kes telah berjaya menambah baik masa proses perlepasan kargo dalam Zon Bebas (K8). Projek yang dijalankan dalam jangka masa 4 bulan ini telah berjaya membangunkan *standard operation procedure* (SOP) baru dan tindakan susulan dan pelaksanaan telah diambil oleh pihak Kastam bermula pada 1 Mei 2014. Di dalam kajian kes ini, MPC telah menganjurkan beberapa bengkel sebagai platform utama interaksi dan pertemuan di antara Kastam dan syarikat minyak Schlumberger. Melalui bengkel yang diaturkan ini, kedua-dua pihak mendapatkan penjelasan lebih terperinci mengenai proses dan prosedur yang sedang dijalankan. Hasil daripada beberapa siri bengkel yang dijalankan, proses yang dialami oleh perniagaan dapat diuraikan dan segala beban kawal selia yang tidak wajar dapat dikenal pasti dan sekaligus dimansuhkan dan hasilnya proses ini dipendekkan dan dipermudahkan.

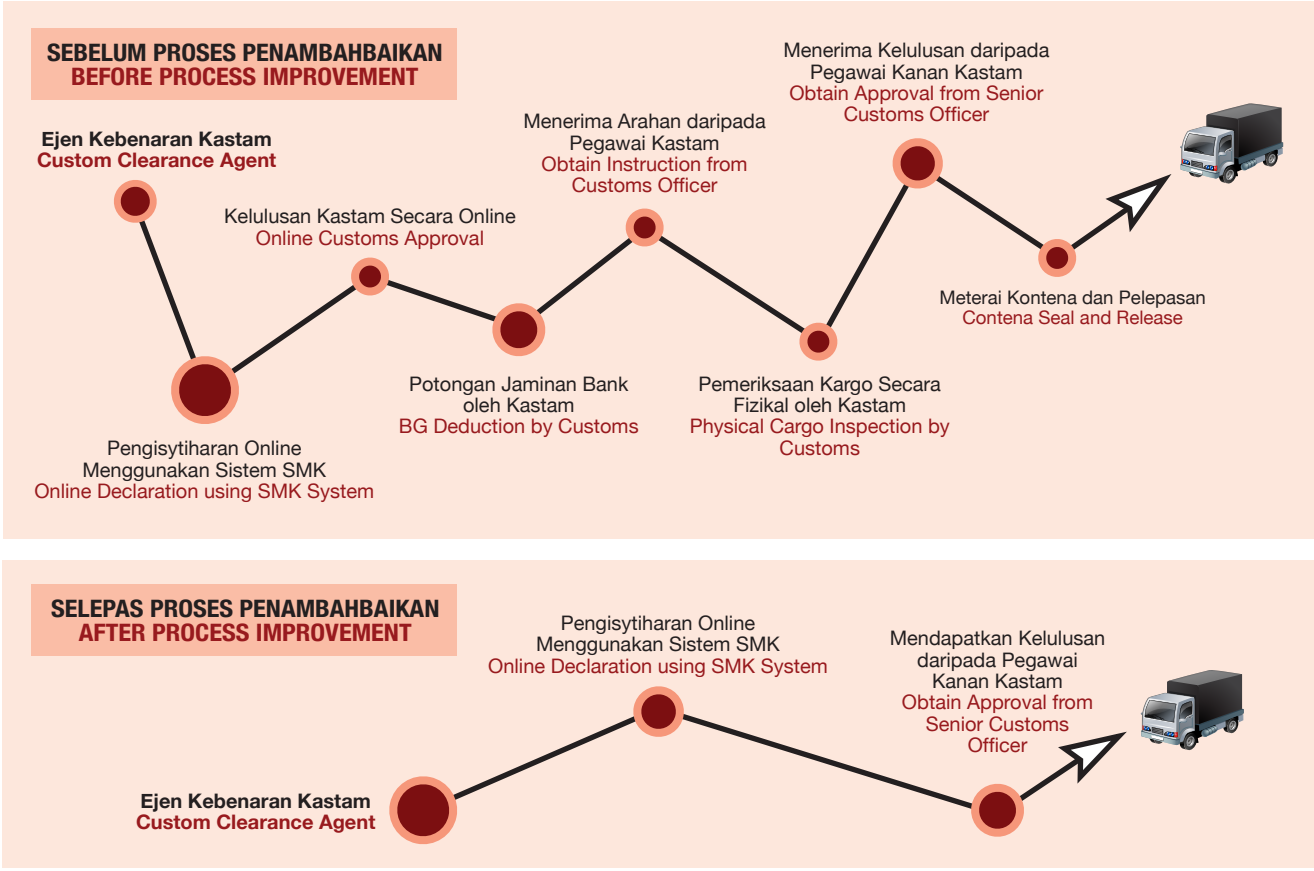
Di samping itu, kerjasama yang baik daripada pihak Kastam, telah memberi satu inovasi baru daripada segi prosedur yang membantu mempercepatkan proses. Projek perintis telah dilaksanakan selama 6 bulan dan ianya telah memberi impak yang memberangsangkan kepada semua pihak yang terlibat. Perubahan tatacara kerja untuk proses K8 telah mempercepatkan proses perlepasan kargo dari 330 minit kepada 75 minit. Pengurangan masa sebanyak 77% iaitu bersamaan 255 minit telah juga mengurangkan kos pematuhan kepada pihak peniaga (Schlumberger) dengan anggaran sebanyak RM150 juta setahun. Rajah 4 menunjukkan proses perlepasan kargo di zon bebas (K8) sebelum dan selepas proses penambahbaikan.

CARGO RELEASE IN FREE ZONE (K8): A CASE STUDY ON SCHLUMBERGER'S ASIA PACIFIC MRO

A collaboration involving MPC, the Customs and Schlumberger in the form of a case study, has successfully improved the process time for cargo release in Free Zone (K8). This 4-month long project has brought about a new standard operation procedure (SOP) in which follow-up action and implementation were done by the Customs commencing on 1 May 2014. In this case study, MPC has organised several workshops intended as the main platform for interaction and meeting the Customs and the oil company, Schlumberger. These workshops has enabled both sides to iron out in detail every process and procedure being implemented, whereby processes experienced by the business was straightened out and all unnecessary regulatory burden were identified and repealed at the same time which resulted in a shortened and easier process.

In addition, the strong cooperation from the Customs has provided a new innovation in terms of procedure that can speed up process. A pilot project was carried out for 6 months which had created an encouraging impact to those involved. The change of work procedure for K8 process has fast-tracked cargo release from 330 minutes to 75 minutes. The time reduction of 77% which is equivalent to 255 minutes has lessened the compliance cost of Schlumberger, estimated at RM150 million per year. Figure 4 shows the cargo release process in free zone (K8), before and after improvement.

RAJAH 4 : PROSEDUR PELEPASAN KARGO DI ZON BEBAS (K8) : SEBELUM DAN SELEPAS PROSESS PENAMBAHBAIKAN
FIGURE 4 : CARGO RELEASE PROCESS IN FREE ZONE (K8) : BEFORE AND AFTER IMPROVEMENT



PASUKAN PETUGAS KHAS PEMUDAHCARA PERNIAGAAN (PEMUDAH)

PEMUDAH telah ditubuhkan pada 7 Februari 2007, dengan objektif untuk mewujudkan hubungan kerjasama yang rapat antara sektor awam dan sektor swasta dengan objektif asal bagi menambah baik penyampaian perkhidmatan awam dan memperbaiki persekitaran perniagaan di Malaysia. Pasukan yang terdiri daripada 29 orang ahli daripada kalangan individu yang berstatus tinggi daripada sektor swasta dan awam akan melaporkan terus kepada Perdana Menteri. Hubungan kerjasama yang erat diteruskan di bawah kepimpinan Ketua Setiausaha Negara dan Presiden Persekutuan Pekilang-pekilang Malaysia (FMM). Struktur PEMUDAH adalah seperti dalam Rajah 5.

SPECIAL TASK FORCE ON SERVICE DELIVERY (PEMUDAH)

PEMUDAH was established on 7 February 2007, with the objective to bring about closer collaboration between the public and private sectors with the primary intention to enhance public service delivery and to improve the business environment in Malaysia. The team comprising 29 members among high profile individuals from the public and private sectors will report directly to the Prime Minister. PEMUDAH continues to forge the close cooperation under the current leadership of the Chief Secretary to the Government of Malaysia and President of Federation of Malaysian Manufacturers (FMM). PEMUDAH structure is as shown in Figure 5.

RAJAH 5 : STRUKTUR PEMUDAH 2014
FIGURE 5 : STRUCTURE OF PEMUDAH 2014

PEMUDAH MEMBERS
AHLI-AHLI PEMUDAH



YBhg. Tan Sri Dr. Ali Hamsa
Ketua Setiausaha Negara
Chief Secretary to the Government of Malaysia

YBhg. Datuk Seri Saw Choo Boon
Presiden, Persekutuan Pekilang-pekilang Malaysia
President, Federation of Malaysian Manufacturers (FMM)



- **YBhg. Tan Sri Mohamad Zabidi Zainal**
  Ketua Pengarah, Jabatan Perkhidmatan Awam
  Director General, Public Service Department
- **YBhg. Tan Sri Hj. Shukry Mohd Salleh**
  Ketua Pengarah, Unit Penyelarasan Pelaksanaan, Jabatan Perdana Menteri
  Director General, Implementation Coordination Unit (ICU), Prime Minister's Department
- **YBhg. Tan Sri Dr. Rebecca Fatima Sta Maria**
  Ketua Setiausaha, Kementerian Perdagangan, Antarabangsa dan Industri
  Secretary General, Ministry of International Trade and Industry (MITI)
- **YBhg. Dato' Seri Hj. Ahmad Phesal Talib**
  Datuk Bandar Dewan Bandaraya Kuala Lumpur (DBKL)
  Mayor of Kuala Lumpur City Hall
- **YBhg. Dato' Alwi Hj. Ibrahim**
  Ketua Setiausaha Kementerian Dalam Negeri
  Secretary General Ministry of Home Affairs (MOHA)
- **YBhg. Dato' Sri Alias Hj Ahmad**
  Ketua Setiausaha, Kementerian Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan (KPDNKK)
  Secretary General, Ministry of Domestic Trade, Co-operatives and Consumerism
- **YBhg. Datuk Muhammad Ibrahim**
  Timbalan Gabenor, Bank Negara Malaysia
  Deputy Governor, Central Bank of Malaysia
- **YBhg. Tan Sri Dr. Mohd Irwan Serigar Abdullah**
  Ketua Setiausaha Perbendaharaan
  Secretary General of the Treasury
- **YBhg. Datuk Dr. Khair Mohamad Yusof**
  Ketua Pengarah Pelajaran
  Director General of Education
- **YBhg. Dato' Seri Zainal Rahim Seman**
  Ketua Pengarah, Unit Pemodenan Tadbiran dan Perancangan Pengurusan Malaysia
  Director General, Malaysian Administrative Modernisation and Management Planning Unit (MAMPU)

- **YBhg. Dato' Saripuddin Kassim**
  Ketua Setiausaha, Kementerian Sumber Manusia
  Secretary General, Ministry of Human Resource
- **YBhg. Datuk Arpah Abdul Razak**
  Ketua Pengarah Kementerian Perumahan dan Kerajaan Tempatan (KPKT)
  Secretary General Ministry of Housing and Local Government
- **YBhg. Dato' Azman Mahmud**
  Ketua Pengarah, Lembaga Pembangunan Pelaburan Malaysia
  Director General Malaysian Investment Development Authority (MIDA)
- **YBhg. Dato' Sri Azemi Kasim**
  Ketua Pengarah Jabatan Tanah dan Galian
  Director General of Department of Lands and Mines
- **YBhg. Datuk Dr. Ismail Hj Bakar**
  Ketua Setiausaha, Kementerian Pengangkutan
  Secretary General, Ministry of Transport
- **YBhg. Dato' Adnan Hj Md Ikhsan**
  Ketua Setiausaha, Kementerian Wilayah Persekutuan
  Secretary General, Ministry of Federal Territories
- **YBhg. Datuk Dr. Rahamat Bivi Yusoff**
  Ketua Pengarah, Unit Perancangan Ekonomi
  Director General, Economic Planning Unit (EPU)
- **YBhg. Dato' Mohd Razali Hussain**
  Ketua Pengarah, Perbadanan Produktiviti Malaysia
  Director General, Malaysia Productivity Corporation (MPC)

- **YBhg. Tan Sri Azman Shah Dato' Seri Harun**
  Presiden, Persatuan Majikan-majikan Malaysia
  President, Malaysian Employers Federation (MEF)
- **YM Raja Dato' Seri Aman Raja Ahmad**
  Pengerusi, Ahmad Zaki Resources Bhd
  Chairman, Ahmad Zaki Resources Bhd
- **YBhg. Dato' Pardip Kumar Kukreja**
  Mantan Presiden, Gabungan Dewan Perniagaan dan Perindustrian India Malaysia
  Immediate Past President, Malaysian Associate Indian Chambers of Commerce and Industry (MAICC)
- **YBhg. Dato' Chua Tia Guan**
  Mantan Ketua Unit Penyelidikan Ekonomi
  Past Head of Economic Survey Unit
  The Associated Chinese Chambers of Commerce and Industry of Malaysia (ACCCIM)
- **YBhg. Dato' Wong Siew Hai**
  Pengerusi
  Chairman, Malaysian American Electronics Industry (MAEI)
- **Mr Vinayak P. Pradhan**
  Rakan Kongsi Kanan (Penyelesaian Pertikaian) SKRINE
  Senior Partner (Dispute Resulotion) SKRINE
- **Mr David Anthony Jones**
  Mantan Pengerusi
  Former Chairman, EU-Malaysia Chamber of Commerce and Industry
- **YBhg. Tan Sri Datuk G Gnanalingam**
  Pengerusi Eksekutif
  Executive Chairman, Westports Sdn Bhd
- **YBhg. Dato' Dr. Ir. Andy Seo Kian Haw**
  Ahli Majlis, Persekutuan Pekilang-pekilang Malaysia
  Council Member, Federation of Malaysian Manufacturers (FMM)

Sektor Awam / Public Sector
Co-Opted
Sektor Swasta / Private Sector

PEMUDAH
Pasukan Petugas Khas Pemudahcara Perniagaan | The Special Task Force To Facilitate Business

VISI DAN NILAI-NILAI PEMUDAH

Untuk mencapai penyampaian perkhidmatan sektor awam dan swasta berdasarkan penandaarasan antarabangsa, berteraskan pelanggan, berinovasi, keusahawanan dan proaktif dalam menyokong ekonomi yang cergas, berdaya tahan dan berdaya saing, didorong oleh nilai-nilai berikut:

- kesegeraan;
- kerjasama yang proaktif di antara sektor awam dan swasta;
- memudah cara, bukan menghalang;
- peraturan yang berpatutan; dan
- toleransi sifar terhadap rasuah.

Selepas 7 tahun, PEMUDAH, dengan sekretariat ditempatkan di MPC kekal relevan dengan terus berubah mengikut peredaran masa dalam menghadapi cabaran untuk meningkatkan daya saing Malaysia. Tidak lagi terhad kepada perkhidmatan awam, pasukan petugas ini telah memperluaskan skop kerjanya untuk merangkumi pendidikan, perundangan, perbankan dan isu-isu jenayah.

PEMUDAH merupakan satu platform di mana sektor awam dan swasta bekerjasama melalui Kumpulan Kerja, Pasukan Petugas dan Kumpulan Fokus yang telah ditubuhkan di mana Pengerusi dan ahli-ahli terdiri daripada pihak-pihak yang berkepentingan (stakeholders) daripada sektor awam dan swasta untuk mewujudkan nilai kesegeraan (sense of urgency) di dalam menambah baik penyampaian perkhidmatan Kerajaan, meningkatkan daya saing Malaysia dan menentukan supaya perniagaan dapat dilaksanakan dengan lebih cekap.

LAPORAN *EASE OF DOING BUSINESS*

PEMUDAH juga menerajui usaha meningkatkan kedudukan Malaysia dalam laporan tahunan *Doing Business oleh World Bank*. Metodologi pengukuran baru yang diperkenalkan di dalam laporan *Doing Business 2015* kali ini memberikan cabaran baru kepada Malaysia untuk lebih bersedia membawa pembaharuan dan menambah usaha mendekatkan jurang dengan negara peneraju. Melalui pengaplikasian metodologi baru ini, *World Bank* telah menyemak semula data *World Bank Report* 2014 (kedudukan Malaysia berada di tangga ke-20 di kalangan 189 negara), dan berjaya meningkatkan pencapaian Malaysia ke kedudukan ke-18.

Mengikut metodologi pengukuran yang baru, Malaysia mencatatkan skor "*Distance to Frontier*" (DTF) terbaik untuk bidang Memulakan Perniagaan, dengan skor 94.9. Jadual 2 menunjukkan kedudukan skor Malaysia di dalam 10 bidang.

PEMUDAH VISION AND VALUES

To achieve a globally benchmarked, customer-centric, innovative, entrepreneurial and proactive public and private sector delivery service in support of a vibrant, resilient and competitive economy and society, driven by the following:

- a sense of urgency;
- proactive public-private sector collaboration;
- facilitation, not hampering;
- no more regulation than necessary; and
- zero tolerance for corruption.

In its 7th year, PEMUDAH, fully administered by MPC remains relevant by moving according to the passage of time to address challenges in enhancing Malaysia's competitiveness. The taskforce has gone beyond the public sector; PEMUDAH has since broadened its scope to include education, judiciary, banking, and crime issues.

PEMUDAH is the platform whereby the public and private sectors collaborate via Working Groups, Task Forces and Focus Groups that are established such that the Chairman and the group members consist of stakeholders from the public and private sectors to create a sense of urgency in the quest for a better Government service delivery, improving Malaysia's competitiveness and ensuring that business is conducted more efficiently.

EASE OF DOING BUSINESS REPORT

PEMUDAH also leads the initiative to improve Malaysia's ranking in the annual World Bank Doing Business Report. The new methodology introduced in the Doing Business 2015 brings forth new challenges for Malaysia to be more prepared in effecting reforms and expanding effort to reduce the gap with leading countries. Based on the application of the new methodology, the World Bank had revised its World Bank Report 2014 data (Malaysia is ranked at 20th position out of 189 countries), whereby Malaysia's has moved to a better position at 18th place.

According to this new measurement methodology, Malaysia has scored well in Distance to Frontier (DTF) for Starting a Business, with a score of 94.9. Table 2 shows Malaysia's score in the 10 areas.

JADUAL 2 : SKOR MALAYSIA BAGI 10 BIDANG DI DALAM LAPORAN *EASE OF DOING BUSINESS*
TABLE 2 : MALAYSIA'S SCORE IN 10 AREAS IN THE EASE OF DOING BUSINESS REPORT

BIDANG AREA	SKOR DTF DTF SCORE	KEDUDUKAN RANKING
Urusan Permit Pembinaan Dealing with Construction Permits	82.49	28
Memulakan Perniagaan Starting a Business	94.90	13
Kemudahan Bekalan Elektrik Getting Electricity	86.67	27
Penyelesaian Insolvensi Resolving Insolvency	65.61	36
Perdagangan Rentas Sempadan Trading Across Borders	89.94	11
Penguatkuasaan Kontrak Enforcement of Contract	69.39	29
Mendapatkan Pinjaman Getting Credit	70.00	23
Perlindungan ke atas Pelabur Minoriti Protection for Minority Investors	74.17	5
Pendaftaran Hartanah Registering Property	71.16	75
Pembayaran Cukai Paying Taxes	83.95	32

Malaysia telah menunjukkan peningkatan di dalam beberapa bidang dan di antara indikator yang bertambah baik adalah:

a) Memulakan Perniagaan - Bagi indikator masa (hari) telah dikurangkan kepada 5.5 hari dari 6 hari, manakala indikator kos (% pendapatan per kapita) dikurangkan kepada 7.2% daripada 7.6% pada tahun sebelumnya;

b) Urusan Permit Pembinaan - Bilangan hari dikurangkan kepada 74 hari dari 130 hari dan bilangan prosedur dikurangkan kepada 13 dari 15; dan

c) Penyelesaian Insolvensi - Indikator masa telah dikurangkan kepada 1 tahun dari 1.5 tahun dan Kadar Pemulihan (sen bagi setiap US$) meningkat daripada 48.9 kepada 81.3.

Malaysia has shown improvements in a number or areas and among improved indicators were:

a) Starting a Business – The time indicator (day) was cut to 5.5 days from 6 days, while the cost indicator (% GDP per capita) has reduced to 7.2% from 7.6% in the previous year;

b) Dealing with Construction Permits – The number of days was shortened to 74 days from 130 day and the number of procedures was reduced to 13 from 15; and

c) Resolving Insolvency – The time indicator was reduced to 1 year from 1.5 years and the Recovery Cost (cent for every US$) has increased from 48.9 to 81.3.

Cabaran PEMUDAH bukan sahaja di dalam menangani ketidakcekapan operasi dalam penyampaian perkhidmatan tetapi juga bagi mengkaji peraturan-peraturan untuk mengurangkan lagi beban menjalankan perniagaan di Malaysia. Di antara langkah-langkah yang akan diambil ke arah mencapai kedudukan Malaysia supaya sentiasa berada di hadapan sebagai negara peneraju adalah:

i) meneruskan sesi *engagement* dengan responden-responden, kumpulan fokus dan komuniti perniagaan untuk berbincang, mempelajari dan memahami metodologi baru yang diperkenalkan oleh bank dunia;

ii) mengenal pasti amalan-amalan terbaik negara-negara lain; dan

iii) mengukuhkan jalinan kerjasama dengan pakar antarabangsa dan tempatan untuk menangani isu-isu dalam memudahcara urusan menjalankan perniagaan.

MENGURANGKAN BEBAN PERATURAN YANG TIDAK PERLU: KEPERLUAN PERMIT IMPORT DAN EKSPORT OLEH JABATAN PERKHIDMATAN KUARANTIN DAN PEMERIKSAAN MALAYSIA (MAQIS)

Akta MAQIS 728 2011 telah berkuat kuasa pada 1 Januari 2014. Fungsi penubuhannya bagi memastikan tumbuhan, binatang, karkas, ikan, hasil dan keluaran pertanian, tanah, mikro organisma dan makanan yang diimport dan dieksport mematuhi aspek keselamatan manusia, binatang, tumbuhan, ikan dan makanan. Sebelum ini fungsi pemeriksaan dan kuarantin dijalankan oleh agensi teknikal seperti Jabatan Perkhidmatan Veterinar, Jabatan Pertanian, Lembaga Kemajuan Ikan (LKIM), Lembaga Pemasaran Pertanian Persekutuan (FAMA), Lembaga Perikanan dan Bahagian Keselamatan dan Kualiti Makanan Kementerian Kesihatan. Antara syor bagi projek ini adalah menyediakan garis panduan yang jelas bagi mengelak pertindihan fungsi antara agensi-agensi teknikal, menyemak semula rujukan Kastam (Larangan Mengenai Import dan Eksport) 2012, memperkenalkan struktur fee yang lebih seimbang dan keperluan/syarat import dan eksport perlulah selari dengan polisi semasa agensi-agensi teknikal.

PEMUDAH is not only tasked to address operation inefficiencies in service delivery, but is also assigned to review regulations to further reduce burden for conducting businesses in Malaysia. Among the initiatives undertaken to ensure Malaysia's position is always ahead as the leading country are:

i) continuing engagement session with respondents, focus groups and business communities to discuss, to learn and and to understand the newly introduced methodology by the World Bank;

ii) identifying best practices of other countries; and

iii) strengthening network collaboration with foreign and local experts to address issues pertaining to facilitating ease of doing business.

REDUCING UNNECESSARY REGULATORY BURDEN: REQUIREMENT FOR IMPORT AND EXPORT PERMIT BY THE MALAYSIAN QUARANTINE AND INSPECTION SERVICES (MAQIS)

MAQIS Act 728 2011 has been enforced on 1 January 2014. Its function is to ensure that the plants, animals, carcass, fish, agricultural produce, soils, microorganisms, and food imported into and exported out of Malaysia abides the human health aspects, animals, plants and fish and food safety. Prior to this, the function of inspection and quarantine was done by technical agencies such as the Veterinary Services Department, the Agriculture Department, the Fisheries Development Authority (LKIM), the Federal Agriculture and Marketing Malaysia (FAMA), and the Food Safety and Quality Division, Ministry of Health. Among the recommendations for this project are to provide a clear guideline to avoid overlapping of functions among the technical agencies, to review Customs reference (Prohibition on Import and Export) 2013, to introduce a more balanced fee structure, and requirements/terms of import and export must be in line with the current policies of the said technical agencies.

Pihak kerajaan menerima pelbagai maklum balas berkaitan peraturan baru yang dilaksanakan oleh MAQIS. Pihak industri termasuk pengeksport dan pengimport memberi maklum balas bahawa keperluan baru yang dikenakan membebankan dan meningkatkan kos serta tidak selari dengan amalan sebelum ini, malah peraturan dan prosedur tersebut juga tidak membantu menyokong aktiviti eksport negara. Sehubungan itu, MPC diberi tanggungjawab untuk menjalankan kajian dan memberi syor bagi mengurangkan beban peraturan di pihak industri. Rajah 6 menunjukkan beberapa siri perbincangan, mesyuarat dan bengkel dengan *stakeholder* yang telah dijalankan bagi mendapatkan maklumat yang jelas dan lengkap berkaitan hal tersebut.

The Government has received various feedbacks with regard to their concern on the new regulations implemented by the MAQIS. The exporters and importers commented that the new requirements imposed are burdensome and costly, as well as neither aligned with the previous practice nor supporting the nation's export activities. In this regard, MPC has been assigned to conduct a study and to make recommendations to reduce burdensome regulations. Figure 6 shows series of discussion, meeting, and workshop with stakeholders as part of the study.

RAJAH 6 : JADUAL AKTIVITI SESI KONSULTASI BERSAMA *STAKEHOLDERS* YANG TERLIBAT
FIGURE 6 : SCHEDULE OF CONSULTATION ACTIVITIES WITH RELATED STAKEHOLDERS

Beberapa Siri Perjumpaan Berkaitan dengan Isu-isu
Series of Engagement Pertaining to the Issues

7

8 Julai | July
Isu yang dibangkitkan dalam Mesyuarat WGEI berkaitan dengan Akta baru MAQIS.

Issue raised at the PEMUDAH Working Group on Emolenoy Issues (WGEI) meeting on MAQIS new Act.

18 Julai | July
Mesyuarat Pertama dengan pasukan pengurusan MAQIS berhubung isu yang dibangkitkan oleh industri melalui WGEI.

First meeting with MAQIS management team on the issues raised by the industry through WGEI.

8

13 Ogos | August
Mesyuarat Kedua dengan MAQIS-Penubuhan pasukan petugas berkaitan soalan bagi isu TESCO; keperluan baru bagi permit import untuk coklat dan biskut.

Second meeting with MAQIS - Setting up of the task force team on queries related to TESCO Issue pertaining to the new requirements of the import permit on chocolate and biscuits.

16 Ogos | August
Perundingan awal dengan industri diwakili oleh Ahli Teknikal FMM F&B dan TESCO.

Preliminary consultation with the industry represented by FMM F&B Technical Committee and TESCO.

27 Ogos | August
Perundingan dengan kesemua Agensi Teknikal terlibat dalam pentadbiran Akta MAQIS 728.

Consultation with all Technical Agenoles involved within the governance of the MAQIS Act 728.

9

SEPTEMBER - OKTOBER
SEPTEMBER - OCTOBER
Perjumpaan dengan Agensi-agensi Teknikal Berkaitan
Engagements with Respective Technical Agenoles

DOF 8 September
DVS 18 September
MAQIS 18 September
FAMA 22 September
LKIM 22 September
BKMM 24 September
DOA 24 September

10

LKM 13 Oktober | October
BKKM 15 Oktober | October

11

18 November
Perjumpaan Kedua dengan Ahli Teknikal FMM F&B dan wakil-wakil industri.

Second meeting with FMM F&B Technical Committee and Industry representatives.

17-19 November
Bengkel *"Idea Generation"* dengan kesemua Agensi Teknikal.

Idea Generation Workshop with all Technical Agenoles.

KAJIAN KE ATAS PROSES DAN PROSEDUR BAGI PERMIT IMPORT (AP) KENDERAAN INDIVIDU

Dasar Kerajaan Malaysia menetapkan bahawa AP Persendirian boleh dipertimbangkan kepada rakyat Malaysia yang bekerja atau belajar di luar negara sepenuh masa bagi membantu membawa pulang kenderaan milik sendiri yang digunakan semasa berada di luar negara sahaja. AP Persendirian bukan merupakan satu insentif atau hak semua rakyat Malaysia tetapi diberikan mengikut syarat-syarat yang telah ditetapkan oleh Kementerian Perdagangan Antarabangsa dan Industri (MITI).

Antara objektif projek adalah untuk mengkaji semula proses dan prosedur yang terlibat bagi kenderaan ketika sampai di pelabuhan sehinggalah kenderaan berada di atas jalan.

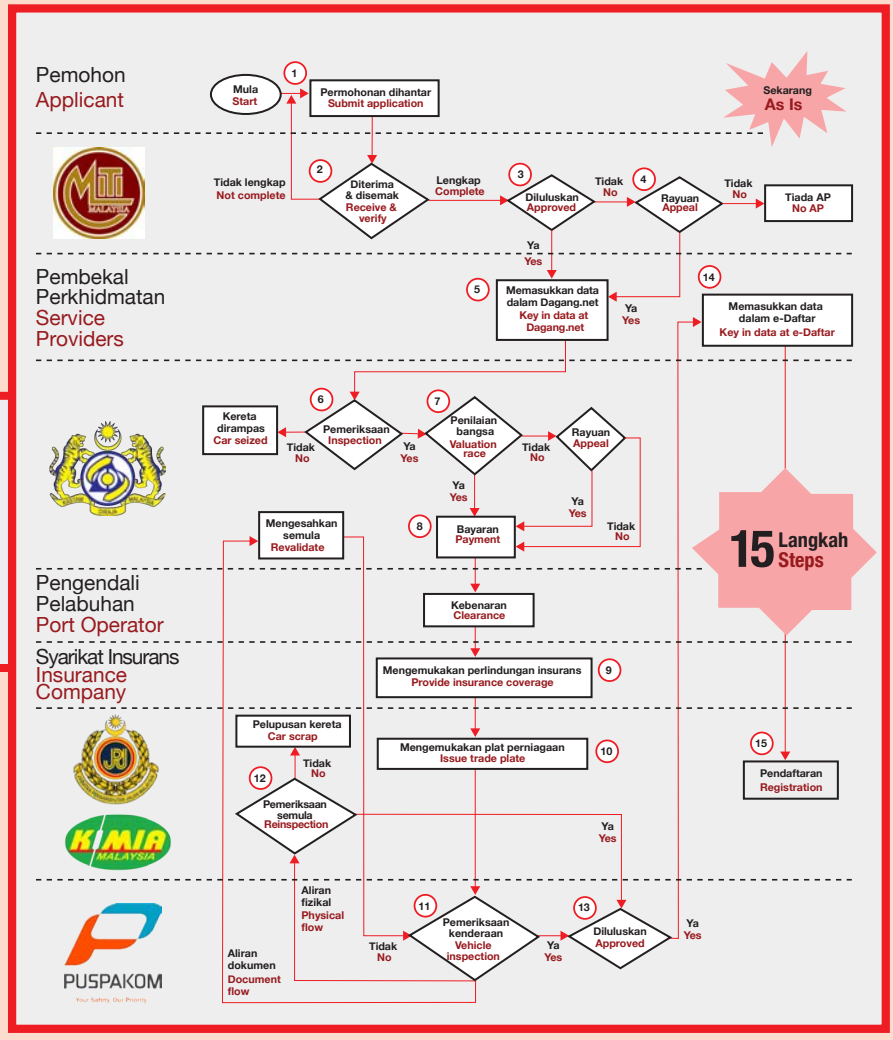
A STUDY ON PROCESS AND PROCEDURE FOR INDIVIDUAL VEHICLE APPROVED PERMIT (AP)

The policy of the Malaysian Government is such that private AP can be considered for those Malaysians working or studying abroad, on a full-time basis, to assist them to bring back their privately-owned vehicles that were used throughout their overseas stay. Private AP is not an incentive or the rights of all Malaysians but is to be given according to conditions set forth by Ministry of International Trade and Industry (MITI).

Among the objectives of the project is to review the process and procedure involved when the vehicle arrived at the port until it is on the road.

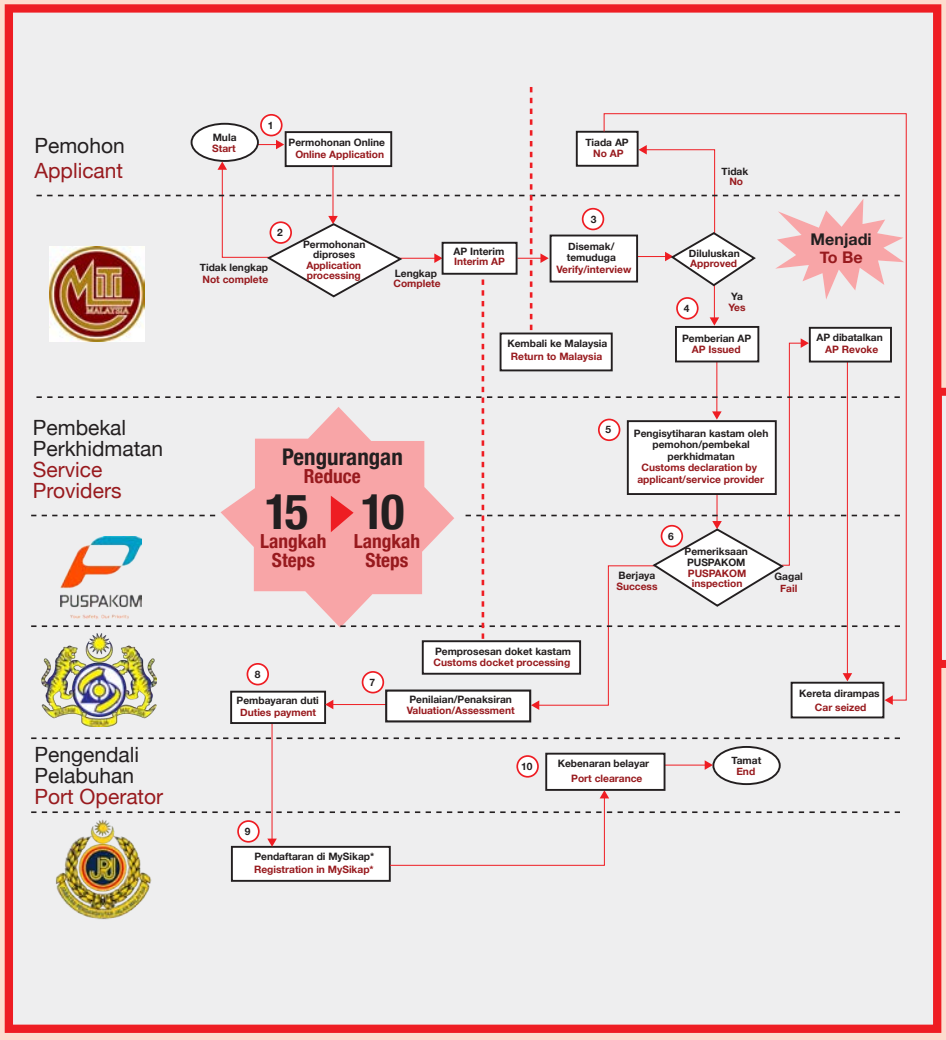
RAJAH 7 : PERBANDINGAN PROSES SEDIA ADA DAN PROSES BARU BAGI AP KENDERAAN INDIVIDU
FIGURE 7 : COMPARISON BETWEEN THE EXISTING AND NEW PROCESS FOR INDIVIDUAL VEHICLE AP

Pemudahan Aliran Proses Permohonan bagi AP Kenderaan Individu dalam Penyelesaian Isu 4 & 5
Simplication of Current Application Process Flow of Individual Vehicle AP to Further Address Issues 4 & 5



Selain itu, projek ini juga bertujuan untuk menangani isu-isu yang berkaitan dengan pengawal seliaan kenderaan individu yang menghalang kecekapan dan produktiviti. Rantaian proses ini melibatkan beberapa agensi utama iaitu MITI (permohonan AP), Kastam (penilaian akses duti), Puspakom (pemeriksaan) dan JPJ (pendaftaran). Sepanjang pelaksanaan projek ini, beberapa siri konsultasi bersama *stakeholders* utama telah dijalankan melalui mesyuarat, perbincangan dan bengkel bagi memahami proses dan seterusnya mencadangkan cara baru yang lebih baik, mudah, cepat dan kos yang lebih rendah bagi memproses AP kenderaan individu. Pasukan projek telah bersetuju mencadangkan proses kerja yang baru seperti di Rajah 7 dan 8 dengan anggaran penjimatan kos sekitar RM5.4 juta setahun.

