

**MEMACU PRODUKTIVITI NEGARA**  
**DRIVING PRODUCTIVITY OF THE NATION**





## Laporan Tahunan 2007-2015 2007-2015 Annual Report

1. Laporan Tahunan MPC 2007  
*MPC Annual Report 2007*
2. Transformasi • Inovasi • Perkongsian  
*Transformation • Innovation • Partnership*
3. Transformasi • Inovasi • Perkongsian  
*Transformation • Innovation • Partnership*
4. Menerajui organisasi mencapai daya saing bertaraf dunia sebagai anjakan ke arah transformasi global  
*Leading organisations to attain world class competitiveness as the springboard for global transformation for Global Competitiveness*
5. Pemangkin Transformasi  
*Transformation Catalyst*
6. Transformasi di Tahap yang Terbaik  
*Transformation at its Best*
7. Membina Transformasi Organisasi  
*Architecting Organisational Transformation*
8. Hab Pergerakan Produktiviti Negara  
*Hub for National Productivity Movement*



Memacu Produktiviti Negara merupakan tema yang dibawa untuk tahun 2016. Tema ini digambarkan pada ikon-ikon yang berkaitan rapat dengan produktiviti. Ikon tangga aras yang meningkat adalah usaha MPC dalam meningkatkan pencapaian organisasi bagi mewujudkan persekitaran perniagaan yang lebih berdaya saing. Ikon bintang pula menggambarkan kecemerlangan organisasi yang berasaskan pengetahuan melalui latihan, pembangunan sistem dan amalan-amalan terbaik. Ikon gear melambangkan MPC sebagai pemacu produktiviti melalui program-program peningkatan produktiviti dan inovasi (P&I). Manakala, ikon berjabat tangan menggambarkan jalinan kerjasama strategik MPC dengan organisasi dan pihak-pihak yang terlibat dalam menyokong agenda produktiviti negara. Komuniti yang membentuk sebahagian anak panah ke atas merupakan hala tuju MPC yang sentiasa bergerak ke hadapan seiring dengan visi dan misinya.

*Driving Productivity of the Nation is the theme for 2016. This theme is depicted on icons that are closely linked to productivity. Stairs with upward direction icon is the MPC's efforts in enhancing organisational performance to create a more competitive business environment. The icon of the stars reflect the business excellence of knowledge-based organisations through training, system development and best practices. Gear icon symbolises MPC as productivity drivers through productivity and innovation (P & I) enhancement programmes. Meanwhile, the handshake icon illustrates the strategic partnership of MPC with organisations and parties involved in supporting the country's productivity agenda. The community that forms part of the upward arrow is the direction of the MPC which is consistently moving forward in line with its vision and mission.*

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# ALAMAT PEJABAT *Company Addresses*

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## VISI *Vision*

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

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

## MISI *Mission*

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.*

## OBJEKTIF *Objectives*

1

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

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

2

Membangunkan modal insan dan kecemerlangan organisasi bagi membentuk masyarakat berasaskan pengetahuan melalui latihan, pembangunan sistem dan amalan terbaik.

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

3

Menjalankan kajian semula peraturan dan promosi Amalan Baik Peraturan untuk mewujudkan persekitaran perniagaan yang lebih kompetitif.

*Conducting review on regulation and promoting Good Regulatory Practice (GRP) to create a more competitive business environment.*

4

Memupuk budaya kreatif dan inovatif demi produktiviti dan daya saing menerusi program jalinan kerjasama.

*Nurturing innovative and creative culture for productivity and competitiveness through partnership programmes.*



# LATAR BELAKANG

## *Background*



**PERBADANAN PRODUKTIVITI MALAYSIA** telah ditubuhkan sebagai Pusat Daya Pengeluaran Negara pada tahun 1962, iaitu suatu 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 Nasional (Pindaan) Akta A801 dikuatkuasakan.

Akta Perbadanan Produktiviti Negara (Pemerbadanan) 1996 sekali lagi dipinda dan disebut sebagai Akta Perbadanan Produktiviti Malaysia (Pemerbadanan), 1966. Nama baru Malaysia (Perbadanan), 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.

*MPC was established in 1962 as the National Productivity Council, 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.*

*The National Productivity Council was renamed the National Productivity Corporation on 1 December 1991 when the National Productivity Centre (Incorporation) (Amendment) Act A801 1991 came into effect.*

*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.*

# FUNGSI MPC DI BAWAH AKTA

## *Function of MPC Under Act*



**Kerja-kerja Perbadanan berdasarkan peruntukan seksyen 7 Akta Perbadanan Produktiviti Malaysia 1966 adalah:**

- a. Menerajui** pengalakkan dan penyebaran maklumat dan isu-isu yang berhubungan dengan Produktiviti;
- b. Menubuhkan** satu pusat maklumat dan rujukan bagi indeks Produktiviti bagi negara dan bagi sistem- sistem pengurusan dan kajian kes;
- c. Mengeluarkan** pakar dan kepakaran tempatan dalam bidang Produktiviti, Kualiti, Pengurusan dan Keusahawanan;
- d. Mempertingkatkan** pembangunan sumber manusia pada peringkat penyeliaan dan peringkat pengurusan kedua-duanya dalam negara;
- e. Menasihati dan menyelaraskan** pelaksanaan program-program dan aktiviti-aktiviti yang berhubungan dengan Produktiviti dan Kualiti;
- f. 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;
- g. Menjalankan** latihan atau program-program lain yang berhubungan dengan Produktiviti, Kualiti, Pengurusan dan Keusahawanan;
- h. Mengadakan** perkhidmatan rundingan yang berhubungan dengan Produktiviti, Kualiti, Pengurusan dan Keusahawanan;
- i. Mengumpul, mengeluarkan dan menerbit** maklumat mengenai Produktiviti, Kualiti, Pengurusan, Keusahawanan dan hal-hal lain yang berhubungan;
- j. Menjalankan** usaha-usaha perniagaan bagi maksud menunaikan kerja-kerjanya di bawah Akta ini dengan kelulusan Menteri;
- k. 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
- l. Membuat** semua perkara dan benda yang bersampingan dengan atau berbangkit daripada penunaian kerja-kerjanya di bawah Akta ini.

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

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



# PERUTUSAN PENERUSI

## *Chairman's Statement*



TAN SRI AZMAN HASHIM  
Pengerusi | *Chairman*

" Dengan kemunculan Revolusi Perindustrian Keempat, gabungan automasi dan pendigitalan akan merevolusikan pembuatan dan perkhidmatan, seterusnya membawa kepada peningkatan kecekapan, pengoptimuman logistik dan peningkatan persaingan."

*"With the emergence of the Fourth Industrial Revolution, combined automation and digitisation will revolutionise manufacturing as well as services, resulting in increased efficiency, optimisation of logistics and enhanced competition."*

**TAHUN 2016** merupakan permulaan perjalanan MPC berpaksikan rakyat dan pembangunan inklusif melalui Rancangan Malaysia Kesebelas (RMKe-11): 2016-2020. Pelan tersebut memberi lebih penekanan untuk mengetengahkan agenda produktiviti bagi pertumbuhan ekonomi yang lebih tinggi dan kehidupan yang lebih baik. Perubahan yang dipacu oleh produktiviti akan menjadi salah satu game changer dan memerlukan usaha yang lebih berfokus dan disasarkan kepada hasil di peringkat negara, sektor dan enterprais. RMKe-11 adalah rancangan pembangunan lima tahun terakhir negara ke arah mencapai wawasan 2020 yang menjulang Malaysia sebagai sebuah negara maju.

**THE YEAR 2016** marked the start of MPC's people-centered journey and inclusive development as enshrined in the Eleventh Malaysia Plan (11MP): 2016-2020. The Plan places more emphasis to mainstream the productivity agenda for higher economic growth and better life. Growth driven by productivity is set to be the game changer and requires efforts to be more focused and in a targeted manner linked to outcomes at the national, sector and enterprise levels. The 11MP is the final five-year national development plan towards realising Vision 2020 which envisions Malaysia to be a developed nation.

## **BEKERJA DENGAN LEBIH BIJAK BAGI MENCAPAI PRESTASI DAYA SAING YANG LEBIH TINGGI**

Bekerja dengan lebih bijak mencerminkan kemampuan kita untuk menghasilkan lebih banyak output dengan penggabungan input yang lebih baik dan idea baru dalam menghasilkan inovasi teknologi dan model perniagaan baru. Dengan kemunculan Revolusi Perindustrian Keempat, gabungan automasi dan pendigitalan akan merevolusikan pembuatan dan perkhidmatan, seterusnya membawa kepada peningkatan kecekapan, pengoptimuman logistik dan peningkatan persaingan.

Malaysia kekal dalam kalangan 25 ekonomi paling berdaya saing dalam tiga laporan daya saing antarabangsa yang terkenal. Malaysia menduduki tempat ke-25 daripada 138 ekonomi dalam Laporan Daya Saing Global (GCR) 2016-2017 (GCR 2015-2016: 18/140) yang diterbitkan oleh World Economic Forum (WEF). Laporan Tahunan Daya Saing Dunia (WCY) 2016 yang dikeluarkan oleh World Competitiveness Centre, Institute for Management and Development (IMD) meletakkan Malaysia sebagai ekonomi ke-19 paling berdaya saing dalam kalangan 61 ekonomi (WCY 2015: 14/61). Sementara itu, dalam Laporan Doing Business (DB) 2017 oleh Bank Dunia, Malaysia berada di kedudukan ke-23 daripada 190 negara (DB 2016: 22/189).

Pada tahun 2016, MPC telah menjalankan sesi pertemuan dengan pelbagai kementerian dan agensi kerajaan dalam usaha membuka peluang potensi menjana produktiviti negara. MPC telah bekerjasama rapat dengan kementerian dan agensi melalui Kementerian Perdagangan Antarabangsa dan Industri (MITI) untuk meningkatkan kedudukan daya saing Malaysia di peringkat antarabangsa. Hasil perbincangan dan kerjasama tersebut menyumbang kepada penggubalan polisi untuk penambahbaikan berterusan negara.

## **MENINGKATKAN KECEKAPAN PROSES DAN PROSEDUR MELALUI SEMAKAN PERATURAN**

Selaras dengan strategi pelaksanaan RMKe-11, MPC diberi tanggungjawab untuk terus melaksanakan aktiviti semakan peraturan. Pelaksanaan National Policy on the Development and Implementation of Regulation (NPDIR) di peringkat

## **WORK SMARTER TO ACHIEVE HIGHER COMPETITIVENESS PERFORMANCE**

*Working smarter reflects our ability to generate more output with better combination of inputs and new ideas in producing technological innovations and new business models. With the emergence of the Fourth Industrial Revolution, combined automation and digitisation will revolutionise manufacturing as well as services, resulting in increased efficiency, optimisation of logistics and enhanced competition.*

*Malaysia continues to be among the 25 most competitive economies in the three well-known international competitiveness reports. Malaysia ranked 25th out of 138 economies in the Global Competitiveness Report (GCR) Report 2016-2017 (GCR 2015-2016: 18/140) published by the World Economic Forum (WEF). The World Report Competitiveness Yearbook (WCY) 2016 released by World Competitiveness Center, Institute for Management and Development (IMD) ranked Malaysia as the 19th most competitive economy among 61 economies (WCY 2015: 14/61). Meanwhile, in the World Bank's Doing Business Report (DB) 2017, Malaysia was ranked at 23rd position out of 190 countries (DB 2016: 22/189).*

*During 2016, MPC has had engagement sessions with various ministries and government agencies in an effort to unlock the potential of generating the Nation's productivity. MPC has worked closely with them through the Ministry of International Trade and Industry (MITI) to enhance Malaysia's competitive position internationally. The outcomes of the discussions and cooperation contributed towards the policy formulation for the continuous improvement of the country.*

## **ENHANCING PROCESS EFFICIENCY AND PROCEDURES THROUGH REGULATORY REVIEW**

*In line with the 11MP implementation strategy, MPC is given the responsibility to continue implementing regulatory review activities. Implementation of the National Policy on the Development and Implementation of Regulation (NPDIR) at the ministry and agency levels has strengthened the key elements of accountability, transparency and the fact-based drafting of regulations. In 2016, NPDIR was expanded to state levels, including Terengganu, Kelantan and Negeri Sembilan.*

kementerian dan agensi akan mengukuhkan unsur-unsur utama akauntabiliti, ketelusan dan proses merangka peraturan hanya berdasarkan fakta sebenar. Pada tahun 2016, NPDIR telah diperluaskan ke peringkat negeri termasuk Terengganu, Kelantan dan Negeri Sembilan.

Dalam usaha mengurangkan beban peraturan yang tidak perlu (RURB), sejumlah 5 projek kajian RURB sektoral dan 10 projek kajian RURB spesifik telah berjaya disiapkan pada tahun 2016. Penambahbaikan yang dilaksanakan melalui projek ini dapat merangsang pertumbuhan perdagangan, memudahkan perniagaan dan mendorong pertumbuhan ekonomi. Program Pemodenan Lesen Perniagaan (MBL) diteruskan pada tahun 2016 dengan membangunkan Manual Pelesenan Perniagaan untuk dijadikan rujukan Pihak Berkuasa Tempatan (PBT). Program ini juga diadakan untuk menyokong Program Berimpak Tinggi (SME HIP1) yang merupakan salah satu inisiatif di bawah Pelan Induk Perusahaan Kecil dan Sederhana (2012-2020).

#### **PEMANTAUAN DAN PERKONGSIAN MAKLUMAT PRODUKTIVITI SECARA BERKESAN**

Pendekatan untuk meningkatkan produktiviti negara akan berubah daripada inisiatif yang diterajui oleh Kerajaan pada peringkat nasional kepada strategi berfokus dan menyeluruh yang meliputi peringkat negara, industri dan enterprais. Blueprint Produktiviti Malaysia (MPB) yang diperkenalkan bertujuan untuk meletakkan peningkatan produktiviti sebagai agenda utama pembangunan negara. Objektif MPB adalah untuk mempercepatkan peningkatan produktiviti negara, menangani isu dan cabaran terhadap produktiviti serta membangunkan strategi penambahbaikan, inisiatif dan program pada peringkat nasional, industri dan enterprais.

Majlis Pemantauan Produktiviti Kebangsaan (NOPC), yang mana MPC merupakan sekretariat, memantau pelaksanaan projek yang dilaksanakan di bawah empat model perkongsian strategik Kerajaan. Pada tahun 2016, Public-Private Research Network (PPRN) oleh Kementerian Pendidikan Tinggi Malaysia (MOHE) telah berjaya memadankan 300 projek dan 72 berjaya disiapkan. SIRIM-Fraunhofer Partnership telah mengaudit 186 syarikat, manakala AIM-Steinbeis Malaysia Foundation telah menyiapkan 109 projek dan SME Corp.-PlatCOM Ventures telah mengkomersilkan 16 inovasi. Keberkesanan projek-projek ini dinilai melalui kaedah Pengukuran Keberhasilan Produktiviti (PGM) yang dibangunkan oleh MPC.

*In efforts to Reduce the Unnecessary Regulatory Burdens (RURB), a total of 5 sectoral RURB research projects and 10 specific RURB research projects were successfully completed in 2016. Improvements implemented through these projects can stimulate growth in trade, facilitate business and drive economic growth. Modernising Business Licensing (MBL) Programme continued in 2016 with the development of the Business Licensing Manual which serves as a reference point for Local Authorities (PBTs). This programme also intends to support the High Impact Programme (SME HIP1), which is one of the initiatives under the Small and Medium Enterprise Master Plan (2012-2020).*

#### **EFFECTIVE MONITORING AND SHARING OF PRODUCTIVITY INFORMATION**

*The approach to boosting the Nation's productivity will change from a Government-driven initiative at a national level to a focused and holistic strategy encompassing national, industry and enterprise levels. The introduction of the Malaysia Productivity Blueprint (MPB) aims to position productivity improvements as the main agenda of national development. The objective of MPB is to accelerate the increase in productivity of the country, address issues and challenges to productivity as well as develop strategies for improvement, initiatives and programmes at the national, industry and enterprise levels.*

*The National Oversight Productivity Council (NOPC), in which MPC is the secretariat, monitors the implementation of projects under four Government's innovation strategic partnership models. In 2016, Public-Private Research Network (PPRN) by the Ministry of Higher Education Malaysia (MOHE) has successfully matched 300 projects and 72 were successfully completed. SIRIM-Fraunhofer Partnership has audited 186 companies, while AIM-Steinbeis Malaysia Foundation has completed 109 projects and SME Corp.-PlatCOM Ventures has commercialised 16 innovations. The effectiveness of these projects has been assessed using the Productivity Gain Measurement (PGM) method developed by MPC.*

Sepanjang tahun 2016, MPC dengan kerjasama Kementerian Sumber Manusia telah menganjurkan 6 kolokium berkenaan Sistem Upah Yang Dikaitkan Dengan Produktiviti (PLWS) di seluruh negara meliputi Melaka, Sarawak, Sabah, Pahang, Perak and Pulau Pinang. Program ini melibatkan seramai 700 peserta dari pelbagai sektor. Di samping itu juga, program PLWS for SME@Universiti telah diadakan di 10 buah universiti yang memanfaatkan hampir 200 SME CEOs dengan kerjasama Pembangunan Sumber Manusia Berhad (PSMB) dan SME Corp. Di peringkat nasional pula satu program Malaysian Productivity-Linked Wages Conference (MyPLIC) telah dijalankan dan disertai oleh hampir 200 peserta dari pelbagai sektor.

Pada tahun 2016, sebanyak 30 artikel telah dihasilkan yang membolehkan industri berkongsi amalan terbaik melalui pelaksanaan projek Lean, projek PLWS, projek penambahbaikan dari Kementerian Pendidikan Tinggi, SIRIM, Steinbeis dan PlaTCOM, Kumpulan Kreatif dan Inovatif (ICC) dan projek MBL. Sehingga tahun ini, sejumlah 70 artikel amalan terbaik telah diterbitkan dan boleh diakses di laman sesawang dan mobile app MPC. Portal wayup.my telah dibangunkan bagi menyalurkan maklumat berkenaan produktiviti dan untuk meluaskan capaian kepada rakyat Malaysia termasuk di bandar dan luar bandar.

### **KECEMERLANGAN ORGANISASI MELALUI PENAMBAHBAIKAN BERTERUSAN**

Dalam meningkatkan daya saing, penambahbaikan berterusan serta peningkatan prestasi organisasi perlu dipertingkatkan di dalam mencapai tahap kecemerlangan yang tinggi. Rangka Kerja Kecemerlangan Perniagaan Malaysia (MBEF) mampu membantu organisasi mengurus, menilai dan menyemak semula perkara-perkara berkaitan kecemerlangan perniagaan yang dihubungkan dengan prestasi perniagaan. Pada tahun 2016, sejumlah 1,102 organisasi telah menggunakan pakai MBEF dan daripada jumlah ini, 342 organisasi telah menerima pengiktirafan Malaysia Productivity and Innovation Class (MPIC) berdasarkan standard pencapaian kecemerlangan melebihi 400 mata. MPC juga telah menganjurkan Business Excellence CEO Forum yang disertai oleh 279 peserta di dua lokasi iaitu Kuala Lumpur dan Sarawak pada tahun 2016 bagi berkongsi amalan terbaik organisasi pengamal Kecemerlangan Perniagaan.

*MPC in collaboration with the Ministry of Human Resources had organised 6 colloquiums on Productivity-Linked Wage System (PLWS) nationwide, covering Melaka, Sarawak, Sabah, Pahang, Perak and Penang throughout 2016. The programme involved a total of 700 participants across various sectors. In addition, the PLWS for SME @ University programme in collaboration with Human Resources Development Fund (PSMB) and SME Corp was held at 10 universities benefitting almost 200 SME CEOs. At the national level, a Malaysian Productivity-Linked Wage Conference (MyPLIC) programme was conducted and attended by nearly 200 participants from various sectors.*

*In 2016, a total of 30 articles were published that enabled the industry to share best practices through the implementation of Lean projects, PLWS projects, improvement projects from the Ministry of Higher Education, SIRIM, Steinbeis and PlaTCOM, Innovative and Creative Circles (ICC) and MBL projects. To date, a total of 70 best practice articles have been published and can be accessed at MPC's website and mobile app. The Portal wayup.my was also developed to disseminate information on productivity and to extend outreach accessible by Malaysians including those in urban and rural areas.*

### **ORGANISATIONAL EXCELLENCE THROUGH CONTINUOUS IMPROVEMENT**

*In improving competitiveness, continuous improvements and organisational performance improvements need to be enhanced in achieving high levels of excellence. The Malaysia Business Excellence Framework (MBEF) can assist organisations in their quest to manage, assess and review business-related excellent practices related to business performance. In 2016, a total of 1,102 organisations have adopted the MBEF and of these, 342 organisations have received the Malaysia Productivity and Innovation Class (MPIC) recognition based on achievement of standard of excellence above 400 points. MPC has also organised the Business Excellence CEO Forum which was participated by 279 participants in two venues, namely, Kuala Lumpur and Sarawak in 2016 to share the best practices of Business Excellence practitioners.*

## **MEMBUDAYAKAN KREATIVITI DAN INOVASI BAGI MENINGKATKAN KECEKAPAN ENTERPRISE**

Keupayaan Malaysia untuk meningkatkan kadar pertumbuhan produktiviti buruh bergantung kepada kapasiti negara bagi menjana peningkatan kecekapan daripada sumber dalaman seperti modal insan, inovasi serta kecemerlangan operasi. Amalan terbaik dan inovasi untuk meningkatkan produktiviti sudah wujud pada peringkat syarikat dan organisasi dan peranan utama MPC adalah untuk menerajui peningkatan produktiviti ke tahap yang lebih tinggi. Pada tahun 2016, sejumlah 371 kursus peningkatan produktiviti dan inovasi telah dilaksanakan terhadap 738 organisasi yang melibatkan seramai 6,778 peserta.

Daripada 129 program Program Pembangunan Sistem Intervensi Inovasi Enterprais (EIIP) yang dijalankan, 74 (57%) daripadanya adalah program Lean manakala selebihnya adalah program 5S, Kumpulan Kreatif dan Inovatif (ICC), BEF dan TRIZ. Keberkesanan dan pencapaian pelaksanaan program ini diukur dari dua aspek iaitu impak projek penambahbaikan tersebut dan impak terhadap organisasi secara menyeluruh selepas tamat program.

Program ikonik MPC bagi membudayakan kreativiti dan inovasi iaitu Konvensyen Team Excellence telah disertai oleh 689 kumpulan yang mewakili 457 organisasi dengan jumlah penyertaan seramai 5,415 orang peserta sepanjang tahun 2016. Konvensyen ini juga telah merekodkan jumlah penjimatan kos sebanyak RM513 juta. MPC juga telah membawa kumpulan Team Excellence yang cemerlang dari Malaysia untuk bertanding di beberapa platform perkongsian amalan terbaik peringkat antarabangsa. Antaranya adalah International Team Excellence Award (ITEA) 2016 di Wisconsin, USA; International Convention on Quality Control Circle (ICQCC) 2016, di Bangkok, Thailand; International Exposition on Team Excellence (IETEX) 2016 di Singapura; International Quality and Productivity Conference (IQPC), 2016 di Bali, Indonesia dan 22nd Asia Pacific Quality Organisation Conference (APQC), 2016 di Rotorua, New Zealand.

## **PRESTASI KEWANGAN**

Pendapatan MPC dijana dari dua sumber iaitu Geran Kerajaan Persekutuan dan hasil dalaman dari pelbagai aktiviti. MPC mencatatkan pendapatan berjumlah RM47,123,732 pada tahun 2016 berbanding RM52,067,990 pada tahun sebelumnya. Sebahagian besar daripada pendapatan 2016 adalah pemberian Kerajaan Persekutuan berjumlah

## **NURTURING CREATIVITY AND INNOVATION TO ENHANCE ENTERPRISE EFFICIENCY**

*Malaysia's ability to increase labour productivity growth is dependent on the Nation's capacity to generate increased efficiency from internal sources such as human capital, innovation and operational excellence. Best practices and innovations to improve productivity already exist at the company and organisational levels and the main role of the MPC is to lead in enhancing productivity to a higher level. In 2016, a total of 371 productivity and innovation enhancement courses were conducted with 738 organisations involving 6,778 participants.*

*Out of 129 Enterprise Innovation Intervention Program (EIIP) System Development programmes conducted, 74 (57%) were the Lean programmes while the rest were 5S, Creative and Innovative Circles (ICC), BEF and TRIZ programmes. The effectiveness and achievement of these programmes are measured from two aspects which are the impact of the improvement project and the impact on the organisation as a whole after the completion of the programme.*

*Team Excellence Convention, an MPC's iconic programme to inculcate creativity and innovation, has drawn participation from 689 teams representing 457 organisations with a total of 5,415 participants throughout 2016. The Convention also recorded total cost savings of RM513 million. MPC also led Malaysia's delegation of outstanding Team Excellence groups to compete in several international best practices sharing platforms. Among them were International Team Excellence Award (ITEA) 2016 in Wisconsin, USA; International Convention on Quality Control Circle (ICQCC) 2016 in Bangkok, Thailand; International Exposition on Team Excellence (IETEX) 2016 in Singapore; International Quality and Productivity Conference (IQPC) 2016 in Bali, Indonesia and the 22nd Asia Pacific Quality Organizational Conference (APQC) 2016 in Rotorua, New Zealand.*

## **FINANCIAL PERFORMANCE**

*MPC income was generated from two sources namely the Federal Government Grants and internal revenue from various activities. MPC recorded a revenue of RM47,123,732 in 2016 as compared to RM52,067,990 in the previous year. The bulk of 2016 revenue was from the Federal Government Grant of RM35,345,650 while RM11,778,082 was generated from fee-based programme and other activities. The Development Grant from the Federal Government was spent on Modernising Business Regulation Programme and Regulatory Impact*

RM35,345,650 manakala RM11,778,082 dijana dari yuran program dan aktiviti-aktiviti lain. Geran Pembangunan daripada Kerajaan Persekutuan dibelanjakan untuk Program Memodenkan Peraturan Perniagaan dan program Analisis Impak Peraturan (RIA) untuk Kerajaan Negeri dan Kerajaan Tempatan. Perbelanjaan Mengurus berjumlah RM45,106,591 yang berkurangan 6% dari tahun sebelumnya digunakan untuk pembayaran emolumen, yuran keahlian seperti Asian Productivity Organisation (APO) dan lain-lain perbelanjaan.

### **MALAYSIA DALAM JARINGAN ANTARABANGSA**

Asian Productivity Organisation (APO) terus menjadi jaringan antarabangsa utama MPC dalam usaha meningkatkan produktiviti negara. MPC telah menjadi tuan rumah bagi dua program APO berskala besar iaitu International Conference on Public Sector Productivity dan 57th Workshop Meeting of Heads of NPOs (WSM) selain program-program lain yang dijalankan sepanjang tahun 2016. Kerjasama antarabangsa lain turut diteruskan dengan Japan International Cooperation Agency (JICA), WEF, IMD, World Bank dan Organisation for Economic Co-operation and Development (OECD) bagi memastikan aliran idea, pengetahuan dan amalan terbaik dalam kemampanan daya saing negara yang berterusan dan keupayaan menangani cabaran produktiviti yang mendatang.

### **PENGHARGAAN**

MPC akan memainkan peranan lebih besar dalam memantau dan memastikan kejayaan pelaksanaan Blueprint Produktiviti Malaysia (MPB) bermula pada tahun 2017. Blueprint ini merupakan satu anjakan baru di mana pemain industri akan terlibat secara langsung dalam agenda meningkatkan produktiviti industri dan negara. Kerjasama yang teguh di antara Kerajaan dan sektor swasta amat penting bagi mencapai matlamat ini. Penghargaan harus diberikan kepada semua pihak yang telah terlibat secara langsung atau tidak langsung dalam membangunkan Blueprint ini dan semoga usaha berterusan ini dapat memastikan kejayaan pelaksanaannya. Untuk pencapaian sepanjang tahun 2016, dengan sepenuh hati saya ingin mengucapkan terima kasih kepada Ahli Lembaga Pengarah MPC, Pengerusi dan Ahli-ahli Panel Perundingan, pasukan petugas, pihak pengurusan dan warga MPC dalam memastikan fungsi dan peranan MPC dapat dilaksanakan. Sokongan yang berterusan daripada MITI amat dihargai dan saya juga ingin merakamkan penghargaan kepada semua rakan kerjasama MPC dari dalam dan luar negara yang telah terlibat secara langsung mahupun tidak langsung dalam usaha kita untuk meningkatkan produktiviti.

*Analysis (RIA) programmes for State and Local Governments. Operation expenses registered at RM45,106,591, less by 6% from the previous year, was utilised for emolument payments, membership fee such as Asian Productivity Organization (APO) and other expenses.*

### **MALAYSIA IN THE INTERNATIONAL NETWORK**

*The Asian Productivity Organization (APO) continues to be the major international network of MPC in efforts to enhance the country's productivity. MPC hosted two large-scale APO programmes, the International Conference on Public Sector Productivity and the 57th Workshop Meeting of Heads of NPOs (WSM) as well as other topical programmes carried out in 2016. Joint or partnership programme were continued with international organisations such as the Japan International Cooperation Agency (JICA), WEF, IMD, World Bank, Organization for Economic Co-operation and Development (OECD) to ensure continuous flow of ideas, knowledge and best practices on sustainability of country's competitiveness and capability of addressing future productivity challenges.*

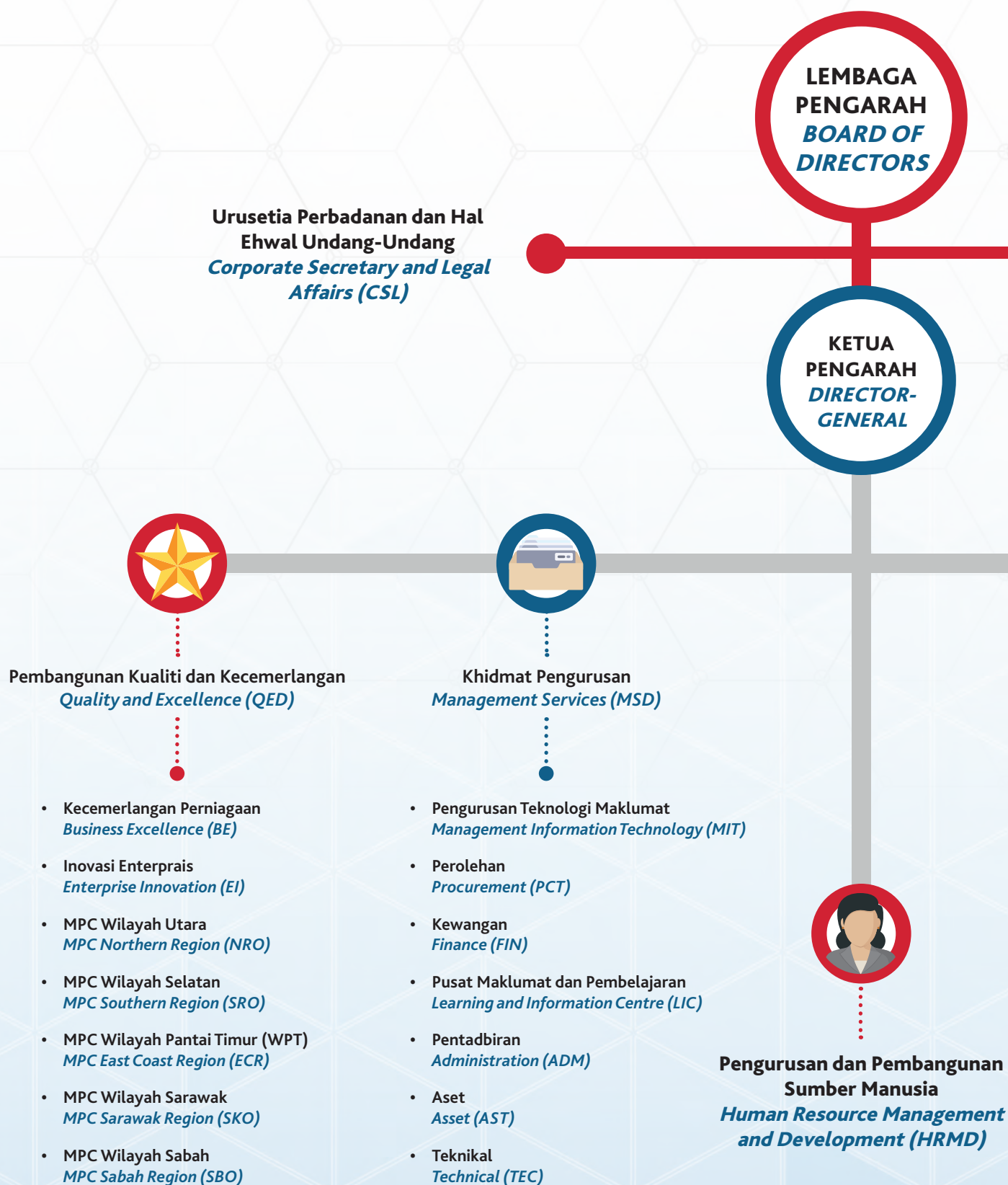
### **ACKNOWLEDGMENTS**

*MPC will play a bigger role in monitoring and ensuring the successful implementation of the Malaysia Productivity Blueprint (MPB) starting from 2017. This Blueprint is a new paradigm shift whereby industry players will be directly involved in the agenda of enhancing productivity of industry and the Nation. A strong collaboration and partnership among Government and the private sector is essential to achieve this aspiration. Appreciation should be given to all those who have been involved directly or indirectly in developing this Blueprint and it is hoped that their continuous efforts will ensure the successful execution. For the accomplishments throughout 2016, my heartfelt gratitude to MPC Board of Directors, Chairmen and Members of Consultative Panels, Taskforces, management and staff of MPC in ensuring the implementation of the functions and roles of MPC. The continuous support from MITI is highly appreciated and I would also like to express my appreciation to all MPC's local and foreign partners who have been involved directly or indirectly in our mutual collaborative efforts to enhance productivity.*



# STRUKTUR ORGANISASI

## *Organisational Structure*

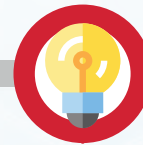


## **Audit Dalaman** *Internal Audit (IA)*



### **Perancangan dan Pembangunan Korporat** *Corporate Planning and Development (CPD)*

- Perhubungan Antarabangsa  
*International Relation (ITR)*
- Khidmat Pelanggan dan Media  
*Media and Customer Service (MCS)*
- Pemasaran  
*Marketing (MKTG)*
- Inovasi dan Transformasi Perniagaan  
*Business Transformation and Innovation (BTI)*
- PEMUDAH (PMD)



### **Pembangunan Produktiviti dan Daya Saing** *Productivity and Competitiveness Development (PCD)*

- Peraturan Bestari  
*Smart Regulation (SR)*
- Daya Saing Global  
*Global Competitiveness (GC)*
- Pengurusan Pengetahuan  
*Knowledge Management (KM)*



# AHLI LEMBAGA PENGARAH

## *Board of Directors*



**1** **YBHG. TAN SRI AZMAN HASHIM**  
Pengerusi / *Chairman*  
Perbadanan Produktiviti Malaysia /  
*Malaysia Productivity Corporation*

**2** **YBHG. DATO' NIK RAHMAT NIK TAIB**  
Timbalan Ketua Setiausaha (Industri) /  
*Deputy Secretary-General (Industry)*  
Kementerian Perdagangan Antarabangsa  
dan Industri (MITI) / *Ministry of International  
Trade and Industry (MITI)*

**3** **YBHG. DATO' SRI ADENAN AB. RAHMAN**  
Ketua Setiausaha / *Secretary-General*  
Kementerian Sumber Manusia /  
*Ministry of Human Resources*

**4** **YBHG. PROF. TAN SRI DATO' DZULKIFLI  
ABDUL RAZAK**  
Penyandang Kursi Kepimpinan Islam  
Fakulti Kepimpinan dan Pengurusan /  
*Chair of Islamic Leadership, Faculty of Leadership  
and Management*  
Universiti Sains Islam Malaysia (USIM) /  
*Islamic Science University of Malaysia*

**5** **YBHG. TAN SRI DATUK MUSTAFA MANSUR**  
Pengerusi dan Pengarah Urusan /  
*Chairman and Managing Director*  
Itco Niaga Sdn Bhd

**6** **YBHG. TAN SRI DATO' AZMAN SHAH  
DATO' SERI HARUN**  
Pengerusi / *Chairman*  
Malaysian Employers Federation (MEF)

**7** **YBHG. PROF. DATO' DR. ASMA ISMAIL**  
Ketua Pengarah Pendidikan Tinggi /  
*Director-General of Higher Education*  
Kementerian Pendidikan Malaysia /  
*Ministry of Education Malaysia*

**8** **YBHG. DATUK AHMAD LOMAN**  
Setiausaha Bahagian Dasar dan Perancangan  
Strategik / *Secretary Policy Division and  
Strategic Planning*  
Kementerian Pertanian dan Industri Asas Tani /  
*Ministry of Agriculture and Agro-Based Industry*



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- 9 YBHG. DATO' MUHAMAD NOOR YACOB**  
Pengerusi / *Chairman*  
Malaysia Automotive Institute (MAI)
- 10 YBHG. DATUK AG. BUHTAMAM AG. MAHMUN**  
Pengerusi Eksekutif /  
*Executive Chairman*  
Sedafiat Sdn. Bhd.
- 11 YBHG. DATUK ABANG HAJI ABDUL KARIM  
TUN ABANG HAJI OPENG**  
Presiden / *President*  
C/O Brooke Dockyard & Engineering Works Corporation
- 12 YBHG. DATO' DR. HAMINNUDDIN HAJI ABD. HAMID**  
Pengasas/Ketua Eksekutif /  
*Founder/ Chief Executive*  
Ideal Healthcare Sdn Bhd
- 13 YBHG. DATO' MOHD RAZALI HUSSAIN**  
Ketua Pengarah / *Director-General*  
Perbadanan Produktiviti Malaysia /  
*Malaysia Productivity Corporation*

- 14 PUAN ZAKIAH JAAFAR**  
Pengarrah Seksyen Ekonomi Makro Unit Perancang Ekonomi /  
*Director Macroeconomics Section Economic Planning Unit*  
Jabatan Perdana Menteri /  
*Prime Minister's Department*
- 15 PUAN ROSZANINA WAHAB**  
Ketua Seksyen Bahagian Pengurusan Aset Awam /  
*Secretary-General, Public Asset Management*  
Kementerian Kewangan / *Ministry of Finance*
- 16 ENCIK A. BALASUBRAMANIAM**  
Timbalan Setiausaha Agung /  
*Deputy Secretary-General*  
Kongress Kesatuan Sekerja Malaysia /  
*Malaysian Trade Union Congress*
- PN. HJH. ROSLEENA HASHIM**  
Setiausaha Perbadanan / *Corporate Secretary*



## AHLI-AHLI GANTI *Alternate Members*

1

### **ENCIK KUA ABUN**

Setiausaha Bahagian Dasar /  
*Secretary Policy Division*  
Kementerian Sumber Manusia /  
*Ministry of Human Resources*

2

### **ENCIK KHOO BOO SENG**

Pengarah Kanan Strategik /  
*Senior Director Strategic*  
Kementerian Perdagangan Antarabangsa dan Industri /  
*Ministry of International Trade and Industry*

3

### **ENCIK AZLAN ABDUL RASHID**

Timbalan Pengarah Seksyen Ekonomi Makro  
Unit Perancang Ekonomi /  
*Deputy Director-General Macroeconomics Section  
Economic Planning Unit*  
Jabatan Perdana Menteri /  
*Prime Minister's Department*

4

### **ENCIK AHMAD RIDZWAN ISHAK**

Ketua Penolong Pengarah Belanjawan Negara /  
*Chief Assistant Director National Budget Office*  
Kementerian Kewangan /  
*Ministry of Finance*



## SENARAI KETUA PENGARAH MPC *List of MPC Director – Generals*

1

### **1963 – 1965**

En. S. A. Abishegam

2

### **1965 – 1980**

Dato' Hj. Abu Kassim Hj. Mohamed

3

### **1981 – 1994**

Ir. Hj. Arshad Hj. Marsidi

4

### **1995 – 2000**

Tan Sri Hj. Ismail Adam

5

### **2000 – 2003**

Ir. Hj. Mah Lok Abdullah

6

### **2003 – 2009**

Dato' Nik Zainiah Nik Abdul Rahman

7

### **2009 - KINI / *PRESENT***

Dato' Mohd Razali Hussain



# AHLI LEMBAGA PENGURUSAN

## *Board of Management*



1



2



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1

**YBHG. DATO' MOHD RAZALI HUSSAIN**  
Ketua Pengarah / *Director-General*

2

**YBHG. DATO' ABDUL LATIF HAJI ABU SEMAN**  
Timbalan Ketua Pengarah / *Deputy Director-General*

3

**TUAN HAJI AB. RAHIM YUSOFF**  
Timbalan Ketua Pengarah / *Deputy Director-General*

4

**TUAN HAJI BURHANUDDIN SAIDIN**  
Pengarah / *Director*

5

**ENCIK KAMARUDDIN MOHAMAD**  
Pengarah / *Director*

6

**PUAN HAJAH RAUZH ZAINAL ABIDIN**  
Pengarah / *Director*



# SENARAI PANEL PERUNDINGAN

## *List of Consultative Panel*



### KREATIVITI DAN INOVASI

#### *Creativity and Innovation*

#### PENGERUSI / *CHAIRMAN:*

**YBHG. PROF. TAN SRI DATO' DZULKIFLI ABDUL RAZAK**

Universiti Sains Islam Malaysia (USIM)  
*Islamic Science University of Malaysia*

#### AHLI / *MEMBERS:*

**YBHG. PROF. MADYA DATO' DR.  
MOHAMED NAJIB BIN AHMAD DAWA**

Lembaga Pembangunan Seni Visual Negara  
*National Visual Arts Development Authority*

**YBHG. TAN SRI DR. KHAIR MOHAMAD YUSOF**

Kementerian Pendidikan Malaysia  
*Ministry of Education Malaysia*

**YBHG. DATO' AZIZAN MOHAMAD SIDIN**

Kementerian Kemajuan Luar Bandar dan Wilayah  
*Ministry of Rural and Regional Development*

**YBHG. DATO' YASMIN MAHMOOD**

Perbadanan Ekonomi Digital Malaysia  
*Malaysia Digital Economy Corporation*

**YBHG. PROF. DR. ZAINUL FADZIRUDDIN ZAINUDDIN**

Perbadanan Pembangunan Teknologi Malaysia  
*Malaysia Technology Development Corporation (MTDC)*

**ENCIK MUHAMMAD AZIPH DATO' MUSTAPHA**

Yayasan Inovasi Malaysia (YIM)  
*Malaysian Foundation for Innovation*

**ENCIK MARK ROZARIO**

Agensi Inovasi Malaysia (AIM)  
*Malaysia Innovation Agency*

**ENCIK AZIM PAWANCHIK**

Alpha Catalyst Consulting Sdn. Bhd.





## **PEMBINAAN** *Construction*

### **PENGERUSI / CHAIRMAN:**

**YBHG. DATUK AG BUHTAMAM AG MAHMUN**  
Sedafiat Sdn. Bhd.

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### **AHLI / MEMBERS:**

**YBHG. DATUK IR. ELIAS ISMAIL**  
Construction Industry Development Board (CIDB)

**YBHG. DATUK MATTEW TEE**  
Master Builders Association Malaysia (MBAM)

**YBHG. DATO' HAJI MOKHTAR HAJI SAMAD**  
Malay Contractors Association of Malaysia

**YBRS. PROF. MADYA DR. CHOONG KOK KEONG**  
Universiti Sains Malaysia

**YBRS. IR. SIEW YAW JEN**  
Institute of Engineers Malaysia (IEM)

**YBRS. IR. WONG SEE FONG**  
Association of Consulting Engineers Malaysia (ACEM)

**YBRS. AR. CHAN SEONG AUN**  
Persatuan Arkitek Malaysia (PAM)  
*Malaysian Architects Association*

**ENCIK MOHD YAZID KASIM**  
Jabatan Perangkaan Malaysia  
*Department of Statistics Malaysia*

**ENCIK LIEW HAU SENG**  
IJM Corporation Berhad



## **PERTANIAN** *Agriculture*

### **PENGERUSI / CHAIRMAN:**

**YBHG. DATO' AB RAHMAN ISMAIL**

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### **AHLI / MEMBERS:**

**YBHG. PROF. DATUK DR. MAD NASIR SHAMSUDIN**  
Universiti Putra Malaysia

**YBHG. DATUK AHMAD LOMAN**  
Kementerian Pertanian dan Industri Asas Tani  
*Ministry of Agriculture and Agro-Based Industry Malaysia*

**YBHG. DATUK FANKI ANTHONY DASS**  
Sime Darby Plantation Sdn. Bhd.

**YBHG. DATUK HAJI OTHMAN WALAT**  
Sawit Kinabalu Group

**YBHG. DATO' LEE YEOW CHOR**  
IOI Corporation Berhad

**YBHG. DATO' MOHD EMIR MAVANI ABDULLAH**  
Felda Global Ventures

**YBHG. DATO' WAN DARMAN WAN ABDULLAH**  
Jabatan Pertanian Malaysia  
*Department of Agriculture Malaysia*

**YBHG. DATO' ZAINAL AZWAR ZAINAL AMINUDDIN**  
Tabung Haji Plantations Berhad

**YBHG. DATO' HAJI ALIASAK HAJI AMBIA**  
Koperasi Ladang Pekebun-Pekebun Kecil Malaysia Berhad

**TUAN HAJI ZULKIFLI ABD MANAF**  
Malaysian Palm Oil Board

**ENCIK ABDUL DAUT**  
Jabatan Pertanian Malaysia  
*Department of Agriculture Malaysia*

**PUAN NORMAH OMAR**  
Institut Penyelidikan dan Kemajuan  
Pertanian Malaysia (MARDI)  
*Malaysian Agricultural Research and  
Development Institute*



## **PENJAGAAN KESIHATAN** *Healthcare*

### **PENGERUSI / CHAIRMAN:**

**YBHG. TAN SRI DATO' DR. ABU BAKAR SULEIMAN**  
International Medical University

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### **AHLI / MEMBERS:**

**YBHG. PUAN SRI DATUK DR. SURAIYA HANI HUSSEIN**  
Malaysian Society for Quality in Health (MSQH)

**YBHG. PROF. DATO' DR. SYED MOHAMED AL-JUNID**  
International Centre for Casemix and Clinical Coding (ITCC)

**YBHG. DATO' AMIRUDDIN ABDUL SATAR**  
KPJ Healthcare Berhad

**YBHG. DATO' DR. JACOB THOMAS**  
Association of Private Hospitals of Malaysia (APHM)

**YBRS. PROF. MADYA DR. MUHAMMAD KADAR MARIKAR**  
Malaysian Society for Quality in Health (MSQH)

**DR. AHMAD RAZID SALLEH**  
Kementerian Kesihatan Malaysia  
*Ministry of Health Malaysia*

**DR. H KRISHNA KUMAR**  
Malaysian Medical Association (MMA)

**ENCIK RIDUAN ABD RAHMAN**  
Malaysian Industrial Development Authority (MIDA)

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## **PERKILANGAN** *Manufacturing*

### **PENGERUSI / CHAIRMAN:**

**YBHG. DATO' DR. IR. ANDY SEO KIAN HAW**  
Federation of Malaysian Manufacturers (FMM)

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### **AHLI / MEMBERS:**

**YBHG. PROF. DATUK DR. ABD MALIK MUSHARAT**  
FELCRA Livestock & Agriculture Product Sdn. Bhd.

**YBHG. DATO' DR. ONG ENG LONG**  
Malaysia Rubber Products Manufacturing

**YBHG. DATO' IR. LIM CHOW HOCK**  
The Institution of Engineers Malaysia

**YBHG. DATO' MOHAMAD MADANI SAHARI**  
Malaysian Automotive Institute

**YBHG. PROF. IR. DR. SHA'RI MOHD YUSOF**  
Universiti Teknologi Malaysia (UTM)

**YBRS. IR. CHEW SHEE FUEE**  
The Electrical and Electronics Association of Malaysia

**ENCIK MUHAMMAD RAZMAN ABU SAMAH**  
Kementerian Perdagangan Antarabangsa dan Industri (MITI)  
*Ministry of International Trade and Industry*

**ENCIK CHOY MING BIL**  
Expertise Resource Association (ERA)

**ENCIK N. GOPAL KISHNAM**  
Malaysia Trades Union Congress

**MS. GIAM SIEW THO**  
Malaysian Plastics Manufacturing Association



## KUALITI KEHIDUPAN BEKERJA *Quality Of Working Life*

### PENGERUSI / *CHAIRMAN:*

**YBHG. TAN SRI ISMAIL ADAM**

Hay Group Sdn Bhd

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### AHLI / *MEMBERS:*

**YBHG. TAN SRI DATO' AZMAN SHAH DATO' SERI HARON**

Persekutuan Majikan-Majikan Malaysia  
*Federation of Malaysian Employers*

**YBHG. TAN SRI DATUK YONG POH KON**

Federation of Malaysia Manufacturers

**YBHG. DATO' DR. HAFSAH HASHIM**

SME Corporation Malaysia (SME Corp.)