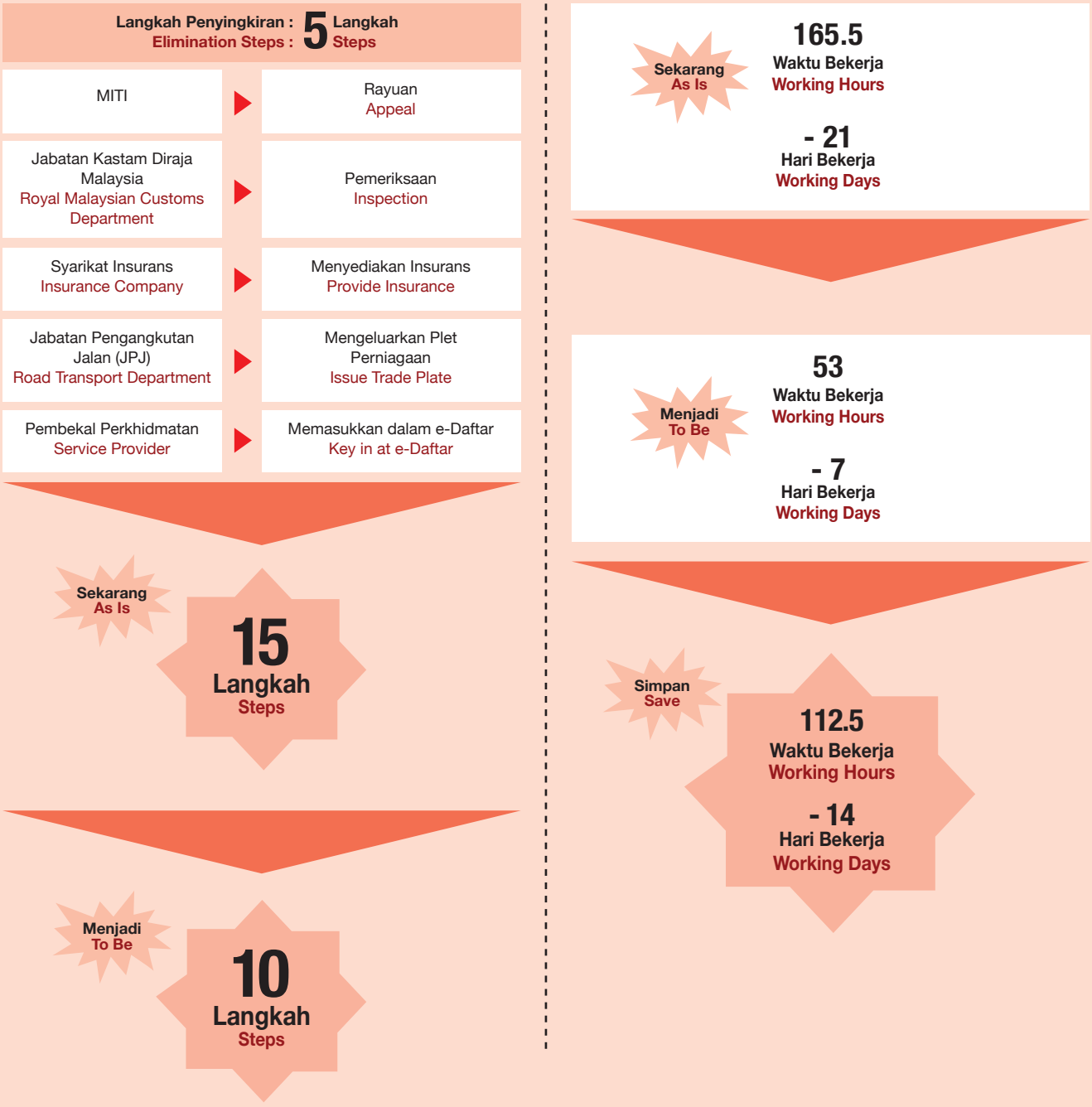
In addition, this project is intended to address several issues related to individual vehicle regulation which hinder efficiency and productivity. This process chain involves several main agencies, MITI (AP application), Customs (excise duty evaluation), Puspakom (inspection) and JPJ (registration). Throughout the project, series of consultation, meeting, and workshop with the main stakeholders are carried out to understand the process and to suggest new ways which are better, easier, faster, and cost effective to process individual vehicle AP. The project team has agreed to propose a new work process as in Figure 7 and 8 with an estimated cost of RM5.4 million a year.



Aliran Proses Permohonan yang Dicadangkan atau Baru bagi AP Kenderaan Individu
New or Proposed Application Process Flow for Individual Vehicle AP

RAJAH 8 : PENJIMATAN MASA DARIPADA CADANGAN PROSES KERJA YANG BARU
FIGURE 8 : TIME SAVINGS FROM THE PROPOSED NEW WORK PROCESS

Impak Langkah Penyingkiran bagi Cadangan atau Aliran Proses Baru Permohonan untuk Kenderaan AP Individu
Impact of Elimination Steps of New or Proposed Application Process Flow for Individual Vehicle AP



MPC di Media
MPC in the News

Garis panduan seragam tingkat daya saing ekonomi

» Pelaksanaan dasar baharu lebih efisien selaras amalan terbaik peringkat antarabangsa

Oleh Siti Nurazlinee Azmi

Salah satu keperluan terpenting bagi ekonomi berdaya saing adalah dasar dan proses pengawal seliaan yang membantu dan tidak menghalang pertumbuhan perniagaan.

Ketua Pengarah Perbadanan Produktiviti Malaysia (MPC), Dato' Mohd Razali Hussain berkata, bagi memastikan ekonomi Malaysia lebih berdaya saing, jurang dalam sistem pengurusan peraturan perlu ditangani dan prosesnya perlu diseragamkan.

"Malaysia berada pada tahap pelaksanaan dasar dan pengurusan peraturan kerana dasar kerajaan kini lebih terbuka dengan mengutamakan konsep ketelusan dan akauntabiliti dalam tad-

> **Kerangka polisi yang efektif amat perlu bagi menambah baik kualiti untuk kepentingan rakyat, seterusnya mengurangkan kos pematuhan ditanggung komuniti perniagaan sebagai usaha meningkatkan peluang daya saing dalam ekonomi.**
>
> **DATO' MOHD RAZALI HUSSAIN**

Negara juga turut menduduki tempat ke-10 (2013-2014) berbanding ke-20 (2012-2013) dalam Jumlah Prosedur Bagi Memulakan Perniagaan selain tempat ke-20 di kalangan 148 negara bagi Ketelusan Kerajaan Dalam Membuat Dasar.

gulatory Impact Analysis (RIA), menjalankan perundingan awam dan mewujudkan proses membuat peraturan yang seragam.

Selari dengan ini, Amalan Baik Kawalselia atau Good Regulatory Practice (GRP) diterima pakai di peringkat tertinggi kerajaan dan

Produktiviti Malaysia naik 2.3 peratus

Malaysia mencatat pertumbuhan produktiviti sebanyak 2.3 peratus pada tahun lalu ke tahap

> **...MPC menekankan kerangka produktiviti berdasarkan nilai Malaysia yang dikongsi bersama iaitu kolaborasi, koordinasi, perhubungan dan kecekapan yang mendorong agenda pembangunan negara...**
>
> **DATUK SERI MUSTAPA MOHAMED**

Fundamentals critical to SMEs' vitality

> **We address and reduce unnecessary regulations. When we talk about regulations, it is not just about complying with the regulations, but we look at it from the way regulations are designed, compliance and enforcement.**
>
> **DATO' MOHD RAZALI HUSSAIN**

FROM PAGE G1

Workshop (HoW) takes SMEs on a study tour to local LEAN practicing organisations to share input and ideas. Further, on a similar platform, 112 participants from 85 organisations have participated in MPC's international learning missions to Japan, Korea, Indonesia and Singapore.

However, in terms of LEAN implementation, Razali said that the Canadian and American governments are 20 years ahead of Malaysia.

Citing an example of how LEAN thinking can benefit especially the public sector, Razali described how respective departments of the above-mentioned governments put into practice LEAN management thinking to make the most out of insufficient budget allocations, recording notable improvements in productivity and faster turnaround times.



Speaking of LEAN from the context of the public sector, Razali stated that, apart from the initiatives carried out by MPC to improve efficiency and ensure quality services, regulations are another area which MPC is having a closer look at.

Razali said, "Our contention is that the public sector needs to facilitate the private sector, so they need to be equally efficient. This also applies to MPC."

Razali added, "We address and reduce unnecessary regulations. When we talk about regulations, it is not just about complying with the regulations, but we look at it from the way regulations are designed, compliance and enforcement. Enforcement from the government – that also needs to be further improved. We need to standardise [the processes]."

For 2014, along with MPC's tentative planning for LEAN practices in the services, manufacturing and public sectors, MPC is also focussing on LEAN for the benefit of the healthcare and education industries.

In a nutshell, MPC is targeting an estimate of about RM300 million in savings from the public and private sectors for the year 2013 where according to Razali, reduction of waste in terms of time, number of procedures, resources and costs are the measures of success in LEAN management thinking. MSMI



Pengurusan Pengetahuan untuk Penambahbaikan Berterusan

Knowledge Management for Continuous Improvement



CHAPTER 3

PENGURUSAN PENGETAHUAN

Untuk tempoh jangka panjang, produktiviti merupakan kunci utama kepada pertumbuhan ekonomi yang kukuh. Oleh itu, produktiviti merupakan satu perkara penting yang perlu diberi penekanan oleh semua pihak terutama pihak Kerajaan dan industri. Perhatian yang serius perlu diberi untuk menyediakan maklumat lengkap mengenai laporan prestasi produktiviti dan industri kepada semua yang terlibat. Selain daripada itu, maklumat daripada penghasilan penyelidikan yang dijalankan dapat membantu Kajian Semula Peraturan dan Inovasi Enterprais di dalam menjalankan peranan mereka di dalam peningkatan produktiviti dan daya saing negara.

SISTEM UPAH BERDASARKAN PRODUKTIVITI

Sistem Upah Yang Berdasarkan Produktiviti (PLWS) telah diperkenalkan bertujuan untuk meningkatkan produktiviti dan mewujudkan hubungan yang rapat di antara upah dan produktiviti/prestasi untuk meningkatkan daya saing serta menggalakkan kestabilan pekerjaan. Bagi memastikan kejayaan pelaksanaannya, sesi penerangan dan promosi melalui seminar dan bengkel, taklimat ringkas dan khidmat nasihat kepada syarikat-syarikat telah diadakan sepanjang tahun 2014. Sejumlah 797 syarikat dengan jumlah peserta seramai 1,427 orang telah hadir dan terlibat dalam sesi penerangan dan promosi yang telah diadakan ini.

PENGUKURAN KEPUASAN PELANGGAN MELALUI INDEKS KEPUASAN PELANGGAN (CSI)

Pada tahun 2014, dengan kerjasama Persatuan Hotel Malaysia (MAH), satu penyelidikan ke atas pengukuran kepuasan pelanggan melalui Indeks Kepuasan Pelanggan (CSI) telah dijalankan ke atas 5 hotel di Malaysia. Model Indeks Kepuasan Pelanggan Amerika (ACSI) telah digunakan sebagai model untuk mengukur kepuasan pelanggan di hotel-hotel yang terlibat di dalam projek ini.

KNOWLEDGE MANAGEMENT

In the long-term, productivity remains the main key to a strong economic growth. Thus, productivity is very important to be given emphasis by everyone especially the Government and industries. Serious attention is vital to provide complete information on industry and productivity performance report to all involved. Furthermore, information from research output can facilitate Regulatory Review and Enterprise Innovation initiatives in enhancing the country's productivity and competitiveness.

PRODUCTIVITY-LINKED WAGE SYSTEM

Productivity-Linked Wage System (PLWS) is introduced to increase productivity and to establish a closer link between wages and productivity to improve competitiveness as well as to encourage job stability. To ensure the success of its implementation, briefing and promotion sessions through seminar and workshop, short briefing, and consultancy to organisations were organised throughout 2014. A total of 797 organisations with 1,427 people attended and participated in these briefing and promotion sessions.

MEASURING CUSTOMER SATISFACTION THROUGH CUSTOMER SATISFACTION INDEX (CSI)

In 2014, in collaboration with Malaysian Association of Hotel (MAH), a research was carried out to measure customer satisfaction using the Customer Satisfaction Index (CSI) involving 5 hotels in Malaysia. The model is based on American Customer Satisfaction Index (ACSI), measuring customer actual service experience.

"Produktiviti merupakan kunci utama kepada pertumbuhan ekonomi yang kukuh."

"Productivity remains the main key to a strong economic growth"

Hotel-hotel yang terlibat ialah:

i) Impiana KLCC Hotel, Kuala Lumpur;

ii) The Royale Bintang Resort and Spa, Seremban, Negeri Sembilan;

iii) Hotel Seri Malaysia, Ayer Keroh, Melaka;

iv) Crystal Crown Hotel, Kuala Lumpur dan Johor Bahru, Johor; dan

v) Holiday Villa Hotel and Resort, Alor Setar, Kedah.

LAWATAN DAN PENULISAN AMALAN TERBAIK DARIPADA SYARIKAT-SYARIKAT TERPILIH

Objektif utama lawatan amalan terbaik adalah:

- mempelajari amalan terbaik yang dilakukan oleh syarikat yang dilawati;
- mengenal pasti amalan terbaik yang boleh diguna pakai oleh syarikat yang mengikuti lawatan;
- menyediakan input untuk pertimbangan oleh pihak pengurusan tertinggi syarikat jika hendak melaksanakan aktiviti penambahbaikan berdasarkan kepada amalan terbaik yang diperolehi; dan
- mewujudkan rangkaian hubungan antara peserta lawatan.

Sepanjang tahun 2014, 3 syarikat telah dilawati iaitu:

1) Kualiti Alam Sdn Bhd – untuk amalan terbaik dalam pengurusan sisa;

2) Maybank Berhad - untuk amalan terbaik dalam pengurusan bakat; dan

3) *Malaysian Green Technology Corporation* - untuk amalan terbaik dalam teknologi hijau.

Amalan-amalan terbaik yang telah dikenal pasti dari ketiga-tiga syarikat ini telah dikumpulkan dan dijadikan penulisan komprehensif untuk rujukan industri dan boleh diakses di laman web utama MPC.

MALAYSIA INDUSTRIAL PRODUCTIVITY DATABASE

Jalinan kerjasama antarabangsa telah diadakan di antara MPC dan *Asia KLEMS Community*, Republik Korea dan *World KLEMS Community*, European Union (EU) bagi perkara-perkara berikut:

i) methodologi pengukuran produktiviti terkini;

ii) perkongsian pangkalan data prestasi produktiviti; dan

iii) perbandingan prestasi produktiviti antarabangsa.

The hotels involved were:

i) Impiana KLCC Hotel, Kuala Lumpur;

ii) The Royale Bintang Resort and Spa, Seremban, Negeri Sembilan;

iii) Hotel Seri Malaysia, Ayer Keroh, Melaka;

iv) Crystal Crown Hotel, Kuala Lumpur and Johor Bahru, Johor; and

v) Holiday Villa Hotel and Resort, Alor Setar, Kedah.

BEST PRACTICES VISIT AND CASE STUDIES FROM SELECTED ORGANISATIONS

The main objectives of this best practices visit are:

- to learn best practices from organisations visited;
- to identify best practices that can be adapted by participating organisations;
- to provide input to participating organisations' top management for the purpose of implementing improvement activities based on best practices acquired; and
- to establish a network of best practices practitioners.

Throughout 2014, 3 organisations were visited:

1) Kualiti Alam Sdn. Bhd. – for best practices in waste management;

2) Maybank Berhad - for best practices in talent management; and

3) Malaysian Green Technology Corporation – for best practices in green technology.

Identified best practices from these organisations were compiled and written comprehensively for industry reference and can be accessed at MPC website.

MALAYSIA INDUSTRIAL PRODUCTIVITY DATABASE

MPC has established an international collaboration network with KLEMS Community, South Korea and World KLEMS Community, European Union (EU) for the followings:

i) the most recent productivity measurement methodology;

ii) sharing of productivity performance database; and

iii) international comparison of productivity performance.

MEETING OF MINDS 2014

Meeting of Minds menampilkan pakar terkemuka di dalam bidang produktiviti dan daya saing daripada sektor awam dan swasta dari dalam dan luar negara. Seminar ini merupakan satu platform bagi industri untuk bertukar-tukar fikiran dan mendapatkan maklumat terkini bagi prestasi produktiviti negara di dalam usaha peningkatan produktiviti, daya saing dan amalan baik peraturan (GRP). Sejumlah 550 peserta dan 214 penyertaan daripada pelbagai sektor telah menyertai seminar ini.

LAPORAN PRODUKTIVITI

Dengan tema "Menghubungkan Kehidupan, Mengubah Set Minda", Laporan Produktiviti 2013/2014 menganalisa prestasi sektor-sektor utama dalam ekonomi Malaysia dan mengetengahkan peluang-peluang baharu untuk meningkatkan produktiviti dan daya saing negara. Laporan Produktiviti 2013/2014 telah memberi tumpuan kepada industri Aktiviti Ekonomi Utama Nasional (NKEA) dengan nilai tambah yang tinggi termasuk perkhidmatan profesional, kandungan komunikasi dan infrastruktur, penjagaan kesihatan, ICT dan perkhidmatan komputer, produk elektronik & optik dan produk kimia. Penerbitan Laporan Produktiviti ini dapat membantu pihak kerajaan dan swasta untuk membuat keputusan di dalam merangka polisi dan rancangan yang dapat membantu negara menjadi lebih kompetitif.

PENYELIDIKAN PRODUKTIVITI DAN DAYA SAING (P&Q)

Di dalam usaha bagi menghasilkan projek penyelidikan P&Q yang berimpak besar, MPC telah mengadakan kerjasama strategik bersama organisasi yang berkaitan seperti Jabatan Perangkaan Malaysia (DOSM), Institut Maklumat dan Analisa Pasaran Buruh (ILMIA) dan Kementerian Sumber Manusia (KSM) bagi memperolehi data statistik terkini, penghasilan input yang lebih mantap dan penyebaran soal selidik industri yang lebih meluas. Pada tahun 2014 sejumlah 8 penyelidikan produktiviti dan daya saing telah berjaya dihasilkan dan telah disalurkan kepada industri sama ada melalui penerbitan bercetak atau elektronik. Jadual 3 dan Rajah 9 menunjukkan senarai projek dan pecahan projek penyelidikan MPC mengikut bidang utama iaitu prestasi produktiviti, penyelidikan pengetahuan, kecemerlangan perkhidmatan dan daya saing.

MEETING OF MINDS 2014

Meeting of Minds 2014 is a showcase of leading experts in productivity and competitiveness from public and private sectors, as well as local and foreign experts. This seminar is a platform for the industries to exchange thoughts and to gather the latest information on the nation's productivity performance in promoting productivity, competitiveness and GRP initiatives. The seminar has attracted 550 people representing 214 participations from various sectors.

PRODUCTIVITY REPORT

With the theme "Connecting Lives, Changing Mindsets", the Productivity Report 2013/2014 analysed the performance of Malaysia's key economic sectors and also highlighted new opportunities to enhance productivity and competitiveness of the country. This Productivity Report focused on National Key Economic Areas (NKEA) industries with high value added including professional services, communication content and infrastructure, healthcare, ICT and computer services, electronic & optic product, and chemical product. The publication of the Productivity Report has assisted the Government and private sectors in decision-makings to develop policy and planning that will facilitate the nation to become more competitive.

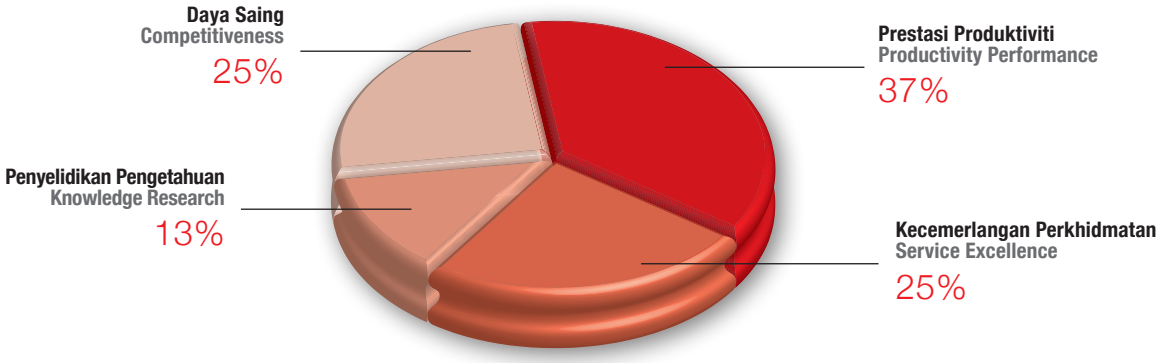
PRODUCTIVITY AND COMPETITIVENESS (P&Q) RESEARCH

In its effort to produce a high impact P&Q research project, MPC has forged a strategic partnership with related organisations such as the Department of Statistics Malaysia (DOSM), the Institute for Labour Market Information and Analysis (ILMIA), and the Ministry of Human Resource (MOHR) to acquire the latest statistical data, to generate concrete input, and to widen the distribution of industry questionnaire survey. In 2014, a total of 8 productivity and competitiveness projects research was completed and disseminated to the industries, either in the form of published or electronic media. Table 3 and Figure 9 each displays a list of P&Q research projects and the breakdown according to main areas: productivity performance, knowledge management, service excellence and competitiveness.

JADUAL 3 : SENARAI PENYELIDIKAN P&Q MPC SEPANJANG TAHUN 2014
TABLE 3 : LIST OF MPC P&Q RESEARCH IN 2014

BIL ITEM	JUDUL TITLE	BAHAGIAN DIVISION	BIDANG UTAMA PENYELIDIKAN RESEARCH MAIN AREA	JENIS PENYELIDIKAN TYPE OF RESEARCH
1.	*Annual Productivity Report 2013/2014*	Pengurusan Pengetahuan Knowledge Management	Prestasi Produktiviti Productivity Performance	Kajian Industri Industry Study
2.	*Drivers Affecting Employee Productivity in Manufacturing and Services Sector*	Pengurusan Pengetahuan Knowledge Management	Penyelidikan Pengetahuan Knowledge Research	Kaji Selidik Survey
3.	*Developing Service Excellence* in the *Hotel Industry*	Pengurusan Pengetahuan Knowledge Management	Kecemerlangan Perkhidmatan Service Excellence	Kaji Selidik Survey
4.	*Labour Market and Productivity: The Malaysian Case*	Pengurusan Pengetahuan Knowledge Management	Prestasi Produktiviti Productivity Performance	Kajian Industri Industry Study
5.	*Measuring the Capital Services Contributions and Effects in Malaysia Economy: Using KLEMS Methodology*	Pengurusan Pengetahuan Knowledge Management Performance	Prestasi Produktiviti Productivity	Kajian Industri Industry Study
6.	*The Measurement of MPC Customer Satisfaction Index (CSI) and Impact Study of MPC's Productivity and Innovation Programme*	Pengurusan Pengetahuan Knowledge Management	Kecemerlangan Perkhidmatan Service Excellence	Kaji Selidik Survey
7.	*Establishing Best Practices on Human Capital Development to Enhance Competitiveness*	Daya Saing Global Global Competitiveness	Daya Saing Competitiveness	Kajian Industri Industry Study
8.	*Malaysia Competitiveness Study 2014-2015*	Daya Saing Global Global Competitiveness	Daya Saing Competitiveness	Kaji Selidik Survey

RAJAH 9 : PECAHAN PROJEK PENYELIDIKAN MPC MENGIKUT BIDANG UTAMA
FIGURE 9 : THE BREAKDOWN OF MPC RESEARCH PROJECTS ACCORDING TO MAIN AREAS



PENERBITAN MPC

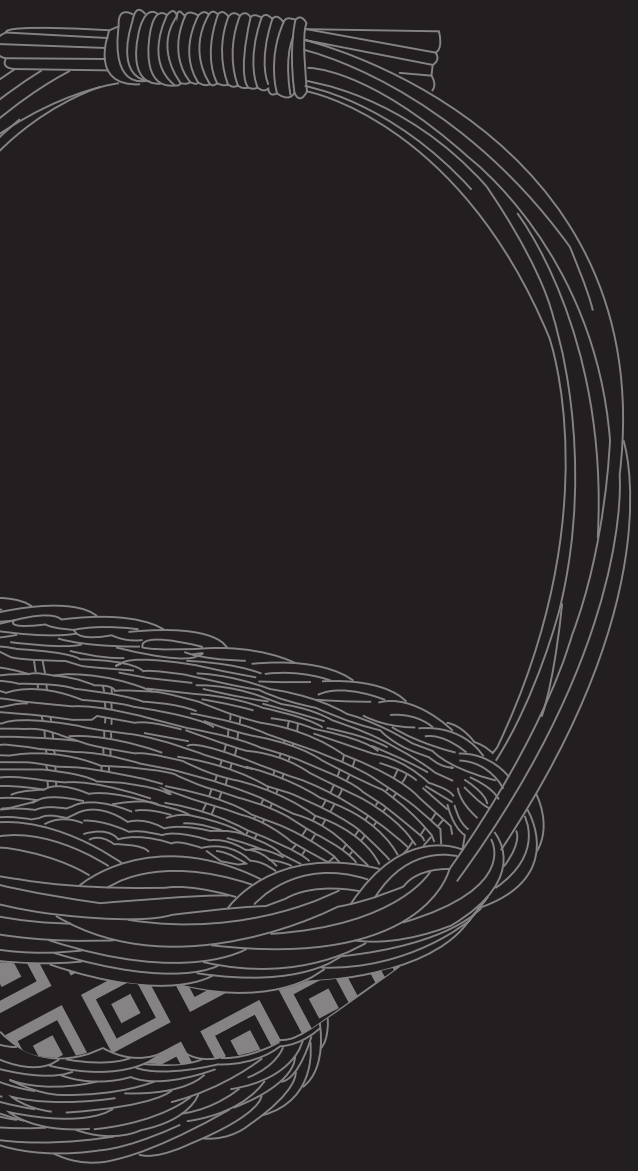
MPC memainkan peranan penting dalam penyebaran maklumat berkaitan dengan produktiviti, kualiti, daya saing, amalan baik peraturan, kecemerlangan perniagaan, amalan terbaik syarikat-syarikat dan prestasi produktiviti negara kepada industri khususnya dan masyarakat Malaysia amnya. Penyebaran penerbitan ini dilakukan melalui penerbitan bercetak dan juga elektronik. Sepanjang tahun 2014, MPC telah menerbitkan 21 penerbitan bercetak dan 9 penerbitan elektronik dengan jumlah edaran sebanyak 5,076 naskah. Dengan adanya penerbitan elektronik, adalah dijangkakan capaian maklumat yang lebih meluas melalui internet dapat dilakukan.

MPC PUBLICATION

MPC plays a significant role in disseminating information pertaining to productivity, quality, competitiveness, good regulatory practice, business excellence, organisations best practices, and the nation's productivity performance to the industries in particular and the rest of Malaysians in general. Printed and electronic publications are the media used to disseminate the said information. In 2014, MPC had produced 21 printed publications with a distribution of 5,076 copies as well as 9 electronic publications. With these electronic publications, MPC has targeted to widen information accessibility through the internet.

Penerbitan MPC
MPC Publication





CHAPTER 4



Kecemerlangan Perniagaan untuk Pembangunan Mampan

Business Excellence for Sustainable Growth

MENINGKATKAN KECEMERLANGAN PERNIAGAAN

Pengiktirafan Kepada Pengamal, Penilai dan Perunding (PAC), Pakar Persekitaran Berkualiti (*QE Specialist*) dan Lean

Pengwujudan pengiktirafan kepada PAC dan Pakar Persekitaran Berkualiti adalah bertujuan untuk melantik mereka sebagai duta MPC dalam mempromosikan serta melaksanakan program Kecemerlangan Perniagaan di organisasi masing-masing. Selain daripada itu, mereka juga akan dilibatkan dalam aktiviti-aktiviti penilaian bagi program anugerah dan kerjasama MPC bersama organisasi dan industri. Sehingga tahun 2014, seramai 600 PAC telah diberi pengiktirafan, manakala Pakar Persekitaran Berkualiti adalah seramai 148 orang.

Pengiktirafan Lean pula diberikan kepada organisasi yang mengamalkan pengurusan Lean yang baik dan konsisten. Sehingga tahun 2014, sejumlah 33 organisasi telah mendapat pengiktirafan daripada MPC. Jadual 4 menunjukkan statistik pengiktirafan yang telah diberikan oleh MPC.

ENHANCING BUSINESS EXCELLENCE

Recognition to Practitioner, Assessor and Consultant (PAC), QE Specialist and Lean Recognition

The recognition given to PAC and QE Specialists who are regarded as MPC Ambassadors in promoting and implementing Business Excellence (BE) programmes in their respective organisations. In addition, they will be tasked with assessment activities for award programme and MPC's collaboration with organisations and industries. Until 2014, a total of 600 individuals was given the PAC recognition, while another 148 was recognised as QE Specialist.

Lean Recognition is given to organisations that implement Lean Management well and consistently. Up to 2014, a total of 33 organisations was awarded with MPC Lean Recognition. Table 4 shows the statistics for recognitions given out by MPC.

JADUAL 4 : PENGIKTIRAFAN KEPADA PAC, PAKAR QE DAN ORGANISASI LEAN
TABLE 4 : RECOGNITION TO PAC, QE SPECIALIST AND LEAN ORGANISATION

BIL ITEM	PENGIKTIRAFAN RECOGNITION	2013	2014	JUMLAH TOTAL
1.	Pengamal, Penilai dan Perunding Practitioner, Assessor and Consultant	366	**234**	**600**
2.	Pakar Persekitaran Berkualiti Quality Environment Expert	45	**103**	**148**
3.	Lean Lean	13	**20**	**33**

SISTEM PENGURUSAN PERSEKITARAN BERKUALITI

Persijilan Sistem Pengurusan Persekitaran Berkualiti yang dikeluarkan oleh MPC adalah meliputi aktiviti pensijilan Amalan Persekitaran Berkualiti (QE/5S), Kumpulan Inovatif dan Kreatif (ICC) dan Sistem Pengurusan Lean.

QUALITY ENVIRONMENT MANAGEMENT SYSTEM

The Quality Environment Management System Certification by MPC encompasses certification activities for Quality Environment Practices (QE/5S), Innovative and Creative Circle (ICC) and Lean Management System.

Bagi QE/5S, aktiviti ini merupakan instrumen pengurusan yang dilaksanakan dengan memberi penekanan kepada organisasi pelaksana menzahirkan persekitaran kerja yang bersih, kondusif dan selamat.

Pada tahun 2014, sebanyak 794 buah organisasi telah dipersijilkan dan ini menunjukkan peningkatan sebanyak 72 organisasi (9.1%) berbanding tahun sebelumnya. Berdasarkan jumlah organisasi yang dipersijilkan pada tahun 2014, 559 organisasi (70.4%) adalah daripada Sektor Awam, 167 organisasi (21.0%) daripada syarikat Multinasional (MNC), *Goverment-Linked Company* (GLC) dan Besar manakala 68 organisasi (8.6%) adalah terdiri daripada PKS. Jadual 5 menunjukkan bilangan persijilan QE/5S mengikut saiz industri dari tahun 2011 hingga 2014.

For QE/5S, this activity is a management tool implemented to facilitate implementing organisation to focus on creating a clean, conducive and safe working environment.

In 2014, a total of 794 organisations was certified, an increase to 72 organisations (9.1%) from the previous year. Out of this, 559 (70.4%) represented public sector organisations, 167 (21%) was from MNCs, GLCs and Large organisations, while the remaining 68 (8.6%) constituted SMEs. Table 5 describes the number of QE/5S certification according to industry size from 2011-2014.

JADUAL 5 : BILANGAN PERSIJILAN QE/5S MENGIKUT SAIZ INDUSTRI
TABLE 5 : NUMBER OF QE/5S CERTIFICATION ACCORDING TO INDUSTRY SIZE

BIL ITEM	SAIZ INDUSTRI INDUSTRY SIZE	2011	2012	2013	2014
1.	Multinasional dan Besar Multinational and Large	133	179	137	**167**
2.	PKS SME	73	40	75	**68**
3.	Sektor Awam Public Sector	383	455	510	**559**
	Jumlah **Total**	**589**	**674**	**722**	**794**

Organisasi yang telah mengambil bahagian dalam Konvensyen QE/5S di peringkat wilayah serta mencapai tahap prestasi yang ditetapkan (Anugerah Emas) akan dijemput untuk membuat persembahan di Konvensyen QE/5S Kebangsaan. Pada tahun 2014, sebanyak 36 organisasi telah mengambil bahagian dalam konvensyen tersebut. Penyertaan daripada agensi awam amat menggalakkan iaitu 82 organisasi manakala 38 organisasi pula adalah daripada sektor swasta. Seramai 798 orang peserta dan pemerhati telah hadir dan mendapat manfaat daripada perkongsian amalan terbaik hasil daripada persembahan kumpulan yang terlibat.

Organisations that have participated in the QE/5S Convention at regional level and have achieved a certain level of performance (Gold Award) will be invited to present in the National QE/5 Convention. In 2014, a total of 36 organisations has participated in the said Convention. There was an encouraging participation from the public agencies, 82 organisations, while another 38 were from the private sector. A total of 798 participants and observers gathered and gained benefits from best practices sharing of group presentations.

Penglibatan dalam Amalan Persekitaran Berkualiti ini terbukti dapat meningkatkan kecekapan operasi organisasi, mengurangkan kos, meningkatkan semangat kerja berpasukan dan meningkatkan daya saing sesebuah organisasi. Sebanyak RM15.5 juta kos penjimatan berjaya dikumpulkan di konvensyen pada tahun 2014.

Persijilan Sistem Pengurusan Persekitaran Berkualiti/ ICC (QE/ICC) dibangunkan bertujuan untuk mewujudkan instrumen pengiktirafan kepada organisasi yang berjaya mengadaptasikan aktiviti ICC. Melalui inisiatif ini, organisasi dapat membudayakan struktur pelaksanaan organisasi yang sistematik dalam penjimatan kos serta memastikan proses kerja yang lebih efisyen. Sehingga tahun 2014, sejumlah 7 organisasi telah menerima pengiktirafan melalui program persijilan ini.

Pengiktirafan Sistem Pengurusan Persekitaran Berkualiti/LEAN (QE/LEAN) diberi kepada organisasi yang berjaya melaksanakan dan mengamalkan inisiatif penambahbaikan secara mengurangkan pembaziran. Organisasi yang melaksanakan aktiviti Pengurusan Lean dapat mengurangkan kos operasi di tahap minimum serta meningkatkan kecemerlangan operasi secara sistematik dan efisyen. Sehingga tahun 2014, terdapat 33 organisasi yang telah diberi pengiktirafan di mana 8 organisasi dari sektor awam, manakala 25 organisasi daripada sektor swasta.

The involvement in Quality Environment Practice has proven to increase organisation's operation efficiency, reduce cost, improve teamwork spirit and enhance organisation's competitiveness. A total of RM15.5 million in cost savings was recorded in this 2014 convention.

The QE/ICC Certification System is designed as a recognition instrument to successful organisations adapting ICC activities. Through this initiative, organisations are able to inculcate a systematic organisation implementation structure in cost savings and also ensure a more efficient work process. Until 2014, a total of 7 organisations has been certified with QE/ICC.

The QE/LEAN Certification System is given to successful organisations implementing and practising improvement initiatives and reduce wastage as well. Organisations implementing Lean Management activities will be able to reduce operation cost at a minimum level and also enhance operational excellence systematically and efficiently. Up to 2014, there were 33 organisations recognised with QE/LEAN Certification, whereby 8 were public sector organisations, while 25 organisations represented the private sector.