**YBHG. DATO' SRI DR. KHAIR MOHAMAD YUSOF**

Kementerian Pendidikan Malaysia  
*Ministry of Education Malaysia*

**YBRS. IR. HAJI MAH LOK ABDULLAH**

Malaysian National Accreditation Committees

**PUAN LIEW SIEW LEE**

Unit Perancang Ekonomi (EPU), Jabatan Perdana Menteri  
*Economic Planning Unit, Prime Minister Department*

**ENCIK KHOO BOO SENG**

Kementerian Perdagangan Antarabangsa dan Industri  
*Ministry of International Trade and Industry*



## PELANCONGAN *Tourism*

### PENGERUSI / *CHAIRMAN:*

**YBHG. TAN SRI DATO' AZMAN SHAH DATO' SERI HARON**

Antara Holiday Villas

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### AHLI / *MEMBERS:*

**YBHG. DATUK RASHIDI HASBULLAH**

Kementerian Pelancongan  
*Ministry of Tourism*

**YBHG. DATUK DR. PANG CHAU LEONG**

Kementerian Sumber Manusia  
*Ministry of Human Resource*

**YBHG. DATUK HJ. HAMZAH RAHMAT**

Malaysia Association of Tour and Travel Agents (MATTA)

**YBHG. DATUK BADLISHAM GHAZAI**

Malaysia Airports Holdings Berhad

**YBHG. DATO' ZAHRIAH ABDUL KADIR**

Malaysian Franchise Association

**MS. CHONG YOKE HAR**

Kementerian Pelancongan  
*Ministry of Tourism*

**ENCIK SHAHARUDDIN MOHAMAD SAAID**

Malaysia Association of Hotel Owners (MAHO)

**ENCIK CHEAH SWEE HEE**

Malaysian Association of Hotels (MAH)

**MS. MICHELLE OON**

Malaysia Retailers Association

**ENCIK JIMMY LEONG WIE KONG**

Malaysian Tourist Guides Council (MTGC)

**ENCIK STANLEY KOK**

Malaysia Shopping Malls Association





**Produktiviti Sebagai Pemacu Perubahan  
Ke Arah Malaysia yang Kompetitif**  
*Productivity As Game Changer Towards  
A Competitive Malaysia*

**MALAYSIA** memberi tumpuan kepada peningkatan inovasi dan produktiviti untuk beralih daripada input yang didorong, kepada ekonomi berasaskan pengetahuan. Walaupun pelbagai inisiatif telah diperkenalkan, tahap produktiviti masih menjadi elemen penting dan tetap bergantung kepada tradisi input faktor buruh dan modal. Walaupun input ini masih diperlukan untuk pengeluaran, produktiviti pelbagai faktor yang lebih tinggi akan memastikan pertumbuhan yang lebih mampan dalam jangka masa panjang. Rancangan Malaysia Kesebelas (RMKe-11) 2016-2020 mengumumkan produktiviti akan menjadi salah satu pemacu perubahan, di mana usaha akan diambil untuk meningkatkan produktiviti dengan menyasarkan dan fokus kepada hasil yang jelas di peringkat negara, industri dan enterpris.

Tahun 2016 merupakan permulaan perjalanan ke arah berpaksikan rakyat dan pembangunan inklusif melalui RMKe-11. Pelan ini meletakkan matlamat yang penting bagi Malaysia dari segi produktiviti di mana ia bertujuan untuk membuka ruang produktiviti dalam mempercepatkan pertumbuhan ekonomi. RMKe-11 adalah rancangan lima tahun terakhir Malaysia ke arah mencapai status negara maju.

Pelan ini memberi satu platform yang kritikal untuk negara membuat perubahan dasar yang penting dan mencipta pendekatan baru bagi menangani cabaran-cabaran baru dan sedia ada. Ia tidak boleh menjadi 'perniagaan yang biasa' sekiranya Malaysia ingin beralih kepada ekonomi maju menjelang 2020. Bagi menyokong peningkatan potensi produktiviti negara, pemantauan rapat diberikan terhadap usaha seperti mempercepatkan pembangunan modal insan bagi sebuah negara maju dan memperkukuhkan infrastruktur terutama dari segi kesediaan teknologi, perdagangan dan pelaburan merupakan bidang utama yang dipantau teliti.

## BEKERJA DENGAN LEBIH BIJAK VS BEKERJA LEBIH KERAS

Masa depan produktiviti adalah bergantung kepada bekerja dengan lebih bijak, berbanding bekerja lebih keras. Ia mencerminkan kemampuan kita untuk menghasilkan lebih banyak output dengan penggabungan input yang lebih baik, idea-idea baru, inovasi teknologi dan model perniagaan baru. Pertumbuhan produktiviti adalah pemacu utama kepada taraf hidup. Kelembapan produktiviti sepanjang dekad yang lalu telah menimbulkan kebimbangan tentang prospek pertumbuhan jangka panjang. Secara umumnya, dua sumber utama bagi meningkatkan produktiviti dan mengurangkan ketidaksamaan adalah memanfaatkan kuasa penyebaran

***MALAYSIA** has been focusing on enhancing innovation and productivity to transform from an input-driven to knowledge-based economy. Despite numerous initiatives introduced, productivity level remains as pertinent element and remains dependent on traditional factor inputs of labour and capital. While these inputs are still necessary for production, higher multifactor productivity will ensure a more sustainable growth in the long run. The 11th Malaysia Plan (11MP) 2016-2020 announced, productivity will be one of the game changers, where renewed efforts will be undertaken to boost productivity in a focused and targeted manner with clear outcomes at the national, industry and entrepreneurship level.*

*The year 2016, manifest the beginning of journey aimed towards people-centric and inclusive development through the 11MP. This plan place greater emphasis on productivity with the aim to unlock the potential of productivity to accelerate economic growth. The 11MP: 2016-2020 is the final five-year national development plan as Malaysia charts its path to developed nation status by 2020.*

*This plan provides a critical platform for the country to make vital policy shifts and invent new approaches to address new and existing challenges. It cannot be 'business as usual' if Malaysia is to make the transition to an advanced economy by 2020. To ensure that increased potential in national productivity is supported, close oversight is given to these efforts such as accelerating human capital development for an advanced nation and strengthening infrastructure especially technology readiness, trade and investment.*

## WORKING SMARTER VS WORKING HARDER

*The future of productivity relies on 'working smarter' rather than 'working harder'. It reflects on our ability to produce more output by better combining inputs, new ideas, technological innovations and new business models. Productivity growth is a main driver of living standards. The productivity slowdown over the past decade has raised concerns about the long-term growth outlook. In general, the two key sources to boost productivity and reducing inequality are to harness the forces of knowledge diffusion and; to better allocate skills to jobs as well as to foster the growth of the more productive firms.*

pengetahuan dan memperuntukkan kemahiran terhadap pekerjaan serta memupuk pertumbuhan syarikat yang lebih produktif.

Pembaharuan dasar merupakan salah satu faktor penting untuk membantu memulihkan penyebaran dan mengoptimalkan penggunaan sumber yang terhad terutamanya kemahiran dan haluan yang jelas bagi pertumbuhan produktiviti yang lebih tinggi. Justeru, RMKe-11 memberi tumpuan kepada pengurusan fiskal yang lebih berhemat dan memperkenalkan fleksibiliti fiskal serta langkah-langkah meningkatkan produktiviti bagi memastikan pertumbuhan yang mampan dan inklusif.

Dengan kemunculan Revolusi Perindustrian Keempat, penumpuan teknologi yang mengaburkan garisan antara fizikal, digital dan biologi dalam cara yang menyebabkan gangguan kepada hampir setiap industri di setiap negara menekankan fakta bahawa platform teknologi yang dibolehkan adalah model perniagaan yang belum selesai dan memaksa semua negara termasuk Malaysia untuk memikirkan bagaimana untuk merangka semula ekonomi. Gabungan automasi dan pendigitalan merevolusikan pembuatan dan perkhidmatan secara sama dan proses ini meningkatkan kecekapan, mengoptimalkan logistik dan persaingan semakin meningkat.

## KE ARAH MENCAPAI PRESTASI DAYA SAING YANG LEBIH TINGGI

Kedudukan Malaysia dicatatkan dalam banyak laporan antarabangsa seperti Economic Freedom 2016, Global Services Location Index 2016, Global Peace Index 2016 dan Human Capital Report 2016 yang memaparkan banyak faktor dalam merangsang ekonomi negara. Malaysia dilaporkan berada dalam kalangan 15 negara teratas yang memiliki individu-individu berbakat seperti yang tercatat 25 dalam laporan World Talent 2015 dan juga kedudukan 25 teratas bagi destinasi pelancongan dalam laporan Travel and Tourism Competitiveness 2015 yang dikeluarkan oleh Forum Ekonomi Dunia (WEF). Malaysia mencapai prestasi yang mengagumkan kerana masih kekal kukuh dalam kalangan 25 negara paling berdaya saing dalam tiga laporan daya saing antarabangsa.

Bagi mengukuhkan kedudukan dalam kalangan 25 negara paling berdaya saing di dunia, Malaysia menduduki tempat ke-25 dari 138 ekonomi dan kekal paling berdaya saing dalam kalangan 19 ekonomi dalam kumpulan peralihan daripada peringkat pembangunan yang dipacu oleh kecekapan kepada pembangunan di peringkat inovasi dalam laporan

*Policy reform is one of the key factors to aid in reviving knowledge diffusion and optimise the use of scarce resources especially skills, and clear the path for higher productivity growth. Hence, the 11MP focuses on a prudent fiscal management introduces fiscal flexibility, as well as measures to enhance productivity to ensure sustainable and inclusive growth.*

*With the emergence of the Fourth Industrial Revolution, the merging of technologies blurs the lines between the physical, digital and biological spheres, causing disruption to almost across industries in every country, emphasising technology-enabled platforms are up pending business models which forces all countries, including Malaysia to redefine the economy. The combination of automation and digitalisation is revolutionising manufacturing and services alike by improving efficiency, optimising logistics and increase competitiveness.*

## ELEVATING COMPETITIVENESS TO A HIGHER LEVEL

*Malaysia's rank in international reports such as the Economic Freedom 2016, the Global Services Location Index 2016, the Global Peace Index 2016 and the Human Capital Report 2016 reflect multiple factors to stimulate the nation's economy. Malaysia is reported to be among the top 15 countries with talented individuals as reported in the World Talent 2015 report as well as top 25 in tourism destinations in the Travel and Tourism Competitiveness 2015 report released by the World Economic Forum (WEF). Malaysia has achieved remarkable performance as it remains strong among the 25 most competitive countries in three international competitiveness reports.*

*To strengthen its position among the 25 most competitive countries in the world, Malaysia ranked 25th out of 138 economies and, maintains the most competitive among 19 economies in the transition stage from efficiency-driven to the innovation stage of development in the Global Competitiveness Report 2016-2017 (GCR 2016-2017), published by WEF. Meanwhile, the World Competitiveness Yearbook 2016 (WCY 2016) reports Malaysia as the 19th most competitive economy among 61 economies by the World Competitiveness Centre, Institute for Management and Development (IMD). In the Doing Business 2017 (DB 2017) report published by the World Bank, Malaysia ranked 23rd out of 190 countries placing Malaysia in the top 12 percent for ease of doing business.*

Global Competitiveness Report 2016-2017 (GCR 2016-2017) yang diterbitkan oleh WEF. Manakala, laporan World Competitiveness Yearbook 2016 (WCY 2016) menunjukkan Malaysia sebagai ekonomi ke-19 paling berdaya saing dalam kalangan 61 ekonomi oleh World Competitiveness Centre, Institute for Management and Development (IMD). Dalam laporan Doing Business 2017 (DB 2017) yang diterbitkan oleh World Bank mengesahkan Malaysia di kedudukan ke-23 daripada 190 negara meletakkan Malaysia dalam 12 peratus teratas paling mudah menjalankan perniagaan.

Tahun 2016 menyaksikan banyak sesi pertemuan dengan pelbagai kementerian dan agensi kerajaan dalam usaha membuka peluang potensi produktiviti negara. MPC telah bekerja rapat dengan kementerian dan agensi melalui Kementerian Perdagangan Antarabangsa dan Industri (MITI) untuk meningkatkan kedudukan daya saing Malaysia di peringkat antarabangsa. Sesi pertemuan ini melibatkan 14 kementerian dan lebih 20 agensi kerajaan yang dikelompokkan kepada 9 kluster yang terdiri daripada kesihatan, pendidikan dan kemahiran, rangka kerja institusi, pembangunan pasaran kewangan, kecekapan pasaran produk, utiliti, inovasi, penggunaan teknologi & komunikasi, infrastruktur & perhubungan dan perdagangan & pelaburan.

Setiap kluster bertanggungjawab terhadap indikator yang disenaraikan dalam laporan tersebut dan sedang berusaha mencari inisiatif untuk meningkatkan lagi kedudukan negara. Antara kementerian yang mengambil bahagian ialah Kementerian Kesihatan Malaysia (KKM), Kementerian Pendidikan Tinggi (KPT), Kementerian Pendidikan Malaysia (KPM), Kementerian Kewangan (MOF), Bank Negara Malaysia (BNM), *Inter Agency Planning Group* (IAPG) dan Kementerian Komunikasi dan Multimedia Malaysia (KKMM). Hasil perbincangan daripada pertemuan dan kerjasama tersebut disalurkan ke arah penambahbaikan negara yang berterusan.

Pada tahun 2016, sejumlah tujuh siri bengkel *Competitiveness Champion Programme* telah diadakan untuk menyebarkan maklumat berkaitan prestasi daya saing negara, inisiatif kerajaan, pembangunan ekonomi semasa dan perkongsian amalan terbaik organisasi. Bengkel tersebut telah dijalankan di seluruh negara bagi mengumpul data yang tepat untuk menggambarkan keadaan di Malaysia dan pada masa yang sama menggalakkan lagi pemahaman mengenai kepentingan ketepatan data dan maklumat untuk menghasilkan laporan yang boleh dipercayai.

Dari segi hard data, satu siri penglibatan yang dikenali sebagai *Repository of Competitiveness Data* telah diadakan dengan pelbagai kementerian dan agensi kerajaan bagi menentukan pemilik dan sumber data yang dilaporkan dalam laporan utama yang dipantau oleh MPC. Sesi tersebut telah

*There were many engagement sessions held in 2016 with various ministries and government agencies in an effort to unlock opportunities for national productivity potential. The MPC worked closely with ministries and agencies through the Ministry of International Trade and Industry (MITI) to enhance Malaysia's competitiveness ranking internationally. These engagement sessions involved 14 ministries and over 20 government agencies grouped into 9 clusters comprising of health, educational and skills, institutional framework, financial market development, product market efficiency, utilities, innovation, technology adoption & communications, infrastructure & connectivity and trade & investment.*

*Each cluster is responsible for the indicators listed in the report and is working on an initiative to improve the country's ranking. Among the participating ministries are the Ministry of Health (MOH), the Ministry of Higher Education (MOHE), the Ministry of Education (MOE), the Ministry of Finance (MOF), Bank Negara Malaysia (BNM), the Inter Agency Planning Group (IAPG) and the Ministry of Communications and Multimedia Malaysia (MCMM). Discussion outcomes from these collaborative engagements were channelled towards the continuous improvement of the country.*

*In 2016, seven workshop series on Competitiveness Champion Programme were held to disseminate information about the country's competitiveness performance, initiatives by the Government, current economic development and sharing of organisations' best practices. The workshop was conducted throughout the country to gather accurate data describing Malaysia's situation and promote further understanding on the importance of accuracy of data and information to produce a more reliable report.*

*In terms of hard data, a series of engagement known as the Repository of Competitiveness Data was held with various ministries and government agencies to determine the owners and sources of the data reported in the major reports monitored by the MPC. The sessions discussed general understanding of the definition and requirements of data including identifying challenges and areas requiring improvement towards preparation of quality data to international rating bodies. These sessions were conducted together with IAPG which provided the platform for all ministries to gather, discuss and approve data to be submitted to the IMD for the publication of the WCY report.*

membincangkan pemahaman umum mengenai definisi dan keperluan data termasuk mengenal pasti cabaran dan bidang yang memerlukan penambahbaikan ke arah menyediakan data berkualiti kepada badan penarafan antarabangsa. Sesi ini turut dijalankan bersama IAPG yang menyediakan platform kepada semua kementerian untuk berkumpul, berbincang dan meluluskan data yang akan diserahkan kepada IMD bagi penyediaan laporan WCY.

Untuk penyebaran maklumat daya saing yang lebih luas dan berkesan, maklumat juga disalurkan kepada orang ramai dan industri melalui penerbitan bercetak dan elektronik menggunakan laman web MPC, media sosial dan penerbitan MPC. Komunikasi melalui media secara aktif digunakan untuk memaklumkan kepada orang ramai dan industri mengenai inisiatif-inisiatif Kerajaan bagi menggalakkan daya saing. Pada tahun 2016, Seksyen Daya Saing Global telah menerbitkan sebanyak 10 penerbitan yang terdiri daripada *Competitiveness Booklets* yang terdiri daripada Malaysia dalam laporan *World Competitiveness Yearbook 2016* dan *Global Competitiveness Report 2016-2017*, *Global Competitiveness Infoline*, Artikel Daya Saing Global dan himpunan ringkasan dari pelbagai laporan antarabangsa.

*For a wider and more effective dissemination of competitiveness information, information was also channelled to the public and industry through printed and electronic publications using MPC's website, social media and MPC publications. Communications via media relation were actively utilised to inform the public and industry about the Government's initiatives to promote competitiveness. In 2016, the Global Competitiveness Section has published a total of 10 publications comprising of Competitiveness Booklets on Malaysia in the World Competitiveness Yearbook 2016 and Global Competitiveness Report 2016-2017, Global Competitiveness Infoline, Global Competitiveness Article and a compilation of the topline summary of various international reports.*







**Peraturan Bestari Menjamin Persekitaran  
Perniagaan Yang Kondusif**

*Smart Regulation Ensuring A  
Conducive Business Environment*

**TAHUN 2016** merupakan tahun pertama pelaksanaan projek pembangunan dalam RMKe-11, yang berteraskan Strategi Pembangunan Nasional Malaysia yang memberi tumpuan terhadap penyampaian outcome berimpak tinggi yang mampu dilaksanakan secara pantas.

## AMALAN BAIK PERATURAN (GRP)

Selaras dengan sterategi pelaksanaan RMKe-11, MPC diberi tanggungjawab untuk terus melaksanakan aktiviti semakan peraturan seperti mana mandat yang diberikan semasa RMKe-10 yang lalu. GRP dilaksanakan untuk memudahkan proses pematuhan peraturan perniagaan khusus kepada komuniti peniaga. GRP menjalankan kajian menyeluruh meningkatkan kecekapan proses dan prosedur. Semua peraturan perniagaan sama ada peraturan sedia ada atau peraturan yang bakal diperkenalkan disemak dan dibuat penilaian, untuk melihat kesesuaian pelaksanaannya. Peraturan yang tidak sesuai akan ditambah baik atau dihapuskan, untuk mengurangkan kos pematuhan.

Pelaksanaan *National Policy on the Development and Implementation of Regulation* (NPDIR) di peringkat kementerian dan agensi akan mengukuhkan unsur-unsur utama kebertanggungjawaban, ketelusan, dan proses merangka peraturan hanya berdasarkan fakta sebenar. Tujuan NPDIR adalah untuk memastikan kualiti peraturan supaya ia boleh dilaksanakan secara berkesan, adil dan saksama. Pada tahun 2016, NPDIR telah diperluaskan ke peringkat negeri termasuk Terengganu, Kelantan dan Negeri Sembilan.

### Prestasi GRP 2016

Sehingga bulan Disember 2016, sebanyak 75 notifikasi peraturan telah diterima dari 21 kementerian dan agensi. Dari jumlah ini, sebanyak 24 peraturan perlu melalui proses Analisis Impak Peraturan (RIA). MPC juga menerima sebanyak 10 Penyata Impak Peraturan (RIS) dari 5 kementerian untuk dikaji dan dimajukan kepada Jawatankuasa Perancangan dan Pembangunan Negara (JPPN) untuk memeriksa kecukupan peraturan tersebut.

**YEAR 2016** is the first year of implementation of development projects as laid out in the 11MP, based on the Malaysia National Development Strategy focusing on delivering high impact outcome that can be quickly implemented.

## GOOD REGULATORY PRACTICE - GRP

*In line with the implementation of the 11MP, the MPC will continue to review existing regulations as mandated from the 10MP. The GRP implementation is to facilitate compliance of the business regulatory processes, particularly the business community. The GRP conduct a comprehensive review to improve processes and procedures. All existing and future business rules will be reviewed and evaluated, for implementation suitability. Inappropriate regulations will be improved or removed, in order to reduce compliance costs.*

*Implementation of the National Policy on the Development and Implementation of Regulation (NPDIR) at the ministry and agency levels will strengthen the key elements of accountability, transparency, and the process of drafting fact-based regulations. NPDIR's aim is to ensure regulation quality for effective, fair and equitable implementation. In 2016, NPDIR was expanded to state level including Terengganu, Kelantan and Negeri Sembilan.*

### GRP Performance 2016

*As of December 2016, 75 regulatory notifications were received from 21 ministries and agencies. Of these, 24 regulations underwent Regulatory Impact Analysis (RIA) process. The MPC also received 10 Regulatory Impact Statement (RIS) from 5 ministries which will be reviewed and forwarded to the National Planning and Development Committee (JPPN) for regulatory adequacy assessment.*



Jadual 1: Prestasi GRP 2016  
Table 1: GRP Performance 2016

| BIL<br>No. | AKTIVITI/PERKARA<br>Activity/ Item                                                          | TAHUN Year<br>2016 |
|------------|---------------------------------------------------------------------------------------------|--------------------|
| 1.         | Menerima borang<br>Notifikasi Peraturan<br><i>Regulatory Notification Forms Received</i>    | 75                 |
| 2.         | Proses RIA<br><i>RIA Process</i>                                                            | 24                 |
| 3.         | Penerimaan RIS<br><i>RIS Submission</i>                                                     | 10                 |
| 4.         | Khidmat nasihat (projek)<br><i>Advisory Services (projects)</i>                             | 42                 |
| 5.         | <i>Hands-on workshop</i>                                                                    | 16                 |
| 6.         | Bilangan<br>Pegawai Regulatory Coordinators (RC)<br><i>Regulatory Coordinators Officers</i> | 357                |

#### Mengurangkan Beban Peraturan Yang Tidak Perlu (RURB)

Peraturan diperlukan oleh kerajaan untuk mencapai objektif sosial, politik, ekonomi dan persekitaran untuk kesejahteraan masyarakat sejagat secara umumnya. Namun begitu, dalam mencapai objektif ini, kemungkinan timbul beban yang terpaksa ditanggung oleh komuniti berkenaan untuk mematuhi peraturan tersebut. "Beban peraturan yang tidak perlu" ini perlu dikurangkan atau dihapuskan langsung bagi meningkatkan daya saing negara.

#### Beberapa contoh beban peraturan adalah seperti berikut:

1. Birokrasi yang melampau untuk membuat permohonan lesen dan proses kelulusanya;
2. berlaku kelewatan dalam mendapatkan maklum balas dan keputusan oleh pengawal undang-undang;
3. tindakan pegawai undang-undang untuk melakukan pemeriksaan berulang kali, memohon maklumat yang tidak berkaitan, atau berulang kali memohon maklumat yang sama walaupun maklumat telah diberikan sebelum ini;
4. berlaku aktiviti bertindih atau bercanggah di antara pengawal undang-undang dari agensi berlainan; dan
5. pelaksanaan atau pentafsiran peraturan yang tidak sekata dalam kalangan pengawal undang-undang.

#### Reducing Unnecessary Regulatory Burdens - RURB

Regulations are needed for the Government to achieve its social, political, economic and environmental objectives for the benefit of the community in general. However, in achieving this objective, it is probable that the burden will be borne by the community in order to comply with the rules. These "unnecessary regulatory burdens" need to be reduced or entirely eliminated to enhance the competitiveness of the country.

#### Examples of regulatory burdens are as follows:

1. Excessive bureaucracy in license application and approval processes;
2. Excessive time delays in obtaining responses and decisions from regulators;
3. Unnecessarily invasive regulator behaviour, such as overly frequent inspections or irrelevant or duplicating information requests;
4. Overlapping or conflicting activities of different regulators; and
5. Inconsistent regulatory implementation and interpretation among regulators.