Mewujudkan budaya kerja yang produktif



RANDAU INDUSTRI
Datuk Mohd. Razali Hussain

TIDAK kira jenis bisnes, antara faktor yang menentukan kejayaan adalah pekerja yang tekun, produktif dan boleh dipercayai. Pekerja sebagai modal insan sesuatu syarikat merupakan faktor yang menentukan sama ada syarikat meraih keuntungan yang tinggi atau sebaliknya, apa pun jenis produk atau perkhidmatan yang dihasilkan. Produktiviti firma terjamin sekiranya tenaga kerja memberi rumpuan penuh kepada tugas. Dalam bahasa Inggeris ini dikatakan engaged.

Pembangunan kakitangan yang produktif melibatkan satu faktor bukan kuantitatif, tetapi itulah yang membangkitkan semangat dan kemahuan untuk bekerja bersungguh-sungguh. Pekerja yang tidak mempunyai semangat ini tidak akan merasa sayang atau komited terhadap pekerjaan dan organisasi. Jika firma tidak berusaha membangunkan semangat ketekunan dan komitmen ini, tahap produktiviti dan seterusnya prestasi firma akan terjejas.

Apakah yang menyebabkan sesetengah organisasi berjaya membina semangat dan tumpuan kerja yang tinggi sedangkan yang lain gagal berbuat demikian? Jawapannya terletak kepada sejauh mana majikan berjaya memenuhi keperluan pekerja seperti pendapatan yang sesuai dengan kelayakan dan kemahiran mereka dan juga perlindungan dan keselamatan kerjaya. Selain itu, pekerja juga mahukan peluang untuk maju dalam kerjaya dan jasa serta sumbangan mereka diiktiraf.

Pekerja yang produktif perlu merasa selesa bekerja, dilingkungi persekitaran yang menggalakkan. Pekerja perlu yakin bahawa pihak pengurusan prihatin dan senantiasa menjaga kesejahteraan dan perkembangan kerjaya mereka. Sebarang ketidakpuasan mereka diberi perhatian dan diselesaikan secara wajar.

Sebagai contoh, majikan yang tikan dan dipantau. Mereka akan lebih berusaha untuk menunjukkan prestasi yang baik.

Pekerja akan menjadi fokus apabila matlamat pencapaian bisnes berpadanan dengan matlamat pencapaian diri. Bagi tujuan ini, komunikasi yang efisien antara majikan dan pekerja adalah penting. Pekerja harus dibekalkan dengan garis panduan dan semua makhumat tentang pekerjaan yang dijalankannya. Pekerja juga perlu memahami dengan baik semua rutin dan proses-proses kerja supaya pekerja jelas bagaimana usaha dan ketekunan mereka mempengaruhi pencapaian matlamat dan prioriti bisnes firma berkenaan serta output yang dikeluarkan.

Pekerja harus juga disokong dalam menjalankan tugas. Bimbingan dan tunjuk ajar harus mudah untuk diperoleh. Ini akan mengurangkan stres. Penyelia harus dapat membantu jika pekerja mengalami masalah, khususnya teknikal.

Sekiranya teknologi baharu diperkenalkan, latihan mengguakannya mestilah cukup. Kesulitan yang dihadapi berhubung dengan proses kerja baharu mestilah diberi perhatian yang wajar oleh pihak majikan.

Penyelia pekerja yang terdekat mestilah menggunakan prinsip-prinsip kecerdasan emosi dalam perhubungan dengan pekerja. Penyelia mesti dapat berinteraksi dengan baik, saling menghormati dan memahami pekerja, dan maklum akan tugas dan kekangan pekerja.

Penyelia harus menunjukkan yang mereka benar-benar mengambil berat tentang pekerja, dan mendengar masalah serta bersedia menerima idea dan cadangan mereka.

Budaya pekerja yang tekun hanya akan terhasil jika pihak pengurusan senantiasa meningkatkan prestasi mereka sendiri dalam memimpin pekerja. Majikan yang menaruh kepercayaan terhadap pekerja akan menda-

kan organisasi secara berpangan. Budaya seperti ini akan melahirkan pekerja yang senantiasa asyik melakukan tugas yang dipertanggungjawabkan dengan aktif, ceria dan pantas.

Pekerja yang produktif mempunyai integriti dan sikap yang betul terhadap pekerjaan. Pekerja tersebut akan bekerja ke arah kecemerlangan. Mereka tabah dalam menghadapi cabaran dan rintangan dengan sikap positif, tidak sombong atau cepat berpuas hati. Mereka setia kepada organisasi, mengamalkan meritokrasi, dan mahu belajar secara berterusan dan mengikuti perkembangan teknologi supaya tidak menjadi redundan.

Ada beberapa cara untuk membangunkan kumpulan pekerja yang bersifat *engaged*. Antaranya, pengambilan pekerja yang sesuai. Pengambilan pekerja adalah satu perkara yang amat penting. Pekerja mestilah mempunyai kelayakan, bakat dan sikap yang sesuai bagi organisasi tersebut.

> Meskipun menyambut baik kemasukan pelabur luar, kerajaan perlu terlebih dahulu meneliti jenis pelaburan yang dibawa masuk supaya tidak hanya menguntungkan sebelah pihak sahaja

> **Budaya pekerja yang tekun hanya akan terhasil jika pihak pengurusan senantiasa meningkatkan prestasi mereka sendiri dalam memimpin pekerja.**
>
> **DATO' MOHD RAZALI HUSSAIN**

Pemudah will continue to improve delivery systems

Pemudah aims to achieve top 5 position in ease of doing business, says govt chief secretary

by R KAMALAVACINI



Ali *(centre)* with Pemudah co-chairman Datuk Saw Choo Boon *(right)* and member Tan Sri Mohamad Zabidi Zainal at the Pemudah Annual Report 2013 launch in Putrajaya yesterday

THE special task force to facilitate business (Pemudah) will continue its momentum to further improve delivery systems in the public and private sectors.

Chief Secretary to the government and Pemudah chairman Tan Sri Dr Ali Hamsa said the task force will be in

panies with an authorised share capital of RM400,000, amending the Income Tax Act 1967 to facilitate the submission of tax returns by both tax payers and companies.

In addition, it managed to initiate a tax incentive scheme to reduce the burden borne by house purchasers, banks and financial institutions and contractors in abandoned housing projects as well as issuing guidelines on trading over the Internet (e-Commerce).

Ali said Pemudah will keep monitoring all these ongoing initiatives to ensure their successful completion and implementation.

> **At the same time, more emphasis must be placed on improving education, technological readinessand innovation which is essential for achieving developed nation status.**
>
> **TAN SRI ALI HAMSA**

MPC di Media
MPC in the News

Nurturing a culture of productivity

For an organisation to be productive, the "productivity mind-set" must be encoded into their corpo-

employees to be better and do mo
The focus of such initiatives is
ways on learning and developme
as well as employee empowerme

> **It's also about the willingness of management to allow employees to participate in the changes which are required to happen within the work ecosystem in order to achieve greater outputs an better outcomes.**
>
> **DATO' MOHD RAZALI HUSSAIN**

harness their employees' passion and hone their skills, in the process moulding them into a close-knit, united team whose battle cry will always be "to be the best".

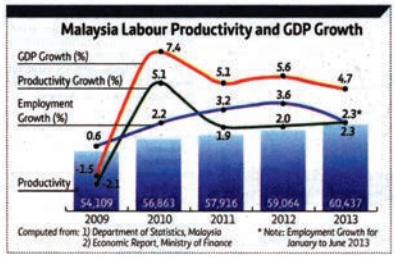
Successful productivity initiatives are always top driven and motivate

required to happen within the wo
ecosystem in order to achieve gre
er outputs and better outcomes.
a long collaborative process wh
is about reinforcing the key m
sages of the organisation's cult
of productivity.

Mindset change vital to boost labour productivity

HIGHER GROWTH: Need to focus on addressing challenges, says Mustapa

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MALAYSIA needs a change in mindset to improve labour productivity as it will boost economic activities and growth in all sectors, said International Trade and Industry Minister Datuk Seri Mustapa Mohamed.

"We cannot be complacent. We need to focus on addressing challenges like enhancing growth enablers for sustainable economic development," he said at the launch of Productivity Report 2013/2014,

"We will need to zero in on those sectors which we have failed to make the grade," Mustapa said.

Malaysia ranked sixth in the World Bank Doing Business Report 2014 and 12th in the recent World Competitiveness Yearbook 2014 by the International Institute for Management Development (IMD).

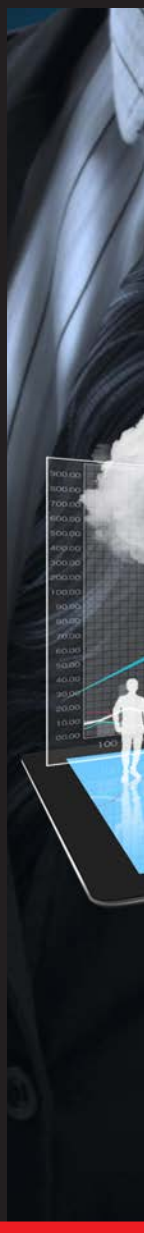
Meanwhile, IMD World Competitiveness Centre director Prof Arturo Bris, who attended the Productivity Competitiveness Conference 2014, said at 2.3 per cent productivity level, it places Malaysia very much in the low side of the middle-income group of countries.

"Real productive" jobs must be

> **Undoubtedly, strengthening these modern industries will boost demand for skilled workers and enhance the contribution of labour quality to the country's economic growth.**
>
> **DATUK SERI MUSTAPHA MOHAMED**



CHAPTER 5





Inovasi Enterprais untuk Pasaran yang Didorong oleh Inovasi

Enterprise Innovation for Market Driven Innovation

INOVASI ENTERPRAIS KE ARAH PENINGKATAN PRODUKTIVITI DAN DAYA SAING

Pelan Program Intervensi Inovasi Enterprais (EIIP) diwujudkan sebagai satu kaedah penyelesaian secara bersepadu bagi meningkatkan produktiviti, inovasi dan penambahbaikan sistem kecekapan organisasi di Malaysia. EIIP merupakan program pembangunan sistem MPC yang mengguna pakai kerangka kerja di mana organisasi akan diukur bila bersetuju mengikuti program dan akan diukur semula selepas tamat program melalui audit penilaian. Program EIIP bagi setiap organisasi atau projek pembangunan sistem yang dipersetujui mengambil tempoh pelaksanaan antara 4 hingga 6 bulan. Fasa-fasa dalam sistem ini adalah aktiviti diagnostik (Fasa 1), intervensi (Fasa 2) dan audit penilaian (Fasa 3). Sepanjang tahun 2014 sebanyak 149 program EIIP dilaksanakan dengan pencapaian melebihi sasaran yang ditetapkan pada awal tahun iaitu 75 program EIIP.

MPC juga menyediakan platform bagi organisasi yang mengambil bahagian untuk berkongsi amalan terbaik mereka di Konvensyen Lean Creanova, Konvensyen Kecemerlangan Berpasukan (*Team Excellence* - TE) di peringkat kebangsaan dan antarabangsa. Mulai tahun 2013, MPC telah menjenamakan Konvensyen ICC dan QE/5S sebagai Konvensyen TE yang menyediakan platform yang lebih luas bagi perkongsian amalan terbaik dan hasil inovasi yang telah dilaksanakan oleh kumpulan-kumpulan yang terlibat.

Sebanyak 300 kumpulan daripada 187 organisasi telah membentangkan projek masing-masing di Konvensyen TE peringkat wilayah. Daripada jumlah ini, sejumlah 201 kumpulan daripada 123 organisasi telah dijemput untuk bertanding di peringkat kebangsaan yang diadakan semasa *Annual Productivity and Innovation Conference and Exposition* (APIC) 2014. Impak daripada pelaksanaan projek TE telah menyumbang kepada proses kerja yang lebih mudah dan efisyen, pengurangan pembaziran, penghapusan aktiviti yang tidak menambah nilai dan pada masa yang sama meningkatkan produktiviti, kualiti dan keselamatan di tempat kerja.

Tahun 2014 juga telah mempamerkan kecemerlangan pasukan dari Malaysia di persada antarabangsa. Buat pertama kalinya 2 pasukan dari Malaysia telah dipilih untuk membentangkan projek mereka di '*International Team Excellence Award*' anjuran *American Society of Quality* (ASQ) yang diadakan bersempena *World Conference on Quality and Improvement*.

ENTERPRISE INNOVATION TOWARDS ENHANCING PRODUCTIVITY AND COMPETITIVENESS

The Enterprise Innovation Intervention Programme (EIIP) is designed as an integrated solution method to increase productivity, innovation, and organisation's efficiency improvement system in Malaysia. EIIP is MPC's system development programme that uses measurement framework of pre- and post-assessment upon organisations' participation and commitment in the programme. The timeframe required for implementation in each organisation in this EIIP is between 4 to 6 months. The phases in this system is diagnostic activity (Phase 1), intervention (Phase 2), and assessment (Phase 3). Throughout 2014, a total of 149 EIIP programmes was undertaken, achieving more than the targeted 75 EIIP programmes set at the beginning of the year.

MPC provides platforms for organisations to share their best practices in Lean Creanova Convention, Team Excellence Convention at national and international levels. Beginning in 2013, MPC has rebranded its convention to Team Excellence (TE) Convention that provides a wider paltform for sharing of best practices and innovation output implemented by participating organisations.

A total of 300 circles from 187 organisations has presented their projects respectively during TE Regional Convention. Out of these 300 circles, 201 circles from 123 organisations were invited to compete at the national level during the Annual Productivity and Innovation Conference and Exposition (APIC) 2014. The impact from TE implementation projects has contributed to easier and more efficient work process, reduced wastages, elimination of non value-added activities as well as improving productivity, quality, and safety at work place.

In 2014, Malaysia's TE has done the country proud at the international arena. For the first time, 2 Malaysian teams were selected to present their projects at the 'International Team Excellence Award' organised by the American Society of Quality (ASQ) in conjunction with World Conference on Quality and Improvement.

Salah satu pasukan telah dianugerahkan dengan anugerah Perak, iaitu anugerah kedua tertinggi. Malaysia juga telah menghantar sebanyak 27 pasukan untuk bertanding di *International Quality Conference* anjuran J*apanese Union of Scientist and Engineer* (JUSE) dan *International Convention on Quality Control Circles* (ICQCC) di Sri Lanka. Sebanyak 75% daripada jumlah keseluruhan penyertaan Malaysia telah menerima anugerah Emas, iaitu anugerah tertinggi di pertandingan tersebut.

One of the teams was awarded with the Silver award, the second highest award. Malaysia has also sent 27 teams to compete in the International Quality Conference organised by the Japanese Union of Scientist and Engineer (JUSE) and the International Convention on Quality Control Circles (ICQCC) in Sri Lanka. 75% of the Malaysian teams had received the Gold award, the highest award in the said competitions.





Kelestarian Pekerja Menyumbang kepada Kejayaan Organisasi

Employment Growth Contributes to Organisation Success

CHAPTER 6



PENGURUSAN SUMBER MANUSIA

Pada tahun 2014, sejumlah RM250,000 telah diperuntukkan bagi kursus atau program yang berjadual dan tidak berjadual. Selaras dengan usaha peningkatan kapasiti dan kemahiran kompetensi, sebanyak 123 kursus atau program telah dijalankan dan melibatkan semua warga MPC dengan pencapaian purata jam latihan untuk setiap warga sebanyak 46.9 jam.

HUMAN RESOURCE MANAGEMENT

In 2014, a total of RM250,000 was allocated for scheduled or unscheduled courses or programmes. In line with the effort to build capacity and skills competency, a total of 123 course or programme was organised and was attended by all MPC staff, achieving the average training hours per employee of 46.9 hours.

JADUAL 6 : SENARAI KURSUS/PROGRAM PEMBANGUNAN SUMBER MANUSIA 2014
TABLE 6 : LIST OF HUMAN RESOURCE MANAGEMENT COURSE/PROGRAMME IN 2014

BIL ITEM	JENIS KURSUS/PROGRAM TYPE OF COURSE/PROGRAMME	JUMLAH PROGRAM TOTAL OF PROGRAMME	JUMLAH PENYERTAAN TOTAL PARTICIPATION
1	Dalam perkhidmatan In service	1	6
2	Pembangunan kompetensi umum General competency development	65	657
3	Pembinaan kepakaran Capacity building	2	14
4	Imej dan pembangunan personaliti Image and personality development	1	24
5	Perkongsian ilmu Knowledge sharing	25	443
6	Ijazah lanjutan (Sarjana/Ph.D) Advance degrees (Master/Ph.D)	3	3
7	Lain-lain (Program APO) Others (APO Programme)	26	44
	Jumlah **Total**	**123**	**1,191**

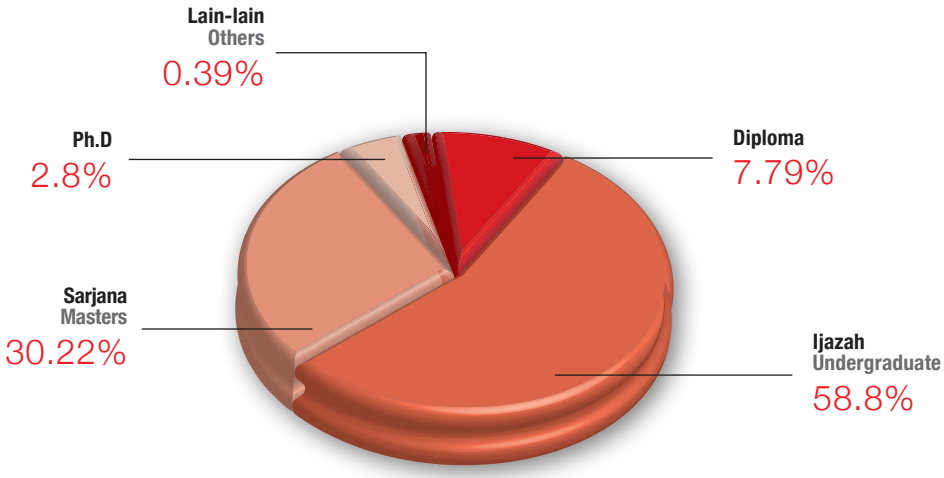
TAHAP PENDIDIKAN

Graf di Rajah 10 adalah pembahagian kelayakan akademik bagi keseluruhan 321 orang Warga MPC di mana sebahagian besarnya merupakan lulusan ijazah sarjana muda dengan kadar 58.8 peratus.

LEVEL OF EDUCATION

The graph in Figure 10 is the distribution of academic qualification for all 321 MPC staff; whereby majority of the staff have first degree (58.8 per cent).

RAJAH 10 : GRAF KELAYAKAN AKADEMIK WARGA MPC
FIGURE 10 : MPC STAFF ACADEMIC QUALIFICATION



SISTEM PENGURUSAN KUALITI

Laporan Audit Pematuhan Pensijilan MS ISO 9001:2008 bagi Tahun 2014

Audit pematuhan MS ISO 9001:2008 oleh pihak SIRIM Qas International Sdn Bhd telah dijalankan pada 8 dan 9 Mei 2014. Pada tahun ini, pihak SIRIM telah memilih Pejabat MPC Wilayah Utara serta Pejabat MPC Wilayah Pantai Timur sebagai pejabat yang akan diaudit selain dari ibu pejabat. Pelaksanaan audit ini telah berjalan dengan baik sebagaimana mengikut perancangan. Tiada ketidak-akuran pada Sistem MS ISO 9001:2008 telah dikenal pasti oleh pihak SIRIM pada audit kali ini.

Terdapat 6 ruang penambahbaikan yang telah dicadangkan oleh pihak SIRIM untuk diberi perhatian bagi memastikan pelaksanaan Sistem MS ISO 9001:2008 di MPC sentiasa berada di tahap yang baik dan memuaskan.

Laporan Sistem Cadangan Q dan Inovasi MPC 2014

Cadangan Q merupakan satu medium komunikasi bagi pekerja untuk menyumbangkan idea yang bernas ke arah kecemerlangan organisasi dan dapat memastikan segala kemudahan bagi pekerja tersedia mengikut kesesuaian tempat dan situasi.

QUALITY MANAGEMENT SYSTEM

Audit Report on Compliance Certification of MS ISO 9001:2008 for 2014

A compliance audit for MS ISO 9001:2008 by SIRIM QAS International Sdn Bhd was held from 8 to 9 May 2014. For this year's audit, SIRIM has selected MPC Northern Region as well as MPC East Coast Region to be audited in addition to MPC headquarters. The audit exercise has gone smoothly as scheduled. There was no non-conformance to the MS ISO 9001:2008 System identified during this audit.

There were 6 avenues for improvement suggested by SIRIM for due attention to ensure that the MS ISO 9001:2008 System implementation in MPC would always be at conducive and satisfactory level.

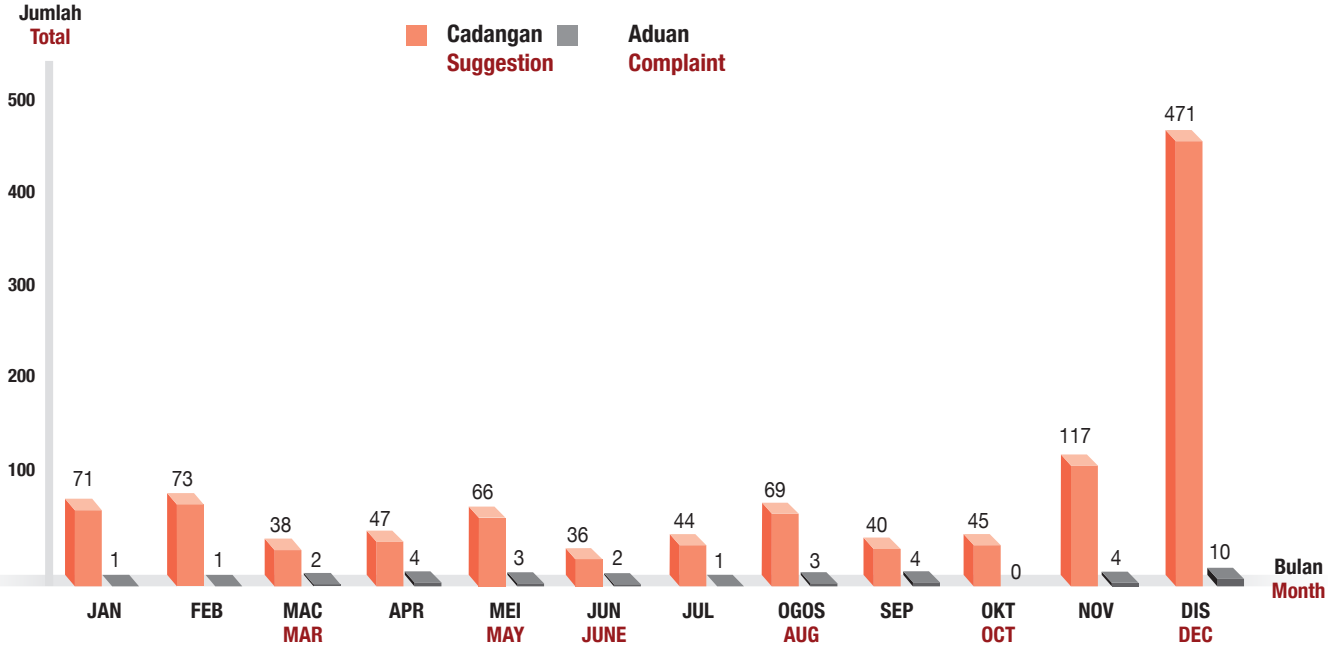
MPC Innovation and Q Suggestion System 2014

Q Suggestion is a medium for MPC staff to contribute their bright ideas towards organisational excellence and to ensure that all facilities are provided for the staff according to suitability of place and circumstance.

Sepanjang tahun 2014, seramai 191 orang pencadang telah mengemukakan sejumlah 35 aduan dan 1,117 cadangan. Jumlah cadangan terbanyak diberi adalah pada bulan Disember dengan 471 cadangan, diikuti November dengan 117 cadangan dan yang terendah adalah pada bulan Jun dengan 36 cadangan. Sementara itu, aduan terbanyak yang diterima adalah pada bulan Disember dengan 10 aduan dan yang terendah adalah bulan Januari, Februari dan Julai dengan hanya 1 aduan. Rajah 11 menunjukkan graf jumlah cadangan dan aduan bagi tahun 2014.

Throughout 2014, 191 MPC staff participated in the scheme whereby they contributed 35 complaints and 1,117 suggestions. December was the highest month in contribution with 471 suggestions, followed by November with 117 suggestions while June captured the lowest number of suggestions at 36. For complaints, December also recorded the most number at 10 while the lowest months for complaint is in January, February, and July with 1 complaint each recorded. Figure 11 shows the graph for total number of suggestions and complaints for 2014.

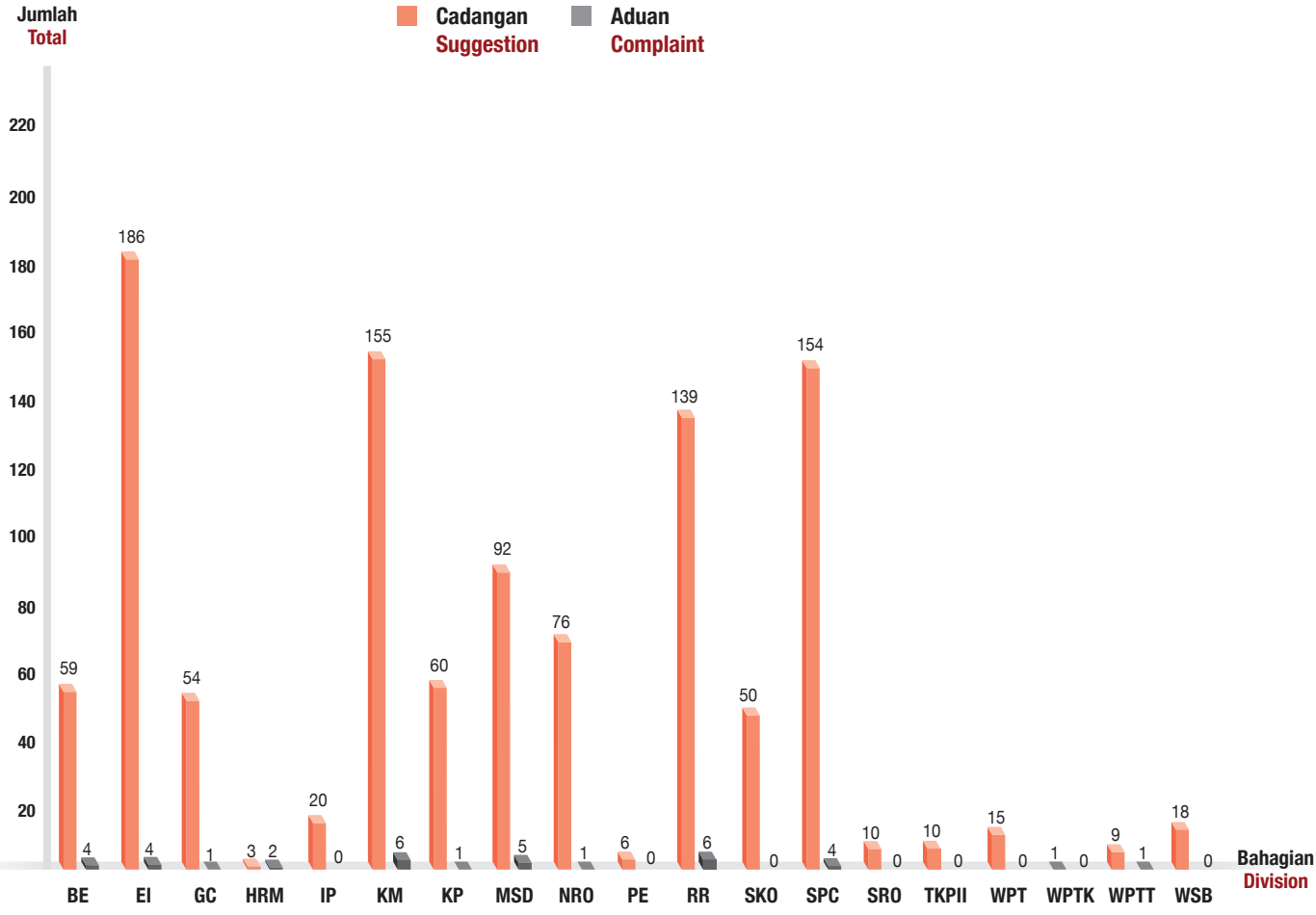
RAJAH 11 : JUMLAH CADANGAN DAN ADUAN BAGI TAHUN 2014
FIGURE 11 : TOTAL NUMBER OF SUGGESTIONS AND COMPLAINTS IN 2014



Dari segi jumlah penglibatan mengikut Bahagian, 3 Bahagian yang memberi jumlah cadangan tertinggi adalah Bahagian Inovasi Enterprais (EI) dengan 186 cadangan, diikuti oleh Bahagian Pengurusan Pengetahuan (KM) dengan 155 cadangan dan Bahagian Perancangan Strategik dan Korporat (SPC) dengan 154 cadangan. Bahagian yang terbanyak memberi aduan pula adalah Bahagian Semakan Peraturan (RR) dan Bahagian KM dengan 6 aduan. Rajah 12 menunjukkan bilangan cadangan dan aduan yang dihantar oleh setiap Bahagian termasuk Pejabat Wilayah MPC.

In terms of participation breakdown from Division level, the 3 Divisions that has contributed to the highest number of suggestions were Enterprise Innovation (EI) Division with 186 suggestions, followed by Knowledge Management (KM) Division with 155 suggestions, and next was Strategic and Planning Corporate (SPC) Division with 154 suggestions. The division which contributed to the highest number of complaints was Regulatory Review (RR) Division with 6 complaints. Figure 12 shows the number of suggestions and complaints submitted by each Division including MPC Regional Offices.

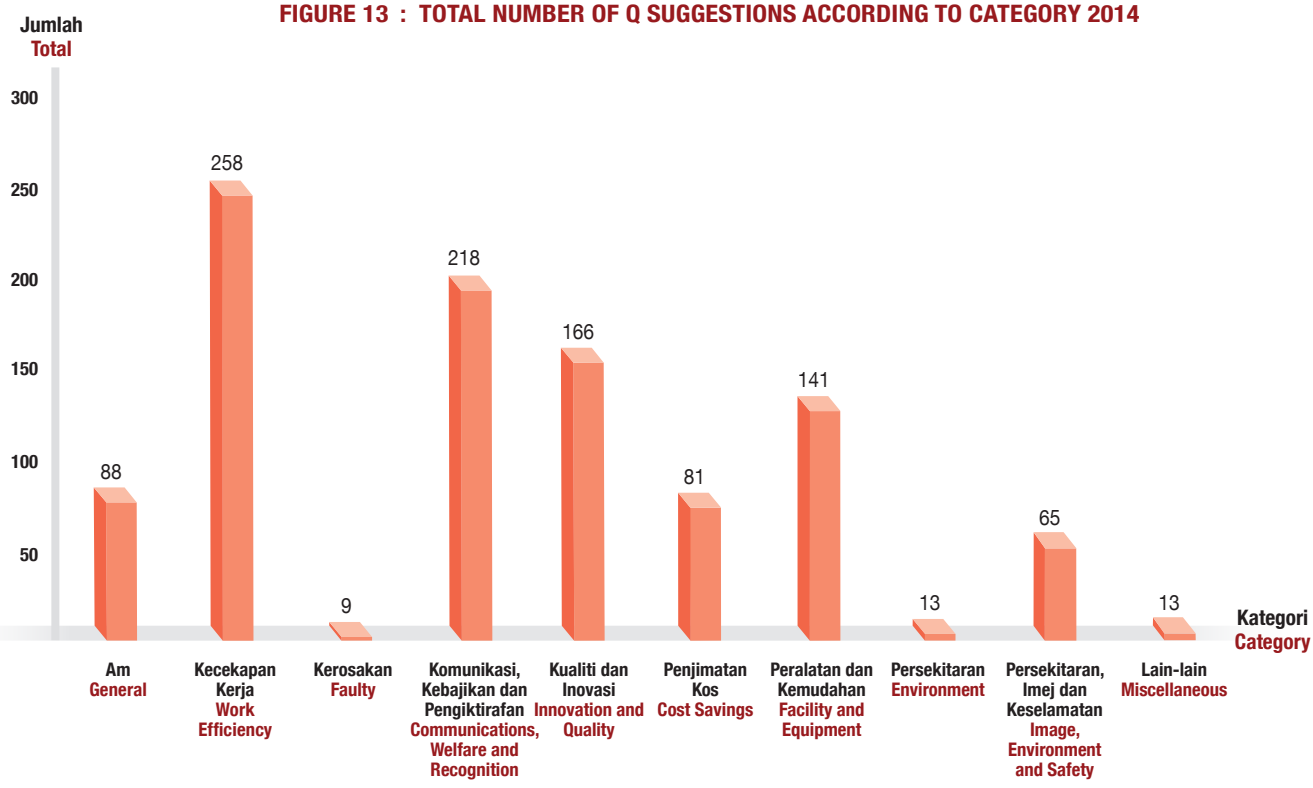
RAJAH 12 : JUMLAH CADANGAN DAN ADUAN BAGI TAHUN 2014
FIGURE 12 : TOTAL NUMBER OF SUGGESTIONS AND COMPLAINTS IN 2014



Cadangan Q yang diterima juga diklasifikasikan mengikut kategori. Cadangan yang terbanyak adalah bagi kategori 'Kecekapan Kerja' dengan 258 cadangan, diikuti oleh kategori 'Komunikasi, Kebajikan, dan Pengiktirafan' dengan 218 cadangan manakala yang terendah adalah bagi kategori 'Kerosakan' dengan hanya 9 cadangan. Rajah 13 menunjukkan bilangan cadangan mengikut kategori.

The suggestions received were further classified according to various categories. Most of the suggestions received were for the "Work Efficiency" category with 285 suggestions, followed by "Communications, Welfare and Recognition" category with 218 suggestions, while the lowest number of suggestions received was by "Faulty" at 9. Figure 13 displays the number of suggestions according to categories.

RAJAH 13 : JUMLAH CADANGAN Q BAGI SETIAP KATEGORI 2014
FIGURE 13 : TOTAL NUMBER OF Q SUGGESTIONS ACCORDING TO CATEGORY 2014



Secara keseluruhannya, Laporan Sistem Cadangan Q dan Inovasi MPC 2014 menunjukkan Warga MPC lebih cenderung memberikan cadangan dan aduan pada bulan Disember berbanding bulan-bulan lain. Ini adalah kerana Warga MPC inginkan perubahan dan penambahbaikkan pada setiap tahun yang baru hendak bermula.

Lanjutan daripada cadangan yang diterima, pihak urusetia telah mengambil 18 tindakan bagi memastikan penambahbaikan yang telah dicadang dilaksanakan dan sejumlah 3 cadangan masih dalam proses untuk dipulihkan dan dilaksanakan oleh pihak yang dipertanggungjawab serta 19 cadangan masih dalam pertimbangan oleh pihak atasan.

AGENDA TRANSFORMASI MPC 2014

Mencapai Kecemerlangan melalui Pelaksanaan (AEE)

Proses transformasi di MPC telah berkembang sejajar dengan pembangunan negara. Penyelarasan terkini adalah dengan Agenda Transformasi Sektor Awam yang diterajui oleh Jabatan Perkhidmatan Awam Malaysia.

In general, this report on MPC Innovation and Q Suggestion System 2014 shows that MPC staff are more inclined to give suggestions and complaints in December as compared to other months. This is due to staff's desire for change and improvement to take place in the coming new year.

Pursuant to suggestions received, the secretariat has implemented 18 of the suggestions for improvement and another 3 suggestions are in the process of being restored and implemented while 19 suggestions are subject to MPC management decision.

MPC'S TRANSFORMATION AGENDA 2014

Achieving Excellence through Execution (AEE)

The transformation process at MPC has been evolving according to national developments. The latest alignment is with the Public Sector's Transformation Agenda spearheaded by the Public Sector Department of Malaysia.

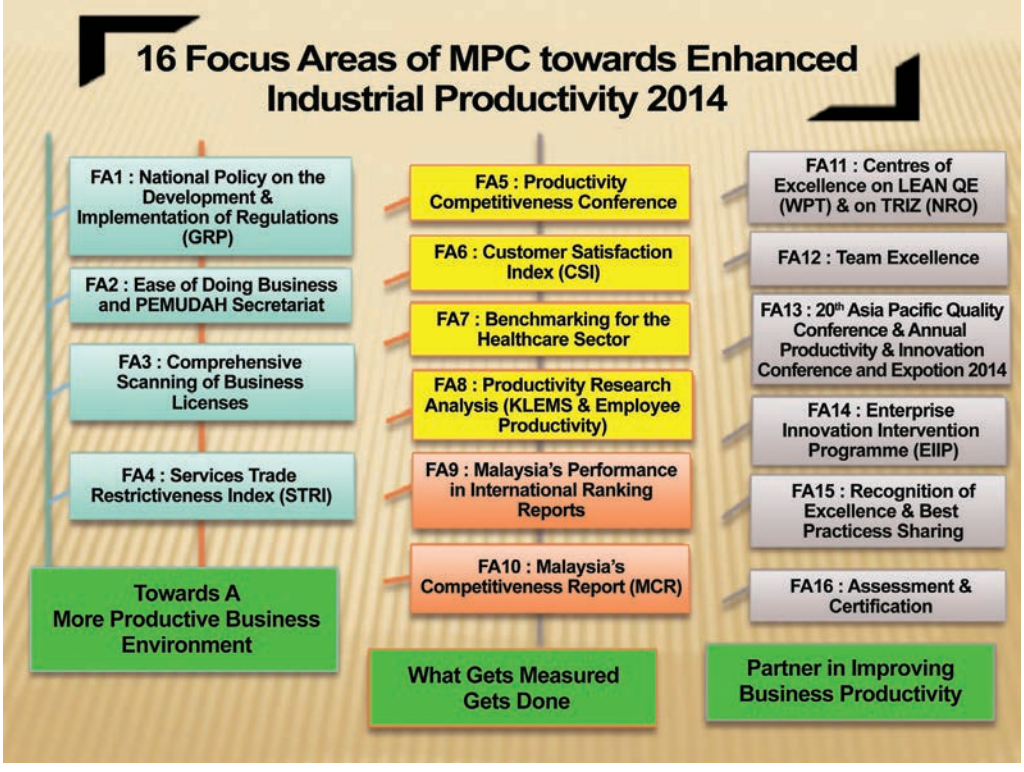
Sepanjang tahun 2014, MPC telah berjaya mengendalikan lima acara AEE, dua *Town-hall,* empat Dialog Transformasi antara Ketua Pengarah (KP) MPC dengan kakitangan sokongan, dan Dialog Transformasi yang julung kali diadakan antara KP MPC dengan pegawai gred E41-E44. Rekod perjalanan AEE 2014 adalah seperti berikut:

1. 16 Bidang Fokus (FA) bagi Pelan Perniagaan MPC 2013 telah diselaras berdasarkan Produktiviti Industri 2014 dalam tiga kategori iaitu ke arah persekitaran perniagaan yang lebih produktif (FA1 hingga FA4), pelaksanaan perkara yang diukur (FA5 hingga FA10), dan rakan kongsi dalam meningkatkan produktiviti perniagaan (FA11 hingga FA16). Pelan perniagaan yang telah dikaji semula adalah seperti yang digambarkan dalam Rajah 14.

Throughout the year 2014, MPC has successfully conducted five AEE events, two Town-halls, four Transformation Dialogues between Director-General (D-G) MPC and support staff, and the inaugural Transformation Dialogue between D-G MPC and E41-E44 officers. An account of the AEE 2014 mileage is as follow:

1. The 16 Focused Areas (FA) of MPC Business Plan 2013 were aligned according to Industrial Productivity 2014 in three categories; namely, towards a more productive business environment (FA1 to FA4), what gets measured gets done (FA5 to FA10), and partner in improving business productivity (FA11 to FA16). The revised business plan is as depicted in Figure 14.

RAJAH 14 : PELAN PERNIAGAAN YANG TELAH DIKAJI SEMULA
FIGURE 14 : REVISED BUSINESS PLAN



2. Kerja kemajuan dalam Kecemerlangan Perniagaan di MPC (BE@M) menggunakan kriteria yang diambil dari Anugerah Kualiti Kebangsaan Malcolm Baldrige.

2. Progress work on Business Excellence at MPC (BE@M) using the adopted criteria from Malcolm Baldrige National Quality Award.

3. Pengenalan Agenda Transformasi Sektor Awam semasa *Town-hall* 1/2014 merangkap sesi Dialog Transformasi antara KP MPC dengan kakitangan sokongan pada 10 Jun 2014. Agenda Transformasi Sektor Awam mempunyai lima teras strategik iaitu, menggiatkan penjawat awam (pembangunan bakat), merekayasa organisasi awam (pembangunan organisasi), merakyatkan penyampaian perkhidmatan awam (mengutamakan rakyat), merangkum dan sepunya (keterangkuman), dan pembudayaan nilai-nilai yang dikongsi bersama. Teras-teras ini telah diguna pakai dalam inisiatif transformasi MPC.

4. Pengubah Permainan Produktiviti yang bertujuan untuk meningkatkan peranan MPC dalam memperjuangkan inisiatif produktiviti dan kemampanan perniagaan di Malaysia.

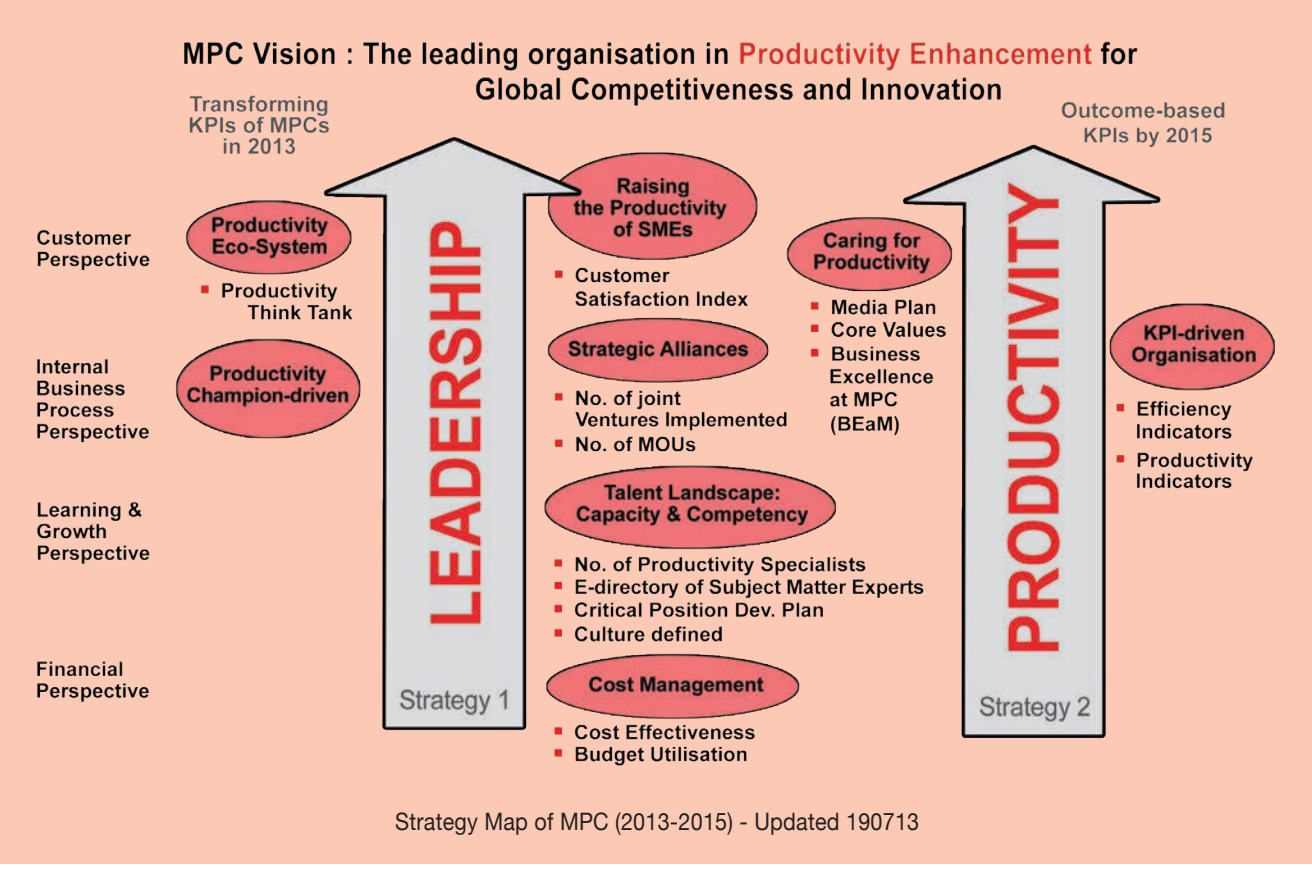
5. Peta Transformasi Strategik 1MPC (2013-2015) - lihat Rajah 15.

3. Introduction of the Public Sector's Transformation Agenda during the Town-hall 1/2014 cum Transformation Dialogue between D-G MPC and support staff session on 10 June 2014. The Public Sector's Transformation Agenda has five strategic thrusts; namely, revitalising public servants (talent development), re-engineering public organisations (organisational development), enhancing public service delivery (citizen-centric), intensifying engagement (inclusiveness), and enculturing shared values. These thrusts have been adopted in MPC's transformation initiatives.

4. Productivity Game Changer that aims to enhance MPC's role in championing productivity initiatives and sustainability of businesses in Malaysia.

5. 1MPC Strategic Transformation Map (2013-2015) – see Figure 15.

RAJAH 15 : PETA TRANSFORMASI STRATEGIK 1MPC (2013-2015)
FIGURE 15 : 1MPC STRATEGIC TRANSFORMATION MAP (2013-2015)



Strategy Map of MPC (2013-2015) - Updated 190713

6. Perencananan kriteria Kecemerlangan Perniagaan yang menjurus kepada lima teras strategik Agenda Transformasi Negara.

7. Laporan penilaian BE@M oleh Ms. Elizabeth Kim, penilai luar dari *American Society for Quality* (ASQ) telah dibentangkan semasa Makmal Strategi AEE 2/2014 pada 16 Julai 2015.

8. Hasil dari Makmal Strategi AEE 3/2014 pada 9 Oktober adalah Rancangan Perniagaan MPC 2015 - penyelarasan dan penyatuan 16 FA kepada dua fokus utama (Pembangunan Produktiviti dan Daya Saing dan Pembangunan Kualiti dan Kecemerlangan) dan lima produk ikonik; iaitu, Amalan Baik Peraturan, Laporan Daya Saing Malaysia, Laporan Produktiviti, Enterprais Lean dan Kecemerlangan Perniagaan. MPC mengekalkan dua program berjenama iaitu, Persidangan Produktiviti dan Daya Saing (PCC) dan Persidangan Produktiviti dan Inovasi Tahunan (APIC). Ini adalah seperti yang ditunjukkan dalam Jadual 7.

6. Mapping Business Excellence criteria to the five strategic thrusts of our National Transformation Agenda.

7. BE@M assessment report of Ms. Elizabeth Kim , the external assessor from ASQ was presented during the AEE Strategy Lab 2/2014 on 16th July 2015.

8. An outcome from AEE Strategy Lab 3/2014 of 9th October was the MPC Business Plan 2015 - Alignment and Consolidation of the 16 Focus Areas into two key focus (Productivity and Competitiveness Development/PCD and Quality and Excellence Development/QED) and five iconic products; namely, Good Regulatory Practice, Malaysia Competitiveness Report, Productivity Report, LEAN Enterprise and Business Excellence. MPC maintains two signature programmes; they are: Productivity Competitiveness Conference (PCC) and Annual Productivity and Innovation Conference (APIC). These are as shown in Table 7.

JADUAL 7 : PELAN PERNIAGAAN MPC 2015
TABLE 7 : MPC BUSINESS PLAN 2015

FOKUS BARU MPC NEW MPC FOCUS	PRODUK-PRODUK IKONIK ICONIC PRODUCTS	CIRI-CIRI UTAMA/ALAT KEY FEATURES/TOOLS
Pembangunan Produktiviti dan Daya Saing Productivity and Competitiveness Development	Amalan Baik Peraturan Good Regulatory Practice (GRP)	• Analisis Impak Peraturan Regulatory Impact Analysis (RIA) • Mengurangkan Beban Peraturan yang Tidak Perlu Reducing Unnecessary Regulatory Burden (RURB) • Sekretariat PEMUDAH PEMUDAH Secretariat
	Laporan Daya Saing Malaysia Malaysia Competitiveness Report (MCR)	• Pencapaian Malaysia dalam Laporan Kedudukan Antarabangsa Malaysia's Performance in International Ranking Reports • Laporan Negeri-negeri di Malaysia Malaysia States Report
	Laporan Produktiviti Productivity Report (PRT)	• Produktiviti Pekerja Employee Productivity • KLEMS • Sistem Upah berdasarkan Produktiviti Productivity-linked Wage System (PLWS) • Indeks Kepuasan Pelanggan Customer Satisfaction Index (CSI)

FOKUS BARU MPC NEW MPC FOCUS	PRODUK-PRODUK IKONIK ICONIC PRODUCTS	CIRI-CIRI UTAMA/ALAT KEY FEATURES/TOOLS
Pembangunan Kualiti dan Kecemerlangan Quality and Excellence	Enterprais Lean LEAN Enterprise (LE)	• Pengurusan Lean[1] LEAN Management[1] • Kecemerlangan Kumpulan Team Excellence
	Kecemerlangan Perniagaan Business Excellence (BE)	• Penilaian dan Persijilan Assessment and Certification • Rangkaian BE[2] BE Network[2] • Anugerah BE BE Award

[1] Pengurusan LEAN merangkumi kaedah-kaedah produktiviti seperti TRIZ dan Penjimatan Kos Bahan
LEAN Management includes productivity tools such as TRIZ and Material Cost Savings (MCS)

[2] Rangkaian BE termasuk Amalan-amalan Terbaik
BE Network includes work on Best Practices

9. Dialog transformasi sulung antara KP MPC dengan pegawai E41-E44 pada 17 November 2014 telah menimbulkan beberapa isu berkaitan dengan sumber manusia, pembangunan organisasi dan operasi umum.

10. Makmal Strategi AEE 4/2014 telah diadakan bersama Sesi Strategi Eksekutif pada 16 Disember 2014 di Dewan Produktiviti, ibu pejabat MPC. Majlis ini telah dipancarkan secara langsung ke semua pejabat wilayah MPC.

9. The inaugural transformation dialogue between D-G MPC and E41-E44 officers on 17 November 2014 raised numerous issues relating to human resource, organisational development and general operation.

10. AEE Strategy Lab 4/2014 was held together with the Executive Strategy Session (ESS) on 16 December 2014 at *Dewan Produktiviti,* MPC HQ. The event was made available on real time to all MPC regional offices through live streaming.

MPC di Media
MPC in the News

Pioneer project promotes efficiency, cleanliness

LEDANG: Eleven organisations under the Ledang parliamentary constituency h... oneer the ... (QE/5S) pra... ment.

They eac... from Malay... ration (MPC...

Under th... tions will in... procedure... wastage or... ities in thei...

Internati... Deputy M... Samuri sai... will take between three and seven months. "One of the benefits is to help practitioners search for documents easily and quickly.

brainstorm and be creative in efforts to achieve a clean and conducive ... period, the ...en guidance ...are ready to ... said during ... Jubli Intan ...ntly.

...dang mem... the certifi... ...orate image ...e project. ...ools — SMK ...g, SMK Per... ...engku Mah...

...A Lughatul ...ment agencies — Ledang/Muar District Education Office, Tangkak District Council, Ledang District Kadi Office,

> At the same time, it also gives the opportunities to the employees to brainstorm and be creative in efforts to achieve a clean and conducive workplace.
>
> DATUK HAMIM SAMURI

MEETING THE CHALLENGES
TOWARDS A COMPETITIVE NATION

MALAYSIA has been ranked the 12th most competitive nation in a survey by the World Competitiveness Centre (WCC) of the Institute of Management Development (IMD).

The survey by the centre, based in Lausanne, Switzerland, covered 60 countries.

IMD WCC director Arturo Bris described Malaysia's performance as a success story as it had secured a spot in the top 15 nations, ahead of developed countries such as the United Kingdom (16th), Australia (17th), Japan (21st), China (23rd) and Korea (26th).

In 2011, Malaysia was placed 16th.

Bris said Malaysia was "doing ... that need improvement to improve the country's ranking.

The top 10 most competitive nations under the survey are the US, Switzerland, Singapore, Hong Kong, Sweden, Germany, Canada, ...

... economic model to make prosperity more sustainable.

He said the country ... should find its niche or spark in the developing services sector in a creative

> Malaysia has many strengths and is highly ranked in several areas.
>
> ARTURO BRIS

MPC melahirkan rakyat yang lebih produktif, berdaya saing

> MPC telah merumuskan tiga cadangan untuk menangani isu-isu yang dihadapi oleh matlamat produktiviti Malaysia iaitu; Menyemai pemikiran yang berdaya saing dan produktif, Menggalakkan insentif kepada industri yang disasarkan dan Mengukuhkan kajian semula peraturan untuk tingkatkan produktiviti.
>
> DATUK SERI MUSTAPA MOHAMED

KHAZANAH WINS **INTERNATIONAL EXCELLENCE AWARD**

> We feel fantastic and thrilled over the win. It shows that we have the talents and capacity to win awards at world-class competitions.
>
> JAMILLAH HASHIM



... won the only silver award this year.

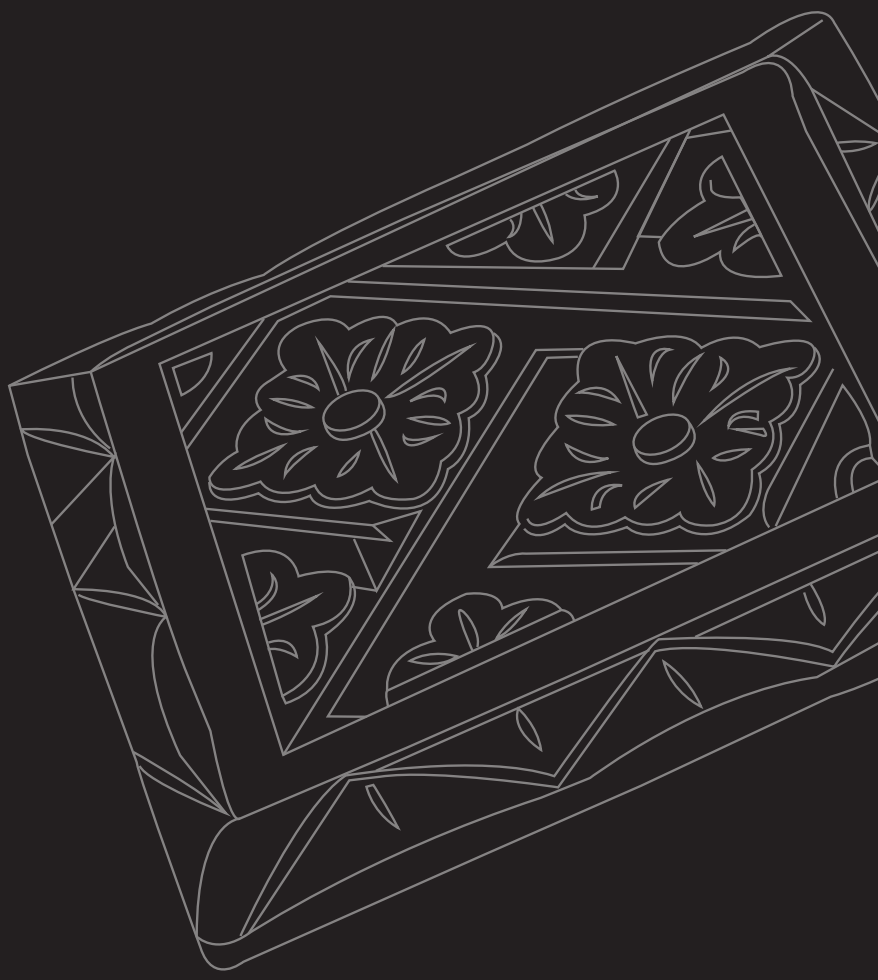
Previous silver award winners were Boeing, Telefonica and Allegheny Energy Inc.

This year, Dubai Aluminium from



Kedinamikan Pasukan Kerja untuk Mencapai Matlamat yang Sama

Dynamic Teamwork Towards One Goal in Unison



CHAPTER

7

PERSATUAN WARGA MPC (PWMPC)

PWMPC ditubuhkan bagi memupuk persefahaman dan mengeratkan siraturrahim di kalangan warga dan menyediakan aktiviti-aktiviti yang memberi manfaat kepada ahli-ahli.

Antara aktiviti persatuan yang dijalankan sepanjang tahun 2014 adalah:

1. Aktiviti Senamrobik Bulanan yang dibimbing oleh instruktor berpengalaman dalam bidang kesihatan dan mempelbagaikan konsep senaman. Sambutan daripada warga amat menggalakkan dan inisiatif ini dapat menggalakkan warga MPC untuk mengamalkan cara hidup sihat walaupun dengan kesibukan kerja di pejabat;

2. Kejohanan MPC Sports Fiesta 2014 pada 25 April hingga 23 Mei 2014 bertemakan "*Let's Bring Fun to Work*". Secara rasminya 3 pasukan telah dibentuk seperti tahun-tahun sebelum ini iaitu, *Transformation, Innovation* dan *Partnership*. Terdapat 20 acara dipertandingkan dan melibatkan penyertaan daripada warga Ibu Pejabat dan warga Pejabat Wilayah MPC. Acara pada kejohanan kali ini telah bertambah daripada 17 acara pada tahun sebelumnya. Tambahan tersebut adalah acara *Playstation Challenge, Street Soccer* dan *Funtastic Arena* yang menerapkan konsep *Theory of Inventive Problem Solution* (TRIZ). Johan keseluruhan adalah Pasukan *Transformation*, Naib Johan Pasukan *Innovation* dan Ketiga adalah Pasukan *Partnership*;

3. Kejohanan Badminton Group B Liga Tertutup MPC 2014 telah diadakan pada 20 hingga 21 Jun 2014. Kejohanan ini diadakan dengan tujuan untuk memupuk semangat bersukan, bersaing dan beriadah sesama rakan dan mencari bakat-bakat baru;

4. Kejohanan Sukan Pantai Badan Berkanun Malaysia Kali ke-9 dengan Universiti Teknologi MARA (UiTM) sebagai tuan rumah telah diadakan di Port Dickson, Negeri Sembilan pada 10 hingga 15 Jun 2014. Kejohanan Sukan Pantai Badan Berkanun ini adalah kejohanan mini bagi Sukan Badan Berkanun Malaysia yang diadakan 2 tahun sekali. Pihak PWMPC telah menghantar satu pasukan untuk acara bola tampar pantai. MPC memenangi perlawanan di peringkat kumpulan dan mara ke peringkat suku akhir;

PERSATUAN WARGA MPC (PWMPC)

PWMPC was established with the aim to foster understanding and to strengthen relationship among the staff as well as to provide meaningful activities to its members.

Among the activities undertaken throughout 2014 are:

1. Monthly *Senamrobik* Activity under the guidance of experienced instructor who has varieties of exercise concept. The response from Staff were encouraging to promote a healthy lifestyle despite being occupied with office work;

2. MPC Sports Fiesta Championship 2014 from 25 April until 23 May 2014, themed "Let's Bring Fun to Work". As in the previous years, 3 official teams were formed, Transformation, Innovation and Partnership. There were 20 events contested which drew participation from MPC HQ Staff as well as MPC Regional Offices Staff. This year's championship events have been increased from 17 events in the previous year. Among the additional events are Playstation Challenge, Street Soccer and Funtastic Arena that applied the concept of Theory of Inventive Problem Solution (TRIZ). Overall champion was the Transformation Team, second place was the Innovation Team and the third place went to the Partnership Team;

3. MPC Badminton Group B Indoor League Championship 2014 was held from 20 until 21 June 2014. The championship was organised to nurture the spirit of sportsmanship, competing, and recreation among friends and also in search of new talents;

4. The 9th Malaysia Statutory Bodies Beach Sports Championship, with UiTM as the host, was held in Port Dickson, Negeri Sembilan from 10 to 15 June 2014. This championship is a mini version of the Malaysia Statutory Bodies Sports held biennially. PWMPC had sent a team for the beach volleyball event where the team had progressed till the quarterfinals;

5. Kejohanan *Fun Drive Treasure Hunt*, anjuran SME Corporation (SME Corp) sempena Minggu SME 2014 pada 10 hingga 14 Jun 2014. Pasukan MPC telah diwakili oleh 2 pasukan yang terdiri daripada 8 orang peserta;

   Fun Drive Treasure Hunt adalah program 'pencarian harta' yang melibatkan penggunaan kenderaan. Para peserta dikehendaki menjawab soalan, mendapatkan 'harta' dan mengusahakan misi. Kejohanan telah bermula di Platinum Sentral, seterusnya ke Putrajaya dan Cyberjaya serta berakhir di Platinum Sentral. Daripada 40 pasukan yang bertanding, Pasukan A MPC menduduki tempat ke-8;

6. *Biggest Loser Challenge* telah diadakan dari 15 Ogos hingga 15 November 2014 dengan kerjasama Kelab Dayanita. Tujuan pertandingan ini adalah bagi menggalakkan peserta menurunkan berat badan dan mengamalkan gaya hidup yang sihat. Peserta yang dapat menurunkan berat badan paling banyak dinobatkan sebagai juara;

7. Kejohanan Sukan 4 Penjuru telah diadakan pada 17 hingga 19 Oktober 2014 dan MPC telah menjadi tuan rumah bagi acara keseluruhan. Kejohanan ini adalah di antara MPC dan agensi-agensi jiran iaitu Jabatan Meteorologi Malaysia, Jabatan Kimia Malaysia dan Agensi Kelayakan Malaysia (MQA). Sejumlah 9 acara sukan telah dipertandingkan dan secara keseluruhannya kontingen MPC telah berjaya mendapat tempat pertama, diikuti oleh Jabatan Kimia, Agensi Kelayakan Malaysia dan Jabatan Meteorologi. Majlis penyampaian hadiah telah diadakan di Dewan Produktiviti MPC. Kejohanan seperti ini akan diteruskan selepas 2 tahun memandangkan usaha ini bukan sahaja dapat mengetengahkan bakat para atlet, malah dapat mengeratkan lagi hubungan persaudaraan antara Jabatan;

8. Karnival Minggu Sihat MPC 2014 dianjurkan pada 14 hingga 19 Oktober 2014. Bertemakan "*Health is Wealth*". Karnival ini merupakan satu program kesihatan untuk warga MPC demi melahirkan dan memupuk rasa tanggungjawab warga mengenai kepentingan penjagaan kesihatan;

5. Fun Drive Treasure Hunt Championship, organised by SME Corporation (SME Corp) in conjunction with SME Week 2014 from 10 to 14 June 2014. MPC Team was represented by 2 teams of 8 participants;

   Fun Drive Treasure Hunt is a treasure hunt programme which requires the use of a car. Each participant must answer a set of questions, get a 'treasure' and complete the mission. The hunt started in Platinum Sentral, then off to Putrajaya and Cyberjaya, and finished off in Platinum Sentral. Out of 40 teams competing, Team A MPC took 8th place;

6. The Biggest Loser Challenge was held from 15 Ogos to 15 November 2014 in collaboration with Dayanita Club. The purpose of the competition is to encourage participants to lose their body weight and also to promote a healthy lifestyle. The champion would be the one with the most weight loss;

7. The 4-Corner Sport Championship was organised from 17 to 19 October 2014 and MPC was the host for the entire event. This championship is between MPC and its neighbouring agencies such as Meteorological Department, Department of Chemistry and Malaysian Qualification Agency (MQA). A total of 9 sporting events were contested and MPC contingent had won first place, with Department of Chemistry coming in second, followed by MQA and Meteorological Department at third and fourth position respectively. The prize giving ceremony was held at *Dewan Produktiviti MPC*. This championship will continue to be organised as it not only uncover athletic talents, but also increase rapport among the Departments;

8. MPC Health Week Carnival was held from 14 to 19 October 2014. With the theme "Health is Wealth", this carnival is a health programme for MPC Staff to instill the importance value of healthcare among themselves;

9. Program Santai Broga merupakan kerjasama di antara PWMPC dan Majlis Agama Islam Wilayah Persekutuan (MAIWP). Program ini telah diadakan pada 5 November 2014 dengan penyertaan seramai 35 orang peserta. Semua peserta bertolak dari MPC seawal jam 5.00 pagi, dan solat subuh berjemaah di lokasi berdekatan Bukit Broga. Ekspedisi ke puncak Broga bermula pada jam 6.30 pagi dan berakhir pada jam 11.00 pagi. Program kerjasama ini bukan sahaja dapat menyihatkan badan malah mengukuhkan jalinan kerjasama antara PWMPC dan MAIWP serta mengeratkan hubungan silaturrahim;

10. Kejohanan Sukan MPC-SPRING yang telah berlangsung pada 11 hingga 13 Disember 2014 dengan MPC menjadi tuan rumah di Malaysia. Seramai 100 orang warga MPC terlibat dalam kejohanan ini termasuk pihak pengurusan, atlet dan sekretariat. Acara dimulakan dengan *Synergy Management Meeting* di antara kumpulan pengurusan kedua-dua agensi dan Mesyuarat Ketua Pasukan di Hotel Pullman, Bangsar diikuti majlis makan malam. Acara sukan bermula pada hari Sabtu, 12 Disember 2014 dengan perlawanan badminton, lisu pemadan *(dart)*, karom dan boling manakala ping pong, bola baling dan bola sepak telah diadakan pada 13 Disember 2014. Sepanjang kejohanan tersebut semua atlet telah menunjukkan semangat berpasukan dan kesukanan yang tinggi. Program diakhiri dengan majlis makan tengahari, penyampaian hadiah serta ucapan penutup oleh Ketua Pegawai Eksekutif (CEO) SPRING, En. Tan Kai Hoe;

11. Sumbangan kebajikan disalurkan sepanjang tahun kepada ahli PWMPC bagi meraikan perkahwinan, kelahiran anak dan pencapaian akademik serta hal-hal ditimpa musibah seperti kemasukan ke hospital, kematian, kemalangan atau ditimpa bencana;

12. PWMPC dan Kelab Dayanita juga telah menggerakkan Tabung Bantuan Gaza dengan kerjasama daripada Bahagian Khidmat Pengurusan (MSD). Jumlah yang telah berjaya dikumpulkan adalah sebanyak RM2,558.45 dan penyerahan kepada wakil pihak Aman Palestin Berhad telah dibuat pada 27 Ogos 2014;

13. Jualan sampul duit raya merupakan pendapatan sampingan PWMPC. Sampul duit raya adalah rekaan eksklusif sendiri dengan memaparkan logo PWMPC dan kempen keselamatan jalan raya melalui pesanan #jimatcermatpanduberhematrayaselamat. Jumlah kutipan jualan adalah sebanyak RM269; dan

9. Broga Leisure Programme was a collaboration between PWMPC and *Majlis Agama Islam Wilayah Persekutuan* (MAIWP). The programme was held on 5 November 2014 with 35 participants. All participants started off from MPC as early as 5.00 a.m., whereby the expedition to the top of Broga Hill started at 6.30 a.m. and finished at 11.00 a.m. This joint programme was beneficial in terms of health and also establishes relationship between PWMPC and MAIWP;

10. MPC-SPRING Sports Championship was held from 11 to 13 December 2014 with MPC served as the host country. A total of 100 MPC Staff took part in the event comprising the management team, athletes and secretariat. The event started off with a Synergy Management Meeting between the agencies management team and the Captain Meeting at Pullman Hotel, Bangsar, which was then followed by a dinner. The championship began on Saturday, 12 December 2014 with badminton, dart, carom and bowling while table tennis, volleyball and football were played the next day. All athletes displayed a high level of teamwork and sportsmanship throughout the games. The games ended with luncheon, prize giving ceremony as well as closing speech by SPRING CEO, Mr. Tan Kai Hoe;

11. Contributions in kind were chanelled to members of PWMPC throughout the year for the purpose of marriage, birth of child and academic achievement as well as misfortunes such as hospitalisation, death, accident or disaster;

12. PWMPC and Dayanita Club have also initiated the Gaza Relief Fund with the cooperation of Management Services Division (MSD). A sum of RM2,558.45 was collected and was handed over to a representative from *Aman Palestin Berhad* on 27 August 2014;

13. PWMPC also raised its own fund through the sales of *hari raya* money packet. The packet was exclusively designed in-house displaying PWMPC logo and road safety campaign message “#jimatcermatpanduberhematrayaselamat”. Total collection from the sale was RM269; and

14. PWMPC juga menggalakkan dan menyokong penglibatan warga dalam kejohanan sukan di luar kelolaan PWMPC. Antaranya adalah:

    a. En. Suhaimi Robini telah mewakili Wilayah Kuala Lumpur dalam Sukan Paralimpiad di Perlis pada 4 hingga 9 Julai 2014 dan berjaya mendapat pingat Emas bagi kategori berkumpulan, Perak bagi kategori *Double* dan Gangsa bagi kategori perseorangan. En. Suhaimi Robini juga telah mewakili Malaysia dalam Kejohanan Para-Badminton Dunia 2014 di Solo, Indonesia pada 6 hingga 13 Jun 2014. Beliau berjaya melangkah sehingga ke peringkat suku akhir;

    b. Dalam Kejohanan MAKSAK Selangor, En. Mohd Fahmi Faiz Mad Isa telah mewakili MPC dalam acara larian 100 meter, En. Muhammad Rizuwan Abu Bakar dalam acara lompat jauh dan En. Fazre Zulhilmi untuk acara lontar peluru;

    c. En. Aizulhisham Mat Menan telah mewakili MPC dan berjaya menamatkan larian untuk program *CAPAM International Run* pada 19 Oktober 2014 bersama-sama dengan En. Zuraidi Zainol, *New Balance Half Marathon 2014* di Setia Alam pada 23 November 2014 dan *Standard Chartered Singapore Marathon* pada 7 Disember 2014 manakala En. Mohd Hykal Mohd Halim telah menyertai acara larian *Great Eastern JB* pada tarikh 13 Disember 2014; dan

    d. Satu perlawanan Persahabatan Badminton MPC-PDRM telah diadakan pada 21 Mac 2014 yang mana melibatkan warga MPC dan PDRM. Perlawanan antara kedua-dua pasukan ini menyaksikan PDRM menang dengan skor 4-3.

PERSATUAN KEBAJIKAN MUSLIM MPC (PKMMPC)

Jawatankuasa Dakwah dan Pendidikan

Ahli Jawatankuasa Dakwah dan Pendidikan PKMMPC pada Sesi 2013/2014 telah menjalankan pelbagai aktiviti seperti majlis rasmi, ceramah agama, majlis solat hajat dan bacaan *Yassin*. Sambutan daripada kaum Muslimin dan Muslimat MPC sangat menggalakkan. Jadual 8 merupakan senarai aktiviti-aktiviti yang telah dijalankan sepanjang tahun 2014.

14. PWMPC also appreciated and encouraged staff participation in external sporting events; among others:

    a. En. Suhaimi Robini who represented Federal Territory Kuala Lumpur in the Paralimpiad Games in Perlis from 4 to 9 July 2014 and won a Gold medal in the group category, Silver in the double category and Bronze in the individual category. He also represented Malaysia in the World Para-Badminton Championship 2014 in Solo, Indonesia from 6 to 13 June 2014, qualifying till the quarterfinals;

    b. In the MAKSAK Selangor Championship, En. Mohd Fahmi Faiz Mad Isa represented MPC in the 100 metre sprint event, while En. Muhammad Rizuwan Abu Bakar in the long jump and En. Fazre Zulhilmi in the shot put events respectively;

    c. En. Aizulhisham Mat Menan represented MPC in the CAPAM International Run programme on 19 October 2014 and successfully completed the run. Together with En. Zuraidi Zainol, he also participated in the New Balance Half Marathon 2014 at Setia Alam on 23 November 2014 and the Standard Chartered Singapore Marathon on 7 December 2014 while En. Mohd Hykal Mohd Halim ran in the Great Eastern JB on 13 December 2014; and

    d. A friendly badminton match MPC-PDRM was held on 21 March 2014 involving staff MPC and PDRM respectively, with PDRM won with a score of 4–3.