## Prestasi RURB 2016

Sejumlah 5 projek kajian RURB sektoral dan 10 projek kajian RURB spesifik telah berjaya disiapkan pada tahun 2016. Senarai projek tersebut adalah seperti berikut:

## RURB Performance 2016

A total of 5 sectoral RURB research projects and 10 specific RURB research projects were successfully completed in 2016. The list of projects is as follows:

| BIL<br>No.                                 | TAJUK PROJEK<br>Project Title                                                           | MULA<br>Start            | SIAP<br>Completed    |
|--------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------|----------------------|
| <b>KAJIAN SEKTORAL / Sectoral Research</b> |                                                                                         |                          |                      |
| 1.                                         | Logistics services                                                                      | Januari<br>January       | Ogos<br>August       |
| 2.                                         | Process Food Products                                                                   | Februari<br>February     | Oktober<br>October   |
| 3.                                         | Electronics and Electrical                                                              | Januari<br>January       | Jun<br>June          |
| 4.                                         | Medical Professional                                                                    | 2014                     | Julai<br>July        |
| 5.                                         | Construction Industry                                                                   | 2014                     | Julai<br>July        |
| <b>KAJIAN SPESIFIK / Specific Research</b> |                                                                                         |                          |                      |
| 1.                                         | Air Freight Services: Charter Flight                                                    | Februari<br>February     | Ogos<br>August       |
| 2.                                         | Higher Education: Accreditation of a Nursing Programme                                  | Mac<br>March             | Disember<br>December |
| 3.                                         | Warehousing: Licence Manufacturing Warehouse (LMW) Scrap Disposal                       | Julai<br>July            | November<br>November |
| 4.                                         | Enhancing the Efficiency of Commercial Vehicle Licensing Approval Process in Sarawak    | Januari<br>January       | Mei<br>May           |
| 5.                                         | Improving the Efficiency and Productivity at Kuching Port: Port Charges                 | Januari<br>January       | Mac<br>March         |
| 6.                                         | Impact of Strata Regulations on Construction Permits                                    | September<br>September   | Disember<br>December |
| 7.                                         | Foreign Students Working Illegally in Malaysia                                          | Mac<br>March             | Jun<br>June          |
| 8.                                         | Royalty collection by Intellectual Property Corporation of Malaysia (MyIPO)             | Januari / January (2015) | Disember<br>December |
| 9.                                         | MAQIS Requirements on Issuance of Export & Import Permits                               | Ogos / August (2014)     | Disember<br>December |
| 10.                                        | Illegal Hotel, Service Apartment and Homestay as a Daily Tourist Accommodation Premises | Januari / January (2015) | Disember<br>December |

Contoh ringkasan projek kajian RURB bagi Permit Pendaratan untuk Penerbangan Sewa adalah seperti dalam box item di bawah:

*Summary of RURB research project example for Landing Permit for Charter Flights is shown in the box item below:*

#### **BOX ITEM: PERMIT PENDARATAN UNTUK PENERBANGAN SEWA**

Kajian ini berkaitan dengan proses memberi permit pendaratan untuk penerbangan sewa yang menyokong pelaksanaan Strategik 2 dalam Masterplan Logistik dan Memudahkan Perdagangan.

##### **Isu-isu penting**

1. Masa yang panjang diambil untuk memberi permit pendaratan bagi penerbangan sewa. Pada masa ini proses kelulusan mengambil masa selama 7 hari untuk penerbangan sewa bagi kargo, dan 14 hari untuk penerbangan sewa bagi penumpang.
2. Terlalu banyak dokumen yang perlu dihantar dan kebanyakan maklumat adalah berulang untuk setiap permohonan

##### **Cadangan**

1. Mengurangkan masa pengeluaran permit pendaratan kepada 3 hari sahaja bergantung kepada sokongan daripada Suruhanjaya Penerbangan Malaysia (MAVCOM) dan Jabatan Penerbangan Awam Malaysia (DCA). Ia telah dilaksanakan serta merta untuk pengeluaran permit pendaratan penumpang dan kargo.
2. Pengurangan 70% dokumen untuk permohonan dari syarikat penerbangan tempatan dan 30% untuk syarikat penerbangan asing. DCA dan MAVCOM hanya perlukan 3 dokumen berbanding sebelumnya sebanyak 10 dokumen untuk permohonan dari syarikat tempatan kerana maklumat telah ada dalam database DCA. Dan untuk syarikat asing pula, ia memerlukan sebanyak 7 dokumen sahaja.

##### **Kesimpulan**

Terdapat peluang untuk membuat reformasi terhadap proses kelulusan permit pendaratan untuk penerbangan sewa. Penambahbaikan yang telah dilakukan akan merangsang pertumbuhan perdagangan, memudahkan perniagaan dan mendorong pertumbuhan ekonomi dan seterusnya menjadikan Malaysia sebagai hub gerbang logistik ke Asia.

#### **BOX ITEM: LANDING PERMIT FOR CHARTER FLIGHTS**

*This research relates to the process of issuing a landing permit for charter flights, which supports the implementation of Strategic shift 2 in the Logistics and Trade Facilitation Masterplan.*

##### **Key Issues**

1. *Length of time taken to issue Landing Permits for Charter Flights.*  
*The current approval process takes 7 days for charter flights for cargo, and 14 days for passenger charter flights.*
2. *Submission of too many documents and repetitive information requested for each application.*

##### **Recommendations**

1. *Shorten issuance time of landing permits of charter flights to only 3 days subject to endorsement from Malaysian Aviation Commission (MAVCOM) and Department of Civil Aviation Malaysia (DCA). This was implemented immediately for the issuance of passenger and cargo landing permits.*
2. *Reduction of 70% of documents for applications from domestic airlines and 30% for foreign airlines. The DCA and MAVCOM require only 3 documents compared to 10 documents previously for applications from domestic airlines since the information is available in the DCA database. For foreign airlines, only 7 documents are required.*

##### **Conclusion**

*There are significant opportunities exist to reform the approval process in issuing landing permits for charter flights. Implemented improvements will stimulate trade growth, facilitate business and spur economic growth and subsequently transform Malaysia as the preferred Logistics Gateway Hub to Asia.*

## Pemodenan Lesen Perniagaan (MBL)

Program MBL merupakan salah satu inisiatif yang dilaksanakan oleh Kumpulan Fokus Perekeyasaan Pelesenan Perniagaan (FGBPR) di bawah Pasukan Petugas Khas Pemudahcara Perniagaan (PEMUDAH), untuk meningkatkan sistem penyampaian perkhidmatan sektor awam dengan mewujudkan persekitaran perniagaan yang lebih kondusif, kompetitif dan berdaya saing serta menerapkan inisiatif GRP.

Inisiatif ini bermula pada tahun 2011 di peringkat kementerian dan agensi persekutuan seterusnya diperluaskan ke peringkat negeri pada tahun 2013 melalui kerjasama strategik di antara MPC dan Pejabat Setiausaha Kerajaan (SUK) seluruh Malaysia. Manakala pada tahun 2016, inisiatif ini diteruskan dengan membangunkan Manual Pelesenan Perniagaan untuk dijadikan rujukan Pihak Berkuasa Tempatan (PBT). Selain itu, inisiatif ini juga diadakan untuk menyokong Program Berimpak Tinggi (SME HIP1) yang merupakan salah satu inisiatif di bawah Pelan Induk Perusahaan Kecil dan Sederhana (2012-2020).

Di antara cadangan penambahbaikan yang difokuskan dalam Manual Pelesenan Perniagaan tersebut adalah:-

- Pengklasifikasian lesen perniagaan kepada 3 lesen utama iaitu Lesen Premis Perniagaan & Iklan, Lesen Penjaja dan Permit Perniagaan;
- penyeragaman borang permohonan mengikut kategori lesen utama;
- semakan semula syarat dan peraturan juga keperluan dokumen sokongan yang tidak relevan/lapuk;
- semakan terhadap aktiviti yang tiada nilai tambah; dan
- penurunan kuasa melulus.

Inisiatif pemodenan lesen perniagaan ini selaras dan bertepatan dengan hala tuju pembangunan Malaysia melalui Dokumen Rancangan Malaysia. Teras Strategik ke-9, RMKe-11 iaitu Mentransformasi Perkhidmatan Awam untuk Produktiviti.

Melalui teras strategik ini, kerajaan telah menggariskan 5 bidang fokus dan 2 daripadanya adalah:

- a) Mempertingkatkan penyampaian perkhidmatan dengan mengutamakan rakyat; dan
- b) memanfaatkan pihak berkuasa tempatan untuk menyediakan perkhidmatan berkualiti di peringkat tempatan.

Melalui 2 teras strategik ini, Kerajaan akan:

- Mengurangkan kerenah birokrasi perkhidmatan awam dan perkhidmatan bukan teras;

## Modernising Business Licensing - MBL

*The MBL program is one of the initiatives undertaken by the Focus Group on Business Process Reengineering (FGBPR) under The Special Task Force to Facilitate Business (PEMUDAH), to enhance the performance in the public delivery system by creating a conducive and competitive business environment incorporating the GRP initiatives.*

*This initiative began in 2011 at the ministry level and the federal agencies which was later expanded to the state level in 2013 through a strategic partnership between MPC and the State Secretary Offices (SUK) throughout Malaysia. While in 2016, this initiative continued with the development of the Business Licensing Manual which acts as a reference point for Local Authority (PBT). The MBL initiative was also intended to support the SME High Impact Programme 1 (SME HIP1), another initiative under the Small and Medium Enterprise Masterplan (2012-2020).*

*Among the focal proposed improvements in the Business Licensing Manual are:*

- *Classification of business license to 3 main categories licenses which are Business Premise and Advertisement License, Hawker Stall License and Business Permit;*
- *Standardisation of application form according to main license category;*
- *Review of terms and conditions and irrelevant supporting documents;*
- *Review of non-value adding activities; and*
- *Delegation of approval authority*

*The Modernising Business Licensing initiative is in line with Malaysia's development roadmap through the Malaysia Plan Documents. The 9th Strategic Thrust of 11MP is Transforming Public Services for Productivity.*

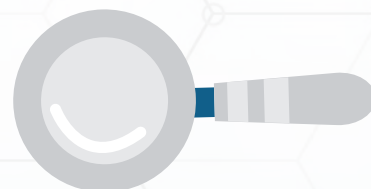
*Through this strategic thrust, the Government has outlined 5 focus areas, of which 2 are:*

- a) Enhancing service delivery with citizens at the centre; and*
- b) Capitalising on local authorities for quality services at the local level*

*Through these 2 strategic thrusts, the Government will:*

- *Reducing public service bureaucracy and non-core services*

- menambah baik proses penyampaian bagi meningkatkan kepantasan bertindak;
  - memanfaatkan data bagi meningkatkan outcome dan mengurangkan kos;
  - memperluas jangkauan perkhidmatan dengan peningkatan libat urus bersama rakyat; dan
  - meningkatkan akauntabiliti dengan memfokuskan ketelusan dan outcome.
- *Improving delivery process to increase responsiveness;*
  - *Leveraging data to enhance outcomes and lower costs;*
  - *Expanding outreach of services with greater public engagement; and*
  - *Increasing accountability with greater focus on transparency and outcomes.*



#### **BOX ITEM: PELAKSANAAN MBL DI MAJLIS DAERAH PEKAN (MDP)**

Pelaksanaan sepenuhnya MBL di Majlis Daerah Pekan bermula pada 1 November 2014 setelah menerima surat pelaksanaan daripada YB Dato' Sri Muhammad Safian bin Ismail, Setiausaha Kerajaan Negeri Pahang. Ini seiring dengan hasrat Kerajaan Negeri Pahang untuk mengautomatiskan prosedur atau sistem pelesenan perniagaan di semua PBT Negeri Pahang.

Sokongan yang tinggi daripada pihak pengurusan tertinggi Kerajaan Negeri Pahang untuk melaksanakan proses 'to be' dalam program MBL adalah merupakan faktor utama yang menyumbang kepada kejayaan pelaksanaan MBL di MDP. Di samping itu, prestasi KPI yang dipantau oleh Kerajaan Negeri dan pihak pengurusan MDP turut mendorong warga kerja untuk memberikan kerjasama serta bekerja dalam pasukan bagi mengadaptasikan proses 'to-be' kedalam proses kerja yang sedia ada.

#### **BOX ITEM: IMPLEMENTATION OF MBL AT PEKAN DISTRICT COUNCIL (MDP)**

*The full implementation of MBL at the Pekan District Council commenced on 1 November 2014 after receiving the letter of execution from the Pahang State Secretary, YB Dato' Sri Muhammad Safian bin Ismail. This is in line with the Pahang State Government's intention to automate business licensing procedures or systems at all Pahang local authority.*

*Full support from the Pahang State Government's senior management team is a key factor in the successful MBLs implementation of the 'to be' process in the MBL programme at MDP. In addition, KPI's performance monitored by the State Government and MDP management also encouraged employees to collaborate and work in teams to adapt the 'to-be' process into existing work processes.*



**PELAKSANAAN PROJEK PEMODENAN LESEN PERNIAGAAN (MBL) Majlis Daerah Pekan**  
**IMPLEMENTATION OF MODERNISING BUSINESS LICENSING (MBL) PROJECT Pekan District Council**

Jumlah aktiviti perniagaan  
lulus serta merta  
*Total immediate approval  
for business activities*

Sebelum / Before = 0  
Selepas / After = 102



Jumlah hari yang diambil  
untuk lulus lesen berisiko  
*Total days taken for risky  
license approval*

Sebelum / Before = 30 hari  
Selepas / After  
= 14-30 hari

**30**

**Perbandingan  
sebelum dan  
selepas projek MBL**  
*Comparison MBL  
Project Before and  
After*

Sebelum / Before =  
RM570,458  
Selepas / After =  
RM617,183



Jumlah kutipan hasil dari  
aktiviti kelulusan lesen  
*Total revenue collection  
from licenses approval  
activities*

Sebelum / Before = 95%  
Selepas / After = 98%



Peratus kepuasan pelanggan  
*Customer Satisfaction  
Percentage*

**1** MBL peringkat negeri Pahang bermula pada 2011 atas sokongan dan dorongan daripada Kerajaan Negeri Pahang.  
*MBL project at Pahang State Level started in 2011 with the support and encouragement from Pahang State Government.*

**2** Beberapa siri bengkel dengan semua PBT Negeri Pahang untuk menghasilkan cadangan penambahbaikan (proses 'to-be').  
*Series of workshops with Pahang Local Authority to identify the improvement plan('to-be' process).*

**3** Pelaksanaan cadangan penambahbaik bermula pada 1 November 2014 setelah menerima surat pelaksanaan dari Setiausaha Kerajaan Negeri Pahang.  
*Implementation of proposed improvement plan has started on 1 November 2014 after received letter of execution from Pahang State Secretary.*

**4** Berlakunya transformasi menyeluruh di Bahagian Pelesenan MDP.  
*Full transformation at MDP Licensing Division take place.*

**5** Mengklasifikasikan semula lesen kepada tiga kategori utama iaitu:  
*Re-classification of licenses into three main categories mainly:*

- Lesen premis perniagaan dan iklan / *Business premise and advertisement licenses*
- Lesen penjaja / *Hawker stall license*
- Permit perniagaan / *Business permit*

**6** Mengkompositkan tiga borang permohonan utama untuk digunapakai oleh semua PBT Negeri Pahang.  
*Combining three main application forms to be used by Pahang Local Authority.*



**7** Penurunan kuasa dilaksanakan bagi mempercepatkan proses kelulusan.  
*Lowering authorization power to speed up the approval process.*



## PASUKAN PETUGAS KHAS PEMUDAHCARA PERNIAGAAN (PEMUDAH)

Pasukan Petugas Khas Pemudahcara Perniagaan atau PEMUDAH telah ditubuhkan pada 7 Februari 2007. Pasukan yang terdiri daripada 29 orang ahli dari kalangan individu yang berstatus tinggi daripada sektor swasta dan awam akan melaporkan terus kepada Perdana Menteri. Pada masa ini, PEMUDAH dipengerusikan bersama oleh YBhg. Tan Sri Dr. Ali Hamsa, Ketua Setiausaha Negara dan YBhg. Dato' Saw Choo Boon, Presiden Persekutuan Pengilang-Pengilang Malaysia (FMM).

### Visi dan Nilai-Nilai PEMUDAH

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

- a) Kesegeraan;
- b) kerjasama yang proaktif di antara sektor awam dan swasta;
- c) memudah cara, bukan menghalang;
- d) peraturan yang berpatutan; dan
- e) toleransi sifar terhadap rasuah.

Selepas 9 tahun, PEMUDAH, dengan sekretariat ditempatkan di MPC masih kekal relevan dan berubah mengikut peredaran masa dalam menghadapi cabaran untuk meningkatkan daya saing Malaysia. 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 daripada sektor awam dan swasta bagi mewujudkan nilai kesegeraan dalam menambah baik penyampaian perkhidmatan Kerajaan. Inisiatif ini meningkatkan daya saing Malaysia terutamanya memastikan perniagaan dapat dilaksanakan dengan lebih cekap.

### Laporan Ease of Doing Business

PEMUDAH juga menerajui usaha meningkatkan kedudukan Malaysia dalam laporan tahunan Doing Business oleh Bank Dunia. Tumpuan utama Laporan Doing Business 2017 (DB 2017) adalah kepada peluang yang sama untuk semua. Laporan ini juga membentangkan indikator-indikator 37 kuantitatif yang merangkumi keseluruhan kitaran perniagaan melibatkan 11 bidang bagi 190 buah ekonomi di dunia.

Laporan DB 2017 memperkenalkan penambahbaikan dalam 2 set bidang Doing Business dengan 7 indikator baru diperkenalkan iaitu:

- i) Perlindungan ke atas Pelabur Minoriti – Tambahan enam indikator iaitu Indeks Keterbukaan (0-10), Indeks Liabiliti

## THE SPECIAL TASK FORCE TO FACILITATE BUSINESS (PEMUDAH)

*The Special Task Force to Facilitate Business (PEMUDAH) was established on 7 February 2007. Reporting directly to the Prime Minister, the team comprises of 29 high profile individuals from both the private and public sector. Currently, PEMUDAH is co-chaired by YBhg. Tan Sri Dr. Ali Hamsa, the Chief Secretary to the Government and YBhg. Dato' Saw Choo Boon, President of Federation of Malaysian Manufacturers (FMM).*

### Vision and Values of PEMUDAH

*To realize the delivery of a globally benchmarked public and private sector services, customer-centric, innovative, entrepreneurial and proactive in supporting a vibrant, resilient and competitive economy, PEMUDAH is driven by the following values:*

- a) A sense of urgency;*
- b) proactive public-private sector collaboration;*
- c) facilitation, not hampering;*
- d) fair regulation; and*
- e) zero tolerance for corruption.*

*After 9 years, PEMUDAH in which MPC as the secretariat, remains relevant and evolve through time to face challenges in enhancing Malaysia's competitiveness. PEMUDAH is a platform for public and private sectors to work collaboratively through the establishment of Working Groups, Task Forces and Focus Groups in which the Chairman and members comprise of stakeholders from the public and private sectors to create a sense of urgency in improving The Government's service delivery. This initiative enhances Malaysia's competitiveness to ensure an efficient business implementation.*

### Ease of Doing Business Report

*PEMUDAH also spearheaded efforts to enhance Malaysia's position in the World Bank's Doing Business Report. The main focus of the Doing Business Report 2017 (DB 2017) is on equal opportunity for all. This report also presents 37 quantitative indicators which include the entire business cycle involving 11 areas for 190 economies in the world.*

*The DB 2017 report introduces improvements in 2 indicator sets of Doing Business with the introduction of 7 new indicators:*

- i) Protecting Minority Investors – The addition of six indicators which are the Disclosure Index (0-10), Director's Liability Index (0-10), Ease of Shareholder's Suit Index (0-10),*

Pengarah (0-10), Indeks Kemudahan Tindakan Saman Pemegang Saham (0-10), Indeks Hak Pemegang Saham (0-10), Indeks Pemilikan Dan Kawalan (0-10) dan Indeks Ketelusan Korporat (0-10);

- ii) Pembayaran Cukai – Pengenalan kepada indikator baru iaitu Indeks Selepas Pemfailan (0-100).

Disamping itu, laporan ini juga untuk pertama kalinya memperkenalkan komponen jantung kepada 3 bidang *Doing Business* iaitu:

- i) Memulakan Perniagaan ;
- ii) Pendaftaran Hartanah; dan
- iii) Penguatkuasaan Kontrak.

Penambahbaikan ini adalah berdasarkan laporan Panel Bebas *Doing Business*, di mana telah diputuskan bahawa Bank Dunia akan menyemak semula dan menambah baik metodologi pengukuran dalam masa 2 tahun. Ini merupakan tahun ketiga bagi semakan utama laporan *Doing Business* menggunakan skor Jarak Dengan Negara Peneraju (DTF) yang diperkenalkan dalam laporan yang lalu.

Skor DTF yang merupakan penambahbaikan utama laporan yang diperkenalkan tahun lalu terus menjadi tumpuan utama. Pada dasarnya, skor DTF mengukur jurang antara prestasi ekonomi dan ukuran amalan terbaik untuk 36 indikator bagi 11 bidang. Negara peneraju dikenal pasti berdasarkan tanda aras amalan terbaik peraturan iaitu jurang antara prestasi setiap ekonomi dengan prestasi ekonomi terbaik bagi setiap 11 bidang yang diukur. Skor sesebuah negara ditunjukkan pada skala 0 hingga 100, di mana 0 menunjukkan prestasi yang paling rendah dan 100 adalah prestasi terbaik.

Laporan ini dibuat berdasarkan kaji selidik dan disokong dengan maklumat menerusi sidang video dan telefon, secara bertulis serta lawatan oleh pasukan penyelidik Bank Dunia. Bagi Laporan DB 2017, seramai 125 responden dari Malaysia telah mengambil bahagian.

Bank Dunia telah membuat semakan semula untuk data bagi laporan pada tahun lepas (Laporan Bank Dunia 2016), kedudukan Malaysia adalah di tangga ke-22 (Skor DTF 78.18). Manakala bagi Laporan DB 2017 berdasarkan metodologi baru ini, pencapaian Malaysia menurun ke kedudukan ke-23 (Skor DTF 78.11).

*Shareholder's Rights Index (0-10), Ownership and Control Index (0-10) and Corporate Transparency Index (0-10);*

- ii) Paying Taxes – Introduction of new indicators i.e. Post-Filing Index (Audits, Refunds and Appeals) (0-100).*

*In addition, for the first time, the report introduces gender components into 3 areas of Doing Business which are:*

- i) Starting a Business*
- ii) Registering Property; and*
- iii) Enforcing Contracts*

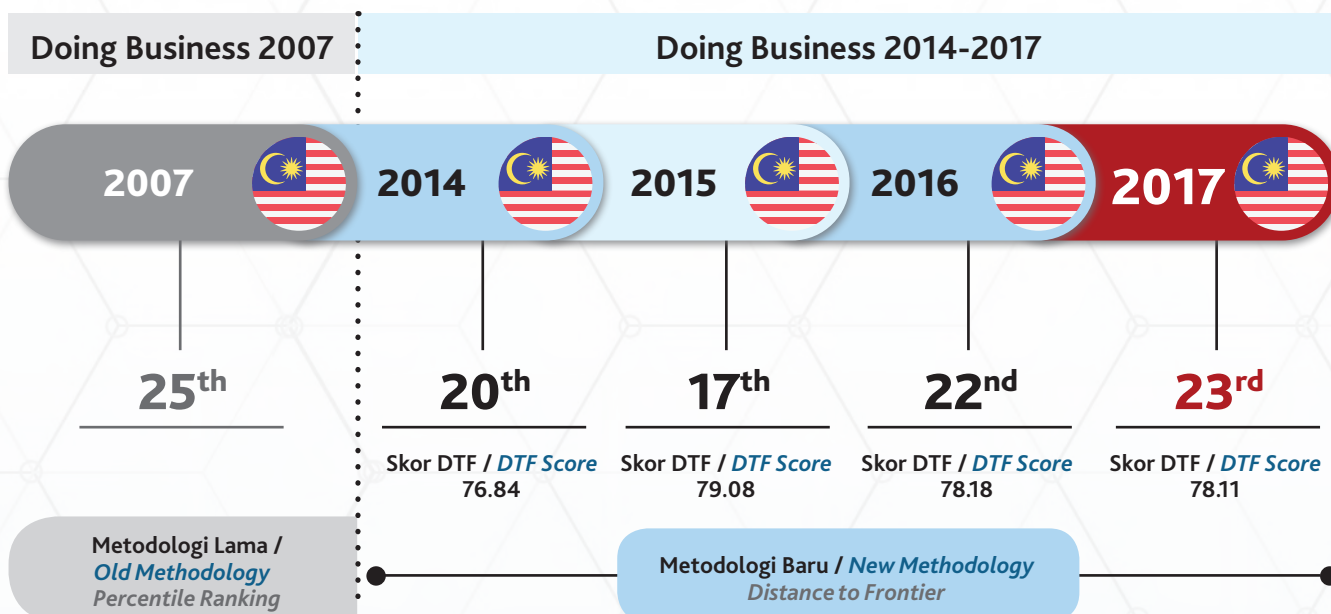
*This improvement is in accordance with the Doing Business Independent Panel report, which decided that the World Bank would revise and improve the methodology of measurements 2 years. This is the third year of Doing Business's main review using the Distance To Frontier (DTF) score which was introduced in the previous report.*

*DTF score, the main improvement to the report introduced last year, continues to be the main focus. The DTF scoring measures the gap between an economy's performance and best practices measure across 36 indicators for 11 areas. The leading country is identified on the basis of the benchmarking of best practice in regulation which is the gap between the performance of each economy with the best economic performance for every 11 areas measured. The score of a country is shown on a scale of 0 to 100, where 0 shows the lowest performance and 100 is the best performance.*

*This report is based on surveys and supported by information gathered through video and telephone conferences, in writing and visits by the World Bank's research team. For the DB 2017 Report, a total of 125 respondents from Malaysia had participated.*

*The World Bank had reviewed data for last year's report (DB 2016), which ranked Malaysia at 22nd position (DTF Score 78.18). While in DB 2017, based on the new methodology, Malaysia's position slid down to 23rd position (DTF Score 78.11).*





Malaysia dikenal pasti telah membuat penambahbaikan dalam bidang-bidang berikut:

- Pembayaran Cukai – Penambahbaikan telah dibuat dengan memperkenalkan dan mempertingkatkan sistem pemfailan cukai atas talian yang memudahkan pelanggan membuat anggaran cukai yang perlu dibayar setiap tahun serta bayaran Cukai Barang dan Perkhidmatan.
- Mendapatkan Pinjaman – Bidang ini telah memperkukuhkan laporan kredit dengan mewujudkan biro atau pendaftar skor kredit sebagai perkhidmatan nilai tambah;
- Kemudahan Bekalan Elektrik – Bidang ini telah memperolehi skor DTF penuh disamping Belgium dan Ireland dari segi kebolehpercayaan bagi indeks tarif bekalan dan ketelusan; dan
- Perlindungan ke atas Pelabur Minoriti – Bidang ini juga telah memperolehi skor DTF penuh di samping China dari segi indeks keterbukaan.

Pada kedudukan ke-23, Malaysia mendahului negara-negara seperti Switzerland, Perancis, Belanda, Jepun, Thailand dan India. Manakala, dalam kalangan 29 negara Asia Pasifik, Malaysia berada pada kedudukan ke-7 selepas New Zealand, Singapura, Hong Kong, Republik Korea, Taiwan dan Australia. Dalam kalangan negara-negara ASEAN pula, Malaysia kekal di kedudukan ke-2 selepas Singapura dan mendahului Thailand, Brunei Darussalam, Vietnam, Indonesia, Filipina, Kemboja, Laos dan Myanmar.

Perubahan kedudukan Malaysia ini diakibatkan oleh dua perkara iaitu perubahan yang bukan melibatkan metodologi dan perubahan melibatkan metodologi :

*Malaysia was identified to improved in these areas:*

- Paying Taxes – Improvement was made by introducing and enhancing an e-filing system which made estimation of annual tax payable and paying the Goods and Services Tax (GST) easier for customers.*
- Getting Credit – This area has strengthen credit reporting by introducing bureau or registry credit scores as a value-added service;*
- Getting Electricity – Besides Belgium and Ireland, this area had attained full DTF score in “reliability of supply and transparency of tariffs index”.*
- Protecting Minority Investors – This area also attained full DTF score for the disclosure index, other than China.*

*Ranked at 23rd position, Malaysia is ahead of countries like Switzerland, France, Netherlands, Japan, Thailand and India. While among the 29 Asia – Pacific countries, Malaysia ranks 7th after New Zealand, Singapore, Hong Kong, Republic of Korea, Taiwan and Australia. Within the ASEAN countries, Malaysia remained second place after Singapore and ahead of Thailand, Brunei Darussalam, Vietnam, Indonesia, The Philippines, Cambodia, Laos and Myanmar.*

*The change in Malaysia’s position is due to two things which are non-methodology changes and methodology changes:*

- i) Perubahan yang bukan melibatkan metodologi: Disebabkan oleh pengenalan kepada sistem pencukaian baru iaitu Cukai Barang dan Perkhidmatan (GST). Andaian yang telah dibuat oleh responden adalah kesukaran proses tuntutan semula rebate GST dan juga kesukaran untuk memenuhi syarat yang ditetapkan untuk kategori syarikat yang mempunyai sekurang-kurangnya RM500,000 *paid-up capital*; dan
- ii) perubahan yang melibatkan metodologi: Tiga bidang *Doing Business* telah memberi kesan yang mengakibatkan penurunan Skor DTF iaitu Bidang Memulakan Perniagaan, Pembayaran Cukai dan Pelindungan Kepada Pelabur Minoriti:
  - a) Memulakan Perniagaan – Memerlukan syarikat dengan modal lebih RM500,000 mendaftar sebagai pembayar (GST);
  - b) Pembayaran Cukai – Dengan menggunakan pengukuran baru, pihak Bank Dunia bukan sahaja melihat kepada proses semasa tetapi juga kepada proses selepas filing; dan
  - c) Pelindungan kepada Pelabur Minoriti – Tiada peruntukan undang-undang bagi pertikaian melibatkan pemegang saham minoriti.

PEMUDAH akan meneruskan komitmennya dalam meningkatkan daya saing Malaysia ke arah negara berpendapatan tinggi. Pengukuhan inisiatif-inisiatif di dalam semua 11 bidang yang diukur akan diambil ke arah mencapai kedudukan Malaysia supaya sentiasa berada di hadapan sebagai negara peneraju. Di antara langkah-langkah yang akan diambil adalah seperti berikut:

- i) Mengenal pasti negara peneraju bagi 36 indikator yang diukur untuk menentukan 20 indikator yang berpotensi dalam meningkatkan kedudukan Malaysia;
- ii) menganalisa, mempelajari dan mendalami metodologi baru yang diperkenalkan oleh Bank Dunia di samping mengenal pasti isu sebenar untuk setiap indikator; dan
- iii) mengukuhkan jalinan kerjasama dengan pakar antarabangsa dan tempatan untuk menangani isu-isu dalam memudahkan cara urusan menjalankan perniagaan.

Malaysia akan terus menjalankan usaha sama dengan pihak Bank Dunia dan WEF untuk menambah baik kedudukan Malaysia dalam laporan-laporan yang dikenal pasti. Salah satu inisiatif yang telah dilaksanakan untuk menambah baik kedudukan Malaysia adalah menganjurkan perbincangan dan mesyuarat dengan agensi-agensi berkaitan yang telah dipengerusikan oleh Ketua Setiausaha MITI. Mesyuarat tersebut bersetuju untuk mewujudkan satu pelan komunikasi strategik bagi tujuan untuk menguar-uarkan inisiatif-inisiatif yang telah dijalankan oleh Kerajaan Malaysia.

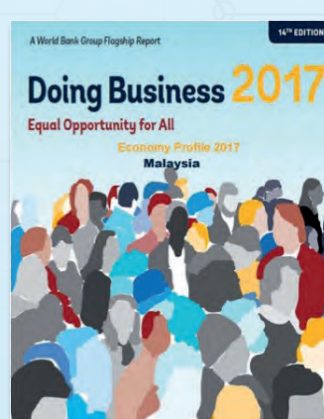
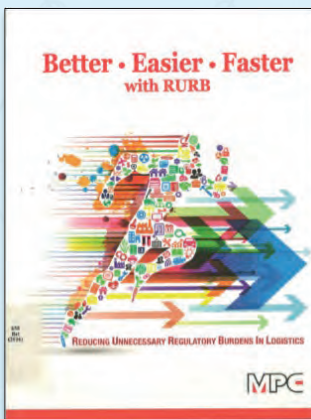
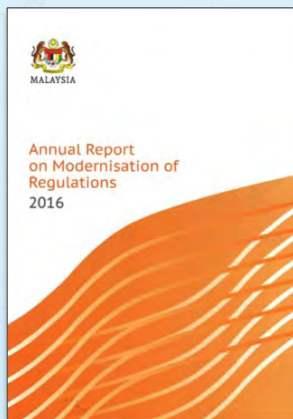
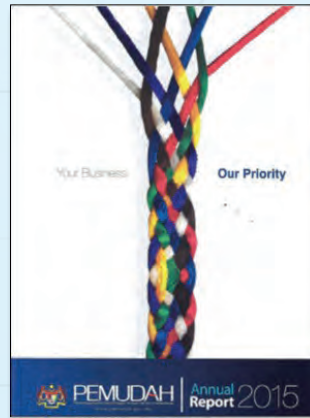
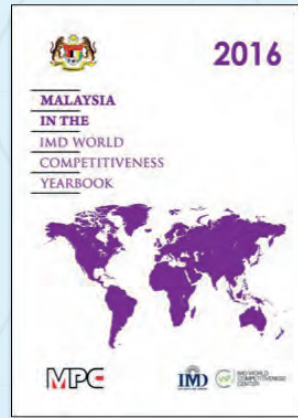
- i) *Non-methodology changes: Due to the introduction of the new tax system such as Goods and Services Tax (GST). The assumptions by respondents were of a complex GST rebate claims process and difficulty to comply with the requirements for companies categorized with a paid-up capital of at least RM500,000; and*
- ii) *Methodology changes: The three indicators of Doing Business caused decreases in the DTF Scores which are Starting a Business, Paying Taxes and Protecting Minority Interest:*
  - a) *Starting a Business - Require companies with capital of more than RM500,000 to register as (GST) payer;*
  - b) *Paying Taxes - Using the new measurement, the World Bank not only look onto the current process but also the post filing issues; and*
  - c) *Protecting Minority Interest - No legal provision for disputes involving minority shareholders*

*PEMUDAH remains committed in enhancing Malaysia's competitiveness towards a high-income nation. Strengthening initiatives in the 11 indicators measured will be taken to propel Malaysia's position to the forefront as a leading nation. Among the steps to be taken are as follows:*

- (i) Identifying the leading countries for 36 indicators measured to find 20 potential indicators in enhancing Malaysia's position;*
- (ii) analyse, study and explore new methodologies introduced by the World Bank as well as identify underlying issues for each indicator; and*
- (iii) strengthening collaboration with international and local experts to address issues in facilitating business operations.*

*Malaysia will continue to work with the World Bank and WEF to improve Malaysia's position in the identified reports. One of the initiatives that has been implemented to improve Malaysia's position is to organise discussions and meetings with related agencies which had been chaired by Secretary-General of MITI. Objective of the meeting is to establish a strategic communications plan to promote initiatives undertaken by the Government of Malaysia.*

# Penerbitan **MPC** Publications







# **Transformasi Pengetahuan Ke Arah Peningkatan Nilai Tambah**

*Knowledge Transformation Towards  
Raising Added Value*

**PENDEKATAN HOLISTIK** Pengurusan Pengetahuan meliputi perkara-perkara:

- a) Penyelidikan dan Laporan Produktiviti;
- b) Blueprint Produktiviti Malaysia;
- c) Majlis Pemantauan Produktiviti Kebangsaan (NOPC);
- d) Pengukuran Keberhasilan Produktiviti (PGM);
- e) pembangunan pangkalan data produktiviti (KLEMS); dan
- f) penulisan amalan terbaik untuk perkongsian bersama industri.

#### Penyelidikan dan Laporan Produktiviti

Seperti tahun sebelumnya, Laporan Produktiviti bagi tahun 2015/2016 yang masih mengekalkan tema yang sama iaitu "Merentasi Cabaran Sempadan, Memperkasa Rakyat" mencatatkan pertumbuhan produktiviti negara sebanyak 3.3% kepada RM75,538 bagi tahun 2015 berbanding dengan RM73,091 pada tahun sebelumnya. Laporan ini juga menganalisa prestasi sektor-sektor utama dalam ekonomi Malaysia seperti sektor Pembuatan, Pertanian, Perkhidmatan dan Pembinaan. Disamping itu juga laporan ini mengetengahkan peranan firma sebagai pemangkin pertumbuhan negara dalam mewujudkan peluang baharu ekonomi dan untuk memastikan kesejahteraan serta kemakmuran berterusan negara.

#### Blueprint Produktiviti Malaysia

Dalam tempoh Pelan RMKe-11, produktiviti buruh disasarkan meningkat kepada RM92,300 dengan purata pertumbuhan sebanyak 3.7% pada tahun 2020. Meningkatkan potensi produktiviti merupakan salah satu daripada enam pemacu perubahan yang inovatif bagi mempercepatkan pembangunan Malaysia. Pendekatan untuk meningkatkan produktiviti negara akan berubah daripada inisiatif yang diterajui oleh Kerajaan pada peringkat nasional kepada strategi berfokus dan menyeluruh yang meliputi peringkat nasional, industri dan perusahaan.

Blueprint Produktiviti Malaysia (MPB) bagi tempoh lima tahun akan diperkenalkan untuk meletakkan peningkatan produktiviti sebagai agenda utama pembangunan negara. Pelan tindakan tersebut akan menggariskan strategi produktiviti yang komprehensif dan terperinci dengan menetapkan sasaran dan jangka masa untuk dilaksanakan. Pelan tindakan tersebut juga akan menangani mekanisme institusi untuk memandu dan memantau pelaksanaan strategi dan inisiatif produktiviti. Pelan tindakan tersebut disediakan melalui perundingan dengan pihak industri.

**THE HOLISTIC APPROACH** of Knowledge Management involves these elements:

- a) *Productivity Research and Report*
- b) *Malaysia Productivity Blueprint;*
- c) *National Oversight Productivity Council (NOPC);*
- d) *Productivity Gain Measurement (PGM);*
- e) *Development of a Productivity Database (KLEMS); and*
- f) *Write-up on best practises for sharing with the industry.*

#### Productivity Research and Report

*As previous year, the Productivity Report 2015/2016 remains with the theme "Challenging the Frontier, Empowering People". In 2015, Malaysia registered a labour productivity growth of 3.3% at RM75,538 from RM73,091 in the previous year. This report analyses main sectoral performances in the Malaysian economy such as Manufacturing, Agriculture, Services and Construction. In addition, this report highlights the role of the firm as a catalyst for the country's growth in creating new economic opportunities and to ensure the continuous well-being and prosperity of the nation.*

#### Malaysia Productivity Blueprint – MPB

*In the 11MP period, labour productivity level was targeted to increase to RM92,300 by 2020 with an average growth of 3.7%. Unlocking the potential of productivity is one of the 6 innovative game changers aimed to accelerate Malaysia's development. To boost the country's productivity, the approach will shift from Government-driven initiatives at the national level to targeted strategy across the national, industry and enterprise level.*

*The introduction of a 5-year Malaysian Productivity Blueprint places productivity growth as the main agenda to develop the nation. This blueprint sets out comprehensive and cohesive productivity strategies with targets set and implementation time lines. The plan will also address institutional mechanisms to drive and monitor productivity strategies and initiatives implementation. This plan was prepared through engagements with the industry.*

Objektif MPB adalah:

- i) Sebagai garis panduan yang menyokong pelaksanaan RMKe-11 untuk mempercepatkan peningkatan produktiviti negara, industri dan perusahaan bagi tempoh 2016-2020;
- ii) menangani isu dan cabaran terhadap produktiviti secara menyeluruh dan bersepadu; dan
- iii) merangka dan membangunkan strategi penambahbaikan, inisiatif dan program pada peringkat nasional, industri dan perusahaan negara.

#### Majlis Pemantauan Produktiviti Kebangsaan (NOPC)

MPC merupakan sekretariat kepada Majlis Pemantauan Produktiviti Kebangsaan (NOPC) yang ditubuhkan pada Julai 2015 untuk memantau pelaksanaan projek yang dilaksanakan di bawah empat model perkongsian strategik:

- i) *Public-Private Research Network (PPRN)* di bawah agensi pelaksana Kementerian Pengajian Tinggi;
- ii) *SIRIM-Fraunhofer Partnership*;
- iii) *Steinbeis Malaysia Foundation*; dan
- iv) *PlatCOM Ventures*.

Mesyuarat NOPC telah diadakan sebanyak dua kali setahun dan dipengerusikan oleh YB Menteri Perdagangan Antarabangsa dan Industri.

The MPB objectives are:

- i) *As a guideline to support achievement of 11MP in order to raise productivity growth at the national, industry and enterprise level for the period of 2016-2020;*
- ii) *to address productivity challenges holistically and cohesively; and*
- iii) *to formulate and develop improvement strategy, initiatives and programmes at the national, industry and enterprise level.*

#### National Oversight Productivity Council (NOPC)

The MPC is the secretariat to the National Oversight Productivity Council (NOPC) established in July 2015 to monitor the implementation projects under the four strategic partnership models:

- i) *Public-Private Research Network (PPRN), the implementing agency under Ministry of Higher Education;*
- ii) *SIRIM-Fraunhofer Partnership;*
- iii) *Steinbeis Malaysia Foundation; and*
- iv) *PlatCOM Ventures.*

The NOPC meeting was held twice a year and chaired by YB Minister of International Trade and Industry.

Jadual 1: Bilangan Projek Mengikut Model Kerjasama Strategik  
Table 1: The Number of Projects by Strategic Partnership Model

| MODEL                                                | PRESTASI 2016<br>2016 Performance                                                                                        |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| <i>Public-Private Research Network (PPRN) / MOHE</i> | 300 projek berjaya dipadankan / <i>projects successfully matched</i><br>119 projek disiapkan / <i>projects completed</i> |
| <i>SIRIM-Fraunhofer</i>                              | 186 syarikat diaudit / <i>companies audited</i>                                                                          |
| <i>Steinbeis Malaysia</i>                            | 109 projek disiapkan / <i>projects completed</i>                                                                         |
| <i>PlatCOM</i>                                       | 16 inovasi dikomersilkan / <i>commercialised innovations</i>                                                             |

Untuk mengukur keberkesanan projek-projek di bawah model perkongsian strategik ini, kaedah penilaian melalui Pengukuran Keberhasilan Produktiviti (PGM) telah diperkenalkan. Kaedah ini merangkumi pengukuran produktiviti dari aspek kuantitatif dan kualitatif yang dilaksanakan sebelum dan selepas program intervensi.

Pengukuran secara kuantitatif dibuat berdasarkan dokumen penyata kewangan syarikat sementara pengukuran secara kualitatif adalah berdasarkan maklumat daripada borang soal selidik yang diedarkan.

Pada tahun 2016 juga, dua seminar amalan terbaik telah dianjurkan oleh Sekretariat NOPC dengan kerjasama empat agensi pelaksana. Hampir 400 peserta telah menghadiri seminar ini di mana pembentang kertas kerja merupakan pakar runding dan syarikat yang telah berjaya melaksanakan program di bawah model strategik ini.

#### Sistem Upah Yang Dikaitkan Dengan Produktiviti (PLWS)

Sepanjang tahun 2016, MPC dengan kerjasama Kementerian Sumber Manusia (MOHR) telah menganjurkan 6 kolokium PLWS di seluruh negara meliputi Melaka, Sarawak, Sabah, Pahang, Perak and Pulau Pinang. Program ini melibatkan seramai 700 peserta dari pelbagai sektor. Di samping itu juga, program PLWS for SME@Universiti telah diadakan di 10 buah universiti yang memanfaatkan hampir 200 SME CEOs dengan kerjasama Pembangunan Sumber Manusia Berhad (PSMB) dan SME Corp. Program ini memberi peluang kepada syarikat-syarikat untuk mengetahui dan melaksanakan PLWS di syarikat mereka. Di peringkat nasional pula satu program Malaysian Productivity-Linked Wages Conference (MyPLIC) telah dijalankan dan disertai oleh hampir 200 peserta meliputi pelbagai sektor.

#### Pengukuran Keberhasilan Produktiviti (PGM)

Pengukuran Keberhasilan Produktiviti (PGM) adalah satu pendekatan pengukuran dan pengurusan produktiviti yang sistematik untuk menilai prestasi produktiviti sesebuah firma. Antara faedah yang boleh diperolehi daripada penggunaan PGM ini adalah:

- Membantu firma menentukan objektif strategik yang berkaitan dengan produktiviti;
- membolehkan firma mengekalkan tahap prestasi seiring dengan objektif-objektif strategik yang khusus;
- mengenal pasti pelbagai masalah dan peluang penambahbaikan;
- mengukur peningkatan prestasi produktiviti firma sebelum dan selepas pelaksanaan projek intervensi; dan

*To measure the effectiveness of these projects under the strategic partnership model, an assessment method was introduced through the Productivity Gain Measurement (PGM). This method includes productivity measurements of the quantitative and qualitative aspects implementation before and after the intervention programme.*

*Quantitative measurements are based on the company's financial statements while qualitative measurements are based on information from survey forms.*

*In 2016, two seminars on best practices were organized by the NOPC Secretariat with the cooperation of four implementing agencies. Nearly 400 participants attended these seminars in which consultants and companies that had successfully implemented the strategic model programme presented their respective working papers.*

#### Productivity-Linked Wage System (PLWS)

*Throughout 2016, MPC in collaboration with the Ministry of Human Resources (MOHR) organised 6 PLWS colloquiums nationwide comprising Melaka, Sarawak, Sabah, Pahang, Perak and Penang. The programme attracted 700 participants from various sectors. In addition, the PLWS programme for SME @ University was held at 10 universities benefiting nearly 200 SME CEOs in collaboration with Human Resource Development Fund (PSMB) and SME Corp. This programme provides opportunities for companies to get information and how to implement PLWS in their company. At the national level, a Malaysian Productivity-Linked Wages Conference (MyPLIC) programme was held and attended by nearly 200 participants across various sectors.*

#### Productivity Gain Measurement (PGM)

*Productivity Gain Measurement (PGM) is an approach to measure and manage productivity systematically for the purpose of assessing a firm's performance. Among the benefits that can be derived from the use of PGM are:*

- *Assisting firms to determine strategic objectives related to productivity;*
- *enable firms to maintain their performance level in line with their specific strategic objectives;*
- *identify various problems and opportunities for improvement;*
- *measure increase in the firm's productivity performance before and after implementation of the intervention project; and*

- menanda aras dengan firma-firma *best-in-class* dalam keseluruhan pelaksanaan inisiatif inovasi dan produktiviti.

Sepanjang tahun 2016, pengukuran penilaian PGM telah pun dibuat terhadap 5 syarikat di bawah pemantauan NOPC bagi tujuan analisis sebelum dan selepas program intervensi dan 44 syarikat bagi mendapatkan gambaran sebelum intervensi. Di samping itu, penilaian PGM juga telah dibuat terhadap 20 syarikat penerima insentif *Malaysian Investment Development Authority* (MIDA) untuk tempoh tiga tahun kewangan dari tahun 2012 hingga 2014.

Kaedah penilaian PGM ini juga telah digunakan di peringkat nasional untuk dua projek Strategi Lautan Biru Kebangsaan (NBOS): *Game Changer 1* yang diterajui oleh MITI dengan kerjasama pelbagai agensi, iaitu:

- Pelaksanaan PGM sebelum intervensi terhadap 6 syarikat bagi Program Automasi & Modernisasi untuk Agro-makanan; dan
- pelaksanaan PGM sebelum intervensi untuk 5 projek di bawah Skim Pinjaman Automasi & Modernisasi untuk syarikat perkilangan.

#### Pembangunan Pangkalan Data Produktiviti (KLEMS)

Sebagai sebuah organisasi yang bertanggungjawab untuk mengira produktiviti, MPC telah mengambil inisiatif untuk memantapkan pengukuran produktiviti bersesuaian dengan perkembangan semasa. Seajar dengan RMKe-11 yang menumpukan produktiviti sebagai pemaju perubahan ekonomi negara, pangkalan data produktiviti menggunakan kaedah KLEMS telah dibangunkan bagi membolehkan produktiviti buruh dan produktiviti menyeluruh (Total Factor Productivity - TFP) dapat dikur di peringkat nasional, sektoral dan industri. Malah, melalui pangkalan data ini perbandingan prestasi produktiviti negara dengan negara-negara maju dan serantau dapat dijalankan.

Dalam membangunkan pangkalan data produktiviti (KLEMS) tersebut, MPC dengan kerjasama *Asia Productivity Organisation* (APO) telah mendapatkan bantuan tenaga pakar iaitu Dr. Mun S. Ho dari *Institute of Quantitative Social Science, Harvard University* yang merupakan pakar dalam pengukuran produktiviti menggunakan kaedah KLEMS. MPC juga mendapatkan khidmat tenaga pakar tempatan iaitu Dr. Yusof Shaari dari Universiti Putra Malaysia (UPM) dalam membangunkan pangkalan data ini.