PERSATUAN KEBAJIKAN MUSLIM MPC (PKMMPC)

Dakwah and Education Exco

The Exco members for 2013/2014 Session had organised various activities such as religious talk, *solat hajat* event and *Yaasin* recital with encouraging support from *Muslimin* and *Muslimat* of MPC. Table 8 is a listing of activities held in 2014.

JADUAL 8 : SENARAI AKTIVITI DAKWAH DAN PENDIDIKAN PKMMPC 2014
TABLE 8 : LIST OF DAKWAH AND EDUCATION ACTIVITIES PKMMPC 2014

TARIKH DATE	AKTIVITI ACTIVITY	USTAZ JEMPUTAN INVITED SPEAKER
10 Mac 2014 10 March 2014	Ceramah Amalan-Amalan Sunnah pada Hari Jumaat Talk *"Amalan-Amalan Sunnah pada Hari Jumaat"*	Ustaz Johari Abdul Wahab
19 Mei 2014 19 May 2014	Kelebihan dan Keistimewaan Berwakaf Talk *"Kelebihan dan Keistimewaan Berwakaf"*	Ustaz Zulhakimin Ahmad Dani
2 Julai 2014 2 July 2014	Ceramah Ramadan yang Bertajuk "Adakah Kita Berpuasa?" Ramadhan Talk *"Adakah Kita Berpuasa?"*	Ustaz Airy bin Abdullah Al-Hafiz
11 Julai 2014 11 July 2014	Ceramah Kaedah Alternatif Haji Talk *"Kaedah Alternatif Haji"*	Ustaz Abu Hanifah Mohamad
5 Ogos 2014 5 August 2014	Majlis Tazkirah Ramadan Sempena Majlis Berbuka Puasa MPC 1435H/2014 *Tazkirah* Ramadhan in conjunction with MPC Breaking of Fast Event 1435H/2014	Ustaz Muhammad Rozie
25 Ogos 2014 25 August 2014	Ceramah dan Doa Selamat untuk Bakal Haji tahun 2014 Talk and Prayers for Pilgrims 2014	
12 September 2014	Ceramah Solat Membina Hidup Bertaqwa Talk *"Solat Membina Hidup Bertaqwa"*	Ustaz Dr. Roslan Mohamed
7 Oktober 2014 7 October 2014	Majlis Qurban MPC 2014, bersamaan dengan 12 Zulhijjah 1435 MPC Qurban Ceremony 2014, *12 Zulhijjah 1435H*	
5 November 2014	Ceramah bertajuk "Hijrah itu Transformasi" Talk *"Hijrah itu Transformasi"*	Ustaz Muhamad Amin
28 November 2014	Keperluan Asas Akidah dalam Keluhuran Akhlak Talk *"Keperluan Asas Akidah dalam Keluhuran Akhlak"*	Ustaz Imam Muda Ashraf
3 Disember 2014 3 December 2014	Majlis Solat Hajat dan Bacaan Surah *Yassin* untuk kesejahteraan dan kesihatan ahli keluarga yang ditimpa bencana *Solat hajat* and *Yaasin* recital ceremony for the well-being and health of family members stricken by calamities	
18 Disember 2014 18 December 2014	Faraid: Permasalahan dan Jawapannya Talk *"Faraid: Permasalahan dan Jawapannya"*	Ustaz Syed Mohd Bakri Syed Ishak Al-Yahya Al-Baloki

Jawatankuasa Kebajikan

Jawatankuasa Kebajikan telah memberi sumbangan bantuan kepada ahli-ahli PKMMPC di atas bencana yang dialami. Sumbangan yang diberikan bukan bertujuan sebagai ganti rugi tetapi hanyalah sekadar tanda simpati dan bantuan kecil terhadap ahli. Penambahbaikan telah dilaksanakan bermula tahun 2014 dengan memberi borang kebajikan PKMMPC kepada ahli-ahli yang mengalami bencana melalui e-mel bagi memudahkan urusan permohonan. Jadual 9 menunjukkan kes-kes yang diberikan sumbangan.

Welfare Exco

The Welfare Exco had extended monetary contribution to those PKMMPC members befallen with misfortune. The said contribution is as a token of sympathy and assistance to those members in need. Improvement has been made as of 2014 whereby members can now apply for the welfare fund via e-mail. Table 9 is a description of the welfare contribution.

JADUAL 9 : KADAR SUMBANGAN MENGIKUT KES
TABLE 9 : RATE OF CONTRIBUTION ON CASE BASIS

BIL ITEM	KES CASE	JUMLAH SUMBANGAN AMOUNT OF CONTRIBUTION
1	**Kematian** ahli, ibu, bapa, anak yang dalam tanggungan (umur tidak lebih 18 tahun termasuk anak angkat yang sah) dan pasangan yang sah berdaftar dengan MPC **Death** of member, mother, father, dependent child (not more than 18 years old including lawful adopted child) and spouse who is legally registered with MPC	RM200/kes RM200/case
2	**Kemasukan ke hospital** melebihi 2 malam bagi ahli atau pasangan yang sah berdaftar dengan MPC **Hospital admission** for more than 2 nights for member or spouse who is legally registered with MPC	RM20/malam dan maksimum RM180.00 RM20/night up to a maximum of RM180.00
3	**Musibah Besar** seperti banjir, tanah runtuh, kebakaran dan lain-lain yang menyebabkan kerosakan/kehilangan harta benda bernilai lebih daripada RM5,000 **Disaster** such as flood, landslide, fire and others that cause damage/loss of valuable goods of more than RM5,000	RM150
4	**Musibah Kecil** seperti kejadian jenayah dan kemalangan trafik **Misfortune** such as crime and traffic accident	RM50

Jawatankuasa Promosi Tahun 2014

Aktiviti-aktiviti promosi yang dijalankan sepanjang tahun 2014 adalah:

1. **Promosi Aktiviti Bulanan**

   Promosi mengenai ceramah yang dianjurkan melalui hebahan e-mel. Keseluruhannya sejumlah 20 kali e-mel promosi dikeluarkan untuk 10 ceramah yang dijalankan;

2. **Promosi Majlis Berbuka Puasa**

   Hasil daripada promosi yang dijalankan, jumlah penyertaan yang berdaftar adalah seramai 361 orang termasuk ahli keluarga dan pasangan warga MPC, Mantan Ketua Pengarah dan Timbalan Ketua Pengarah serta tetamu jemputan pejabat kejiranan MPC;

3. **Promosi Majlis Korban**

   Promosi ini dibuat bagi mendapatkan penyertaan warga untuk menyertai korban dan sukarelawan untuk membantu aktiviti melapah, memasak dan aktiviti berkaitan dengannya. Jumlah peserta korban pada tahun 2014 adalah seramai 11 orang dan sukarelawan yang terlibat adalah seramai 28 orang;

4. **Promosi Aktiviti Majlis Khas**

   Promosi Aktiviti Majlis Khas dibuat untuk menarik penyertaan dan kehadiran ke majlis-majlis seperti bacaan Yassin, tahlil, doa selamat dan solat hajat;

5. **Promosi Maulidur Rasul**

   Promosi Maulidur Rasul dibuat bagi mendapatkan penyertaan warga MPC ke Majlis Sambutan Maulidur Rasul SAW Peringkat Kebangsaan Tahun 1436/2015M pada 3 Januari 2015, bertempat di Masjid Putra, Putrajaya. Sejumlah 10 orang warga MPC terlibat di dalam program tersebut; dan

6. **Promosi Perkongsian Maklumat dan Pengetahuan di *Facebook***

   Promosi di *Facebook* adalah perkongsian ilmu dan kata-kata hikmah. Statistik menunjukkan jumlah *Likes* di *Facebook* PKMMPC adalah sebanyak 117 orang.

Promotion Exco 2014

Promotion activities carried out in 2014:

1. **Monthly Promotion Activity**

   Promotion for organised talk was done via email. A total of 20 e-mails was sent out to promote 10 talk events;

2. **Promotion for Breaking of Fast Ceremony**

   From the said promotion, registered participation was 361 guests including MPC family members and spouse, former MPC Director-Generals and Deputy Director-Generals as well as MPC neighbours;

3. **Promotion for Qurban Ceremony**

   The promotion was carried out to get participation from the staff for qurban contribution as well as volunteers for qurban related and cooking activities. Participation for qurban was 11 people while 28 people volunteered for the qurban activities;

4. **Promotion for Special Event Activities**

   This is a promotion intended to draw participation and attendance to special events such as *Yaasin* recital, *tahlil, "doa selamat"*, and hajat prayer;

5. **Promotion for *Maulidur Rasul***

   Promotion for *Maulidur Rasul* was conducted to attract participation from MPC Staff to the National Level Celebration *Maulidur Rasul SAW* for 1436H/2015M on 3 January 2015, held at Putra Mosque, Putrajaya. 10 staff MPC participated in the celebration; and

6. **Promotion of Sharing of Information and Knowledge on Facebook**

   Promotion on Facebook is for sharing of knowledge and words of wisdom. Number of Likes for Facebook PKMMPC is 117.

Kelab Dayanita

Sepanjang tahun 2014 beberapa aktiviti telah dijalankan dengan kerjasama PWMPC dan PKMMPC. *Exco Dayanita* juga memastikan bahawa aktiviti-aktiviti yang dijalankan memberi faedah kepada ahli Dayanita. Penyertaan ahli amat menggalakkan bagi aktiviti-aktiviti seperti berikut:

1. **Majlis Apresiasi dan Sambutan Aidilfitri MPC 2014**

   Exco Dayanita MPC telah menjemput anak-anak yatim dari Rumah Amal Suci Rohani, Bandar Utama, Petaling Jaya sebagai tetamu khas pada Majlis Apresiasi dan Sambutan Aidilfitri MPC 2014. Sumbangan berjumlah RM1,105 dan 5 buah kotak barangan keperluan hasil sumbangan warga telah disampaikan kepada rumah amal tersebut;

2. **Lawatan ke Rumah Jagaan dan Rawatan Orang Tua Al-Ikhlas, Puchong**

   Kelab Dayanita MPC telah menganjurkan kutipan sumbangan barangan dan wang tunai untuk didermakan kepada rumah jagaan tersebut. Jumlah kutipan yang telah berjaya dikumpulkan adalah sebanyak RM620, sekampit beras dan kain selimut;

3. **Demo Masakan Makanan Sihat: Kaedah Masakan Tanpa Menggunakan Minyak**

   Demo ini telah diadakan di Dewan Produktiviti oleh kakitangan daripada Graes Appliance Sdn Bhd. Cara masakan yang telah ditunjukkan ialah menggoreng jagung menjadi *'pop-corn'* dan *'pancake'*;

4. **Bengkel Kecantikan dan Penggayaan Tudung**

   Bengkel tersebut telah diadakan pada 15 Ogos 2014 di Bilik TQM, MPC oleh Pn. Siti Nuradibba Sabri daripada Mary Kay. Demo solekan asas menggunakan produk berjenama Mary Kay serta menunjukkan teknik-teknik penggayaan tudung terkini daripada Dilayla Collection. Setiap peserta berpeluang untuk mempelajari teknik yang betul serta dapat menggunakan pelbagai rangkaian produk Mary Kay;

5. **Program Wanita dan Ramadhan**

   Program ini telah diadakan pada 27 Jun 2014 anjuran kerjasama Kelab Dayanita dan Unit HRMD. Objektif program adalah untuk meningkatkan pengetahuan, meningkatkan kekuatan rohani serta mengeratkan ukhuwah ahli-ahli kelab menerusi program islamiah;

Dayanita Club

Dayanita had collaborated with PWMPC and PKMMPC to carry out its activites throughout 2014. Dayanita Exco had also ensured that all activities undertaken were beneficial to Dayanita members. Its members had given tremendous support for these events:

1. **MPC Apreciation and Aidilfitri Celebration Ceremony 2014**

   Dayanita MPC Exco had invited orphans from *Rumah Amal Suci Rohani,* Bandar Utama, Petaling Jaya as special guests to MPC Appreciation and Aidilfitri Celebration Ceremony 2014. Dayanita had contributed a sum of RM1,105 and also 5 boxes of provisions, collected from staff MPC, that were handed over to the charity home.

2. **Visit to *Rumah Jagaan dan Rawatan Orang Tua Al-Ikhlas*, Puchong**

   Dayanita had also organised a collection fund of goods and cash for the said house. A total of RM620 in cash, along with one sack of rice and blanket were collected;

3. **Healthy Cooking Demo: Oil-free Cooking**

   The demo was held at *Dewan Produktiviti MPC* by staff from Graes Appliance Sdn Bhd. The technique shown was to cook popcorn and pancake from corn;

4. **Beauty and Hijab Styling Workshop**

   The workshop was held on 15 August 2014 at *Bilik TQM,* MPC by Pn. Siti Nuradibba Sabri of Mary Kay. The demonstration was about basic makeup technique using Mary Kay cosmetic as well as demonstrating the latest hijab styling techniques from Dilayla Collection. Each participant was given the opportunity to learn the correct technique and also got to use Mary Kay range of products;

5. **Women and Ramadhan Programme**

   This program was organised on 27 June 2014, a collaboration between Dayanita and HRMD Unit. The objective of the said program is to increase knowledge, to strengthen spiritual being, and to foster ukhuwah among Dayanita members through Islamiah programme;

6. **Pertandingan *Masterchef MPC 2014***

   Program ini telah diadakan di Laman P&Q pada 14 Oktober 2014 anjuran bersama pihak PWMPC bersempena dengan Minggu Sihat MPC 2014. Seramai 8 orang peserta daripada 4 kumpulan telah bertanding. Antara juri yang turut membantu dalam menjayakan program ini ialah Pn. Hjh. Roseleena Hashim, Pn. Mazlina Shafi'i, En. Sabri Hasan dan Pn. Roslah Md. Yusof;

7. **Ceramah Komunikasi Sihat antara Ibu Bapa dan Anak-anak**

   Program ini telah disampaikan oleh Pn. Hjh. Mahanom Hj. Basri, Pengerusi Selangor *Association of Childcare Centres.* Objektif program ini adalah untuk menyebarkan pendidikan mengenai pembangunan keluarga agar warga dapat menambah pengetahuan berkaitan kemahiran keibubapaan, pemantapan keluarga serta pembangunan remaja. Selain itu, ia dapat menggalakkan warga mengamalkan sikap dan amalan positif dalam menguruskan hidup berkeluarga;

8. **Program *"Change Your Water Change Your Life"***

   Program ini telah diadakan pada 10 April 2015 oleh wakil daripada *Kangen Water.* Antara input yang disampaikan adalah manfaat *Kangen Water* yang memiliki reduksi yang kuat untuk mencegah proses penuaan dan membantu menjaga tubuh pada tahap pH yang optimal; dan

9. **Pertandingan *'The Biggest Losers'***

   Pertandingan selama 3 bulan ini merupakan anjuran bersama PWMPC. Sepanjang pertandingan ini berlangsung, peserta digalakkan mengguna gimnasium MPC untuk aktiviti penurunan berat badan.

Koperasi MPC Berhad

Tahun 2014 genaplah usia 28 tahun penubuhan Koperasi MPC Berhad. Dengan adanya sokongan padu dan kerjasama yang diberikan oleh Suruhanjaya Koperasi Malaysia (SKM), pihak Pengurusan MPC dan ahli-ahli koperasi, maka Koperasi MPC Berhad mampu bertahan untuk terus memberikan perkhidmatan berkualiti kepada ahli-ahlinya.

6. **MPC Masterchef Competition 2014**

   The programme was held at *Laman* P&Q on 14 October 2014, a joint venture with PWMPC in conjunction with MPC Health Week 2014. A total of 8 participants from 4 groups competed. The panel of jury was Pn. Hjh. Roseleena Hashim, Pn. Mazlina Shafi'i, En. Sabri Hasan and Pn. Roslah Md. Yusof;

7. **Talk on Healthy Communication between Parents and Children**

   The talk was delivered by Pn. Hjh. Mahanom Hj. Basri, Chairman of Selangor Association of Childcare Centres. The objective of this talk is to educate on family development in terms of parenting skills, family bonding, and teenagers development. It is also intended to inculcate staff with positive attitude and actions in managing family;

8. **"Change Your Water Change Your Life" Programme**

   The programme was held on 10 April 2015 by representative from Kangen Water. Among the points highlighted was the benefit of Kangen Water that contains a high reduction to prevent the aging process and to help the body to maintain an optimal pH level; and

9. **The Biggest Loser Competition**

   This 3-month long competition was a joint effort with PWMPC, whereby participants were encouraged to exercise at MPC gymnasium to lose weight.

Koperasi MPC Berhad

2014 marked the 28th year of the formation of *Koperasi MPC Berhad.* This is due to a strong support and cooperation from Malaysia Cooperatives Commission (SKM), MPC Board of Management, and cooperatives members, which enables *Koperasi MPC Berhad* to become resilient in delivering continuous quality service to its members.

Among the main activities of *Koperasi MPC Berhad* including cafeteria rental to Gulai Wangi Food Services, catering services for official events such as training course and activities by MPC, and also Vending Machine Coffee Dispenser service.

Antara aktiviti-aktiviti utama Koperasi MPC Berhad termasuklah sewaan kafetaria kepada Gulai Wangi Food Services, perkhidmatan membekalkan makan minum *(catering)* bagi majlis rasmi seperti kursus-kursus dan aktiviti anjuran MPC serta perkhidmatan *Vending Machine Coffee Dispenser.*

Mesyuarat Agung Tahunan ke-28 Koperasi MPC Berhad telah dijalankan pada 27 Jun 2014, bertempat di Dewan Produktiviti. Seramai 121 orang ahli telah hadir ke mesyuarat tersebut. Beberapa orang Ahli Lembaga Koperasi (ALK) yang baru dilantik pada tahun ini telah mengikuti kursus-kursus wajib dan beberapa kursus lain yang dianjurkan oleh Maktab Koperasi Malaysia.

Seramai 237 ahli koperasi telah mendaftar sehingga 31 Disember 2014. Tabung-tabung yang telah ditubuhkan di bawah koperasi ini adalah seperti berikut:

1. **Tabung Pendidikan**

   Tujuan ditubuhkan adalah sebagai tanda perkongsian dan penghargaan atas kejayaan ahli atau keluarga di dalam pendidikan melalui pencapaian keputusan cemerlang dalam peperiksaan. Seramai 16 orang ahli telah menerima sumbangan Tabung Pendidikan;

2. **Tabung Keceriaan**

   Tabung ini ditubuhkan adalah untuk meraikan kegembiraan dan penghargaan kepada keceriaan ahli dan keluarga seperti sumbangan persaraan ahli yang bersara, perkahwinan ahli dan keluarga dan juga subsidi kerana mengikuti aktiviti anjuran Koperasi. Seramai 11 orang ahli telah menerima sumbangan Tabung Keceriaan; dan

3. **Tabung Kebajikan**

   Tabung Kebajikan pula menjalankan tanggungjawab sosial dengan menghulurkan bantuan kepada ahli dan/atau ahli keluarga yang layak menerima sumbangan seperti mengalami musibah banjir, kemasukan ke hospital dan kematian ahli keluarga. Seramai 19 orang ahli telah menerima sumbangan tersebut.

Koperasi MPC Berhad had conducted its 28th AGM on 27 June 2014, at *Dewan Produktiviti* where 121 of its members attended the meeting. Several new Board Members (ALK) who were appointed this year had undergone required courses and other courses organised by *Maktab Koperasi Malaysia.*

There were 237 cooperatives members registered until 31 December 2014. The cooperatives has established the following funds:

1. **Education Fund**

   The purpose of this fund is a form of recognition of happiness, sharing and appreciation for the achievement in education of its members or their family. A total of 16 members was beneficiary to this fund;

2. ***"Keceriaan"* Fund**

   The purpose of this fund is to celebrate the joy and as an appreciation for its members and family joyfulness such as contribution for its retiring members, marriage of its members and family and also a subsidy for participating in Koperasi's activities. The fund was given out to 11 members in 2014; and

3. **Welfare Fund**

   The Welfare Fund is responsible for social obligation by extending aid to members and/or family member in need such as flood, hospitalisation, and death of family member. The fund was given out to 19 members in 2014.

Aktiviti-aktiviti
Activities









Januari | January

- Klinik Kecemerlangan Perniagaan di FAMA | Business Excellence Clinic at FAMA
- Bengkel Penandaarasan Penjagaan Kesihatan: CSI | Workshop on Healthcare Benchmarking: CSI
- Bengkel *Lean "Hands–On"* 1/2014) | Lean Hands-on Workshop 1/2014
- Klinik Kecemerlangan Perniagaan | Business Excellence Clinic

Februari | February

- Mesyuarat Agung Tahunan Dayanita MPC | Dayanita MPC Annual General Meeting
- CAKNA Produktiviti MPC - Wilayah Utara | MPC Productivity Programme *"CAKNA Produktiviti"* - Northern Region
- Kecemerlangan Perniagaan untuk Pengamal - Wilayah Tengah | BE for Practitioner - Central Region
- Seminar Amalan Persekitaran Berkualiti (5S) - Wilayah Sabah | Seminar on Quality Environment Practices (5S) - Sabah Region
- Mesyuarat Agung Tahunan PKMMPC - Wilayah Tengah PKMMPC Annual General Meeting - Central Region
- Seminar Pengurusan Lean (Alumni Lean) - Wilayah Selatan | Seminar on Lean Management - Southern Region
- Pengurusan Sistem Persekitaran Berkualiti - 5S untuk Pemula - Wilayah Utara | Quality Environment Management System (QEMS) - 5S for Beginners - Northern Region
- Rekayasa Proses Perniagaan: Latihan bagi Pengawal Selia untuk Penambahbaikan Projek - Wilayah Selatan | Business Process Reengineering: Training on Regulatory for Project Improvement - Southern Region
- Kecemerlangan Perniagaan untuk Pengamal - Wilayah Tengah | BE for Practitioner - Central Region
- Seminar Amalan Persekitaran Berkualiti (5S) - Wilayah Sabah | Seminar on Quality Environment Practices (5S) - Sabah Region
- Seminar Pengurusan Lean (Alumni Lean) - Wilayah Selatan | Seminar on Lean Management - Southern Region
- Pengurusan Sistem Persekitaran Berkualiti - 5S untuk Pemula - Wilayah Utara | Quality Environment Management System (QEMS) - 5S for Beginners - Northern Region
- Rekayasa Proses Perniagaan: Latihan bagi Pengawal Selia untuk Penambahbaikan Projek - Wilayah Selatan | Business Process Reengineering: Training on Regulatory for Project Improvement - Southern Region











Mac | March

- ICC untuk Fasilitator - Wilayah Utara | ICC for Facilitator - Northern Region
- Program Hari Bersama Pelanggan: *"MPC Get Together with Associations"* - Wilayah Tengah | Customer Engagement Programme: MPC Get Together with Associations – MPC HQ
- Bengkel *Lean "Hands-on"* 2/2014) - Wilayah Pantai Timur | Lean Hands-on Workshop 2/2014 - East Coast Region
- Seminar Pengurusan Lean (Alumni Lean) - Wilayah Sarawak | Seminar on Lean Management - Sarawak Region
- Rekayasa Proses Perniagaan: Latihan bagi Pengawal Selia untuk Penambahbaikan Projek - Wilayah Pantai Timur | Business Process Reengineering: Training on Regulatory for Project Improvement - East Coast Region
- Kecemerlangan Perniagaan untuk Pengamal - Wilayah Tengah | BE for Practitioner - MPC HQ
- Innorace - Hari Bersama Industri - Wilayah Sabah | Innorace - Industry Engagement Day - Sabah Region
- Seminar Pengurusan Lean (Alumni Lean) | Seminar on Lean Management
- Mini Konvensyen untuk Kecemerlangan Pasukan 2014 - Wilayah Tengah | Mini Convention on Team Excellence 2014 - Central Region
- Klinik Kecemerlangan Perniagaan - Wilayah | Business Excellence Clinic
- Cakna Produktiviti MPC - Wilayah Sarawak | MPC Productivity Programme *"Cakna Produktiviti"* - Sarawak Region
- Seminar *"Common Measurement Tool"*- Wilayah Utara | Seminar on Common Measurement Tool - Northern Region
- Hari Bersama Industri MPC - Wilayah Pantai Timur | MPC Engagement Day with Industries - East Coast Region

- Rekayasa Proses Perniagaan: Latihan bagi Pengawal Selia untuk Penambahbaikan Projek - Wilayah Tengah | Business Process Reengineering: Training on Regulatory for Project Improvement - Cental Region
- TRIZ Peringkat 1 untuk Pengamal - Wilayah Utara | TRIZ Level 1 for Practitioners - Northern Region
- Seminar *"Common Measurement Tool"* - Wilayah Pantai Timur | Seminar on Common Measurement Tool - East Coast Region
- Mini Konvensyen untuk Kecemerlangan Pasukan 2014 - Wilayah Pantai Timur | Mini Convention on Team Excellence 2014 - East Coast Region
- Mesyuarat Agung Tahunan Koperasi MPC Berhad - Wilayah Tengah | Koperasi MPC Berhad Annual General Meeting - Central Region
- Seminar Pulangan Pelaburan | Seminar on ROI
- Misi Pembelajaran untuk Program Persijilan di Amerika Syarikat | Study Mission on Certification Programme in the United States

April

- Misi Kecemerlangan Pembelajaran *"Baldrige Quest"* di Amerika Syarikat | Baldrige Quest for Excellence Study Mission
- Bengkel *"Hands-on Lean 3/2014"* di Wilayah Tengah | Lean Hands-on Workshop 3/2014
- Kecemerlangan Perniagaan untuk Pengamal - Wilayah Tengah | BE for Practitioner
- Mini Konvensyen untuk Kecemerlangan Pasukan 2014 - Wilayah Selatan | Mini Convention on Team Excellence 2014 - Southern Region
- Seminar Pengurusan Amalan Persekitaran Berkualiti (QEMS) - 5S - Wilayah Sabah | Seminar on Quality Environment Management System (QEMS) - 5S - Sabah Region
- Mini Konvensyen untuk Kecemerlangan Pasukan 2014 - Wilayah Sabah | Mini Convention on Team Excellence 2014 - Sabah Region
- Mini Konvensyen untuk Kecemerlangan Pasukan 2014 - Wilayah Utara | Mini Convention on Team Excellence 2014 - Northern Region
- Klinik Kecemerlangan Perniagaan | Business Excellence Clinic
- Sukan MPC | MPC Sports
- Rekayasa Proses Perniagaan: Latihan bagi Pengawal Selia untuk Penambahbaikan Projek - Wilayah Utara | Business Process Reengineering: Training on Regulatory for Project Improvement - Northern Region
- Seminar *"Theory of Inventive Problem Solving (TRIZ)"* - Wilayah Utara | Seminar on Theory of Inventive Problem Solving (TRIZ) - Northern Region
- Latihan Pusat Perkhidmatan Sehenti untuk Pengurus - Wilayah Sabah | Training on One Stop Service for Manager - Sabah Region
- Seminar Pengurusan Lean (Alumni Lean) | Seminar on Lean Management
- Seminar Perkongsian Amalan Terbaik - Amalan Persekitaran Berkualiti - Wilayah Tengah | Seminar on Best Practices Sharing - Quality Environment Practices - Central Region
- Seminar *"Common Measurement Tool"* - Wilayah Selatan | Seminar on Common Measurement Tool - Southern Region
- Kecemerlangan Perniagaan untuk Perunding - Wilayah Tengah | BE for Consultant - Central Region
- Lean *"Hands-On Workshop"* 4/2014 | Lean Hands-On Workshop 4/2014
- Sistem Pengilangan Lean (APO) | Lean Manufacturing System (APO)
- Misi Pembelajaran Lean di Sweden | Lean Study Mission in Sweden
- Misi Pembelajaran Penjimatan Kos untuk Bahan di Jepun | Material Cost Saving Study Mission in Japan

Mei | May

- Anugerah Antarabangsa Kecemerlangan Pasukan (ITEA) 2014 - Persidangan Antarabangsa bagi Penambahbaikan Kualiti di Dallas, Texas, Amerika Syarikat | International Team Excellence Award (ITEA) 2014 - World Conference on Quality Improvement (WCQI) - Dallas, Texas, United States
- Seminar *"Common Measurement Tool"* - Wilayah Sarawak | Seminar on Common Measurement Tool - Sarawak Region
- Seminar Perkongsian Amalan Terbaik - Aktiviti ICC di Wilayah Selatan | Seminar on Best Practices Sharing - ICC Activities - Southern Region
- Lean *"Hands-On Workshop"* 5/2014 | Lean Hands-On Workshop 5/2014
- Kecemerlangan Perniagaan untuk Pengamal | BE for Practitioner
- Rekayasa Proses Perniagaan: Latihan bagi Pengawal Selia untuk Penambahbaikan Projek - Wilayah Sabah | Business Process Reengineering: Training on Regulatory for Project Improvement - Sabah Region
- Seminar Kesedaran untuk Penjimatan Kos Bahan - Wilayah Utara | Seminar on Awareness of Material Cost Saving - Northern Region
- Klinik Kecemerlangan Perniagaan | Business Excellence Clinic
- Rekayasa Proses Perniagaan: Latihan bagi Pengawal Selia untuk Penambahbaikan Projek - Wilayah Sarawak | Business Process Reengineering: Training on Regulatory for Project Improvement - Sarawak Region
- Konvensyen Wilayah untuk Kecemerlangan Pasukan 2014 - Wilayah Tengah | Regional Convention on Team Excellence 2014 - Central Region
- Sidang Akhbar *"World Competitiveness Yearbook 2014"* di Kuala Lumpur | Press Conference on World Competitiveness Yearbook 2014 in Kuala Lumpur
- Misi Pembelajaran Lean di Taiwan | Lean Study Mission in Taiwan

















Jun | June

- Konvensyen Wilayah untuk Kecemerlangan Pasukan 2014 - Wilayah Utara | Regional Convention on Team Excellence 2014 - Northern Region
- Penjimatan Kos Bahan - *"Great value for Business and Environment"*- Wilayah Pantai Timur | Material Cost Saving - "Great value for Business and Environment" - East Coast Region
- *International Exposition on Team Excellence (IETEX) 2014* di Singapura | International Exposition on Team Excellence (IETEX) 2014 in Singapore
- Konvensyen Wilayah untuk Kecemerlangan Pasukan 2014 - Wilayah Sabah/Sarawak | Regional Convention on Team Excellence 2014 - Sabah/Sarawak Region
- Konvensyen Wilayah untuk Kecemerlangan Pasukan 2014 - Wilayah Selatan | Regional Convention on Team Excellence 2014 - Southern Region
- Kecemerlangan Perniagaan untuk Penilai - Wilayah Tengah | BE for Assessor - Central Region
- Seminar Kesedaran untuk Penjimatan Kos Bahan - Wilayah Sabah | Seminar on Awareness of Material Cost Saving - Sabah Region
- Lean *"Hands-On Workshop"* - Wilayah Selatan | Lean Hands-On Workshop - Southern Region
- Konvensyen Wilayah untuk Kecemerlangan Pasukan 2014 - Wilayah Pantai Timur | Regional Convention on Team Excellence 2014 - East Coast Region
- Klinik Kecemerlangan Perniagaan - Wilayah Utara | Business Excellence Clinic - Northern Region
- Misi Pembelajaran Antarabangsa TRIZ di Korea | International TRIZ Study Mission in Korea
- Sambutan Hari Kecemerlangan Perniagaan I - Wilayah Tengah | Business Excellence Celebration Day I - Central Region
- Seminar Kecemerlangan Organisasi Melalui Kreativiti dan Inovasi: ICC, 5S dan Pengurusan Lean | Seminar on Organisational Excellence through Creativity and Innovation: ICC, 5S and Lean Management
- Persidangan Daya Saing Malaysia 2014 dan Pelancaran Laporan Tahunan Produktiviti 2013/2014 di Shah Alam | Malaysia Competitiveness Conference 2014 and Launching of Annual Productivity Report 2013/2014 in Shah Alam
- Kecemerlangan Perniagaan untuk Pengamal | BE for Practitioner
- Malam Produktiviti dan Inovasi bersama Industri 2014 | Productivity and Innovation Engagement Night with Industry 2014
- Produktiviti Hijau untuk Pembangunan Lestari - Wilayah Tengah | Green Productivity for Sustainable Development - Central Region
- Misi Pembelajaran Lean di Indonesia | Lean Study Mission in Indonesia
- Misi Pembelajaran *European Foundation Quality Management* (EFQM) di Kesatuan Eropah | EFQM Study Mission in the European Union







Julai | July

- Majlis Berbuka Puasa - Ibu Pejabat MPC | Breaking of Fast Ceremony - MPC HQ
- Klinik Kecemerlangan Perniagaan - Wilayah Sabah | Business Excellence Clinic - Sabah Region
- Kecemerlangan Perniagaan untuk Pengamal | BE for Practitioner





Ogos | August

- Kecemerlangan Perniagaan untuk Penilai - Wilayah Tengah | BE for Assessor - Central Region
- Klinik Kecemerlangan Perniagaan - Wilayah Sabah | Business Excellence Clinic - Sabah Region
- Persidangan Meja Bulat (RTD) Lean | RTD on Lean
- Sambutan Hari Kecemerlangan Perniagaan II - Wilayah Tengah | Business Excellence Celebration Day II - Central Region
- Kecemerlangan Perniagaan untuk Pengamal - Wilayah Tengah | BE for Practitioner - Central Region
- Majlis Hari Raya Aidilfitri | Aidilfitri Celebration
- Seminar Pengurusan Lean (Alumni Lean) - Wilayah Pantai Timur | Seminar on Lean Management - East Coast Region
- Pengurusan Lean - Nilai *Stream Mapping (VSM)* | Lean Management - Value Stream Mapping (VSM)
- Misi Pembelajaran Penjimatan Kos Bahan di Jerman | Material Cost Saving Study Mission in Germany

September

- Bengkel Lean *"Hands-On"* 7/2014 - Wilayah Sabah | Lean Hands-On Workshop 7/2014 - Sabah Region
- CAKNA Produktiviti di MPC Wilayah Sabah | MPC Productivity Programme "CAKNA Produktiviti" in MPC Sabah Region
- Seminar Pengurusan Lean (Alumni Lean) | Seminar on Lean Management
- Klinik Produktiviti Pekerja - Wilayah Tengah | Employee Productivity Clinic - Central Region
- Lean Summit
- Sistem Pengurusan Persekitaran Berkualiti (QEMS) - Audit Dalaman untuk 5S - Wilayah Utara | Quality Environment Management System (QEMS) - Internal Audit For 5S - Northern Region
- Caring for Productivity - Wilayah Selatan | Programme on Caring for Productivity - Southern Region
- Kecemerlangan Perniagaan untuk Penilai | BE for Assessor
- Sidang Akhbar *"Global Competitiveness Report 2014-2015"* - Wilayah Tengah | Press Conference on Global Competitiveness Report 2014-2015 - Central Region
- Misi Pembelajaran Lean di Thailand | Lean Study Mission in Thailand





Oktober | October

- Majlis Korban MPC - Wilayah Tengah | MPC *"Qurban"* Ceremony - Central Region
- Konvensyen Antarabangsa ICQCC 2014 di Sri Lanka | International Convention QC Circles (ICQCC) 2014 in Sri Lanka
- Seminar Kecemerlangan Organisasi melalui Pengurusan Lean | Seminar on Organisational Excellence through Lean Management
- Klinik Kecemerlangan Perniagaan | Business Excellence Clinic
- Seminar Inovasi dan Kreativiti dalam Memperkasakan Ekonomi Bumiputera | Seminar on Innovation and Creativity in Empowering Bumiputera Economy
- Pengurusan Lean - Memperkukuhkan Pengilangan Lean dengan Amalan Kaizen - Wilayah Utara | Lean Management - Strengthening Lean Manufacturing through Kaizen Practices - Central Region
- Kecemerlangan Perniagaan untuk Pengamal | BE for Practitioner
- Persidangan Antarabangsa Kualiti (ICQ) 2014 di Tokyo, Jepun | International Conference on Quality (ICQ) 2014 in Tokyo, Japan
- Sidang Akhbar untuk Doing Business 2015 di Kuala Lumpur | Press Conference on Doing Business 2015 in Kuala Lumpur
- Lawatan Pembelajaran Produktiviti Hijau di Taiwan | Green Productivity Study Mission in Taiwan
- Lawatan Pembelajaran Lean di Korea | Lean Study Mission in Korea







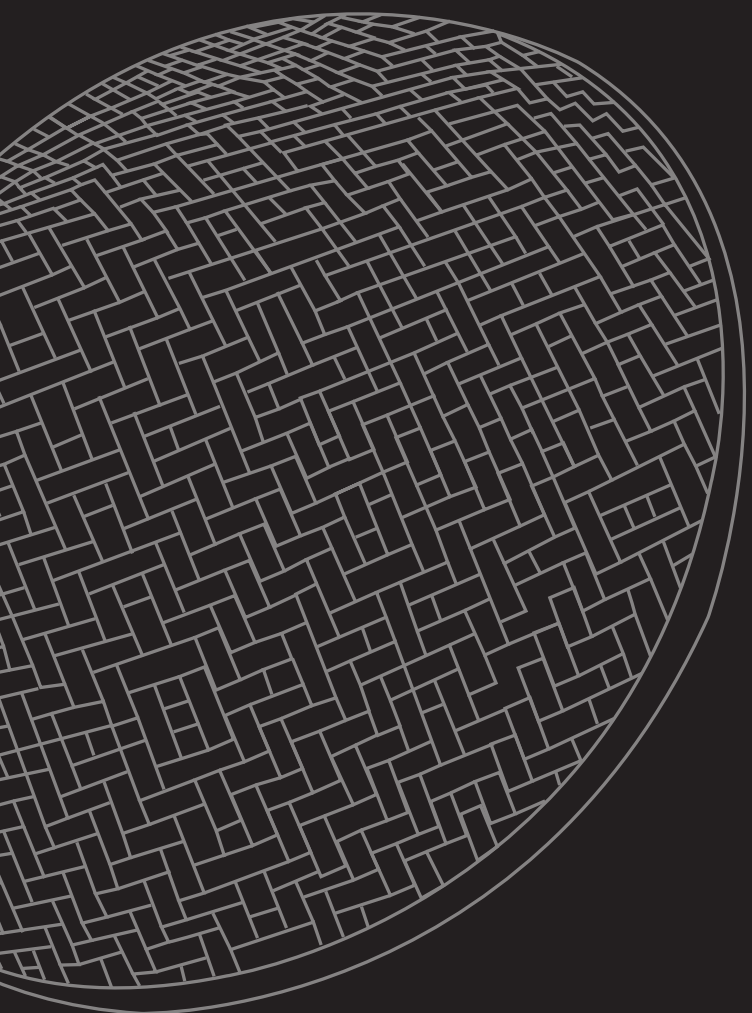
November

- Kecemerlangan Perniagaan untuk Penilai - Wilayah Tengah | BE for Assessor - Central Region
- Bengkel Lean *"Hands-On"* 8/2014 - Wilayah Tengah | Lean Hands-On Workshop 8/2014 - Central Region
- Persidangan Kebangsaan TRIZ - Wilayah Utara | National TRIZ Conference - Northern Region
- Forum Kecemerlangan Perniagaan Ketua Eksekutif - Wilayah Tengah | Business Excellence CEO Forum - Central Region
- Persidangan Kualiti Asia Pasifik Ke-20 (APQC) bersempena *"Annual Productivity and Innovation Conference and Exposition (APIC) 2014"* di KLCC | 20th Asia Pacific Quality Conference (APQC) in Conjunction with the Annual Productivity and Innovation Conference and Exposition (APIC) 2014 in KLCC
- Bengkel Kepuasan Pelanggan: Kecemerlangan Perkhidmatan | Workshop on Customer Satisfaction: Service Excellence
- Cakna Produktiviti di Pejabat MPC Wilayah Selatan | Productivity Programme *"Cakna Produktiviti"* in MPC Southern Region Office
- Hari Keluarga Inovasi Enterprais (EI) | EI Family Day
- Persidangan Antarabangsa Kualiti dan Produktiviti (IQPC) di Indonesia | International Quality Productivity and Conference (IQPC) 2014 in Indonesia
- Misi Pembelajaran Lean | Lean Study Mission

Disember | December

- Persidangan Antarabangsa Amalan Kawal Selia Terbaik yang Pertama di PICC Putrajaya | 1st International Conference on Good Regulatory Practice at PICC Putrajaya
- Kecemerlangan Pasukan 2014 | Team Excellence 2014





CHAPTER 8



Memperkayakan Kerjasama Merentasi Sempadan

Enriching Collaboration Across Borders

JARINGAN KERJASAMA ANTARABANGSA UNTUK PRODUKTIVITI DAN INOVASI

Asian Productivity Organisation (APO)

APO adalah satu pertubuhan antara kerajaan serantau yang telah ditubuhkan pada tahun 1961. Malaysia telah menjadi ahli APO semenjak tahun 1983 dan telah banyak memperoleh manfaat daripada keahlian tersebut di dalam meningkatkan taraf produktiviti dan daya saing serta daya saing di dalam negara. Sehingga kini, sebanyak 19 buah negara Asia telah menjadi ahli APO.

Hala tuju strategik APO yang terkini sehingga tahun 2020 adalah seperti berikut:

1. Pengukuhan NPO dan menggalakkan pembangunan PKS dan masyarakat;
2. Pemangkin inovasi yang diterajui oleh pertumbuhan produktiviti; dan
3. Menggalakkan Produktiviti Hijau.

Sejumlah 4 program APO berbentuk latihan telah dianjurkan di Malaysia pada tahun 2014. Program-program tersebut adalah seperti di Jadual 10.

INTERNATIONAL NETWORK COLLABORATION FOR PRODUCTIVITY & INNOVATON

Asian Productivity Organisation (APO)

The APO is a regional inter-government body established in 1961. Malaysia has been its member since 1983 and has received immense benefit from the membership in enhancing the level of productivity and competitiveness, as well as competitiveness of the country. As of late, there are 19 Asian countries that are members of APO.

APO latest strategic directions until 2020 are:

1. Strengthening of the NPOs and promoting the development of SMEs and communities;
2. Propelling innovation-led productivity growth; and
3. Promoting green productivity.

A total of 4 APO training programmes was held in Malaysia in 2014. The programmes are described in Table 10.

JADUAL 10 : SENARAI PROGRAM LATIHAN APO DI MALAYSIA
TABLE 10 : LIST OF APO TRAINING PROGRAMMES IN MALAYSIA

BIL ITEM	PROGRAM PRORAMME	TARIKH DATE
1	*Training of Trainers and Consultants in Green Productivity*	26 Mei - 20 Jun 26 May - 20 June
2	*DON: Capacity Building on Enterprise Innovation Intervention Programmes for MPC Consultants*	2 - 12 September
3	*Multicountry Observational Study Mission on the Implementation of Lean Manufacturing in SMEs*	15 - 19 September
4	*Training Course on Development of Homestay and Agrotourism*	21 - 27 September
5	*Training Course on Development of Productivity Practitioners : Advanced Programme (DPP:Advanced)*	10 - 28 November

Untuk program latihan berkonsep e-Learning, 2 program telah dijalankan dengan kerjasama Universiti Kebangsaan Malaysia (UKM) seperti di Jadual 11.

For e-Learning training programme, 2 programmes were conducted in collaboration with Universiti Kebangsaan Malaysia (UKM) as in Table 11.

JADUAL 11 : SENARAI PROGRAM APO DENGAN KERJASAMA UKM
TABLE 11 : LIST OF APO JOINT-PROGRAMME WITH UKM

BIL ITEM	PROGRAM PRORAMME	TARIKH DATE
1	*e-Learning Course on Risk Management of Foodborne Pathogens* - 2 Sesi | Sessions	19, 20, 22 Mei dan 24, 25, 27 Jun 19, 20, 22 May and 24, 25, 27 June
2	*e-Learning Course on Production and Certification of Organic Food for Greater Market Access* - 2 Sesi | Sessions	1, 2, 4, 29, 30 September dan 2 Oktober 1, 2, 4, 29, 30 September and 2 October

MPC juga turut menerima misi lawatan dari negara anggota APO di bawah program *Bilateral Cooperation between NPOs (BCBN)* yang berobjektifkan perkongsian amalan terbaik di antara negara anggota. Senarai misi lawatan APO adalah seperti di Jadual 12.

MPC has also received study mission visits from APO member countries under the Bilateral Cooperation Between NPOs (BCBN) programme with the aim to share best practices among member countries. The list of APO study mission is as in Table 12.

JADUAL 12 : SENARAI MISI LAWATAN BCBN KE MALAYSIA
TABLE 12 : LIST OF BCBN STUDY MISSION TO MALAYSIA

BIL ITEM	PROGRAM PRORAMME	TARIKH DATE	NEGARA TERLIBAT COUNTRY
1	*BCBN on Productivity Sharing Experience*	6 - 10 Jun 6 - 10 June	Sri Lanka
2	*BCBN on Productivity Movement in APO's Member Countries*	14 - 15 Ogos 14 - 15 August	Kemboja Cambodia
3	*BCBN on Productivity Promotion*	18 - 19 Sept	Vietnam
4	*BCBN on Mission to Share Best Practices and Expertise of Industrial Education and Consulting Services to Enhance Productivity and Economic Development in Malaysia*	10 - 12 Nov	Republik Korea Republic of Korea

Selain daripada menjadi hos lawatan dari negara anggota APO, Malaysia juga menghantar wakil untuk misi lawatan melalui program *Individual-Country Observational Study Mission* (IOSM) seperti di Jadual 13.

Malaysia also sends its representatives to APO member countries through Individual-Country Observational Study Mission (IOSM) programme as in Table 13.

JADUAL 13 : SENARAI MISI LAWATAN IOSM KE NEGARA ANGGOTA APO
TABLE 13 : LIST OF IOSM VISITS TO APO MEMBER COUNTRIES

BIL ITEM	PROGRAM PRORAMME	TARIKH DATE	NEGARA TERLIBAT COUNTRY
1	*IOSM on Benchmark Development Approval Process by Local Authority*	1 - 6 September	Taipei, Republik China Republic of China
2	*IOSM on Best Practices of Quality Healthcare Services*	7 - 14 Jun | June	Jepun dan Republik Korea Japan and Republic of Korea

Malaysia juga telah menggunakan platform APO di bawah program *Technical Expert Scheme* (TES) bagi mendapatkan perkhidmatan pakar-pakar seperti di Jadual 14.

Malaysia has also used the APO platform under the Technical Expert Scheme (TES) programme to acquire experts' service, as in Table 14.

JADUAL 14 : SENARAI PAKAR TES YANG DIJEMPUT KE PROGRAM DI MALAYSIA
TABLE 14 : LIST OF TES EXPERTS INVITED TO MALAYSIA

BIL ITEM	PROGRAM PRORAMME	NAMA PAKAR NAME OF EXPERT	JUMLAH PESERTA TOTAL NUMBER OF PARTICIPANTS	TARIKH DATE
1	*Productivity Conference 2014,*	Prof. Arturo Bris (Perancis) (France)	250 orang 250 people	24 - 25 Jun 2014 24 - 25 June 2014
2	*Reducing Regulatory Restriction for Productivity Growth*	Ms. Sue Holmes (Australia)	30 orang 30 people	11 - 15 Ogos 2014 11 - 15 August 2014
3	*Theory on Inventive Problem Solving* (TRIZ) *International Conference*	Dr. Mijeong Son Republik Korea Republic of Korea	200 orang 200 people	11 - 14 November 2014

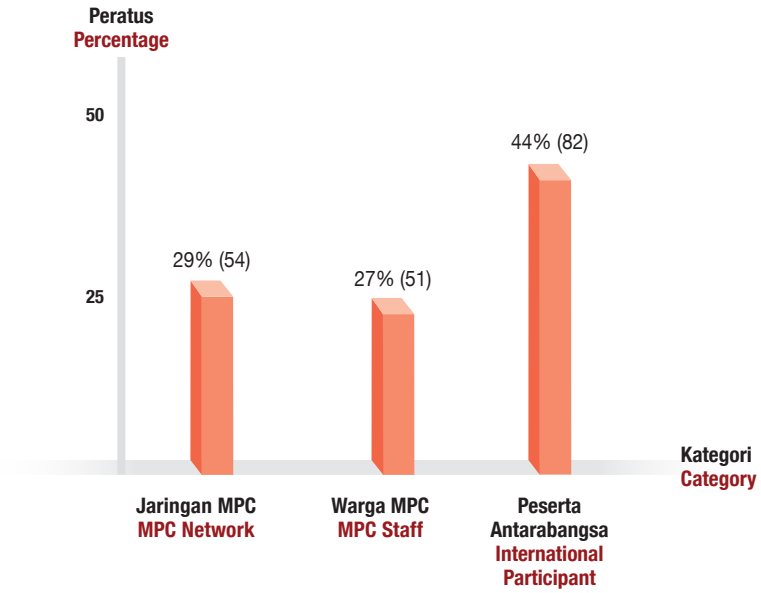
Selain daripada menerima pakar dari luar negara, Malaysia juga turut menghantar pakar ke negara anggota APO pada tahun 2014 iaitu En. Fadzil Ahmad Kamaruddin bagi program *Enhancing Effectiveness and Performance of Employees through Talent Management* di Pakistan dari 10 hingga 17 Februari 2014.

Rajah 16 di bawah menunjukkan peratusan penglibatan peserta-peserta program APO sepanjang tahun 2014 berdasarkan kategori peserta.

Malaysia also sends its own local expert to APO member countries in 2014. The expert sent was En. Fadzil Ahmad Kamaruddin for the programme entitled Enhancing Effectiveness and Performance of Employees through Talent Management in Pakistan from 10 till 17 February 2014.

Figure 16 below shows the percentage of APO programme participants in 2014 based on category of participants.

RAJAH 16 : PERATUSAN PENGLIBATAN PESERTA APO MENGIKUT KATEGORI
FIGURE 16 : PERCENTAGE OF APO PARTICIPANTS INVOLVEMENT ACCORDING TO CATEGORIES



Keseluruhannya, sepanjang tahun 2014 seramai 187 orang telah menyertai program APO di dalam dan luar negara. Dengan 82 orang (44%) adalah peserta antarangsa, 54 orang (29%) adalah gabungan peserta yang terdiri daripada agensi-agensi kerajaan, industri pelbagai jenis dan saiz dan selebihnya 51 orang (27%) adalah warga MPC.

The overall for 2014 is that a total of 187 people had participated in APO programmes either locally or abroad. 82 people (44%) were international participants, 54 people (29%) were participants from mix background of government agencies, industry of varied types and sizes, while the remaining 51 people (27%) were MPC staffs.

Japan International Cooperation Agency (JICA)

Malaysia menyokong 139 negara-negara membangun di bawah rangka kerja usaha sama Selatan-Selatan (South-South Coopration) sejak 1980 melalui Program Kerjasama Teknikal Malaysia (PKTM). Pada tahun 1983, Third Country Training Programme (TCTP) telah mula diperkenalkan di Malaysia oleh JICA dalam membantu negara-negara membangun di bawah program TCTP dengan kerjasama PKTM.

Dari 2011 hingga 2014, semua program TCTP adalah berlandaskan tiga bidang teras iaitu KAIZEN, *Total Quality Management* (TQM) dan Produktiviti dan Inovasi. Objektif program TCTP adalah seperti berikut:

1. Untuk menyediakan para peserta dengan pengetahuan (kepakaran) serta pengalaman yang dimiliki oleh Malaysia dalam menyediakan amalan-amalan terbaik dalam TQM dan Kaizen;
2. Menyediakan peserta dengan maklumat berkenaan PLAN, DO, CHECK and ACT melalui pendekatan dan teknik yang digunakan dalam proses pemantauan dalam projek KAIZEN dan TQM; dan
3. Untuk melengkapkan peserta dengan pendekatan-pendekatan yang berkesan dalam menghadapi cabaran pembangunan serta alat berkesan untuk integrasi pembangunan dan penyelarasan.

Sebanyak tiga program berbentuk latihan telah dianjurkan di Malaysia pada tahun 2014. Program-program TCTP tersebut adalah seperti berikut:

Japan International Cooperation Agency (JICA)

Malaysia supports 139 developing countries under the framework South-South Cooperation since 1980 through Malaysia Technical Cooperation Program (MTCP). In 1983, the Third Country Training Programme (TCTP) was introduced in Malaysia by JICA to assist developing countries under TCTP in collaboration with MTCP.

From 2011 until 2014, all TCTP programmes are based on three thrust areas which are KAIZEN, Total Quality Management (TQM) and Productivity and Innovation. TCTP objectives are as follows:

1. To provide participants with knowledge (expertise) and experience owned by Malaysia in providing best practices in TQM and KAIZEN.
2. To provide participants with information pertaining to PLAN, DO, CHECK and ACT through approach and technique used in monitoring process in KAIZEN and TQM project; and
3. To complement participants with effective approaches in facing development challenges as well as effective tools for development integration and coordination.

There were training programmes held in Malaysia during 2014. The TCTP programmes are as follows:

JADUAL 15 : SENARAI PROGRAM LATIHAN TCTP
TABLE 15 : LIST OF TCTP TRAINING PROGRAMMES

BIL ITEM	PROGRAM PRORAMME	TARIKH DATE
1	*Third Country Training Programme on Enhancement of Productivity and Competitiveness through TQM and Kaizen Approach (Collaboration with JDS/EKI)*	18-29 Ogos 2014 18-29 August 2014
2	*Third Country Training Programme on KAIZEN Promotion Study In Malaysia for PALESTINE (Collaboration with Padeco/JICA)*	18-29 Ogos 2014 18-29 August 2014
3	*Third Country Training Programme on Enhancement of Productivity and Competitiveness through TQM and Kaizen Approach (Collaboration with Malaysia Technical Cooperation Programme (MTCP)/JICA)*	9 – 26 September 2014 (Ditunda kerana Ebola) (Postponed due to Ebola outbreak)

Untuk program Misi Pembelajaran dari Luar Negara, program yang telah dilaksanakan adalah seperti berikut:

The followings are programmes undertaken for Study Mission programme from abroad:

JADUAL 16 : SENARAI PROGRAM MISI PEMBELAJARAN DARI LUAR NEGARA
TABLE 16 : LIST OF TCTP TRAINING PROGRAMMES

BIL ITEM	PROGRAM PRORAMME	TARIKH DATE
1	Misi Pembelajaran dari Kenya (Collaboration with KIM) Study Mission from Kenya (Collaboration with KIM)	16 - 20 Jun 2014 16 - 20 June 2014
2	*Japan Productivity Centre - Feasibility Study*	23 dan 24 September 2014 23 and 24 September 2014

Selain daripada melaksanakan kursus, Malaysia juga menghantar tenaga pakar untuk melaksanakan projek dengan kerjasama seperti berikut:

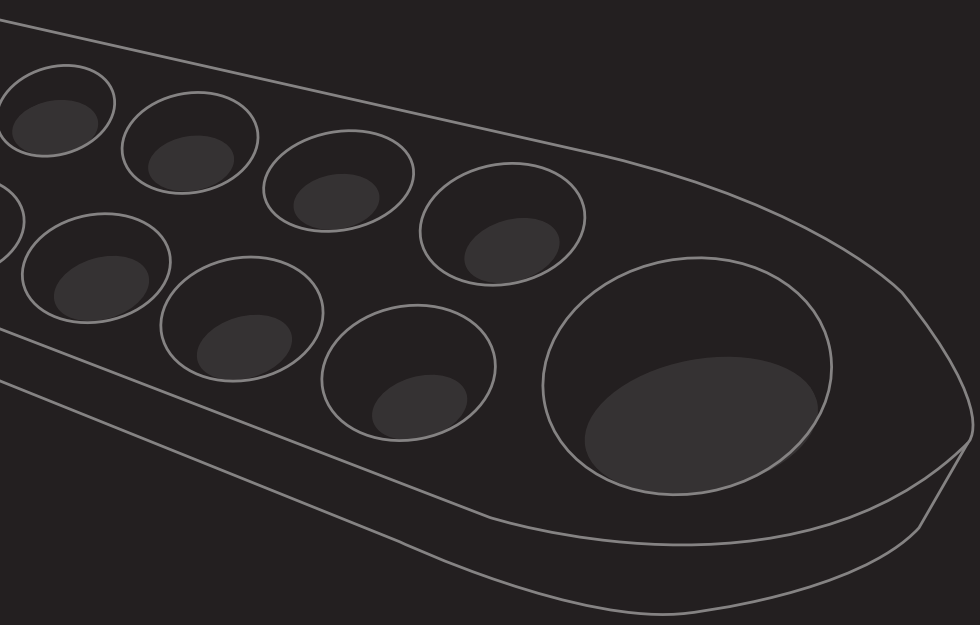
In addition to conducting courses, Malaysia also sends its experts to implement project collaboration as follows:

JADUAL 17 : SENARAI PROGRAM PRODUCTIVITY IMPROVEMENT
TABLE 17 : LIST OF PRODUCTIVITY IMPROVEMENT PROGRAMME

BIL ITEM	PROGRAM PRORAMME	TARIKH DATE	NEGARA TERLIBAT COUNTRY
1	*Productivity Improvement for Kenya*	2012 - 2014	Kenya

Sepanjang tahun 2014, seramai 30 orang dari 2 negara telah menyertai dua program MTCP/TCTP/JICA di Malaysia. Sebanyak 67% (20 orang) adalah dari negara Ethiopia manakala 33% (10 orang) adalah dari negara Palestine. Bagi 2 program Misi Pembelajaran, seramai 22 peserta dari 2 negara iaitu Kenya dan Jepun. Kebanyakan program adalah berdasarkan kepada topik TQM, KAIZEN, dan Produktiviti dan Inovasi.

Throughout 2014, a total of 30 people from 2 countries have participated in two MTCP/TCTP/JICA programmes in Malaysia. 67% (20 people) of them was from Ethiopia while the remaining 33% (10 people) was from Palestine. For the two Study Mission programmes, a total of 22 participants were from Kenya and Japan. Most of the programmes are based on topics such as TQM, KAIZEN, and Productivity and Innovation.



CHAPTER 9





Pelaburan melalui Pemelbagaian Aset

Investment Across Assets Diversification

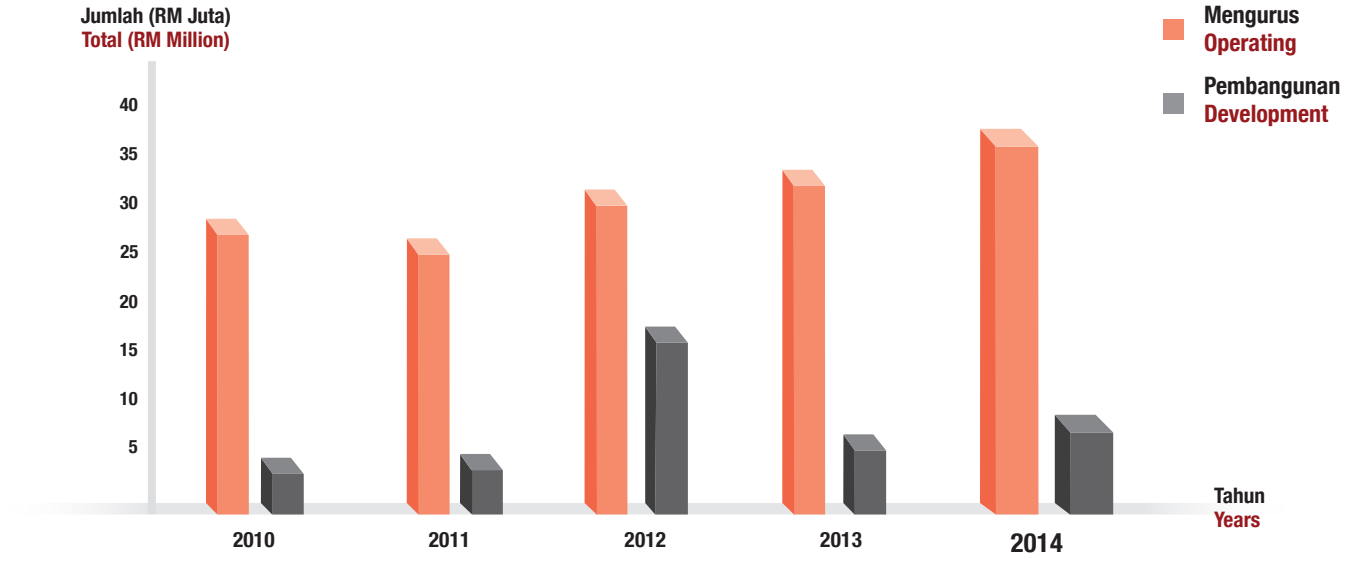
PERUNTUKAN GERAN MENGURUS DAN PEMBANGUNAN TAHUN 2010-2014

Pada tahun 2014, MPC telah menerima Geran Mengurus sebanyak RM37,706,680. Ini merupakan Geran Mengurus yang tertinggi diterima bagi tempoh 2010-2014. Geran Pembangunan yang diterima pada tahun 2014 adalah RM3,500,000 bagi Program Memodenkan Peraturan Perniagaan. Kali terakhir geran ini diterima adalah pada tahun 2011 yang berjumlah RM16,000,000 bagi tempoh 2011-2013.

ALLOCATION FOR OPERATING AND DEVELOPMENT GRANT 2010-2014

In 2104, MPC has received the Operating Grant for the amount of RM37,706,680. This is the highest amount received for the period 2010-2014. The Development Gant received in 2014 was RM3,500,000 for the Modernising Business Regulation Programme. This grant was last received in 2011 for the amount RM16,000,000 for the period 2011-2013.

RAJAH 17 : PERUNTUKAN GERAN MENGURUS DAN GERAN PEMBANGUNAN 2010-2014
FIGURE 17 : ALLOCATION FOR OPERATING AND DEVELOPMENT GRANT 2010-2014



Peruntukan Geran Pembangunan mengikut program adalah seperti di Jadual 18.

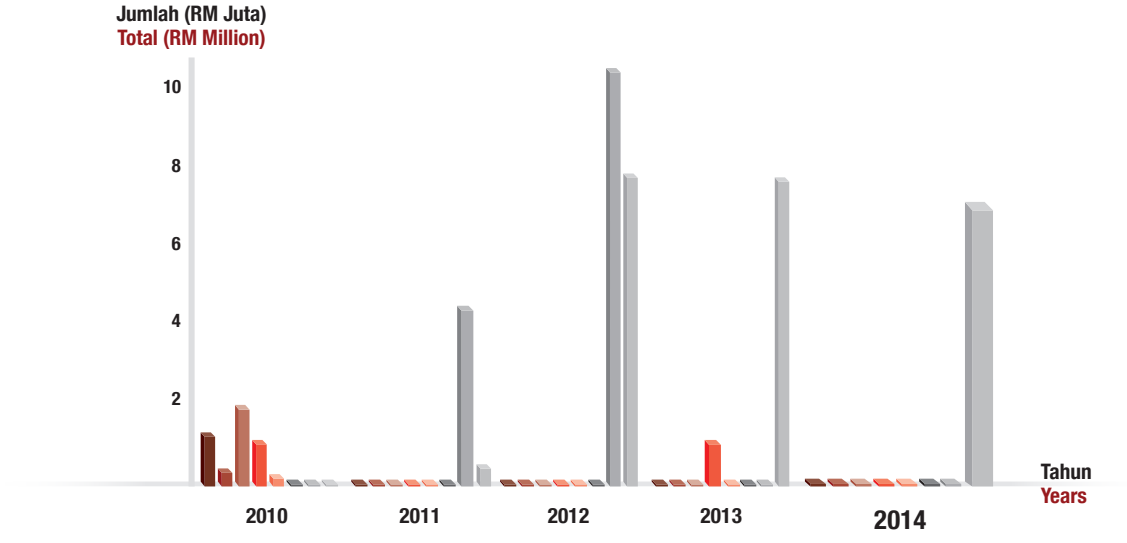
The allocation for the Development Grant for each programme is described in Table 18.

JADUAL 18 : PERUNTUKAN GERAN PEMBANGUNAN MENGIKUT PROGRAM
TABLE 18 : DEVELOPMENT GRANT ALLOCATION PROGRAMME

PROGRAM PRORAMME	2010 RM	2011 RM	2012 RM	2013 RM	2014 RM
Pembangunan Sumber Manusia | Human Resource Development	1,134,000	-	-	-	-
Penandaarasan Ke Arah Kecemerlangan Organisasi | Benchmarking Towards Organisational Excellence	465,000	-	-	-	-
Pembangunan Produktiviti dan Daya Saing PKS | SME Productivity and Competitiveness Development	1,833,000	-	-	-	-

PROGRAM PRORAMME	2010 RM	2011 RM	2012 RM	2013 RM	2014 RM
Program Daya Saing Negara | National Competitiveness Programme	935,000	-	-	1,000,000	-
Kompleks Wilayah Pantai Timur | MPC East Coast Region Complex	150,000	-	-	-	-
Membina Bangunan Pejabat MPC | MPC Office Building Construction	-	-	-	-	-
Pembangunan Kandungan Pengetahuan bagi Firma | Knowledge Content Development for Firms		4,500,000	10,500,000		
Program Memodenkan Peraturan Perniagaan | Modernising Business Regulation Programme		600,000	7,760,000	7,640,000	3,500,000
Jumlah | Total	**4,517,000**	**5,100,000**	**18,260,000**	**8,640,000**	**3,500,000**

RAJAH 18 : PERUNTUKAN GERAN PEMBANGUNAN MENGIKUT PROGRAM 2010 – 2014
FIGURE 18 : DEVELOPMENT GRANT ALLOCATION PROGRAMME 2010 – 2014



- Pengurusan Sumber Manusia | Human Resource Management
- Penandaarasan Ke Arah Kecemerlangan Organisasi | Benchmarking Towards Organisational Excellence
- Pembangunan Produktiviti dan Daya Saing PKS | SME Productivity and Competitiveness Development
- Program Daya Saing Negara | National Competitiveness Programme
- Kompleks MPC Wilayah Pantai Timur | MPC East Coast Region Complex
- Membina Bangunan Pejabat MPC | MPC Office Building Construction
- Pembangunan Kandungan Pengetahuan bagi Firma | Knowledge Content Development for Firms
- Program Memodenkan Peraturan Perniagaan | Modernising Business Regulation Programme

PRESTASI PERBELANJAAN MENGURUS MPC TAHUN 2010-2014

Perbelanjaan Mengurus MPC pada tahun 2014 adalah RM47,796,993 berbanding RM39,710,491 pada tahun 2010 dan RM45,469,171 pada tahun 2013. Peratus perbelanjaan adalah 96%. Perbelanjaan mengurus telah meningkat berbanding tahun 2010 disebabkan penambahan di dalam aktiviti yuran latihan dan pembangunan sistem, perundingan, persijilan dan penyelidikan serta misi pembelanjaran di luar negara. Prestasi perbelanjaan mengurus adalah seperti di Jadual 19.

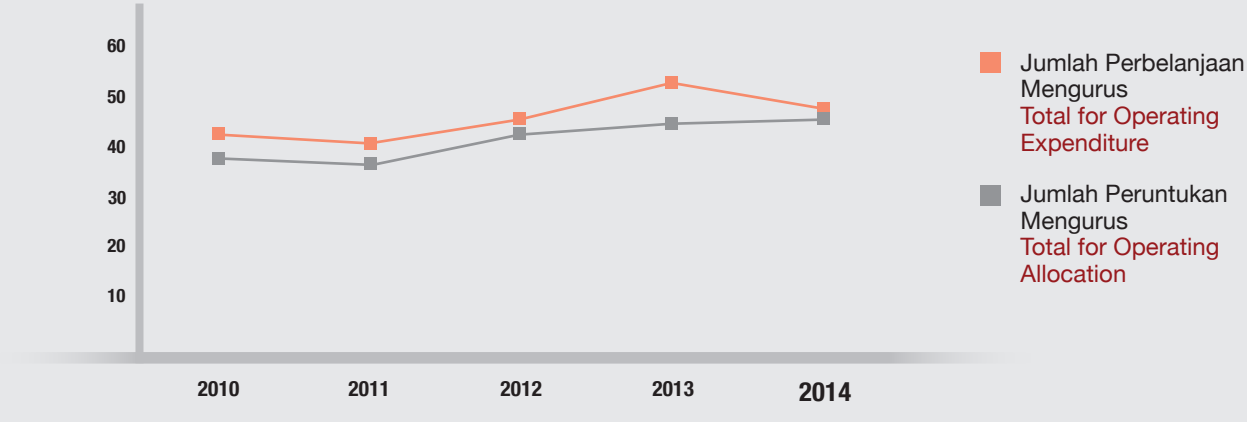
MPC OPERATING EXPENDITURE PERFORMANCE 2010-2014

In 2014, MPC Operating Expenditure was RM47,796,993 compared to RM39,710,491 and RM45,469,171 in 2010 and 2013 respectively. The expenditure percentage was 96%. The increase in operating expenditure since 2010 is due to additional activities in training and system development, consultancy, certification and research as well as overseas study missions. The performance for operating expenditure is shown in Table 19.

JADUAL 19 : PRESTASI PERBELANJAAN MENGURUS 2010-2014
TABLE 19 : OPERATING EXPENDITURE PERFORMANCE 2010-2014

	2010 RM	2011 RM	2012 RM	2013 RM	2014 RM
Geran Kerajaan | Government Grant	28,767,200	27,649,500	32,600,405	36,693,000	**37,706,680**
Hasil Dalaman | Internal Revenue	4,200,000	4,200,000	4,200,000	9,549,090	**10,000,000**
Tambahan Peruntukan | Additional Allocation	10,365,220	9,479,929	10,093,800	7,987,785	**1,892,177**
Jumlah Selepas Tambahan | Total After Increment	43,332,420	41,329,429	46,894,205	54,229,875	**49,598,857**
Belanja Sebenar | Actual Expenditure	39,710,491	38,686,920	43,013,033	45,469,171	**47,796,993**
Peratus | Percentage	92%	94%	92%	84%	**96%**

RAJAH 19 : PRESTASI PERBELANJAAN MENGURUS 2010 – 2014
FIGURE 19 : OPERATING EXPENDITURE PERFORMANCE 2010 – 2014



PRESTASI PERBELANJAAN PEMBANGUNAN MPC TAHUN 2010– 2014

Pada tahun 2014, hanya satu program Pembangunan diperuntukkan kepada MPC iaitu Program Memodenkan Peraturan Perniagaan. Maklumat program adalah seperti di Jadual 20.

MPC DEVELOPMENT EXPENDITURE PERFORMANCE 2010 - 2014

In 2014, there was only one Development Programme allocated to MPC which is the Modernising Business Regulation Programme. Details of the programmes are displayed in Table 20.

JADUAL 20 : SENARAI PROGRAM PEMBANGUNAN 2014
TABLE 20 : LIST OF DEVELOPMENT PROGRAMME 2014

BIL ITEM	PROJEK/PROGRAM PROJECT/PROGRAMME	JUMLAH TOTAL
1.	Memodenkan Peraturan Perniagaan | Modernising Business Regulation	3,500,000
	Jumlah **Total**	**3,500,000**

Prestasi perbelanjaan Program-program Pembangunan adalah seperti di Jadual 21.

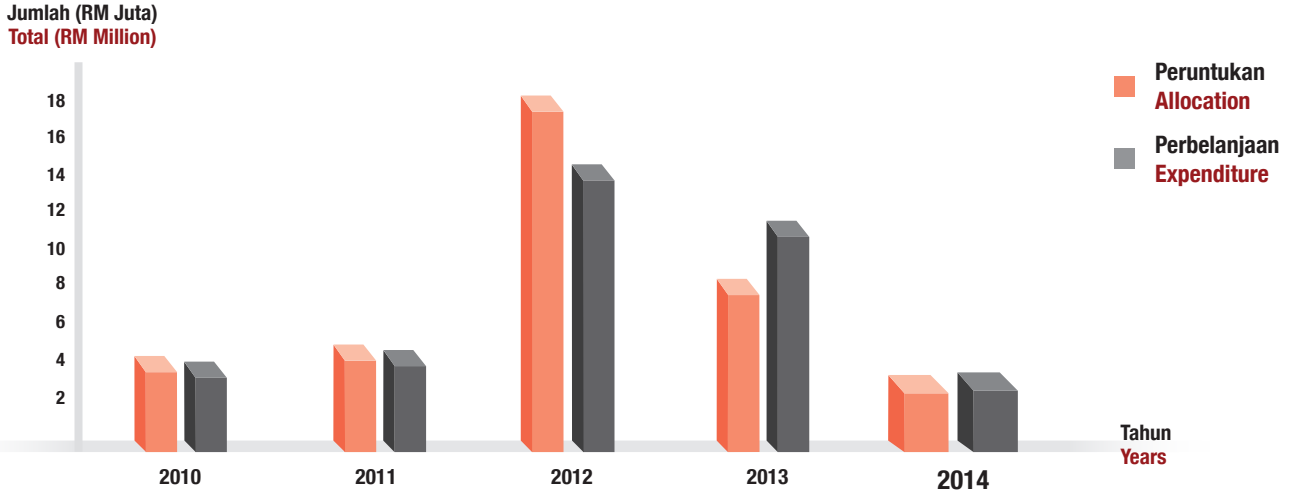
The performance for Development Programmes expenditure is shown in Table 21.