- *benchmarking with best-in-class firms in the overall implementation of innovation and productivity initiatives.*

*Throughout 2016, 5 companies under the NOPC monitoring have completed the PGM assessments before and after intervention programmes for analysis purposes and another 44 companies for baseline description before intervention. In addition, PGM assessments were completed for 20 recipients of the Malaysian Investment Development Authority (MIDA) incentives for a period of three financial years from 2012 to 2014.*

*The PGM assessment method was also used at the national level for two National Blue Ocean Strategy (NBOS) projects: Game Changer 1 led by MITI in collaboration with various agencies, namely:*

- *Implementation of PGM prior to intervention on 6 companies for Automation & Modernisation Programme for Agro-food; and*
- *Implementation of PGM prior to intervention on 5 projects under the Automation & Modernisation Loan Scheme for manufacturing companies.*

#### Development of a Productivity Database (KLEMS)

*As an organisation responsible for measuring productivity, the MPC has taken initiatives to strengthen productivity measurements in tandem with current developments. In line with 11MP, which focuses on productivity as a game changer for national economy, the productivity database using the KLEMS methodology was developed to enable labour productivity and total factor productivity (TFP) to be measured at the national, sectoral and industry level. In fact, this database allows comparisons of productivity performance with that of developed countries and in the region.*

*In developing the productivity database (KLEMS), MPC in collaboration with Asia Productivity Organization (APO) sought expert assistance, Dr. Mun S. Ho from the Institute of Quantitative Social Science, Harvard University, who specializes in productivity measurement using the KLEMS methodology. MPC also obtained assistance from local expertise, Dr. Yusof Shaari of Universiti Putra Malaysia (UPM) to develop this database.*

Seterusnya beberapa siri bengkel telah diadakan sepanjang tahun 2016 untuk pembangunan pangkalan data tersebut. Berikut adalah siri bengkel yang telah dijalankan:

1. *Workshop on TFP-KLEMS Database Development in Malaysia*, 14 Mac 2016 di Hotel RHR UNITEN, Bangi;
2. *Workshop on Measuring Contribution of Intermediate Input (Energy, Material and Services) to Productivity Growth*, 10-11 dan 23-24 November 2016 di UPM; dan
3. *Workshop on Development of Malaysia - KLEMS Database*, 21-22 Disember 2016 di MPC, Petaling Jaya.

#### Penulisan Amalan Terbaik Untuk Perkongsian Bersama Industri

Mendokumentasikan amalan terbaik melalui penulisan artikel merupakan satu inisiatif yang dilaksanakan bagi membolehkan MPC berkongsi maklumat ini bersama industri dengan lebih meluas lagi. Artikel amalan terbaik yang diterbitkan ini menerangkan tentang inisiatif projek penambahbaikan yang diimplimentasikan di peringkat organisasi yang mana telah membawa impak yang positif dari aspek peningkatan dalam produktiviti, penjimatan kos dan kecekapan proses kerja dan sumber manusia. Pembaca dari pelbagai industri berpeluang untuk mempelajari cara pelaksanaan inisiatif tersebut dan seterusnya menentukan amalan-amalan terbaik yang boleh dilaksanakan di tempat kerja masing-masing.

Pada tahun 2016, sebanyak 30 artikel telah dihasilkan yang membolehkan industri berkongsi amalan terbaik melalui pelaksanaan projek Lean, projek PLWS, projek penambahbaikan dari Kementerian Pendidikan Tinggi, SIRIM, Steinbeis dan PlaTCOM, Kumpulan Kreatif dan Inovatif (ICC) dan projek Pemodenan Lesen Perniagaan. Sehingga tahun ini, sejumlah 70 artikel amalan terbaik telah diterbitkan dan boleh diakses di laman sesawang dan mobile app MPC. Selain dari artikel, amalan-amalan terbaik ini juga didokumentasi dalam bentuk infografik untuk menarik pembaca dari pelbagai golongan supaya mula memahami kepentingan membuat penambahbaikan di peringkat organisasi. Sebanyak 10 infografik telah dihasilkan dan dimuat naik ke dalam laman sesawang MPC untuk tujuan penyebaran yang lebih luas.

*Subsequently a series of workshops was organised throughout 2016 to develop the database. Following are the series of workshops conducted:*

1. *Workshop on TFP-KLEMS Database Development in Malaysia*, 14 March 2016 at RHR UNITEN Hotel, Bangi;
2. *Workshop on Measuring Contribution of Intermediate Input (Energy, Material and Services) to Productivity Growth*, 10-11 and 23-24 November 2016 at UPM; and
3. *Workshop on Development of Malaysia - KLEMS Database*, 21-22 December 2016 at MPC, Petaling Jaya.

#### Write-up on Best Practises for sharing with the Industry

*Documenting best practices through articles are initiatives implemented to enable MPC to share information with the industry more widely. The published best-practices articles describe the positive impact of improvement project initiatives implemented at the organisational level, resulting in productivity improvement, cost savings and efficiency in work processes and human resource. Readers from various industries have the opportunity to learn the initiatives implementation methods and subsequently determine relevant best practices to be implemented in their workplaces.*

*In 2016, a total of 30 articles were published to enable industry to share best practices through the implementation of Lean projects, PLWS projects, and improvement projects from the Ministry of Higher Education, SIRIM, Steinbeis and PlaTCOM, Innovative and Creative Circle (ICC) and Modernisation of Business Licensing projects. As at this year, a total of 70 best practice articles have been published and can be accessed on the MPC's website and mobile app. In addition to the articles, these best practices are also documented in infographics format to attract readers from various groups to understand the importance of making improvements at the organisational level. A total of 10 infographics have been published and uploaded to the MPC website for a wider distribution purpose.*

## Portal Produktiviti

Portal produktiviti merupakan salah satu inisiatif dalam RMKe-11. Portal ini akan membantu meningkatkan produktiviti di peringkat industri dan rakyat. Ia juga akan menjadi pusat sehati bagi maklumat, pengetahuan dan perkhidmatan berkaitan produktiviti dan daya saing kepada pihak industri dan rakyat secara atas talian dan boleh digunakan oleh orang ramai. Pengguna boleh menggunakan dan melayari satu rangkaian laman sesawang iaitu wayup.my yang boleh dilayari dalam aplikasi komputer dan telefon mudah alih.

Matlamat portal ini adalah supaya maklumat berkenaan produktiviti dapat disampaikan kepada rakyat Malaysia secara meluas termasuk di bandar dan luar bandar dengan sasaran melebihi satu juta pengguna.

Sepanjang tahun 2016, Portal Produktiviti telah berjaya dibangunkan dengan menggunakan kaedah dan teknik yang terbaru. Maklum balas yang diberikan oleh pengguna semasa Hari MITI 2016 adalah sangat baik.

## Productivity Portal

*Productivity portal is an initiative under the 11MP. This portal will help to enhance productivity at the industry level and the rakyat. It will also be a one-stop centre for information, knowledge and services related to productivity and competitiveness for the industry and the rakyat via online and can be used by the public. Users are able to browse the wayup.my website which is navigable by computer applications and mobile phones.*

*The portal aims to provide information on productivity to Malaysians extensively to urban and rural areas with a target of over one million users.*

*Throughout 2016, the Productivity Portal has been successfully developed using cutting-edge techniques and methods. Positive feedback was obtained from users during MITI 2016 Day.*







**Melestarikan Organisasi Melalui  
Kecemerlangan Perniagaan**  
*Sustaining Organisations Through  
Business Excellence*

**DALAM MENINGKATKAN** daya saing, penambahbaikan berterusan serta peningkatan prestasi organisasi perlu dipertingkatkan di dalam mencapai tahap kecemerlangan yang tinggi. Tahap kecemerlangan ini boleh dicapai dengan penggunaan Rangka Kerja Kecemerlangan Perniagaan (BEF). Rangka Kerja ini diguna pakai oleh semua sektor swasta dari pelbagai saiz perniagaan dan menjadi alat untuk membantu organisasi mengurus dan menyemak semula perkara-perkara berkaitan kecemerlangan perniagaan yang dihubungkan dengan prestasi perniagaan. Terdapat beberapa peringkat bagi prestasi kecemerlangan organisasi iaitu peringkat matang, pertengahan dan permulaan.

Rangka Kerja Kecemerlangan Perniagaan Malaysia (MBEF) dibangunkan dengan merujuk kepada pendekatan beberapa model antarabangsa seperti Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM) dan Singapore Quality Award (SQA). BEF diguna pakai di 83 negara oleh 96 pentadbir anugerah di seluruh dunia. Bagi memastikan MBEF sentiasa relevan dan terkini, MPC telah mengambil inisiatif memohon untuk menjadi ahli dan pada tahun 2014, MPC diterima menjadi ahli bersekutu Global Excellence Model Council (GEM). Pada tahun 2016 pula MPC telah diberikan keahlian penuh di mana MPC boleh menyuarakan pendapat di dalam mesyuarat GEM. Di antara ahli-ahli GEM yang lain ialah:

- Australian Organisational Excellence Foundation (AOEF), Australia;
- Baldrige Performance Excellence Program, USA;
- CII-IQ, India, EFQM, Europe;
- FNQ, Brazil;
- FUNDIBEQ, Iberian Peninsula and Latin Amerika;
- IFCT, Mexico;
- JQA, Japan;
- Malaysia Productivity Corporation, Malaysia;
- SPRING Singapore, Singapore; dan
- China Association for Quality (CAQ), China.

MPC telah mempromosikan pemakaian MBEF dalam kalangan organisasi di Malaysia, terutamanya sektor swasta. Pecahan jumlah pengamal MBEF mengikut negeri di Semenanjung Malaysia dan Sabah/Sarawak adalah seperti berikut:

**IN ENHANCING** competitiveness, continuous improvements and performance need to be enhanced in achieving high levels of excellence. This level of excellence can be achieved with the adoption of Business Excellence Framework (BEF). This framework is adopted by all private sectors regardless the size of business and become a tool to help organisations to manage and revise matters related to business excellence which linked to business performance. There are several stages of organisational excellence performance which are maturity, mid and start levels.

The Malaysia Business Excellence Framework (MBEF) is developed with reference to several international model approaches such as Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM) and Singapore Quality Award (SQA). BEF is adopted in 83 countries by 96 award administrators worldwide. In order to ensure that the MBEF is always relevant and up-to-date, MPC has taken the initiative to apply and become an associate member of Global Excellence Model Council (GEM) in 2014. Full membership was given to MPC in 2016, whereby it would allow MPC to voice opinion in GEM meeting. Among other GEM members are:

- Australian Organisational Excellence Foundation (AOEF), Australia;
- Baldrige Performance Excellence Program, USA;
- CII-IQ, India, EFQM, Europe;
- FNQ, Brazil;
- FUNDIBEQ, Iberian Peninsula and Latin Amerika;
- IFCT, Mexico;
- JQA, Japan;
- Malaysia Productivity Corporation, Malaysia;
- SPRING Singapore, Singapore; and
- China Association for Quality (CAQ), China.

MPC has been promoting the use of MBEF among organisations in Malaysia, especially the private sector. Breakdown numbers of MBEF practitioners by states in Peninsular Malaysia and Sabah / Sarawak are as follows:

| Syarikat Pengamal Rangka Kerja Kecemerlangan Perniagaan<br><i>Business Excellence Framework Practitioner Company</i> | 2016         | Jumlah / Total<br>(2013-2016) |
|----------------------------------------------------------------------------------------------------------------------|--------------|-------------------------------|
| Semenanjung<br><i>Peninsular</i>                                                                                     | 934          | 4,365                         |
| Sabah / Sarawak                                                                                                      | 168          | 532                           |
| <b>Jumlah<br/>Total</b>                                                                                              | <b>1,102</b> | <b>5,065</b>                  |

Malaysia Productivity and Innovation Class (MPIC) adalah salah satu program di mana MPC mengiktiraf organisasi yang mencapai tahap amalan dan prestasi yang melebihi 400 mata menggunakan penilaian Rangka Kerja Kecemerlangan Perniagaan. Pecahan jumlah organisasi yang telah menerima pengiktirafan MPIC adalah seperti berikut:

*Malaysia Productivity and Innovation Class (MPIC) is one of the programmes in which MPC recognises organisations that achieve practice and performance levels exceed 400 points using BEF. Breakdown number of organisations that have received the MPIC recognition is as follows:*

| Tahun<br><i>Year</i>           | Jumlah Organisasi<br><i>Total Organisation</i> | Sektor<br><i>Sector</i>           |                                 |
|--------------------------------|------------------------------------------------|-----------------------------------|---------------------------------|
|                                |                                                | Pembuatan<br><i>Manufacturing</i> | Perkhidmatan<br><i>Services</i> |
| 2014                           | 302                                            | 189                               | 113                             |
| 2015                           | 322                                            | 198                               | 124                             |
| 2016                           | 342                                            | 214                               | 128                             |
| <b>Jumlah<br/><i>Total</i></b> | <b>966</b>                                     | <b>601</b>                        | <b>365</b>                      |

**Program Pembangunan Kapasiti Pengamal,  
Penilai dan Perunding serta *Productivity Champion***

***Capacity Development Programme for Practitioners,  
Assessors, Consultants and Productivity Champions***

Bagi program pembangunan kapasiti pula, sejak tahun 2013 MPC telah melatih sejumlah Pengamal, Penilai dan Perunding dan Productivity Champion seperti berikut:

*Since 2013, MPC has trained a number of Practitioners, Assessors, Consultants and Productivity Champions under Capacity Development Programme which as follows:*

| Kategori<br><i>Category</i>     | 2016       | Jumlah<br><i>Total</i><br>(2013-2016) |
|---------------------------------|------------|---------------------------------------|
| Pengamal<br><i>Practitioner</i> | 20         | 502                                   |
| Penilai<br><i>Assessor</i>      | 56         | 348                                   |
| Perunding<br><i>Consultant</i>  | 9          | 157                                   |
| <i>Productivity Champion</i>    | 53         | 103                                   |
| <b>Jumlah<br/><i>Total</i></b>  | <b>285</b> | <b>1,110</b>                          |

Di samping itu, bagi pembangunan sistem pula, sebanyak 3 program telah dijalankan melibatkan 793 peserta daripada 3 organisasi.

*In addition, 3 system development programmes were conducted involving 793 participants from 3 organizations.*

Sementara itu, MBEF telah diguna pakai sebagai asas Anugerah Kecemerlangan Industri (AKI) oleh pihak Kementerian Perdagangan Antarabangsa dan Industri bermula dari tahun 2014 lagi.

*Meanwhile, MBEF has being used as a basis for "Industry Excellence Award (AKI)" by the Ministry of International Trade and Industry since 2014.*

Bagi tahun 2016, sebanyak 82 organisasi telah mengambil bahagian dalam program anugerah ini dan syarikat-syarikat ini mengguna pakai rangka kerja kecemerlangan organisasi. Selain AKI, MBEF turut diguna pakai untuk anugerah-anugerah tempatan lain seperti Malaysia Franchise Award, Anugerah Kualiti Ketua Menteri Melaka, Anugerah Kualiti Agrobank dan Anugerah Ikon Federation Malaysian Manufacturers (FMM). Selain itu, MPC terlibat dalam Program Pembangunan Kapasiti Vendor (PPKV) Bumiputera MITI. Sebanyak 21 syarikat vendor Bumiputera telah dinilai menggunakan rangka kerja kecemerlangan perniagaan untuk tahun 2016.

Sesi perkongsian amalan terbaik oleh organisasi pengamal BE dari dalam dan luar negara juga turut diadakan melalui Business Excellence CEO Forum yang diadakan di Kuala Lumpur dan Sarawak pada tahun 2016 dengan jumlah penyertaan bagi kedua-dua forum berkenaan adalah seramai 279 peserta.

Selain itu, sebanyak 13 bengkel turut dijalankan, disertai oleh 344 peserta daripada 221 organisasi.

*In 2016, a total of 82 organisations participated in the award programme and has adopted MBEF. In addition to AKI, MBEF also being used by other local awards such as Malaysia Franchise Award, Melaka Chief Minister's Quality Award, Agrobank Quality Award and Federation Malaysian Manufacturers Icon Award (FMM). MPC also involved in Bumiputera Vendor Development Programme (PPKV) by MITI. A total of 21 Bumiputera vendors were evaluated using the BEF in 2016.*

*Sharing sessions of best practices by local and foreign BE practitioners were held in Kuala Lumpur and Sarawak through the Business Excellence CEO Forum in 2016 which has attracting a total number of 279 participants.*

*Other than that, a total of 13 workshops were held attended by 344 participants from 221 organisations.*

## MPC Di Media In The News

By DANIEL KHOO  
danielkhoo@thestar.com.my

**PETALING JAYA:** Malaysia has scored well in the indicators for getting electricity, protecting minority investors and dealing with construction permits under the World Bank's Doing Business Report 2017, according to the Malaysia Productivity Corp (MPC) director general Datuk Mohd Razlan Hussain.

"We are credited alongside Japan as being the best performers on the reliability of supply and transparency of tariffs index under the getting electricity indicator with a distance to frontier score of 94.34.

"Last year we were also one of the best performers on this index," Razlan said at a press conference earlier in the week.

"We are also acknowledged as having made paying taxes easier by enhancing the electronic system for filing and paying the goods and services tax (GST)," he added.

Malaysia ranked 23rd out of 190 world economies with a distance to frontier (DTF) score of 78.11 in the Doing Business Report 2017 from 22nd in the previous year.

Commenting on the results, Razlan said that he was fairly confident that the country would be able to improve its ranking in the report by the year 2020 based on previous experience.

"Our aspirations for this particular report is to be in the top 10 by 2020. Given our experience we had before and the cohesiveness of the focus groups (working on this).

"As we speak, the focus groups are figuring out what has happened. With these factors we hope we can speed up the process for us to climb the rankings," Razlan said.

"We actually saw a steady improvement in our rankings from 2010 (23rd) to 2014 (6th). The rankings' methodology was revised for three times, with the last one for 2016's

# Malaysia does well in World Bank report

It gets good scores in the bank's Doing Business Report 2017



**Good marks:** Razlan showing a copy of the Doing Business Report 2017.

rankings. We worked very closely with the World Bank when we were 23rd (then in 2010) to understand how we were being measured. The new methodology is very chal-

lenging as it does not just focus on just efficiency alone but also in terms of quality," he added.

Razlan added that it was not for MPC to just

work alone to improve these rankings but rather a joint effort of both the public and private sector.

"If we can improve on the collaborations, then we can see our rankings rise," he said.

The MPC is an agency in the government that is tasked to look into this matter.

He said that key areas that Malaysia can improve on in the Doing Business Report 2017 include the starting a business and border compliance.

"The number of procedures to start a business has increased from three to 8.5. While under border compliance for exports has increased to 48 hours from 20 hours in the year before. This is the time taken to do border compliance: the processes that are required," he said. "It involves several departments including customs, permits and issuing agencies, agriculture ministry and other government agencies. Customs is the main player which is in the focus group and we are engaging them at the moment."

He also said one other area that Malaysia could improve on the paying taxes indicator which is an indicator that measures payments, time and total tax rate for a firm to comply with all tax regulations.

# PRODUKTIVITI

## Kecekapan sektor awam tingkatkan produktiviti

Persidangan Antarabangsa APO kongsi interaksi maklumat

Ghaz Hafid Hamid  
Menteri Kanan  
Kementerian Perdagangan Antarabangsa dan Industri



Sektor swasta meningkatkan produktiviti negara. Pada persidangan Antarabangsa APO (APO International Productivity Organisation) yang diadakan di Putrajaya, Malaysia, Menteri Kanan Kementerian Perdagangan Antarabangsa dan Industri, Ghaz Hafid Hamid, berkata sektor awam perlu meningkatkan produktiviti mereka untuk meningkatkan produktiviti negara secara keseluruhan.

Persidangan selama dua hari ini bertujuan meningkatkan perhubungan antara sektor awam dan swasta dalam meningkatkan produktiviti negara. Sektor awam perlu meningkatkan produktiviti mereka untuk meningkatkan produktiviti negara secara keseluruhan. Sektor awam perlu meningkatkan produktiviti mereka untuk meningkatkan produktiviti negara secara keseluruhan.

Prestasi sektor awam memberi impak besar kepada keseluruhan produktiviti negara. Sektor awam perlu meningkatkan produktiviti mereka untuk meningkatkan produktiviti negara secara keseluruhan.

All Hassan,  
Ketua Setiausaha Negara



Selainnya peserta Persidangan Antarabangsa APO International Productivity Organisation (APO) mengenai Produktiviti Sektor Awam di Kuala Lumpur, Sabtu-besok ini.

an sumber. Beliau berkata, peningkatan produktiviti sektor awam akan memberi impak besar kepada keseluruhan produktiviti negara. Sektor awam perlu meningkatkan produktiviti mereka untuk meningkatkan produktiviti negara secara keseluruhan.

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**MALAYSIA'S LABOUR FORCE CHARTED A 3.3% GROWTH IN PRODUCTIVITY FROM 2014 TO 2015 ACCORDING TO THE PRODUCTIVITY REPORT 2015/2016** released by the Malaysia Productivity Corporation (MPC) recently. Malaysia's future productivity growth is dependent on an innovative and highly educated workforce to achieve long-term sustainable growth for the country.

(From left) MPC Director-General Datuk Razali Hussain, Minister of International Trade and Industry (MITI) Datuk Sri Mustapa Mohamed, MITI Minister (II) Datuk Sri Ong Ka Chuan and MPC Chairman Tan Sri Azman Hashim reviewing the MPC Productivity Report 2015/2016

## Malaysia in World Bank's Top 25 ranking

**KUALA LUMPUR:** Malaysia remains in top 25, out of 190 countries, in the latest World Bank's ease of doing business ranking.

The country ranked 23rd, down a notch from last year, in the World Bank's "Doing Business 2017" report.

Malaysia was ahead of Switzerland (31st), France (29th), the Netherlands (28th), the United Arab Emirates (26th), Japan (34th), China (78th) and India (130th).

The annual report listed Malaysia ahead of its Asean peers such as Thailand, Indonesia, the Philippines and Vietnam and behind only Singapore.

The World Bank noted that Malaysia had attained a perfect score on the depth of credit information index.

Two reforms enabled Malaysia to

attain the perfect score. They were the strengthening of credit reporting by providing consumers credit scores, and making it easier to pay taxes by introducing online filing.

"Now it takes a medium-size firm only nine payments to comply with taxes, versus 13 payments the previous year."

"These (the credit score and online tax) make Malaysia more competitive in terms of business environment," said World Bank Group Malaysia country manager Faris Hadad-Zervos yesterday.

"The government is steadily working towards improving its business regulatory environment. These are positive reforms that we have to take into account," he added.

Malaysia is the third best economy in the world in terms of pro-

tecting minority investors.

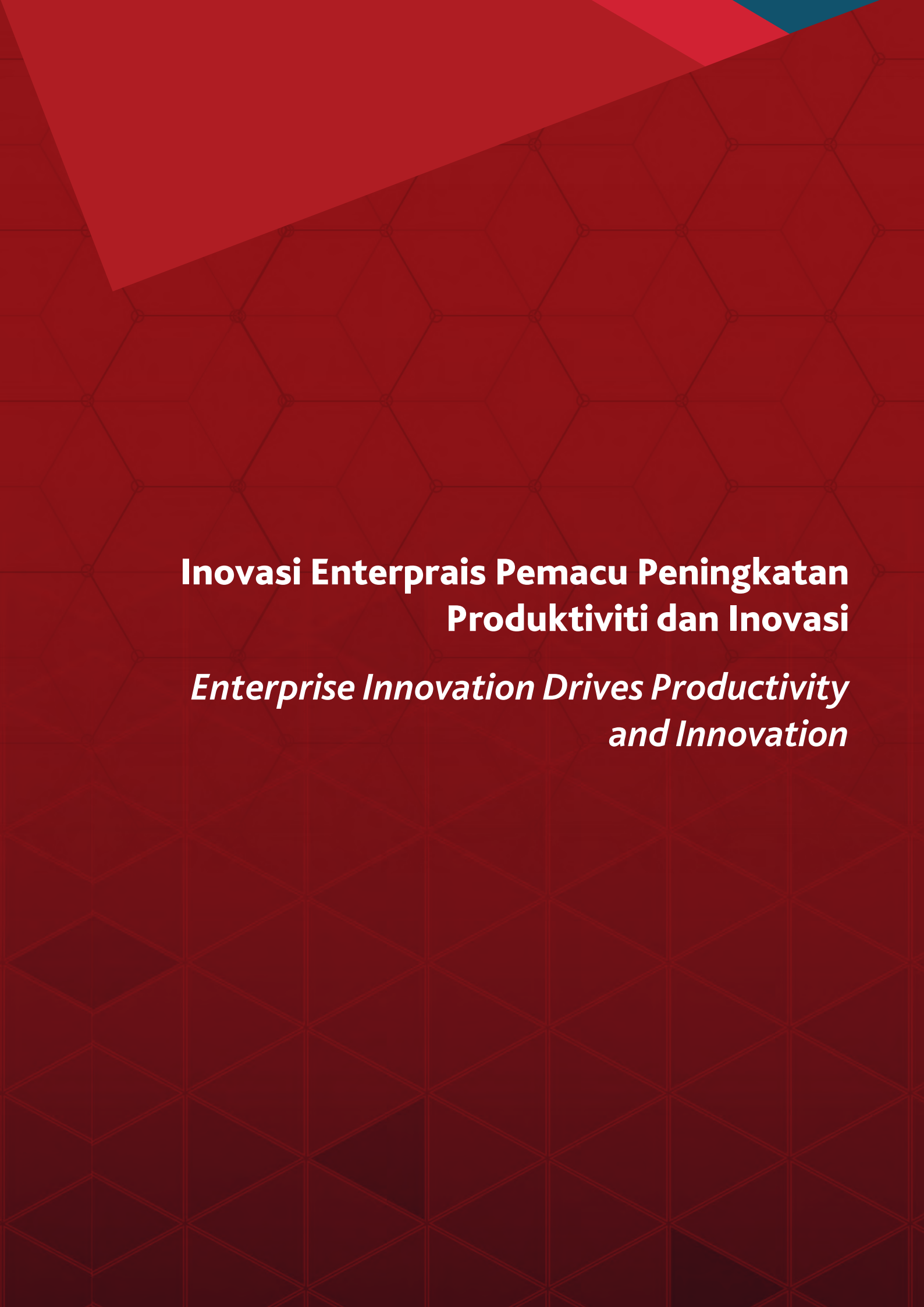
He said Malaysia's slightly lower position this year was mainly due to the change in methodology and the implementation of the Goods and Services Tax.