JADUAL 21 : PRESTASI PERBELANJAAN PEMBANGUNAN 2010-2014
TABLE 21 : PERFORMANCE FOR DEVELOPMENT EXPENDITURE 2010-2014

	2010	2011	2012	2013	2014
Pembangunan Sumber Manusia | Human Resource Development	1,089,298	-	-	-	-
Penandaarasan Ke arah Kecemerlangan Organisasi | Benchmarking Towards Organisational Excellence	459,818	-	-	-	-
Pembangunan Produktiviti dan Daya Saing PKS | SME Productivity and Quality Development	1,814,440	-	-	-	-
Program Daya Saing Negara | National Competitiveness Programme	905,695	-	-	1,013,701	-
Kompleks Wilayah Pantai Timur | MPC East Coast Region Complex	3,920	-	-	-	-
Membina Bangunan Pejabat MPC | MPC Office Building Construction	-	-	-	-	-

	2010	2011	2012	2013	2014
Pembangunan Kandungan Pengetahuan bagi Firma | Knowledge Content Development for Firms		**4,210,298**	8,893,510	1,386,605	**-**
Program Memodenkan Peraturan Perniagaan | Modernising Business Regulation Programme		**584,184**	5,943,559	9,342,893	**3,605,393**
Belanja Sebenar | Actual Expenditure	**4,273,171**	**4,794,482**	**14,837,069**	**11,743,199**	**3,605,393**
Peruntukan | Allocation	**4,517,000**	**5,100,000**	**18,260,000**	**8,640,000**	**3,500,000**
Peratus | Percentage	**95%**	**94%**	**81%**	**136%**	**103%**

RAJAH 20 : PRESTASI PERBELANJAAN PEMBANGUNAN 2010 - 2014
FIGURE 20 : PERFORMANCE FOR DEVELOPMENT EXPENDITURE 2010 - 2014



	2010	2011	2012	2013	2014
Peruntukan | Allocation	4,517,000	5,100,000	18,260,000	8,640,000	**3,500,000**
Perbelanjaan | Expenditure	4,273,171	4,794,482	14,837,069	11,743,199	**3,605,393**

PRESTASI PENGURUSAN KEWANGAN MPC 2010-2014

Lembaran Imbangan tahun 2010-2014 adalah seperti di Jadual 22.

MPC FINANCIAL MANAGEMENT PERFORMANCE 2010-2014

The Balance Sheet for 2010 – 2014 is as in Table 22.

JADUAL 22 : LEMBARAN IMBANGAN 2010-2014
TABLE 22 : BALANCE SHEET 2010-2014

	2010	2011	2012	2013	2014
ASET | ASSETS					
Hartanah, Loji dan Peralatan | Property, Fixtures and Equipments	20,949,874	21,009,852	20,269,599	19,792,588	**19,126,353**
Kerja dalam Kemajuan | Work in Progress	2,071,357	-	-	-	**-**
	23,021,231	**21,009,852**	**20,269,599**	**19,792,588**	**19,126,353**
ASET SEMASA | CURRENT ASSETS					
Penghutang | Debtors	3,342,137	2,139,948	2,632,415	2,688,285	**2,649,181**
Penghutang Pinjaman dan pendahuluan | Loan Debtors and Advance	797,355	634,953	620,615	702,496	**628,220**
Deposit diberi dan prabayar | Deposit and prepaid	735,148	529,146	568,716	578,565	**504,520**
Deposit tetap, tunai dan baki bank | Fixed deposit, cash and bank balance	30,467,307	46,455,213	48,372,057	39,571,109	**42,912,054**
	35,341,947	**49,759,260**	**52,193,803**	**43,540,455**	**46,693,975**
LIABILITI SEMASA | Current Liabilities					
Pemiutang perniagaan | Business creditors	-	-	-	-	-
Pelbagai pemiutang dan deposit diterima | Various creditors and deposits received	783,483	701,506	1,259,500	1,252,244	**6,108,628**
	783,483	**701,506**	**1,259,500**	**1,252,244**	**6,108,628**
Aset Semasa Bersih | Net Current Asset	**57,579,695**	**70,067,606**	**71,203,902**	**62,080,799**	**59,711,700**
DIBIAYAI OLEH | Financed by					
Kumpulan Wang Pengurusan | Management Fund	31,588,622	32,981,234	36,037,761	37,731,132	**38,451,222**
Kumpulan Wang Pinjaman Kenderaan | Vehicle Loan Fund	2,000,000	2,000,000	2,000,000	2,000,000	**2,000,000**
Kumpulan Wang Pinjaman Komputer | Computer Loan Fund	300,000	300,000	300,000	300,000	**300,000**
Kumpulan Wang Pembangunan | Development Fund	21,746,387	33,366,686	30,371,382	19,964,560	**17,153,795**
Kumpulan Wang Amanah Usahasama | Joint Venture Trust Fund	1,944,686	1,419,686	2,494,759	2,085,107	**1,806,683**
	57,579,695	**70,067,606**	**71,203,902**	**62,080,799**	**59,711,700**

PENYATA PENDAPATAN BAGI TAHUN BERAKHIR PADA 31 DISEMBER

Pendapatan MPC telah menunjukkan peningkatan sebanyak 26% iaitu daripada RM46.92 juta pada tahun 2010 kepada RM58.89 juta pada tahun 2014. Walau bagaimana pun pendapatan menurun sebanyak 8% berbanding tahun 2013 (RM63.76 juta) disebabkan pengurangan pemberian geran daripada Kerajaan Persekutuan.

Pendapatan dalaman MPC berkekalan dalam lingkungan RM14 juta pada tahun 2014 dan 2013. Perbelanjaan MPC telah meningkat sebanyak 26% pada tahun 2014 berbanding tahun 2010 seiring dengan peningkatan pendapatan MPC. Walau bagaimana pun perbelanjaan pada tahun 2014 menurun sebanyak 5% berbanding tahun 2013. Penyata Pendapatan MPC dari tahun 2010-2014 adalah seperti di Jadual 23.

INCOME STATEMENT FOR YEAR END AS AT 31 DECEMBER

MPC's income had increased by 26% from RM46.92 million in 2010 to RM58.89 million in 2014. However, the income in 2014 decreased by 8% compared to 2013 (RM63.76 million) due to reduction in recognition of income from the Development Grant by Federal Government.

MPC's internal revenue was maintained in the range of RM14 million in 2014 and 2013. MPC's expenditure has increased to 26% in 2014 as compared to 2010 due to an increase in MPC's revenue. However, the expenditure for 2014 was lessened to 5% of the previous year. MPC's Statement of Income from 2010 – 2014 is shown in Table 23.

JADUAL 23 : PENYATA PENDAPATAN TAHUN 2010-2014
TABLE 23 : STATEMENT OF INCOME 2010-2014

	2010	2011	2012	2013	2014
PENDAPATAN | Income					
Pemberian Kerajaan Persekutuan | Federal Government Grants	33,788,561	34,713,498	47,913,149	49,138,740	**44,048,218**
Pelbagai pendapatan | Miscellaneous income	13,135,265	12,971,968	19,350,159	14,622,384	**14,841,450**
	46,923,826	**47,685,466**	**67,263,308**	**63,761,124**	**58,889,668**
PERBELANJAAN | Expenditure					
Emolumen | Emolument	19,165,524	20,117,838	22,988,931	22,317,901	**23,989,311**
Pelbagai perbelanjaan | Miscellaneous expenditure	23,710,179	26,505,915	37,998,330	37,254,109	**32,731,203**
Susutnilai | Depreciation	1,598,473	1,484,804	1,402,080	1,474,681	**1,449,064**
	44,474,176	**48,108,557**	**62,389,341**	**61,046,691**	**58,169,578**
LEBIHAN PENDAPATAN SEBELUM CUKAI | Income Surplus/(Deficit) Before Tax	**2,449,650**	**(423,091)**	**4,873,967**	**2,714,433**	**720,090**
Cukai | Tax					
LEBIHAN PENDAPATAN SELEPAS CUKAI | Income Surplus/(Deficit) After Tax	**2,449,650**	**(423,091)**	**4,873,967**	**2,714,433**	**720,090**

PENYATA ALIRAN TUNAI BAGI TAHUN BERAKHIR 31 DISEMBER

Jumlah wang tunai dan deposit tetap pada tahun 2014 adalah sebanyak RM42.91 juta berbanding RM30.46 juta pada tahun 2010. Pemberian peruntukan untuk Program Memodenkan Peraturan Perniagaan sebanyak RM16 juta pada tahun 2011 telah menyebabkan tunai bersih daripada aktiviti operasi meningkat pada tahun 2011. Peruntukan tersebut adalah untuk perbelanjaan bagi tahun 2011-2013. Kedudukan wang tunai pada tahun 2014 lebih tinggi berbanding 2013 disebabkan bil-bil pembekal bagi tahun 2014 yang berjumlah RM5 juta diterima dan dibayar pada awal tahun 2015. Penyata aliran tunai bagi tahun 2010-2014 adalah seperti di Jadual 24.

CASH FLOW STATEMENT FOR THE YEAR END 31 DECEMBER

The total cash and fixed deposit in 2014 was RM42.91 million as compared to RM30.46 in 2010. The receipt allocation of RM16 million for the Modernising Business Regulation Programme has increased net cash from the operation activities in 2011. The said allocation was intended for expenditure from 2011 – 2013. The cash position in 2014 was higher than in 2013 due to receipts of suppliers bills for 2014 totalling RM5 million were paid in early 2015. The cash flow statement for 2010-2014 is shown in Table 24.

JADUAL 24 : PENYATA ALIRAN TUNAI 2010-2014
TABLE 24 : CASH FLOW STATEMENT 2010-2014

	2010	2011	2012	2013	2014
ALIRAN TUNAI DARIPADA AKTIVITI OPERASI | Cash Flow from Operation Activities					
Terimaan Tunai daripada Kerajaan Persekutuan | Cash Received from the Federal Government	31,967,100	49,466,600	43,100,405	37,693,000	**41,206,680**
Terimaan Tunai Pelbagai Hasil | Cash Received from Various Sources	16,160,873	13,598,152	13,477,705	10,230,600	**9,704,342**
Bayaran Tunai kepada Pekerja dan Pembekal | Cash Payments to Employees and Suppliers	(46,479,039)	(46,388,122)	(55,664,635)	(57,156,512)	**(47,885,360)**
TUNAI BERSIH DARI AKTIVITI OPERASI | Net Cash from Operation Activities	**1,648,934**	**16,676,630**	**913,475**	**(9,232,912)**	**3,025,662**
ALIRAN TUNAI DARIPADA AKTIVITI PELABURAN | Cash Flow from Investment Activities					
Pembelian Aset | Purchase of Assets	(1,638,695)	(1,580,827)	(669,878)	(999,597)	**(782,853)**
Faedah Diterima | Interest Received	634,188	892,103	1,673,247	1,431,561	**1,098,136**
TUNAI BERSIH DARI AKTIVITI PELABURAN | Net Cash from Investment Activities	**(1,004,507)**	**(688,724)**	**1,003,369**	**431,964**	**315,283**
PERTAMBAHAN BERSIH TUNAI DAN SETARA TUNAI | Increase in Net Cash and Cash Equivalent	**644,427**	**15,987,906**	**1,916,844**	**(8,800,948)**	**3,340,945**
TUNAI DAN KESETARAAN TUNAI PADA AWAL TAHUN | Cash and Cash Equivalent at the Beginning of the Year	**29,822,880**	**30,467,307**	**46,455,213**	**48,372,057**	**39,571,109**

	2010	2011	2012	2013	2014
TUNAI DAN KESETARAAN TUNAI PADA AKHIR TAHUN | Cash and Cash Equivalent at the End of the Year	**30,467,307**	**46,455,213**	**48,372,057**	**39,571,109**	**42,912,054**
TERDIRI DARIPADA: | Consists of:					
Wang tunai di tangan dan baki bank | Cash and Bank Balances	9,215,316	3,995,001	1,343,483	7,958,210	**14,702,457**
Deposit tetap dengan bank | Fixed Deposit	21,251,991	42,460,212	47,028,574	31,612,890	**28,209,597**
	30,467,307	**46,455,213**	**48,372,057**	**39,571,109**	**42,912,054**

MAKLUMAT DALAMAN HASIL MPC

Hasil dalaman MPC yang terbesar adalah terdiri dari yuran program yang diadakan untuk Badan Berkanun, Pihak Berkuasa Tempatan dan pihak swasta. Hasil dalaman MPC pada tahun 2014 adalah sebanyak RM14,841,450, meningkat sebanyak 1.5% berbanding tahun 2013. Ini berikutan permintaan terhadap program latihan kursus dan pembangunan sistem, perundingan, konvensyen, persijilan dan penyelidikan. Prestasi hasil dalaman MPC adalah seperti di Jadual 25.

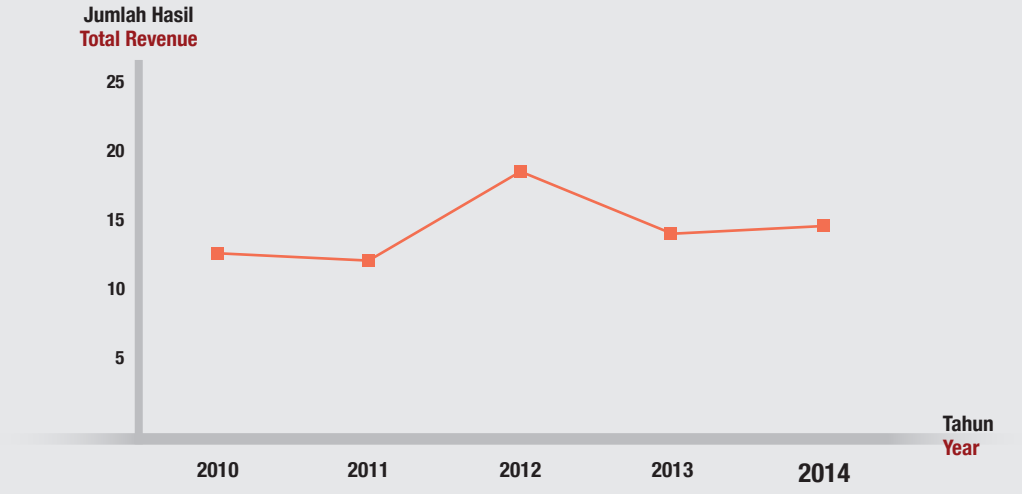
MPC'S INTERNAL REVENUE

MPC's largest internal revenue is generated from fees for programmes organised for Statutory Bodies, Local Governments and the private sector. MPC's internal revenue in 2014 was RM14,841,450, an increase of 1.5% from 2013. This increase was due to requests for training course and system development programmes, consultancy, convention, certification, and research. MPC's internal revenue performance is detailed out in Table 25.

JADUAL 25 : HASIL DALAMAN MPC 2010-2014
TABLE 25 : MPC'S INTERNAL REVENUE 2010-2014

Hasil yang Dikutip | Revenue Collection	**2010**	**2011**	**2012**	**2013**	**2014**
Yuran Program | Programme Fees	11,893,998	11,483,501	17,008,573	12,596,360	**13,074,770**
Faedah atas Pinjaman Komputer dan Kenderaan | Interest on Computer and Vehicle Loans	28,744	29,941	23,076	25,722	**28,442**
Faedah Bank | Bank Interest	737,533	973,568	1,650,171	1,387,983	**1,038,922**
Sewaan | Rental	365,725	331,151	576,025	549,184	**575,558**
Pelbagai Pendapatan | Miscellaneous Income	109,265	153,807	92,314	63,135	**123,758**
Jumlah Hasil | Total Revenue	**13,135,265**	**12,971,968**	**19,350,159**	**14,622,384**	**14,841,450**
% Kenaikan Kutipan Hasil | % Increase in Revenue Collection	56	-1	49	-24	**1**

RAJAH 21 : HASIL DALAMAN MPC 2010-2014
FIGURE 21 : MPC'S INTERNAL REVENUE 2010-2014



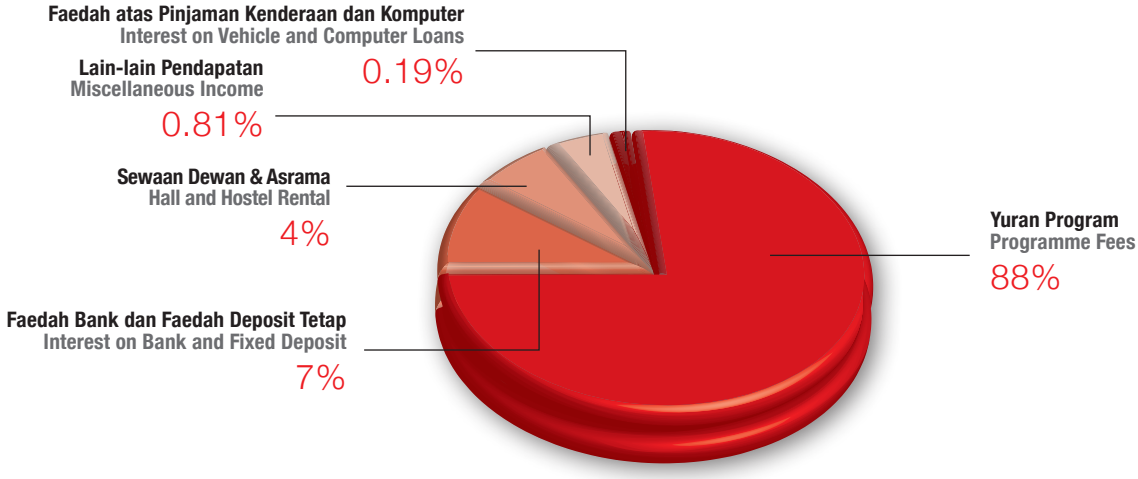
PENYUMBANG HASIL DALAMAN MPC

Yuran program merupakan penyumbang hasil dalaman MPC yang terbesar iaitu sebanyak 88%. Ini diikuti oleh faedah simpanan tetap/bank (7%), sewaan dewan dan asrama (4%) lain-lain pendapatan (0.81%) dan faedah atas pinjaman komputer dan kenderaan (0.19%). Yuran program adalah terdiri daripada yuran kursus, yuran perundingan dan pembangunan sistem, yuran konvensyen, yuran pensijilan dan yuran penyelidikan.

CONTRIBUTORS TO MPC'S INTERNAL REVENUE

The largest contribution comes from programme fees at 88%. This is followed by interest on fixed deposit/ bank (7%), hall and hostel rental (4%), miscellaneous income (0.81%) and interest on computer and vehicle loans (0.19%). Programme fees consist of course fees, consultancy and system development fees, convention fees, certification fees and research fees.

RAJAH 22 : PERATUS KOMPOSISI HASIL MPC PADA TAHUN 2014
FIGURE 22 : PERCENTAGE COMPOSITION OF MPC'S REVENUE FOR 2014



LAPORAN KETUA AUDIT NEGARA
MENGENAI PENYATA KEWANGAN
PERBADANAN PRODUKTIVITI MALAYSIA
BAGI TAHUN BERAKHIR 31 DISEMBER 2014

Laporan Mengenai Penyata Kewangan

Penyata Kewangan Perbadanan Produktiviti Malaysia telah diaudit oleh wakil saya yang merangkumi Lembaran Imbangan pada 31 Disember 2014 dan Penyata Pendapatan, Penyata Perubahan Ekuiti serta Penyata Aliran Tunai bagi tahun berakhir pada tarikh tersebut, ringkasan polisi perakaunan yang signifikan dan nota penjelasan lain.

Tanggungjawab Lembaga Pengarah Terhadap Penyata Kewangan

Lembaga Pengarah bertanggungjawab terhadap penyediaan dan persembahan penyata kewangan tersebut yang saksama selaras dengan piawaian pelaporan kewangan yang diluluskan di Malaysia dan Akta (Memperbadankan) Perbadanan Produktiviti Malaysia 1966. Lembaga Pengarah juga bertanggungjawab terhadap kawalan dalaman yang ditetapkan perlu oleh pengurusan bagi membolehkan penyediaan penyata kewangan yang bebas daripada salah nyata yang ketara sama ada disebabkan oleh fraud atau kesilapan.

Tanggungjawab Juruaudit

Tanggungjawab saya adalah memberi pendapat terhadap penyata kewangan tersebut berdasarkan pengauditan yang dijalankan. Pengauditan telah dilaksanakan mengikut Akta Audit 1957 dan piawaian pengauditan yang diluluskan di Malaysia. Piawaian tersebut menghendaki saya mematuhi keperluan etika serta merancang dan melaksanakan pengauditan untuk memperoleh jaminan yang munasabah sama ada penyata kewangan tersebut bebas daripada salah nyata yang ketara.

AUDITOR'S GENERAL REPORT ON FINANCIAL STATEMENT MALAYSIA PRODUCTIVITY CORPORATION FOR YEAR END 31 DECEMBER 2014

Report on Financial Statement

The Financial Statement of Malaysia Productivity Corporation has been audited by my representative that includes the Balance Sheet as at 31 December 2014 and the Statement of Income, the Statement of Changes of Equity and the Statement of Cash Flow for the said year end, a summary of significant accounting policies and accompanying notes.

The Responsibility of the Board of Directors towards the Financial Statement

The Board of Directors is responsible for preparing and presenting a thorough financial statement in compliance with the approved accounting standards in Malaysia and the National Productivity Council Act (Incorporated) 1966. The Board of Directors is also responsible for the fixed internal control set up by the management to ensure the preparation of the financial statement is free from any significant misrepresentations due to error or fraud.

The Responsibility of the Auditor

My responsibility is to give view on the said financial statement based on the audit exercise undertaken. The audit exercise has been carried out in accordance with the Audit Act 1957 and the approved accounting standards in Malaysia. The said standards requires me to comply with the ethical requirements as well as to plan and to conduct the audit exercise in acquiring a reasonable assurance in the case of the said financial statement is free from any significant misrepresentations.

Pengauditan meliputi pelaksanaan prosedur untuk memperoleh bukti audit mengenai amaun dan pendedahan dalam penyata kewangan. Prosedur yang dipilih bergantung kepada pertimbangan juruaudit, termasuk penilaian risiko salah nyata yang ketara pada penyata kewangan sama ada disebabkan oleh fraud atau kesilapan. Dalam membuat penilaian risiko tersebut, juruaudit mempertimbangkan kawalan dalaman yang bersesuaian dengan entiti dalam penyediaan dan persembahan penyata kewangan yang memberi gambaran yang benar dan saksama bagi tujuan merangka prosedur pengauditan yang bersesuaian tetapi bukan untuk menyatakan pendapat mengenai keberkesanan kawalan dalaman entiti tersebut. Pengauditan juga termasuk menilai kesesuaian polisi perakaunan yang diguna pakai dan kemunasabahan anggaran perakaunan yang dibuat oleh pengurusan serta persembahan penyata kewangan secara menyeluruh.

Saya percaya bahawa bukti audit yang saya peroleh adalah mencukupi dan bersesuaian untuk dijadikan asas bagi pendapat audit saya.

Pendapat

Pada pendapat saya, penyata kewangan ini memberikan gambaran yang benar dan saksama mengenai kedudukan kewangan Perbadanan Produktiviti Malaysia pada 31 Disember 2014 dan prestasi kewangan serta aliran tunainya bagi tahun berakhir pada tarikh tersebut selaras dengan piawaian pelaporan kewangan yang diluluskan di Malaysia.



(LT. KOL. (K) DATUK ANWARI BIN SURI)
b.p. KETUA AUDIT NEGARA
MALAYSIA

PUTRAJAYA
24 OGOS 2015



The audit exercise encompasses procedure implementations to obtain audit evidence on the amount and disclosure in the financial statement. The selected procedure is dependent upon the auditor's discretion, including a risk analysis pertaining to significant misrepresentation in the financial statement either due to error or fraud. In conducting the said risk analysis, the auditor considers relevant internal control with the entity in preparing and presenting a financial statement which describes truth and thoroughness for the purpose of designing a suitable audit procedure but not to express opinion on the effectiveness of the said internal control. The audit exercise also evaluates the suitability of the accounting policies used and the reasonableness of the accounting estimates used by the management as well as the overall presentation of the financial statement.

I believe that the audit evidence acquired is sufficient and appropriate to form the basis for my audit opinion.

Opinion

In my opinion, this financial statement describes a true and thorough financial position of Malaysia Productivity Corporation as at 31st December 2014 and financial performance as well as its cash flow for the year on the said date in compliance with the approved accounting standards in Malaysia.

(LT. COL (K) DATUK ANWARI BIN SURI)

for AUDITOR GENERAL
MALAYSIA

PUTRAJAYA
24 AUGUST 2015

PENYATA PENGERUSI DAN SEORANG AHLI LEMBAGA PENGARAH

Kami, TAN SRI AZMAN HASHIM dan TAN SRI MUSTAFA MANSUR yang merupakan Pengerusi dan salah seorang Ahli Lembaga Pengarah Perbadanan Produktiviti Malaysia, dengan ini menyatakan bahawa, pada pendapat Lembaga Pengarah, Penyata Kewangan yang mengandungi Lembaran Imbangan, Penyata Pendapatan, Penyata Perubahan Ekuiti dan Penyata Aliran Tunai yang berikut ini berserta dengan nota-nota kepada Penyata Kewangan di dalamnya, adalah disediakan untuk menunjukkan pandangan yang benar dan saksama berkenaan kedudukan Perbadanan Produktiviti Malaysia pada 31 Disember 2014 dan hasil kendaliannya serta perubahan kedudukan kewangannya bagi tahun berakhir pada tarikh tersebut.

STATEMENT BY THE CHAIRMAN AND A MEMBER OF THE BOARD OF DIRECTORS

We, TAN SRI AZMAN HASHIM, being the Chairman, and TAN SRI MUSTAFA MANSUR, being a member of the Board of Directors of Malaysia Productivity Corporation, do hereby state that, in the opinion of the Board of Directors, the Balance Sheet, Income Statement, Statement of Changes of Fund and Cash Flow Statement as well as the notes accompanying the document are properly drawn up so as to give a true and fair view of the state of affairs of the Malaysia Productivity Corporation as at 31st December 2014 and the result of its operations and the changes in its financial position of the year ended on that date.

Bagi pihak Lembaga | On behalf of the Board



TAN SRI AZMAN HASHIM
Pengerusi
Chairman

Tarikh : 21 Ogos 2015 | Date : 21 August 2015
Kuala Lumpur



TAN SRI MUSTAFA MANSUR
Ahli Lembaga Pengarah
A Member of Board of Directors

Tarikh : 21 Ogos 2015 | Date : 21 August 2015
Kuala Lumpur

PENGAKUAN OLEH PEGAWAI UTAMA YANG BERTANGGUNGJAWAB KE ATAS PENGURUSAN KEWANGAN

Saya, MOHD. RAZALI HUSSAIN, pegawai utama yang bertanggungjawab ke atas pengurusan kewangan dan rekod-rekod perakaunan Perbadanan Produktiviti Malaysia, dengan ikhlasnya mengakui bahawa Lembaran Imbangan, Penyata Pendapatan, Penyata Perubahan Ekuiti dan Penyata Aliran Tunai dalam kedudukan kewangan yang berikut ini berserta dengan nota-nota kepada Penyata Kewangan di dalamnya mengikut sebaik-baik pengetahuan dan kepercayaan saya, adalah betul dan saya membuat ikrar ini dengan sebenarnya mempercayai bahawa ia adalah benar dan atas kehendak-kehendak Akta Akuan Berkanun, 1960.

Sebenarnya dan sesungguhnya)
diakui oleh penama di atas)
di PETALING JAYA)
pada 21 haribulan Ogos 2015)

DECLARATION BY THE OFFICER PRIMARILY RESPONSIBLE FOR THE FINANCIAL MANAGEMENT

I, MOHD. RAZALI HUSSAIN, being the officer primarily responsible for the financial management of Malaysia Productivity Corporation, do solemnly and sincerely declare that the Balance Sheet, Income Statement, Statement of Changes of Fund and Cash Flow Statement as well as the notes accompanying the document are properly drawn up and are to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declaration Act, 1960.

Subscribed and solemnly declared)
By the above named)
in Petaling Jaya)
on 21st day of August 2015)

DATO' MOHD RAZALI HUSSAIN

Di hadapan saya, | Before me,

PESURUHJAYA SUMPAH MALAYSIA
No: B396
Nama: R. LAKSHMANAN
PESURUHJAYA SUMPAH
21A Jalan SS 6/12
Kelana Jaya
47301 Petaling Jaya
Selangor Darul Ehsan

Pesuruhjaya Sumpah
Commisioner for Oaths

LEMBARAN IMBANGAN PADA 31 DISEMBER 2014
BALANCE SHEET AS AT 31 DECEMBER 2014

	Nota Notes	2014 RM	2013 RM
ASET | ASSETS			
Hartanah, Loji dan Peralatan | Property, Fixtures and Equipments	5	19,126,353	19,792,588
		19,126,353	**19,792,588**
ASET SEMASA | CURRENT ASSETS			
Penghutang | Debtors	6	2,649,181	2,688,285
Penghutang pinjaman dan pendahuluan | Loan Debtors and Advance	7	628,220	702,496
Deposit diberi dan prabayar | Deposit and prepaid		504,520	578,565
Deposit tetap, tunai dan baki bank | Fixed deposit, cash and bank balance	8	42,912,054	39,571,109
		46,693,975	**43,540,455**
LIABILITI SEMASA | CURRENT LIABILITIES			
Pelbagai pemiutang dan deposit diterima | Various creditors and deposits received	9	6,108,628	1,252,244
		6,108,628	**1,252,244**
Aset Semasa Bersih | Net Current Assets		**40,585,347**	**42,288,211**
		59,711,700	**62,080,799**
DIBIAYAI OLEH | FINANCED BY			
Kumpulan Wang Pengurusan | Management Fund	10	38,451,222	37,731,132
Kumpulan Wang Pinjaman Kenderaan | Vehicle Loan Fund		2,000,000	2,000,000
Kumpulan Wang Pinjaman Komputer | Computer Loan Fund		300,000	300,00
Kumpulan Wang Pembangunan | Development Fund	11	17,153,795	19,964,560
Kumpulan Wang Amanah Usahasama | Joint Venture Trust Fund	12	1,806,683	2,085,107
		59,711,700	**62,080,799**

Nota-nota yang dilampirkan adalah sebahagian daripada penyata kewangan ini.
Accompanying notes form parts of these accounts.

PENYATA PENDAPATAN BAGI TAHUN BERAKHIR 31 DISEMBER 2014
STATEMENT OF INCOME AS AT 31 DECEMBER 2014

	Nota Notes	2014 RM	2013 RM
PENDAPATAN | INCOME			
Pemberian Kerajaan Persekutuan | Federal Government Grants	13	44,048,218	49,138,740
Pelbagai pendapatan | Miscellaneous Income	14	14,841,450	14,622,384
		58,889,668	**63,761,124**
PERBELANJAAN | EXPENDITURE			
Emolumen | Emolument	15	23,989,311	22,317,901
Pelbagai perbelanjaan | Miscellaneous Expenditure	16	32,731,203	37,254,109
Susutnilai | Depreciation	5	1,449,064	1,474,681
		58,169,578	**61,046,691**
LEBIHAN PENDAPATAN SEBELUM CUKAI | SURPLUS INCOME BEFORE TAX		**720,090**	**2,714,433**
Cukai | Tax	3	-	-
LEBIHAN PENDAPATAN SELEPAS CUKAI SURPLUS INCOME AFTER TAX		**720,090**	**2,714,433**

Nota-nota yang dilampirkan adalah sebahagian daripada penyata kewangan ini.
Accompanying notes form basic parts of financial statement.

PENYATA PERUBAHAN EKUITI BAGI TAHUN BERAKHIR 31 DISEMBER 2014
STATEMENT OF CHANGES OF EQUITY FOR THE YEAR ENDED 31 DECEMBER 2014

		Kumpulan Wang | Fund					
	Nota Notes	Pembangunan Development	Pengurusan Management	Pinjaman Kenderaan Vehicle Loan	Pinjaman Komputer Computer Loan	Amanah Usahasama Joint Venture Trust	Jumlah Jumlah Total
		RM	RM	RM	RM	RM	RM
BAKI PADA 1 JANUARI 2013 (TAHUN LEPAS) | BALANCE AS AT 1 JANUARY 2013 (PREVIOUS YEAR)		**30,371,382**	**36,037,761**	**2,000,000**	**300,000**	**2,494,759**	**71,203,902**
Tambahan dalam tahun semasa | Supplementary in current year		1,000,000	-	-	-	2,180,304	3,180,304
Faedah akaun semasa | Current account interest		17,856	-	-	-	-	17,856
Pelarasan | Adjustment		1,021,062	(1,021,062)	-	-	-	-
Baki pada 31 Disember 2013 | Balance as at 31 December 2013		32,410,300	35,016,699	2,000,000	300,000	4,675,063	74,402,062
Lebihan/(Kurangan) bersih bagi tahun semasa | Net surplus/(deficit) for current year		(12,445,740)	2,714,433	-	-	(2,589,956)	(12,321,263)
Baki setakat 31 Disember 2013 | Balance as at 31 December 2013	10,11 & 12	19,964,560	37,731,132	2,000,000	300,000	2,085,107	62,080,799
BAKI PADA 1 JANUARI 2014 (TAHUN SEMASA) | BALANCE AS AT 1 JANUARY 2014 (CURRENT YEAR)		**19,964,560**	**37,731,132**	**2,000,000**	**300,000**	**2,085,107**	**62,080,799**
Tambahan dalam tahun semasa | Supplementary in current year		3,500,000	-	-	-	1,275,000	4,775,000
Faedah akaun semasa | Current account interest		30,773	-	-	-	-	30,773
Baki pada 31 Disember 2014 | Balance as at 31 December 2014		23,495,333	37,731,132	2,000,000	300,000	3,360,107	66,886,572
Lebihan/(Kurangan) bersih bagi tahun semasa | Net surplus/(deficit) for current year		(6,341,538)	720,090	-	-	(1,553,424)	(7,174,872)
Baki setakat 31 Disember 2014 | Balance as at 31 December 2014	10,11 & 12	17,153,795	38,451,222	2,000,000	300,000	1,806,683	59,711,700

Nota-nota yang dilampirkan adalah sebahagian daripada penyata kewangan ini.
Accompanying notes form basic parts of financial statement.

PENYATA ALIRAN TUNAI BAGI TAHUN BERAKHIR 31 DISEMBER 2014
CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2014

	2014 RM	2013 RM
ALIRAN TUNAI DARIPADA AKTIVITI OPERASI | CASH FLOW FROM OPERATING ACTIVITIES		
Terimaan Tunai daripada Kerajaan Persekutuan | Cash Received from the Federal Government	41,206,680	37,693,000
Terimaan Tunai Pelbagai Hasil | Cash Received from Various Sources	9,704,342	10,230,600
Bayaran Tunai Kepada Pekerja dan Pembekal | Cash Payments to Employees and Suppliers	(47,885,360)	(57,156,512)
TUNAI BERSIH DARIPADA AKTIVITI OPERASI | NET CASH FROM OPERATING ACTIVITIES	3,025,662	(9,232,912)
Pembelian Aset | Purchase of Assets	(782,853)	(999,597)
Faedah Diterima | Interest Received	1,098,136	1,431,561
TUNAI BERSIH DARIPADA AKTIVITI PELABURAN | NET CASH FROM INVESTMENT ACTIVITIES	**315,283**	**431,964**
PERTAMBAHAN BERSIH TUNAI DAN SETARA TUNAI | INCREASE IN NET CASH AND CASH EQUIVALENT	3,340,945	(8,800,948)
TUNAI DAN KESETARAAN TUNAI PADA AWAL TAHUN | CASH AND CASH EQUIVALENT AT THE BEGINNING OF THE YEAR	**39,571,109**	**48,372,057**
TUNAI DAN KESETARAAN TUNAI PADA AKHIR TAHUN | CASH AND CASH EQUIVALENT AT THE END OF THE YEAR	**42,912,054**	**39,571,109**
TERDIRI DARIPADA: | CONSISTS OF:		
Wang tunai di tangan dan baki bank | Cash and Bank Balances	14,702,457	7,958,219
Deposit tetap dengan bank | Fixed Deposit	28,209,597	31,612,890
	42,912,054	**39,571,109**

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2014

1. MAKLUMAT PERBADANAN

Perbadanan Produktiviti Malaysia dahulunya dikenali sebagai Pusat Daya Pengeluaran Negara ditubuhkan di bawah Akta (Memperbadankan) Majlis Daya Pengeluaran Negara Bil. 19 pada tahun 1966 (pindaan 1975 "Akta A305 1975" dan pindaan 1991 "Akta A801 1991"). Ia dikenali sebagai Perbadanan Produktiviti Negara mulai 1 Disember 1991. Perbadanan Produktiviti Negara sekali lagi dengan rasminya telah dikenali sebagai Perbadanan Produktiviti Malaysia bermula 21 Februari 2008. Objektif korporat Perbadanan adalah:

(a) Menyediakan maklumat mengenai produktiviti, kualiti, daya saing dan amalan-amalan terbaik melalui aktiviti penyelidikan dan pembangunan pangkalan data.

(b) Membangunkan modal insan dan kecemerlangan organisasi bagi membentuk masyarakat berasaskan pengetahuan menerusi latihan, pembangunan sistem dan amalan-amalan terbaik.

(c) Memupuk budaya kreatif dan inovatif melalui program-program promosi P&Q dan jalinan kerjasama.

(d) Penyata Kewangan Perbadanan Produktiviti Malaysia (MPC) bagi tahun berakhir 31 Disember 2014 telah diluluskan oleh Lembaga Pengarah melalui resolusi bertarikh 21 Ogos 2015.

2. DASAR PERAKAUNAN PENTING

(a) Asas Perakaunan

Penyata Kewangan Perbadanan telah disediakan mengikut kelaziman kos sejarah dan Piawaian Perakaunan untuk Entiti Persendirian yang diluluskan oleh Lembaga Piawaian Perakaunan Malaysia (MASB) di Malaysia.

(b) Aset dan susutnilai

Tanah milikbebas tidak dilunaskan.

Aset dinyatakan pada kos selepas ditolak susutnilai terkumpul, kerugian penurunan nilai (sekiranya ada). Susutnilai dibuat menurut kaedah garis lurus untuk melupus kira kos, berasaskan tempoh anggaran usia kegunaan setiap aset.

NOTES TO THE FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2014

1. CORPORATE INFORMATION

Malaysia Productivity Corporation formerly known as National Productivity Centre was incorporated under the National Productivity Council Act (Incorporated) No. 19 in 1966 (1975 amendment "A305 Act 1975') and 1991 amendment "A801 Act 1991"). Since 1 December 1991, it is known as National Productivity Corporation. The objectives of the Corporation are:

(a) Providing value-added information on productivity, quality, competitiveness and best practices through research activities and databases.

(b) Developing human capital and organisational excellence for building a knowledge-based society through training, systems development and best practices.

(c) Nurturing innovative and creative culture through Productivity and Competitiveness promotion and partnership programmes.

(d) The Financial Statement of Malaysia Productivity Corporation (MPC) for the year ended 31 December 2014 has been approved by the Board of Directors through a resolution dated 21 August 2015.

2. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

The accounts of the Corporation have been prepared in accordance with the historic cost convention and in compliance with the approved accounting standards for Private Entity approved by the Malaysian Accounting Standards Board (MASB).

(b) Assets and depreciation

Freehold land is not amortised.

Assets are stated at cost after deducting accumulated depreciation. Depreciation is computed using the straight-line method to write down cost based on estimated value of each asset.

Kadar susutnilai tahunan adalah seperti berikut:

Tanah milik pajak	ke atas jangkamasa pajak
Bangunan	2%
Perabot, lengkapan dan kemudahan	10%
Mesin, alat kelengkapan dan komputer	20%
Kenderaan	20%
Ubahsuai	10%

Jika wujud penurunan nilai, jumlah aset akan dinilai semula dan dikurangkan serta merta kepada jumlah yang boleh dituntut. Keuntungan dan kerugian daripada penjualan akan ditentukan secara membandingkan jumlah penerimaan dengan jumlah yang termasuk dalam penyata kewangan.

(c) Tukaran Matawang Asing

Aset dan tanggungan dalam matawang asing ditukarkan kepada Ringgit Malaysia pada kadar pertukaran pada 31 Disember 2014 manakala urusniaga di dalam matawang asing di sepanjang tahun ditukarkan pada kadar tarikh urusniaga berkenaan. Perbezaan pertukaran akibat dari urusniaga ini telah dimasukkan ke dalam Penyata Pendapatan.

(d) Penghutang

Hutang lapuk yang telah dikenal pasti akan dihapus kira dan peruntukan akan dibuat ke atas hutang yang diragui akan keboleh kutipannya. Hutang-hutang perniagaan yang melebihi empat tahun akan diklasifikasikan sebagai hutang ragu manakala hutang yang melebihi enam tahun dan setelah semua usaha kutipan dijalankan tetapi masih lagi tidak dapat dikutip akan dihapus kira.

(e) Pemiutang

Pemiutang dinyatakan pada kos yang merupakan nilai semasa yang perlu dibayar pada masa hadapan bagi bekalan dan perkhidmatan yang telah diterima.

The annual depreciation rate is as follows:

Leasehold Land	on long term leasehold
Building	2%
Furniture and fixtures	10%
Machinery, Equipment and Computer	20%
Vehicles	20%
Renovations	10%

Should a devaluation occur, the total assets will be re-evaluated and reduced immediately to a claimable amount. Profit and loss from the sale will be determined by comparing the amount received with that of included in the financial statement.

(c) Foreign Currency Exchange

Assets and liabilities in foreign currency at the date of the balance sheets are converted into Ringgit Malaysia at the exchange rate as at 31 December 2014 while transactions in foreign currency during the year are converted into Ringgit Malaysia at the prevailing rate on the transaction dates. Exchange rate differential due to these transactions have been debited into the income and expenditure statements.

(d) Debtors

Bad debts that have been identified are written off and allowance is made for any debts considered to be doubtful. In reference to the Corporation's allocation policy, any business debts of more than four years will be classified as doubtful debt while that of more than six years pending collection efforts but have yet to be collected will be written off.

(e) Creditors

Creditors are quantified at cost which is current value payable in the future for supplies and services received.

(f) Geran Kerajaan

Geran Kerajaan terbahagi kepada:-

(i) Geran Pengurusan

Geran Mengurus tahunan yang diterima untuk tujuan membiayai perbelanjaan mengurus adalah diambilkira sebagai pendapatan dalam penyata pendapatan tahunan semasa.

(ii) Geran Pembangunan

Geran Pembangunan daripada Kerajaan yang berkaitan dengan perbelanjaan modal diakaunkan kepada Pemberian Kerajaan yang Dimodalkan. Amaun yang digunakan dalam tahun akan diambil kira dalam Penyata Pendapatan berdasarkan kepada tempoh hayat aset berkenaan yang bersamaan dengan jumlah susutnilai dikenakan.

(g) Manfaat Pekerja

(i) Manfaat Jangka Pendek

Upah, gaji, bonus dan sumbangan keselamatan sosial diambil kira sebagai perbelanjaan dalam tahun di mana perkhidmatan berkaitan diberikan oleh pekerja.

(ii) Pelan Caruman Tetap

Perbadanan membuat caruman kepada Kumpulan Wang Simpanan Pekerja (KWSP) bagi pegawai yang memilih skim KWSP dan Kumpulan Wang Persaraan (Diperbadankan) (KWAP) bagi pegawai yang memilih skim pencen. Caruman tersebut diambilkira sebagai perbelanjaan di dalam penyata pendapatan apabila perbelanjaan tersebut dilakukan.

(h) Kemerosotan aset

Nilai aset yang dibawa disemak pada tarikh Lembaran Imbangan untuk menentukan sama ada terdapat tanda kemerosotan. Jikalau wujud tanda demikian, nilai aset dijangka dapat diperoleh anggarkan. Nilai yang dianggar boleh diperoleh semula merupakan amaun yang lebih tinggi di antara nilai jualan bersih aset dan nilai diguna, yang diukur berasaskan aliran tunai yang dijangka akan didiskaunkan.

Kerugian Kemerosotan dicajkan terus kepada Penyata Pendapatan. Sebarang kenaikan seterusnya di dalam nilai dijangka dapat diperoleh diiktirafkan sebagai keterbalikan kerugian kemerosotan terdahulu dan diiktirafkan setakat nilai aset dibawa yang akan ditentukan (selepas susutnilai atau pelunasan jika berkaitan) sekiranya tiada kerugian kemerosotan diiktirafkan sebelum ini.

(f) Government Grants

The Government Grants are divided into:-

(i) Management Grant

The annual Management Grant received for the purpose of financing management expenditure which is included as income in the current income statement.

(ii) Development Grant

The Development Grant from the Government related to capital expenditure is accounted for as Capitalised Government Provision. The utilised amount in a year is accounted for in the Income Statement based on the depreciation of the said assets equivalent to the amount of depreciation charged.

(g) Employees Benefits

(i) Short Term Benefits

Wages, salary, bonus, and social security contribution are accounted for as expenditure in the year of service rendered by the employees.

(ii) Fixed Contribution Plan

The Corporation contributes to the Employees Provident Fund (EPF) for employees who opt for EPF scheme and the Retirement Fund Incorporated (KWAP) for employees who opt for the pension scheme. The contribution is accounted for as expenditure in the income statement when the expenditure is realised.

(h) Assets Depreciation

The value of an assets is evaluated on the date of the Balance Sheet to ascertain factors of depreciation. If such depreciation exist, hence the value of the assets could be estimated. The estimated acquired value is the higher amount between the value of net sale assets and value used, which is gauged based on the cash flow to be discounted.

Depreciation Loss is directly charged into the Income Statement. Any subsequent increase in value will be considered as a reverse loss of value and labeled as value assets (after depreciation or paid for) if there were no losses recorded prior to this.

(i) Pengiktirafan pendapatan

(i) Pendapatan daripada Yuran
Pendapatan daripada yuran kursus dan latihan diiktiraf apabila kursus dan latihan telah dijalankan.

(ii) Pendapatan daripada Aktiviti Pelaburan
Faedah deposit tetap mudarabah akan diiktiraf sebagai pendapatan Perbadanan hanya apabila ia telah diterima dan bagi faedah deposit tetap konvensional menggunakan asas akruan.

(iii) Pendapatan daripada Pemberian Geran Kerajaan Persekutuan
Pendapatan daripada geran Kerajaan Persekutuan diiktiraf apabila peruntukan perbelanjaan diluluskan.

(j) Penyata Aliran Tunai
Penyata aliran tunai telah disediakan mengikut kaedah langsung. Bagi tujuan penyata aliran tunai, tunai dan kesetaraan tunai meliputi tunai, baki bank dan deposit tetap.

(k) Kumpulan Wang Pinjaman Kenderaan
Kumpulan Wang Pinjaman Kenderaan merupakan jumlah wang yang dipindahkan daripada Kumpulan Wang Mengurus bagi tujuan membiayai Pinjaman Kenderaan. Hibah yang dikenakan diambilkira sebagai pendapatan mengurus.

(l) Kumpulan Wang Pinjaman Komputer
Kumpulan Wang Pinjaman Komputer merupakan jumlah wang yang dipindahkan daripada Kumpulan Wang Mengurus bagi tujuan membiayai Pinjaman Komputer. Hibah yang dikenakan diambilkira sebagai pendapatan mengurus.

3. PERCUKAIAN

Perbadanan dikecualikan daripada cukai di bawah seksyen 127(3)(b) Akta Cukai Pendapatan, 1967, Kementerian Kewangan berkuatkuasa bagi tahun 2001 dan mulai tahun taksiran 2002, pengecualian ke atas pendapatan Perbadanan diberi melalui Perintah Cukai Pendapatan (Pengecualian) (No.4) 2003 dan diganti dengan Perintah Cukai Pendapatan (Pengecualian) (No.22) 2006 berkuatkuasa mulai tahun taksiran 2006.

(i) Recognition of Income

(i) Income from Fees
Income from course and training fees is recognised upon completion of the course and training.

(ii) Income from Investment Activities
The Mudarabah fixed deposit interest will be recognised as the Corporation's income upon receipt while that of the conventional fixed deposit is based on accrual basis.

(iii) Income from the Federal Government Grant Provision
Income from the Federal Government grant is recognised upon approval of the allocation.

(j) Cashflow Statement
The cashflow statement has been prepared based on a direct method. For the purpose of the cashflow statement, cash and cash equivalent include cash, bank balance and fixed deposit.

(k) Vehicle Loan Fund
The Vehicle Loan Fund is a sum of money transferred from the Management Fund for the purpose of financing Vehicle Loan. The interest charged (*hibah*) is accounted for as management income.

(l) Computer Loan Fund
The Computer Loan Fund is a sum of money transferred from the Management Fund for the purpose of financing Computer Loan. The interest charged (hibah) is accounted for as management income.

3. TAXATION

The Corporation is exempted from income tax under Section 127(3)(b) of the Income Tax Act, 1967, Ministry of Finance with effect from year 2001 and since the assessment year of 2002, exemption on the Corporation's income is in accordance with the Income Tax Order (Exemption) (No. 4) 2003 and is replaced with the Income Tax Order (Exemption) (No. 22) effective from the assessment year of 2006.

4. POLISI PENGURUSAN RISIKO KEWANGAN

Polisi Pengurusan Risiko Kewangan bagi Perbadanan Produktiviti Malaysia adalah untuk memastikan bahawa sumber kewangan adalah mencukupi untuk membiayai perlaksanaan aktiviti Perbadanan untuk mencapai objektifnya disamping menguruskan risikonya.

(a) Risiko kadar faedah

Pelaburan dalam aset kewangan Perbadanan adalah untuk jangka pendek dan tidak digunakan untuk tujuan spekulasi tetapi disimpan sebagai deposit tetap yang memberi perolehan yang lebih baik daripada tunai di bank. Pendapatan daripada aliran tunai Perbadanan sebahagian besarnya tidak terjejas oleh perubahan dalam kadar faedah pasaran.

4. FINANCIAL RISK MANAGEMENT POLICY

MPC's Financial Risk Management Policy is to ensure that sufficient financial resources are available to support the implementation of the Corporation's activities in achieving its objective as well as managing its risks.

(a) Risk of Interest rate

Investment in the Corporation's financial assets is short-term in nature and is not used for speculation purpose but held as fixed deposit that yields a better return than cash in the bank. Income from the Corporation's cashflow is largely unaffected by changes in the interest rate.

5. HARTANAH, LOJI DAN PERALATAN

5. PROPERTY, FIXTURES AND EQUIPMENTS

2014 PENGURUSAN | Management	Tanah dan Bangunan Land and Building	Perabot, Lengkapan dan Kemudahan Furniture, Fixtures and Facilities	Mesin dan Alat Kelengkapan Machinery and Equipment	Kenderaan Vehicles	Ubahsuai Renovations	Jumlah Total
Kos | Cost	RM	RM	RM	RM	RM	RM
Pada 1 Januari 2014 | As at 1 January 2014	**17,292**	**3,510,638**	**5,883,841**	**1,758,876**	**2,331,152**	**13,501,799**
Tambahan | Accumulation	-	-	435,145	347,708	-	782,853
Lupusan | Write-off	-	-	(111,487)	(296,199)	-	(407,686)
Pada 31 Disember 2014 | As at 31 December 2014	**17,292**	**3,510,638**	**6,207,499**	**1,810,385**	**2,331,152**	**13,876,966**
Susutnilai Terkumpul | Accumulated Depreciation						
Pada 1 Januari 2014 | As at 1 January 2014	**13,378**	**2,403,544**	**5,227,393**	**1,140,381**	**764,762**	**9,549,458**
Susutnilai tahun semasa | Current year depreciation	346	205,646	271,658	177,370	233,115	888,135
Lupusan | Write-off	-	-	(111,468)	(296,197)	-	(407,665)
Pada 31 Disember 2014 | As at 31 December 2014	**13,724**	**2,609,190**	**5,387,583**	**1,021,554**	**997,877**	**10,029,928**

5. HARTANAH, LOJI DAN PERALATAN (sambungan)

5. PROPERTY, FIXTURES AND EQUIPMENTS (continued)

2014 PENGURUSAN | Management	Tanah dan Bangunan Land and Building	Perabot, Lengkapan dan Kemudahan Furniture, Fixtures and Facilities	Mesin dan Alat Kelengkapan Machinery and Equipment	Kenderaan Vehicles	Ubahsuai Renovations	Jumlah Total
Nilai Buku Bersih | Net Book Value	**RM**	**RM**	**RM**	**RM**	**RM**	**RM**
Pada 31 Disember 2014 | As at 31 December 2014	**3,568**	**901,448**	**819,916**	**788,831**	**1,333,275**	**3,847,038**
Pada 31 Disember 2013 | As at 31 December 2013	**3,914**	**1,107,094**	**656,448**	**618,495**	**1,566,390**	**3,952,341**
Susutnilai dikenakan bagi tahun berakhir 31 Disember 2013 | Depreciation for the year ending 31 December 2013	**346**	**224,503**	**306,548**	**144,513**	**233,115**	**909,025**
PEMBANGUNAN | Development						
Kos | Cost						
Pada 1 Januari 2014 | As at 1 January 2014	**27,438,163**	**2,426,377**	**7,134,615**	**-**	**-**	**36,999,155**
Tambahan | Accumulation	-	-	-	-	-	-
Lupusan | Write-off	-	(108,000)	(37,139)	-	-	(145,139)
Pada 31 Disember 2014 | As at 31 December 2014	**27,438,163**	**2,318,377**	**7,097,476**	**-**	**-**	**36,854,016**
Susutnilai Terkumpul | Accumulated Depreciation						
Pada 1 Januari 2014 | As at 1 January 2014	**11,656,066**	**2,425,819**	**7,077,023**	**-**	**-**	**21,158,908**
Susutnilai tahun semasa | Current year depreciation	539,898	386	20,645	-	-	560,929
Lupusan | Write-off	-	(107,999)	(37,137)	-	-	(145,136)
Pada 31 Disember 2014 | As at 31 December 2014	**12,195,964**	**2,318,206**	**7,060,531**	**-**	**-**	**21,574,701**
Nilai Buku Bersih | Net Book Value						
Pada 31 Disember 2014 | As at 31 December 2014	**15,242,199**	**171**	**36,945**	**-**	**-**	**15,279,315**
Pada 31 Disember 2013 | As at 31 December 2013	**15,782,097**	**558**	**57,592**	**-**	**-**	**15,840,247**
Susutnilai dikenakan bagi tahun berakhir 31 Disember 2013 | Depreciation for the year ending 31 December 2013	**532,019**	**12,985**	**20,652**	**-**	**-**	**565,656**

5. HARTANAH, LOJI DAN PERALATAN (sambungan)

5. PROPERTY, FIXTURES AND EQUIPMENTS (continued)

2014 PENGURUSAN | Management	Tanah dan Bangunan Land and Building	Perabot, Lengkapan dan Kemudahan Furniture, Fixtures and Facilities	Mesin dan Alat Kelengkapan Machinery and Equipment	Kenderaan Vehicles	Ubahsuai Renovations	Jumlah Total
Jumlah Keseluruhan | Overall Total	**RM**	**RM**	**RM**	**RM**	**RM**	**RM**
Pada 31 Disember 2014 | As at 31 December 2014	**15,245,767**	**901,619**	**856,861**	**788,831**	**1,333,275**	**19,126,353**
Pada 31 Disember 2013 | As at 31 December 2013	**15,786,011**	**1,107,652**	**714,040**	**618,495**	**1,566,390**	**19,792,588**
2013 PENGURUSAN | Management						
Kos | Cost						
Pada 1 Januari 2013 | As at 1 January 2013	**17,292**	**3,519,293**	**5,689,330**	**1,148,082**	**2,331,152**	**12,705,149**
Tambahan | Accumulation	-	-	302,883	696,714	-	999,597
Lupusan | Write-off	-	(8,655)	(108,372)	(85,920)	-	(202,947)
Pada 31 Disember 2013 | As at 31 December 2013	**17,292**	**3,510,638**	**5,883,841**	**1,758,876**	**2,331,152**	**13,501,799**
Susutnilai Terkumpul | Accumulated Depreciation						
Pada 1 Januari 2013 | As at 1 January 2013	**13,032**	**2,186,245**	**5,028,750**	**1,081,787**	**531,647**	**8,841,461**
Susutnilai tahun semasa | Current year depreciation	346	224,503	306,548	144,513	233,115	909,025
Lupusan | Write-off	-	(7,204)	(107,905)	(85,919)	-	(201,028)
Pada 31 Disember 2013 | As at 31 December 2013	**13,378**	**2,403,544**	**5,227,393**	**1,140,381**	**764,762**	**9,549,458**
Nilai Buku Bersih | Net Book Value						
Pada 31 Disember 2013 | As at 31 December 2013	**3,914**	**1,107,094**	**656,448**	**618,495**	**1,566,390**	**3,952,341**
Pada 31 Disember 2012 | As at 31 December 2012	**4,260**	**1,333,048**	**660,580**	**66,295**	**1,799,505**	**3,863,688**
Susutnilai dikenakan bagi tahun berakhir 31 Disember 2012 | Depreciation for the year ending 31 December 2012	**346**	**220,160**	**294,724**	**56,978**	**233,115**	**805,323**

5. HARTANAH, LOJI DAN PERALATAN (sambungan)

5. PROPERTY, FIXTURES AND EQUIPMENTS (continued)

2013 PEMBANGUNAN | Development	Tanah dan Bangunan Land and Building	Perabot, Lengkapan dan Kemudahan Furniture, Fixtures and Facilities	Mesin dan Alat Kelengkapan Machinery and Equipment	Kenderaan Vehicles	Ubahsuai Renovations	Jumlah Total
Kos | Cost	**RM**	**RM**	**RM**	**RM**	**RM**	**RM**
Pada 1 Januari 2013 | As at 1 January 2013	**27,438,163**	**2,430,772**	**7,238,383**	**-**	**-**	**37,107,318**
Tambahan | Accumulation	-	-		-	-	-
Lupusan | Write-off	-	(4,395)	(103,768)	-	-	(108,163)
Pada 31 Disember 2013 | As at 31 December 2013	**27,438,163**	**2,426,377**	**7,134,615**	**-**	**-**	**36,999,155**
Susutnilai Terkumpul | Accumulated Depreciation						
Pada 1 Januari 2013 | As at 1 January 2013	**11,124,047**	**2,417,227**	**7,160,133**	**-**	**-**	**20,701,407**
Susutnilai tahun semasa | Current year depreciation	532,019	12,985	20,652	-	-	565,656
Lupusan | Write-off	-	(4,393)	(103,762)	-	-	(108,155)
Pada 31 Disember 2013 | As at 31 December 2013	**11,656,066**	**2,425,819**	**7,077,023**	**-**	**-**	**21,158,908**
Nilai Buku Bersih | Net Book Value						
Pada 31 Disember 2013 | As at 31 December 2013	**15,782,097**	**558**	**57,592**	**-**	**-**	**15,840,247**
Pada 31 Disember 2012 | As at 31 December 2012	**16,314,116**	**13,545**	**78,250**	**-**	**-**	**16,405,911**
Susutnilai dikenakan bagi tahun berakhir 31 Disember 2012 | Depreciation for the year ending 31 December 2012	**532,019**	**39,917**	**24,821**	**-**	**-**	**596,757**
Jumlah Keseluruhan | Overall Total						
Pada 31 Disember 2013 | As at 31 December 2013	**15,786,011**	**1,107,652**	**714,040**	**618,495**	**1,566,390**	**19,792,588**
Pada 31 Disember 2012 | As at 31 December 2012	**16,318,376**	**1,346,593**	**738,830**	**66,295**	**1,799,505**	**20,269,599**

5. HARTANAH, LOJI DAN PERALATAN (sambungan)

Tapak tanah bangunan Ibu Pejabat adalah atas nama Pesuruhjaya Tanah Persekutuan. Manakala tanah di Mukim Kuantan, Pahang diberi khas oleh Kerajaan Negeri Pahang.

Tanah di Pejabat MPC Sarawak merupakan tanah pajakan selama 60 tahun dengan kos berjumlah RM115,606. Tanah tersebut telah dirosot nilai selama 44 tahun bermula tahun 2012.

4. PROPERTY, FIXTURES AND EQUIPMENTS (continued)

The site of the Head Office Building is under the name of the Federal Land Commissioner. The land in the District of Kuantan is a special gift by the Pahang State Government.

The land that is occupied by MPC Sarawak Office is a leasehold land for 60 years at a cost of RM115,606. The said land has been depreciated for 44 years since 2012.

6. PENGHUTANG

6. DEBTORS

	2014 RM	2013 RM
Penghutang perniagaan | Business Debtors	2,142,385	2,692,812
Tolak: Peruntukan hutang ragu 2012 | Less: Provision for doubtful debt 2012	(17,365)	(17,365)
Peruntukan hutang ragu 2013 | Provision for doubtful debt 2013	(48,865)	(48,865)
Peruntukan hutang ragu 2014 | Provision for doubtful debt 2014	(27,520)	-
Tambah: Pemulihan hutang ragu | Add: Recovery of doubtful debt	32,350	-
	2,080,985	**2,626,582**
Pelbagai penghutang | Various Debtors	568,196	61,703
	2,649,181	**2,688,285**

7. PENGHUTANG PINJAMAN DAN PENDAHULUAN

7. LOAN DEBTORS AND ADVANCES

	2014 RM	2013 RM
Penghutang Pinjaman kenderaan | Debtors for vehicle loan	475,136	561,322
Penghutang Pinjaman komputer | Debtors for computer loan	141,824	117,659
Pelbagai Pendahuluan | Various Advances	11,260	23,515
	628,220	**702,496**

(a) Penghutang Pinjaman Kenderaan
Penghutang Pinjaman Kenderaan terdiri daripada :-

(a) Debtors for Vehicle Loan
The debtors for vehicle loans are as follows :-

	2014 RM	2013 RM
Pinjaman yang perlu dibayar selepas 12 bulan | Loans to be paid after 12 months	352,472	555,517
Pinjaman yang perlu dibayar dalam masa 12 bulan | Loans to be paid within 12 months	122,664	5,805
	475,136	**561,322**

(b) Penghutang Pinjaman Komputer
Penghutang Pinjaman Komputer terdiri daripada :-

(b) Debtors for computer loan
The debtors for computer loans are as follows :-

	2014 RM	2013 RM
Pinjaman yang perlu dibayar selepas 12 bulan | Loans to be paid after 12 months	82,276	66,341
Pinjaman yang perlu dibayar dalam masa 12 bulan | Loans to be paid within 12 months	59,548	51,318
	141,824	**117,659**

8. DEPOSIT TETAP, TUNAI DAN BAKI BANK

8. FIXED DEPOSIT, CASH AND BANK BALANCE

	2014 RM	2013 RM
Tunai dan baki bank | Cash and bank balance	14,702,457	7,958,219
Deposit tetap | Fixed deposit	28,209,597	31,612,890
	42,912,054	**39,571,109**

(a) Risiko kadar faedah

Risiko kadar faedah akan berubah disebabkan oleh perubahan yang berlaku di dalam pasaran dan kadar purata efektif bagi aset kewangan dan liabiliti kewangan adalah seperti berikut:-

(a) Interest rate risk

The interest rate risk is subject to market changes and the average effective rate for financial assets and financial liabilities is as follows:-

	2014 RM	2013 RM
Aset Kewangan kurang dari 1 tahun | Financial Assets less than 1 year		
Tunai dan baki bank | Cash and bank balance	14,702,457	7,958,219
Kadar purata efektif pada tahun semasa | Average effective rate for the current year	1% - 2%	1% - 2%
Deposit tetap | Fixed deposit	28,209,597	31,612,890
Kadar purata efektif pada tahun semasa | Average effective rate for the current year	2.25% - 3.50%	2.25% - 3.50%

9. PELBAGAI PEMIUTANG DAN DEPOSIT DITERIMA

9. VARIOUS CREDITORS AND DEPOSITS RECEIVED

	2014 RM	2013 RM
Wang tidak dituntut dan deposit diterima | Unclaimed monies and deposits received	31,628	31,291
Pemiutang Projek Khas | Special project creditors	-	(20,054)
Pemiutang terakru | Accrued creditors	6,059,961	1,227,567
Pelbagai pemiutang | Various creditors	17,039	13,440
	6,108,628	**1,252,244**

10. KUMPULAN WANG PENGURUSAN

10. MANAGEMENT FUND

	2014 RM	2013 RM
Baki pada 1 Januari | Balance as at 1 January	37,731,132	36,037,761
Pelarasan | Adjustment	-	(1,021,062)
Lebihan pendapatan atas perbelanjaan | Income surplus over expenditure	720,090	2,714,433
Baki pada 31 Disember | Balance as at 31 December	**38,451,222**	**37,731,132**

11. KUMPULAN WANG PEMBANGUNAN

11. DEVELOPMENT FUND

	2014 RM	2013 RM
Pendapatan | Income		
Baki pada 1 Januari | Balance as at 1 January	19,964,560	30,371,382
Pemberian Kerajaan Persekutuan | Federal Government Grants	3,500,000	1,000,000
Faedah Simpanan Tetap | Fixed Deposit Interest	30,773	17,856
Pelarasan | Adjustment	-	1,021,062
Jumlah pendapatan | Total income	**23,495,333**	**32,410,300**
Tolak: Perbelanjaan | Less: Expenditure		
Perbelanjaan operasi | Operational expenditure	5,780,609	11,880,084
Susutnilai | Depreciation	560,929	565,656
Jumlah perbelanjaan | Total of expenditure	**6,341,538**	**12,445,740**
Baki pada 31 Disember | Balance as at 31 December	**17,153,795**	**19,964,560**

Pelarasan berjumlah RM1,021,062 merujuk kepada Simpanan Tetap Pembangunan yang telah dicairkan dan dimasukkan ke akaun Mengurus oleh pihak bank dan pelarasan ke Kumpulan Wang Pembangunan telah dibuat.

The adjustment with a total of RM1,021,062 refers to the Development Fixed Deposit that has been liquidated and deposited into the Management account by the bank and the adjustment to the Development Fund has been made.

12. KUMPULAN WANG AMANAH USAHASAMA

12. JOINT VENTURE TRUST FUND

	2014 RM	2013 RM
Program BPU (MITI) | BPU (MITI) Programme	571,843	22,871
Program PKS/SMIDEC | SME/SMIDEC Programme	50,048	6,348
Program MTCP-JICA | MTCP-JICA Programme	76,881	146,939
Program PKS/SMIDEC-KORRIDOR | SME/SMIDEC-CORRIDOR Programme	517	517
Program PEMANDU | PEMANDU Programme	-	30,100
Program *Domestic Regulations to Enhance Competitiveness (DREC)* | Domestic Regulations to Enhance Competitiveness (DREC) Programme	186	128,332
Program PEMANDU SRI-CSL | *PEMANDU* SRI-CSL Programme	49,575	-
Program Pembangunan Vendor MITI | MITI Vendor Development Programme	1,057,633	1,750,000
	1,806,683	**2,085,107**

13. PEMBERIAN KERAJAAN PERSEKUTUAN

	2014 RM	2013 RM
Geran mengurus | Managing grant	37,706,680	36,693,000
Pengiktirafan geran pembangunan | Recognition of development grant	6,341,538	12,445,740
	44,048,218	**49,138,740**

Geran Pembangunan sebenar yang diterima dari Kerajaan Persekutuan bagi tahun 2014 sebanyak RM3,500,000 (tahun 2013: RM1,000,000).

13. FEDERAL GOVERNMENT GRANT

The actual Development Grant received from the Federal Government for the year 2014 was RM3,500,000 (year 2013: RM1,000,000).

14. PELBAGAI PENDAPATAN

	2014 RM	2013 RM
Yuran latihan, perundingan dan persijilan | Training, system development and certification fees	8,259,947	8,949,222
Yuran konvensyen | Convention fees	4,814,823	3,647,139
Faedah atas pinjaman komputer dan kenderaan | Interest from computer and vehicle loans	28,442	25,722
Faedah deposit tetap | Interet from fixed deposit	955,909	1,314,109
Faedah bank | Bank interest	83,013	73,874
Sewaan | Rental	575,558	549,184
Pelbagai pendapatan | Miscellaneous income	94,431	51,885
Keuntungan jualan aset | Gain from sales of assets	29,327	11,249
	14,841,450	**14,622,384**

14. MISCELLANEOUS INCOME

15. EMOLUMEN

	2014 RM	2013 RM
Gaji kakitangan | Staff salaries	16,015,513	14,996,762
Elaun tetap | Fixed allowances	4,055,981	4,145,638
Tambahan kos kakitangan | Additional cost of staffing	2,718,512	2,583,498
Elaun lebih masa | Overtime allowances	313,134	320,698
Pelbagai faedah kewangan | Various financial benefits	886,171	271,305
	23,989,311	**22,317,901**
Bilangan Kakitangan | Number of staff	**338**	**333**

15. EMOLUMENT

16. PELBAGAI PERBELANJAAN

16. VARIOUS EXPENDITURES

	2014 RM	2013 RM
Perbelanjaan pengurusan | Management expenditure	22,135,770	22,251,700
Perbelanjaan pembangunan | Development expenditure	5,780,609	11,880,084
Perbelanjaan konvensyen | Convention expenditure	4,814,824	3,122,325
	32,731,203	**37,254,109**

(a) Perbelanjaan Pengurusan

(a) Management Expenditure

	2014 RM	2013 RM
Perjalanan dan sara hidup | Travelling and subsistence	1,882,427	2,357,404
Pengangkutan barang-barang | Transportation of goods	52,943	56,656
Perhubungan | Communications	522,311	724,818
Utiliti | Utilities	1,305,833	1,075,399
Sewaan | Rental	1,696,235	1,893,808
Perkhidmatan percetakan | Printing services	942,804	959,336
Bekalan dan alatan | Supplies and equipments	1,468,268	1,635,300
Penyelenggaraan dan pembaikan yang dibeli | Repair and maintenance	2,429,739	2,189,646
Perkhidmatan iktisas dan perkhidmatan lain yang dibeli dan hospitaliti | Professional and other services and hospitality	10,950,094	10,470,147
Bayaran juruaudit | Auditor fees	26,573	26,573
Yuran keahlian | Membership fees	698,731	684,962
Hutang lapuk dilupuskan | Disposal of doubtful debt	18,544	6,943
Hutang ragu | Doubtful debt	27,520	48,865
Pemulihan Hutang Ragu | Recovery of bad debt	(32,350)	(24,255)
Taksiran dan cukai tanah | Assessment and quit rent	146,098	146,098
	22,135,770	**22,251,700**

(b) Perbelanjaan Pembangunan

(b) Development Fund

	2014 RM	2013 RM
Lain-lain faedah kewangan | Other financial benefits	5,067	12,013
Perjalanan dan sara hidup | Travelling and subsistence	290,581	1,455,341
Pengangkutan barang-barang | Transportation of goods	-	563
Perhubungan | Communications	650	9,550
Sewaan | Rental	34,001	282,801
Perkhidmatan percetakan | Printing services	90,337	362,846
Bekalan dan alatan | Supplies and equipment	1,344	113,466
Penyelenggaraan dan pembaikan yang dibeli | Repair and maintenance	-	430
Perkhidmatan iktisas dan perkhidmatan lain yang dibeli dan hospitaliti | Professional and other services and hospitality	5,358,629	9,642,951
Kerugian pertukaran matawang asing | Loss due to currency exchange	-	123
	5,780,609	**11,880,084**

17. KOMITMEN MODAL

17. CAPITAL COMMITMENT

	2014 RM	2013 RM
Diluluskan dan telah dikontrakkan | Approved and contracted	**3,500,000**	**1,000,000**

Notes

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