"The drop in ranking doesn't take away from the good steps that Malaysia, in terms of the public-private partnership, has done in terms of affecting continued change in the country," said Faris.

"It is encouraging to see that the economy has continued to implement reforms to ease the process of doing business," he said.

Meanwhile, International Trade and Industry Minister Datuk Seri Mustapa Mohamed said Malaysia remained one of the leading business-friendly nation in the world despite a drop in the ranking.





# **Inovasi Enterprais Pemacu Peningkatan Produktiviti dan Inovasi**

*Enterprise Innovation Drives Productivity  
and Innovation*

**DALAM TEMPOH RMKE-11**, paras produktiviti buruh didasarkan meningkat daripada RM77,100 pada tahun 2015 kepada RM92,300 pada tahun 2020. Disamping itu, pertumbuhan setiap sektor akan meningkat berikutan penambahbaikan dalam produktiviti. Keupayaan Malaysia untuk meningkatkan pertumbuhan produktiviti buruh bergantung kepada kapasiti negara untuk menjana peningkatan kecekapan daripada sumber dalaman seperti modal insan, inovasi serta dari amalan yang terbaik seperti kecemerlangan operasi. Amalan terbaik dan inovasi untuk meningkatkan produktiviti sudah wujud pada peringkat syarikat dan organisasi dan peranan utama MPC meningkatkan lagi paras produktiviti ke peringkat lebih tinggi dan mencapai sasaran menjadi negara maju pada tahun 2020.

Penekanan yang lebih rapi diberikan untuk memantapkan produktiviti bagi mencapai pertumbuhan ekonomi yang lebih tinggi, mampan dan inklusif. Pendekatan ini untuk meningkatkan produktiviti negara yang akan beralih daripada inisiatif yang diterajui oleh Kerajaan pada peringkat nasional kepada tindakan bersasar merentasi sektor awam, peserta industri dan setiap perusahaan. Pendekatan ini akan diterajui oleh champion yang dikenal pasti untuk menjadi contoh perubahan dan memastikan penerimaan oleh pihak berkepentingan. Inisiatif menyeluruh yang mempunyai sasaran untuk dipantau akan dibangunkan dan disesuaikan mengikut sektor.

Pada peringkat nasional, insentif berasaskan produktiviti akan diperkenalkan dan pengukuhan kawal selia akan dipercepat. Pada peringkat industri, champion industri akan menerajui inisiatif mengikut industri manakala pada peringkat perusahaan, insentif dan program untuk meningkatkan kemahiran akan disediakan.

#### Program Intervensi Inovasi Enterprais (EIIP)

Inovasi Enterprais telah dilaksanakan di MPC sebagai salah satu inisiatif dan usaha untuk meningkatkan sistem penyampaian, produktiviti, inovasi dan daya saing enterprais di Malaysia. Pelaksanaan program ini mendapat kerjasama dari pihak persatuan perniagaan, agensi-agensi kerajaan dan kementerian. Usaha ini adalah selaras dengan fungsi MPC sebagai peneraju produktiviti dan inovasi berimpak tinggi dan ianya membantu meningkatkan kecekapan proses dan memperkasakan jalinan kerjasama di antara organisasi serta merangsang budaya perkongsian dalam kalangan industri.

*IN THE 11MP PERIOD, the labour productivity levels targeted to increase from RM77,100 in 2015 to RM92,300 in 2020. In addition, growth in each sector will increase due to improvements in productivity. Malaysia's ability to increase its labour productivity growth depends on national capacity to generate greater efficiency from internal resources such as human capital, innovation, as well as from best practices such as operational excellence. Best practices and innovation for productivity improvement have already exist at company and organisational levels thus, the main role of the MPC is to further increase productivity to a higher level and achieve the target of becoming a developed nation by 2020.*

*Greater emphasis on strengthening productivity are given to achieve a higher economic growth, sustainable and inclusive. Malaysia's approach to productivity will shift, from Government-driven initiatives at the national level to targeted actions across the public sector, industry players, and every enterprises. This approach will be lead by champions identified to be role model change and ensure acceptance across stakeholders. Comprehensive initiatives with target to be monitored will be developed and tailored to each sector.*

*At the national level, productivity-linked incentives will be introduced and regulatory reforms will be accelerated. At the industry level, industry champions will spearhead industry-specific productivity initiatives, while at the enterprise level, incentives and up skilling programmes will be provided.*

#### Enterprise Innovation Intervention Program (EIIP)

*Enterprise Innovation has been implemented in MPC as one of the initiatives and efforts to enhance delivery system, productivity, innovation, and competitiveness of enterprises in Malaysia. Implementation of the programme is through collaboration with business associations, government agencies and ministries. This effort is consistent with the function of MPC as the leader for high impact productivity and innovation and it supports to enhance process efficiency and strengthen collaboration network among organisations as well as inculcate the culture of sharing among industries.*

Objektif keseluruhan *Enterprise Innovation Intervention Programme* (EIIP) adalah untuk memacu produktiviti syarikat dalam meningkatkan kecekapan, pembangunan pengetahuan dan kemahiran, mencipta dan melaksanakan sistem untuk meningkatkan produktiviti, inovasi dan daya saing serta perkongsian amalan terbaik dalam kalangan industri serta kepada masyarakat umumnya. Peningkatan produktiviti enterprais dibuat melalui program pembangunan kapasiti, program pembangunan sistem, serta perkongsian amalan terbaik.

*The overall objective of Enterprise Innovation Intervention Programme (EIIP) is to spur organisations in increasing its efficiency, developing knowledge and skills, creating and implementing system to increase productivity, innovation and competitiveness as well as sharing of best practices among industries and the community in general. The enterprise productivity enhancement is carried out through capacity building and system development programmes as well as sharing of best practices.*

## PROGRAM PEMBANGUNAN KAPASITI

## CAPACITY BUILDING PROGRAMME

### Program Peningkatan Produktiviti dan Inovasi 2016

### Productivity and Innovation Enhancement Programme 2016

Program Peningkatan Produktiviti dan Inovasi (P&I) meliputi program-program yang berkaitan dengan produktiviti dan inovasi ke arah meningkatkan kecekapan dan keberkesanan enterprais. Organisasi yang menyertai program-program ini diberi bimbingan dan pengetahuan melalui latihan dan pembangunan sistem. Program-program ini telah ditawarkan sepanjang tahun dan juga dilaksanakan berdasarkan permintaan. Pencapaian keseluruhan Program Peningkatan P&I mengikut bilangan kursus, peserta dan organisasi serta Pejabat MPC dalam tahun 2016 adalah seperti di Jadual 1.

*The Productivity and Innovation Enhancement Programme (P&I) encompasses programmes pertaining to productivity and innovation towards raising enterprise efficiency and effectiveness. Participating organisations are equipped with guidance and knowledge through training and system development. This programme offered throughout the year and was also done based on request. The overall achievements of P&I Enhancement Programme according to number of courses, participants and organisations as well as MPC offices in 2016 are shown in Table 1.*

Jadual 1: Pencapaian Keseluruhan Program Peningkatan P&I  
Table 1: Overall Achievement of P&I Enhancement Programme

| Program dan Pencapaian 2016<br><i>Programme and Achievement 2016</i> |                                                   |                                                     |
|----------------------------------------------------------------------|---------------------------------------------------|-----------------------------------------------------|
| Bilangan Kursus<br><i>Number of Courses</i>                          | Bilangan Peserta<br><i>Number of Participants</i> | Jumlah Organisasi<br><i>Number of Organisations</i> |
| 371                                                                  | 6,778                                             | 738                                                 |
| Pejabat MPC<br><i>MPC Office</i>                                     | Bilangan Kursus<br><i>Number of Courses</i>       |                                                     |
| Ibu Pejabat<br><i>Headquarters</i>                                   | 135                                               |                                                     |
| Utara<br><i>Northern</i>                                             | 52                                                |                                                     |
| Selatan<br><i>Southern</i>                                           | 79                                                |                                                     |
| Pantai Timur<br><i>East Course</i>                                   | 34                                                |                                                     |
| Sarawak                                                              | 28                                                |                                                     |
| Sabah                                                                | 43                                                |                                                     |
| Jumlah<br><i>Total</i>                                               | 371                                               |                                                     |

## PROGRAM PEMBANGUNAN SISTEM

### Aktiviti Pembangunan Sistem

Program Pembangunan Sistem EIIP merupakan satu rangka kerja yang dibangunkan oleh MPC bagi membantu organisasi meningkatkan produktiviti dan daya saing. Tujuan utama Program Pembangunan Sistem ini adalah untuk:

- Merubah pemikiran kakitangan dalam meningkatkan keupayaan inovasi di organisasi;
- meningkatkan keupayaan inovasi enterprais melalui perancangan strategik dan inovasi;
- membantu pelaksanaan rancangan peningkatan kecekapan dengan lebih berkesan; dan
- menyediakan inisiatif peningkatan produktiviti dan teknik dalam usaha memudahkan proses penambahbaikan.

Sepanjang tahun 2016, sejumlah 129 program EIIP dilaksanakan dengan pencapaian melebihi sasaran yang ditetapkan. Ianya dicapai melalui program seperti Sistem Pengurusan Lean, Amalan Persekitaran Berkualiti (5S) dan Program Kecemerlangan Perniagaan yang menggunakan rangka kerja EIIP. Jadual 2 adalah Prestasi Pencapaian Sistem Pembangunan EIIP secara keseluruhan pada tahun 2016.

## SYSTEM DEVELOPMENT PROGRAMME

### System Development Activities

The EIIP System Development Programme is a framework developed by MPC to help organisations to enhance productivity and competitiveness. The main purposes of System Development Programme are to:

- Change employee mindset to enhance innovation capacity in the organisation;
- enhance enterprise innovation capacity through strategic planning and innovation;
- assist the implementation of efficiency improvement plans effectively; and
- provide productivity improvement initiatives and techniques to facilitate process improvement.

Throughout 2016, a total of 129 EIIP programmes were conducted with its achievements above the target. It was achieved through programmes such as Lean Management System, Quality Environment Practice (5S) and Business Excellence Programme using the EIIP framework. Table 2 shown the Overall Performance of EIIP Development System in 2016.

Jadual 2: Prestasi Pencapaian Keseluruhan Program EIIP 2016  
Table 2: The Overall Performance of EIIP Programme 2016

| Wilayah<br><i>Region</i>           | Program Projek Pembangunan Sistem 2016<br><i>System Development Project 2016</i> |    |     |     |      | Jumlah<br><i>Total</i> |
|------------------------------------|----------------------------------------------------------------------------------|----|-----|-----|------|------------------------|
|                                    | Bidang<br><i>Area</i>                                                            |    |     |     |      |                        |
|                                    | Lean                                                                             | 5S | ICC | BEF | TRIZ |                        |
| Ibu Pejabat<br><i>Headquarters</i> | 26                                                                               | 13 | 3   | 3   | –    | 45                     |
| Pantai Timur<br><i>East</i>        | 11                                                                               | 11 | –   | –   | –    | 22                     |
| Utara<br><i>North</i>              | 11                                                                               | 7  | 1   | –   | 3    | 22                     |
| Selatan<br><i>South</i>            | 13                                                                               | 5  | 2   | –   | –    | 20                     |
| Sarawak                            | 5                                                                                | 1  | –   | –   | –    | 6                      |
| Sabah                              | 8                                                                                | 5  | 1   | –   | –    | 14                     |
| JUMLAH<br><i>TOTAL</i>             | 74                                                                               | 42 | 7   | 3   | 3    | 129                    |

Bidang intervensi Lean merupakan bidang intervensi tertinggi iaitu sebanyak 74 program (57%) berbanding 5 bidang intervensi yang lain.

Pencapaian ini adalah disumbangkan oleh Program Transformasi Lean yang dijalankan terhadap 70 organisasi Perusahaan Kecil dan Sederhana (PKS) melalui bajet yang disalurkan oleh SME Corp. Pelaksanaan program ini merupakan salah satu program transformasi yang digariskan di dalam RMKe-11 yang memfokuskan kepada peningkatan produktiviti enterprais.

Kebekerhasilan dan pencapaian pelaksanaan program Pembangunan Sistem ini diukur setelah setiap organisasi tamat melaksanakan program. Impak program ini dilihat daripada dua komponen utama iaitu pengukuran impak bagi projek dan di peringkat organisasi. Maklumat lanjut bagi setiap komponen pengukuran adalah seperti berikut:

**i) Pengukuran impak bagi projek:**

- a. Pengurangan *lead time* (20% - 30%);
- b. masa proses (20% - 30%);
- c. meningkatkan kecekapan proses (5% - 15%);
- d. penjimatan kos (20% - 30%);
- e. mengurangkan kos per produk/perkhidmatan (15% - 30%); dan
- f. mengurang kadar kecacatan produk (20% - 30%).

**ii) Pengukuran impak di peringkat organisasi:**

- a. Peningkatan produktiviti organisasi sebanyak 2% - 5%;
- b. vendor berjaya mengekalkan tahap kelestarian ekosistem perniagaan;
- c. kadar pembaziran dikurangkan sebanyak 2% - 5%;
- d. penghantaran menepati masa mencapai 90% - 95%; dan
- e. kadar kepuasan pelanggan meningkat melebihi 75%.

*Lean intervention is the highest intervention area with 74 programmes (57%) compared to 5 other intervention areas.*

*This achievement was contributed by Lean Transformation Programme conducted on 70 Small and Medium Enterprises (SMEs) organisations through the budget by SME Corp. The implementation of this programme is one of the transformation programmes outlined in the 11MP which focuses on increasing productivity of the enterprise.*

*The effectiveness and achievement of System Development programme implementation is measured upon completion of programme by each organisations. The programme impact can be seen from two main components, namely the impact measurement for projects and at the organisational level. Further information on each measurement component as follows:*

**i) Impact measurement for project:**

- a. Lead time reduction (20% - 30%);
- b. processing time (20% - 30%);
- c. improve process efficiency (5% - 15%);
- d. cost savings (20% - 30%);
- e. reduce cost per product / service (15% - 30%); and
- f. reduce the amount of product distortion (20% - 30%).

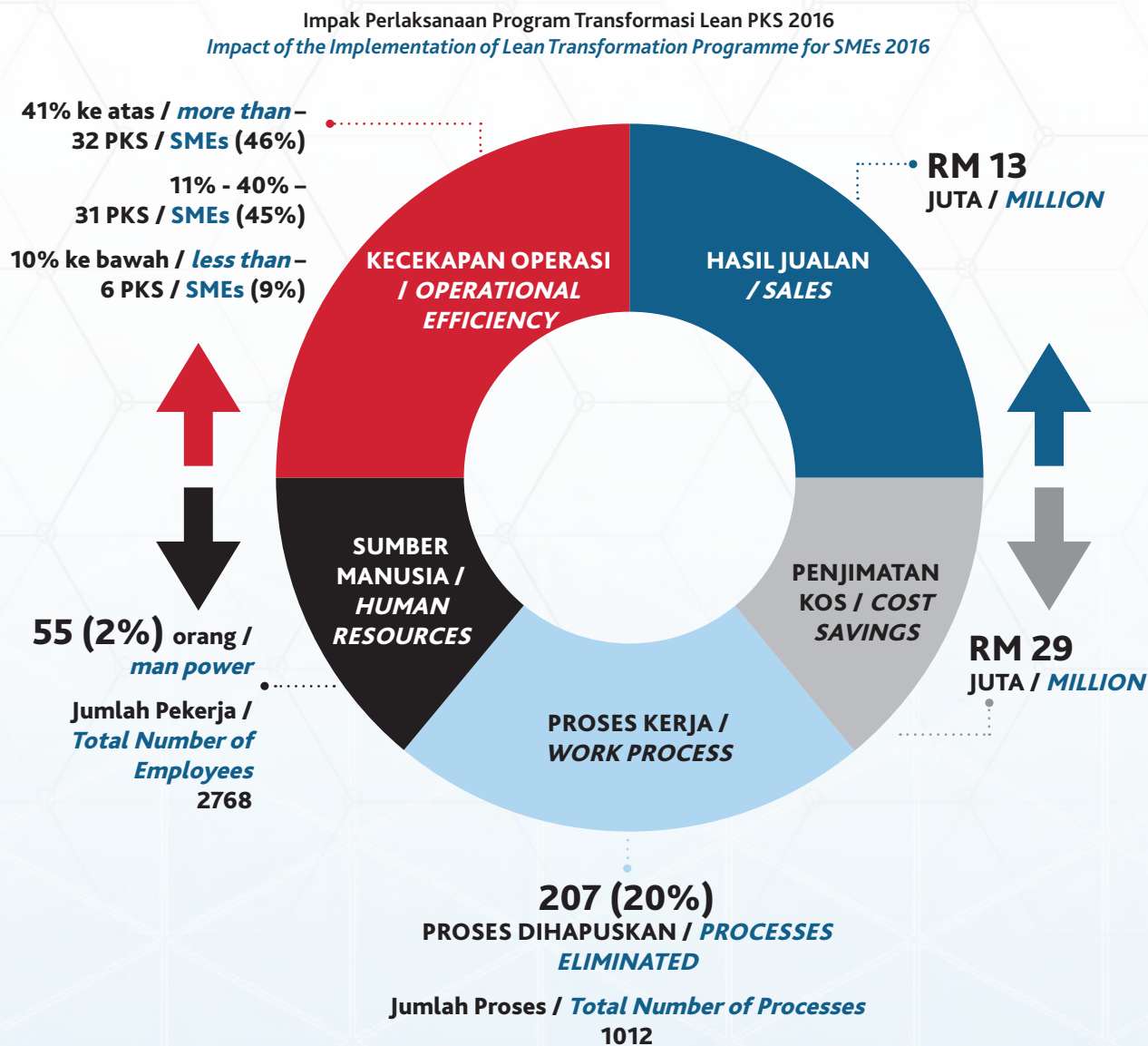
**ii) Impact measurement at organisation level:**

- a. Increase in organisation productivity by 2% - 5%;
- b. vendors are able to maintain the sustainability level of the business ecosystem;
- c. wastage rate reduced by 2% - 5%;
- d. timely delivery at 90% - 95%; and
- e. customer satisfaction rate increased more than 75%.



Sepanjang tahun 2016, impak keseluruhan yang dicatatkan hasil dari Program Transformasi Lean PKS 2016 adalah seperti dalam rajah berikut;

Throughout 2016, the overall impact recorded by the Lean Transformation Programme for SMEs 2016 is as shown in the following diagram:



## PERKONGSIAN AMALAN TERBAIK

### Aktiviti Amalan Terbaik

Penganjuran Konvensyen Team Excellence merupakan salah satu agenda utama MPC untuk membudayakan kreativiti dan inovasi dalam kalangan warga kerja di sesebuah organisasi. Program ini menggalakkan warga kerja untuk menjana idea kreatif dan mentransformasikan idea tersebut menjadi projek-projek yang inovatif di samping memupuk nilai-nilai kerja yang positif secara bekerjasama melalui sebuah pasukan.

## SHARING OF BEST PRACTICES

### Best Practices Activities

Organising the Team Excellence Convention is one of the main agenda of MPC to inculcate creativity and innovation among employees in an organisation. This programme encourages employees to generate creative ideas and transforming it into innovative projects while fostering positive work values through collaboration in a team.

Secara keseluruhannya, Konvensyen Team Excellence 2016 telah disertai oleh 689 kumpulan dari 457 organisasi dengan penyertaan seramai 5,415 orang peserta. Konvensyen ini juga telah merekodkan jumlah penjimatan kos sebanyak RM513 juta.

MPC juga menyediakan platform bagi organisasi yang menjalankan projek pengurusan Lean untuk berkongsi amalan terbaik mereka di Konvensyen Lean Creanova 2016 yang telah dijalankan di Shah Alam Convention Centre (SACC) pada 28 April 2016. Sebanyak 24 projek dari 21 organisasi telah dibentangkan semasa konvensyen tersebut yang disertai oleh 170 orang peserta.

Kemuncak acara Konvensyen Team Excellence adalah pada Annual Productivity and Innovation Conference and Exposition (APIC) 2016 yang telah berlangsung pada 25 hingga 27 Oktober 2016 di Pusat Konvensyen Antarabangsa Putrajaya (PICC). APIC 2016 telah mencapai penyertaan tertinggi sejak penganjurannya yang bermula pada tahun 2011. Maklumat pencapaian APIC 2016 adalah seperti di Jadual 3.

*Overall, the Team Excellence Convention 2016 was participated by 689 groups from 457 organisations with a total of 5,415 participants. The convention has also recorded a total cost savings of RM513 million.*

*MPC also provides a platform for organisations that adopted Lean management projects to share their best practices at Creanova Lean Convention 2016 which was held at the Shah Alam Convention Centre (SACC) on April 28, 2016. A total of 24 projects from 21 organisations were presented during the convention which attended by 170 participants.*

*The highlight of Team Excellence Convention is at the Annual Productivity and Innovation Conference and Exposition (APIC) 2016 which took place at Putrajaya International Convention Centre (PICC) on 25 to 27 October 2016. APIC 2016 has achieved its highest participation since its inception beginning in 2011. The information of APIC 2016 achievement is shown in Table 3.*



**Jadual 3: Pencapaian Annual Productivity and Innovation Conference and Exposition (APIC) 2016**  
**Table 3: Achievement of Annual Productivity and Innovation Conference and Exposition (APIC) 2016**

| <b>Maklumat<br/>Information</b>                     | <b>Pencapaian<br/>Achievement</b> |
|-----------------------------------------------------|-----------------------------------|
| <b>Jumlah Kumpulan<br/>Total Group</b>              | 257 kumpulan / groups             |
| <b>Jumlah Organisasi<br/>Number of Organisation</b> | 143 organisasi / organisations    |
| <b>Jumlah Peserta<br/>Number of Participant</b>     | 1,834 peserta / participants      |
| <b>Jumlah Penjimatan Kos<br/>Total Cost Savings</b> | RM192.7 juta / million            |

Selain konvensyen di dalam negara, pada tahun 2016 MPC juga telah membawa delegasi dari Malaysia membuat persembahan di beberapa platform perkongsian amalan terbaik di peringkat antarabangsa. Antara konvensyen antarabangsa yang telah disertai oleh kumpulan Team Excellence dari Malaysia sepanjang tahun 2016 adalah seperti di Jadual 4.

*In 2016, MPC has also coordinating Malaysia's delegations to take part in several international best practices sharing conventions apart from local conventions. Among the international conventions that have been participated by Team Excellence from Malaysia throughout 2016 are as in Table 4.*

Jadual 4: Penyertaan dalam Konvensyen Antarabangsa  
Table 4: Participation in International Convention

| Konvensyen <i>Team Excellence</i><br><i>Team Excellence Convention</i> | Tarikh<br><i>Date</i>                        | Tempat<br><i>Venue</i>       | Kumpulan<br><i>Group</i> | Peserta<br><i>Participant</i> |
|------------------------------------------------------------------------|----------------------------------------------|------------------------------|--------------------------|-------------------------------|
| <i>International Team Excellence Award (ITEA) – 2016</i>               | 16-18 Mei 2016<br><i>16-18 May 2016</i>      | Milwaukee,<br>Wisconsin, USA | 1                        | 5                             |
| <i>International Convention on Quality Control Circle (ICQCC) 2016</i> | 23 -26 Ogos 2016<br><i>23-26 August 2016</i> | Bangkok,<br>Thailand         | 39                       | 216                           |
| <i>International Exposition on Team Excellence (IETEX) 2016</i>        | 26-28 September<br>2016                      | Singapura                    | 1                        | 2                             |
| <i>International Quality and Productivity Conference (IQPC), 2016</i>  | 6-10 November<br>2016                        | Bali, Indonesia              | 5                        | 35                            |
| <i>22nd Asia Pacific Quality Organisation Conference (APQC), 2016</i>  | 20-23 November<br>2016                       | Rotorua, New<br>Zealand      | 2                        | 8                             |

#### Output dan Pencapaian Keseluruhan Program EIIP

Keberkesanan Program EIIP yang dilaksanakan memberi sumbangan kepada peningkatan produktiviti organisasi dan menyumbang kepada pertumbuhan negara. Output dan pencapaian keseluruhan program tersebut adalah seperti dalam Jadual 5.

#### Output and Overall Achievement of EIIP Programme

*The effectiveness of the implementation of the EIIP Programme has contributed in the increase of organisational productivity and contributes to the country's growth. The output and overall achievement of the programme are as in Table 5.*

Jadual 5: Output dan Pencapaian Keseluruhan Program EIIP  
Table 5: Output and Overall Achievement of EIIP Programme

| Program<br><i>Programme</i>                                                                                                                                                                                                                          | Output                                                                                                                                                                                                                                                                                                                                                                                       | Outcome                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Pembangunan Kapasiti:</b><br>Kursus yang dijalankan dapat meningkatkan pengetahuan dan motivasi warga kerja<br><br><i>Capacity Building:</i><br><i>Courses to enhance the knowledge and motivation of employees</i>                               | <ul style="list-style-type: none"> <li>6,778 peserta telah menghadiri kursus;</li> <li>738 organisasi telah menerima manfaat kursus</li> <li><i>6,778 participants attended the courses;</i></li> <li><i>738 organisations have benefitted from the courses</i></li> </ul>                                                                                                                   | Peningkatan produktiviti organisasi adalah 2-5 peratus.<br><br><i>Increase in organisational productivity by 2-5 percent.</i>                                                                                     |
| <b>Pembangunan Sistem:</b><br>Perundingan yang dilaksanakan bagi semakan proses bertujuan meningkatkan kecemerlangan organisasi<br><br><i>System Development:</i><br><i>Consultancy on process review aimed to enhance organisational excellence</i> | <ul style="list-style-type: none"> <li>129 organisasi telah melaksanakan perundingan;</li> <li>3,870 peserta telah berjaya meningkatkan pengetahuan dalam bidang pengurusan penambahbaikan organisasi.</li> <li><i>129 organisations have completed consultations;</i></li> <li><i>3,870 participants have improved their knowledge in organisational improvement management.</i></li> </ul> | Penjimatan masa proses operasi yang dihasilkan dari program ini secara purata adalah dalam 50-75 peratus.<br><br><i>Reduction of operation process time between 50-75 percent on average from this programme.</i> |

#### Team Excellence:

Penambahbaikan proses dalam organisasi melalui kerjasama berkumpulan

#### Team Excellence:

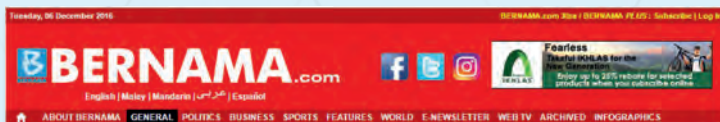
Process improvement in organisations through group collaboration

- 457 organisasi telah melaksanakan penambahbaikan
- 457 organisations have made improvements

Penjimatan kos yang dihasilkan sebanyak RM513 juta.

Total cost savings of RM513 million

## MPC Di Media In The News



### MPC Hopes Lean Management Practice Can Inspire Employees



Datuk Mohd Razali Hussain (Bernama file pic)

KUCHING, Nov 2 (Bernama) -- The Malaysian Productivity Corporation (MPC) hopes the Lean Management Practice can inspire employees of organisations to be more creative and innovative.

The Lean Management Practice refers to a collection of principles and methods that focus on identifying and eliminating non-value added activities through continuous improvement of products and services for the benefit of consumers.

MPC director-general Datuk Mohd Razali Hussain said the outcome of the creative and innovative work could be enjoyed not only by the organisation but also the clients.

Productivity and innovation were two factors that would determine competitiveness and such factors are usually preferred by private sector to pave the way for success, Mohd Razali said when officiating the Sabah and Sarawak Regional Lean Management Seminar 2016 here today.

"The simultaneous achievement of both factors would be able to eliminate wastage in terms of time and the production process of resources, to meet clients' satisfaction.

"It is high time for all organisations in Malaysia to practice 'kaizen' (a Japanese business philosophy of continuous improvement) to improve the efficiency process which is an important step in Lean Management in line with the Economic Transformation Programme (ETP)," he said.

He said the core move in Lean Management was to understand the types of waste and reasons that would disrupt the delivery system to customers, and implementing the 'kaizen' technique.

"All organisations, be they be public or private, must give high-quality of work and this, in turn, will provide quality service or products to the customers," he said.

-- BERNAMA

### Lean management eliminates waste, improves productivity

The Malaysia Productivity Corporation (MPC) has been helping local companies to implement lean management by reducing waste.



### MPC sedia bantu organisasi tingkat produktiviti

Kota Kinabalu: Semua institusi, agensi dan persatuan industri di negeri ini perlu bekerjasama dengan Perbadanan Produktiviti Malaysia (MPC) dalam usaha meningkatkan produktiviti organisasi masing-masing.

Ahli Lembaga Pengarah MPC, Datuk Awang Buhtaman Awang Mahmud, berkata walaupun langkah meningkatkan produktiviti bukan mudah, kerjasama antara MPC dan pelbagai organisasi mampu membukakan hasil yang baik.

"Kecekleran sesuatu organisasi bukan hanya bergantung kepada saiz atau bilangan tenaga kerja tetapi membabitkan kecekleran merentasi perubahan dan meningkatkan kualiti serta tahap pemikiran warga kerja.

"Dalam era pembangunan yang semakin pantas ini, kebolehan warga kerja menangani perubahan dengan cepat dan tepat adalah penting supaya setiap keputusan atau tindakan boleh dilaksanakan dengan lancar.

Kepuasan pelanggan "Kita perlu lebih peka dan sensitif untuk mengambil tindakan pantas dalam semua aspek pekerjaan demi memberi kepuasan kepada pelanggan," katanya ketika berucap pada Majlis Penyampaian Sijil Productivity Champion Wilayah Sabah 2016, di sini, semalam.

Yang turut hadir ialah Timbalan Ketua Pengarah MPC, Datuk Abdul Latif Abu Seman, Pengarah MPC Wilayah Sabah, Norzain Ariffin dan bekas Timbalan Ketua Pengarah MPC, Ahmad Ibrahim.

MPC turut menyampaikan ucapan selamat kepada pemenang Sijil Productivity Champion Wilayah Sabah 2016.

Program ini diharapkan memantapkan peserta terutamanya meningkatkan kecekleran masing-masing mengenai tugas dan cabaran masa kini dalam menyempurnakan kerja setiap lebih berjaya," katanya.



Awang Buhtaman menyampaikan sijil kepada peserta seminar Productivity Champion Wilayah Sabah 2016 di Kota Kinabalu, semalam.





**Pengurusan Sumber  
Dan Organisasi**  
*Resource And  
Organisation Management*

## PENGURUSAN DAN PEMBANGUNAN SUMBER MANUSIA (HRMD)

Modal insan merupakan aset yang paling strategik dalam sesebuah organisasi yang bertindak sebagai pemacu kepada penggunaan modal-modal lain dalam organisasi ke arah perkhidmatan yang cekap dan berkesan. Oleh itu, peranan Unit Pengurusan dan Pembangunan Sumber Manusia (HRMD) pada hari ini dituntut untuk berubah dari bersifat operasi semata-mata kepada peranan yang lebih strategik. Kepelbagaian peranan ini diklasifikasikan kepada 4 iaitu Rakan Strategik, Agen Perubahan, Pakar Pentadbiran dan Juara Pekerja.

### 1. Rakan Strategik

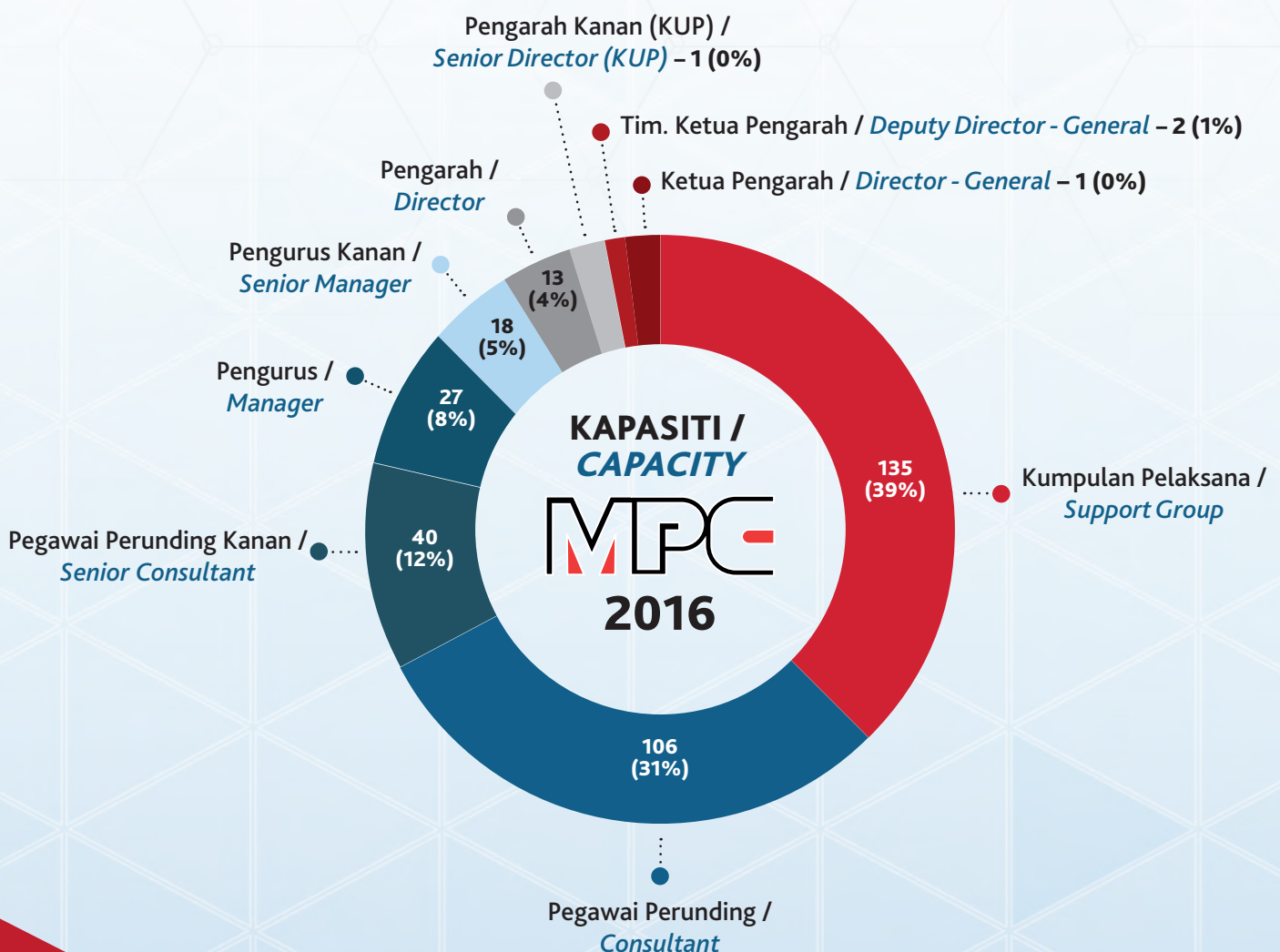
Sebagai Rakan Strategik, Unit HRMD menjalinkan kerjasama dengan bahagian-bahagian dan wilayah-wilayah untuk memastikan cara, proses kerja dan dasar yang ada melengkapi strategi organisasi dan kapasiti sentiasa tersedia untuk melaksanakan sebarang strategi.

## HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT (HRMD)

*Human capital is the most strategic asset in an organisation, acting as a driver to other capitals towards efficient and effective service. Today, the role of the Human Resource Management and Development (HRMD) required a change from operation based to a more strategic role. The diversity of these roles is classified into 4 which are Strategic Partner, Change Agent, Administration Experts and Employee Champion.*

### 1. Strategic Partner

*As a Strategic Partner, HRMD Unit works closely with division and region to ensure existing work processes and policies complement with the organisation's strategy and the capacity is always available to accommodate any strategy.*



## 2. Agen Perubahan

Sebagai Agen Perubahan, Unit HRMD telah membangun Pelan Laluan Kerjaya yang jelas dan fleksibel agar lebih mudah difahami dan diikuti oleh warga dalam membangun kerjaya masing-masing. Peluang kenaikan pangkat adalah lebih singkat berbanding sebelum ini dan ia diberi berdasarkan merit atau prestasi seperti yang digariskan dalam Garis Panduan Kriteria Kemajuan Kerjaya Pengurusan dan Profesional (P&P).

Warga juga diberi peluang malah digalakkan untuk menukar bidang tugas setelah 5 tahun berkhidmat dalam sesuatu bahagian atau wilayah yang sama tertakluk kepada Garis Panduan Dasar Pusingan Kerja MPC untuk mempelbagaikan kemahiran dan menjadi seorang pegawai yang versatile dan agile dalam mengharungi cabaran pekerjaan masa kini.

## 3. Pakar Pentadbiran

Dalam usaha meningkatkan kecekapan pengurusan sumber manusia, Unit HRMD telah mengaplikasikan Sistem HRMIS dan MyHRMIS Cuti Mobile Apps untuk kegunaan warga. Selain itu, Sistem Pengurusan Waktu (TAMS) dan Sistem Pengurusan Latihan (MyLearning) juga sedang dibangunkan bagi mengurangkan bebanan kerja pentadbiran secara manual ke arah perkhidmatan yang lebih mesra pengguna dan bebas kertas.

## 4. Juara Pekerja

Dalam memastikan hubungan baik majikan-pekerja dan mempunyai nilai timbal balik, Unit HRMD melalui kolaborasi strategik bersama BE@M People telah turun padang dan menjalankan beberapa sesi engagement bersama Kumpulan Pengurusan Tertinggi, Kumpulan Pengurusan dan Profesional (P&P) dan Kumpulan Pelaksana bagi mengenal pasti masalah mereka. Ia juga bagi memastikan pandangan mereka didengari dan kebajikan mereka terbela dan seterusnya cadangan dan pandangan daripada pekerja dilaporkan kepada Pengurusan Tertinggi untuk dijalankan.

## 2. Change Agent

*As a Change Agent, the HRMD Unit has developed a clear and flexible Career Path Planning that enables staff to understand and follow their careers growth. Career advancement are shorten compared to before and it's based on merit or performance as outlined in "Garis Panduan Kriteria Kemajuan Kerjaya Pengurusan dan Professional (P&P)."*

*Employees are encouraged and given the opportunity to switch to another working area after servicing 5 years in a same division or region, subject to "Garis Panduan Dasar Pusingan Kerja MPC" which to diversify officers skills to be more versatile and agile in facing current job challenges.*

## 3. Administration Expert

*In order to improve efficiency in human resource management, HRMD Unit currently applying the HRMIS System and MyHRMIS Cuti Mobile Apps for employees. In addition, the Time Attendance Management System (TAMS) and Training Management System (MyLearning) are also being developed to reduce administrative work load from manual to a user-friendly and paperless process.*

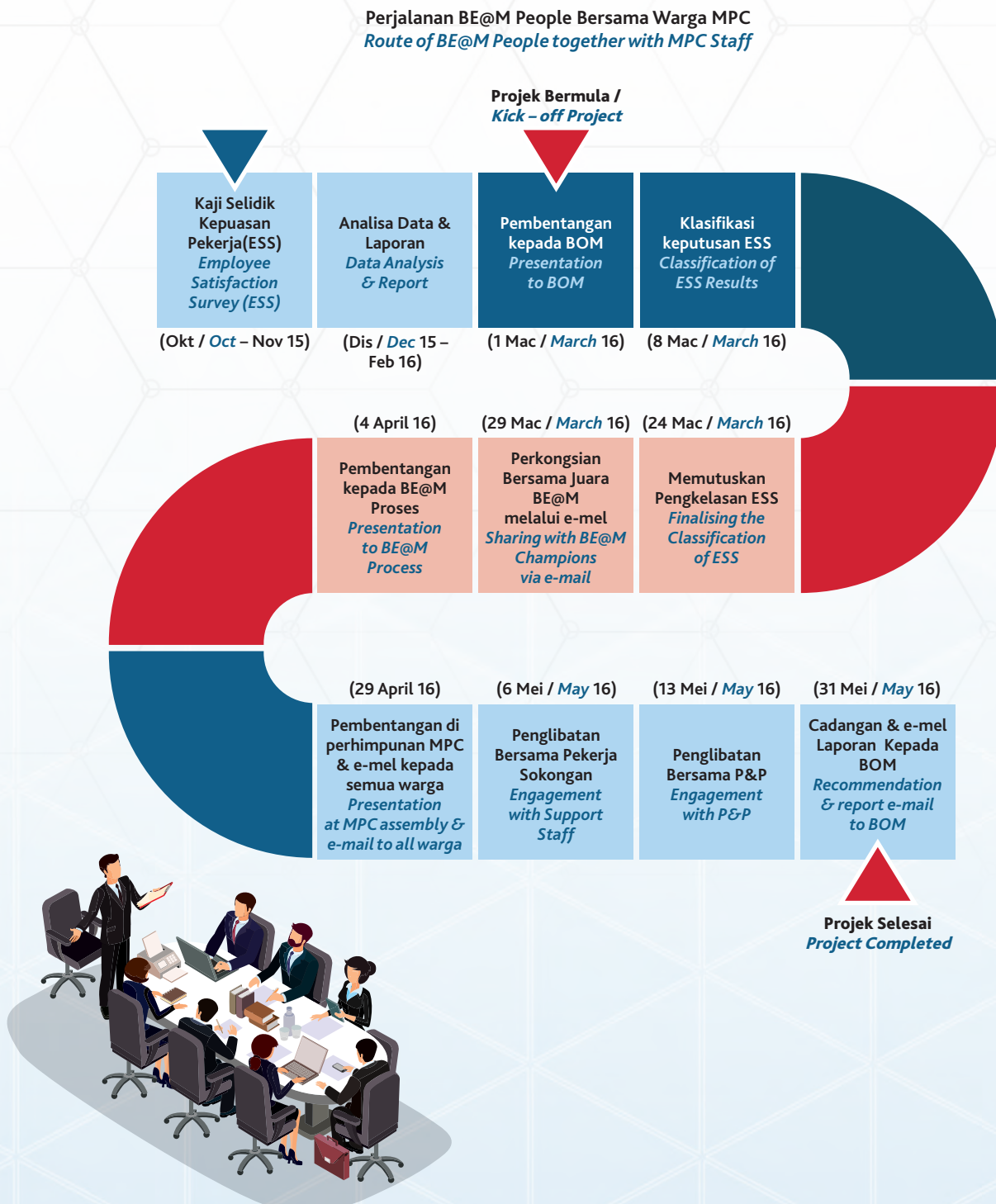
## 4. Employee Champion

*In ensuring good relationship between employers and the employees and maintaining reciprocal value, HRMD Unit has conducted several engagement sessions with Top Management Group, Management and Professional Group (P&P) and Support Group through strategic collaboration with BE@M People to identify employees problems. It is also to ensure employees views are well-being been taken care off and their suggestions are reported to the Top Management for implementation.*



Antara aktiviti-aktiviti yang dijalankan oleh BE@M People adalah seperti dalam rajah di bawah:

Among the activities carried out by BE@M People are as in the diagram below:



Selain dari itu, Unit HRMD juga sentiasa bersama dalam Dialog Bersama Ketua Pengarah, Majlis Bersama Jabatan (MBJ), dan aktiviti-aktiviti sosial dan kemasyarakatan bagi mendekati dan memahami Warga MPC secara lebih dekat.

Besides that, the HRMD Unit always involved in a Dialogue with Director General, Majlis Bersama Jabatan (MBJ), and social community activities for better understanding of MPC employees.

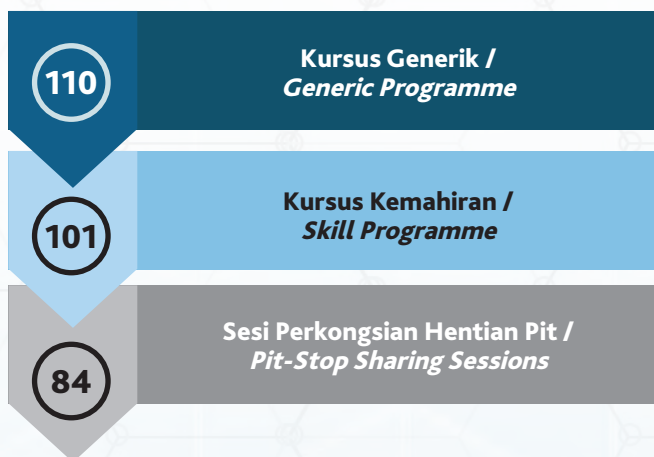
## Pembangunan Modal Insan 2016

Sebagai Juara Pekerja, Unit HRMD telah menjalankan program-program Pembangunan Modal Insan bagi memenuhi keperluan strategik MPC. Program-program ini dijalankan secara berterusan bagi meningkatkan kreativiti dan inovasi serta pengetahuan Warga MPC, seterusnya melahirkan modal insan yang mempunyai minda kelas pertama.

## Human Capital Development 2016

*As an Employee Champion, HRMD Unit has been implementing Human Capital Development programmes to fulfil MPC's strategic goals. These programmes are carried out continuously to enhance the creativity, innovation and knowledge among MPC employees, thereby producing a pool of human capital with first-class mindset.*

### Program Pembangunan Modal Insan 2016 Human Capital Development Programme 2016



## Anugerah

Anugerah Khidmat Cemerlang, Anugerah Khas, Anugerah Konsistensi dan Anugerah Khidmat Setia 30 Tahun diberikan sebagai tanda penghargaan kepada warga yang cemerlang dan setia dalam perkhidmatan. Anugerah ini telah disampaikan pada Majlis Apresiasi dan Aidilfitri MPC 2016 oleh YBhg. Datuk Seri S. Jayasiri, Ketua Setiausaha Kementerian Perdagangan Antarabangsa dan Industri dan juga pada Majlis Perhimpunan Bulanan MPC. Pecahan jumlah penerima mengikut anugerah adalah seperti berikut:

## Awards

*Excellent Service Award, Special Award, Consistency Award and 30 Years of Loyalty Service Award are given out as a token of appreciation for outstanding performance and to appreciate staff loyalty. These awards were presented during "Majlis Apresiasi dan Aidilfitri MPC 2016" by YBhg. Datuk Seri S. Jayasiri, Secretary General of Ministry International Trade and Industry and at the MPC Monthly Assembly. Breakdown number of recipients according to the awards as follows:*

### Jumlah Penerima Anugerah Pada 2016 Total Award Recipients In 2016



### Bingkisan untuk Warga

Unit HRMD telah menerbitkan beberapa buah buku panduan untuk kemudahan dan rujukan warga yang antaranya adalah seperti dalam rajah di bawah:

### Momento for Staff

*The HRMD Unit has published several guidebooks for staff easy references, which as follows:*



### AUDIT DALAM

Secara umumnya, audit yang dijalankan di MPC adalah berkaitan kecekapan dan keberkesanan pengurusan kewangan, pengurusan aset, pengurusan kenderaan, pengurusan perolehan serta keberkesanan pengurusan kualiti di MPC. Berikut adalah aktiviti pengauditan yang telah dijalankan di MPC pada tahun 2016:

- 19 audit telah dijalankan oleh Unit Audit Dalam (UAD) MPC;
- 9 audit telah dijalankan oleh Unit Audit Dalam MITI;
- 1 audit Indeks Akauntabiliti telah dijalankan oleh Jabatan Audit Negara;
- 1 audit Penyata Kewangan MPC telah dijalankan oleh Tetuan Raki Thomas & Co; dan
- 1 audit MS ISO 9001:2008 telah dijalankan oleh SIRIM QAS Sdn Bhd.

Antara perkara yang telah diaudit oleh UAD MPC adalah seperti carta berikut:

### INTERNAL AUDIT

*In general, audit conducted in MPC are to measure efficiency and effectiveness of financial, asset, vehicle, procurement and quality management implemented in MPC. Following are audit activities undertaken at MPC in 2016:*

- 19 audits conducted by MPC Internal Audit Unit (UAD);
- 9 audits conducted by the MITI Internal Audit Unit;
- 1 Accountability Index Audit conducted by the Auditor-General's Department;
- 1 MPC Financial Statement Audit conducted by Messrs. Raki Thomas & Co; and
- 1 MS ISO 9001: 2008 Audit conducted by SIRIM QAS Sdn Bhd.

*Among the items audited by UAD MPC are as follows:*

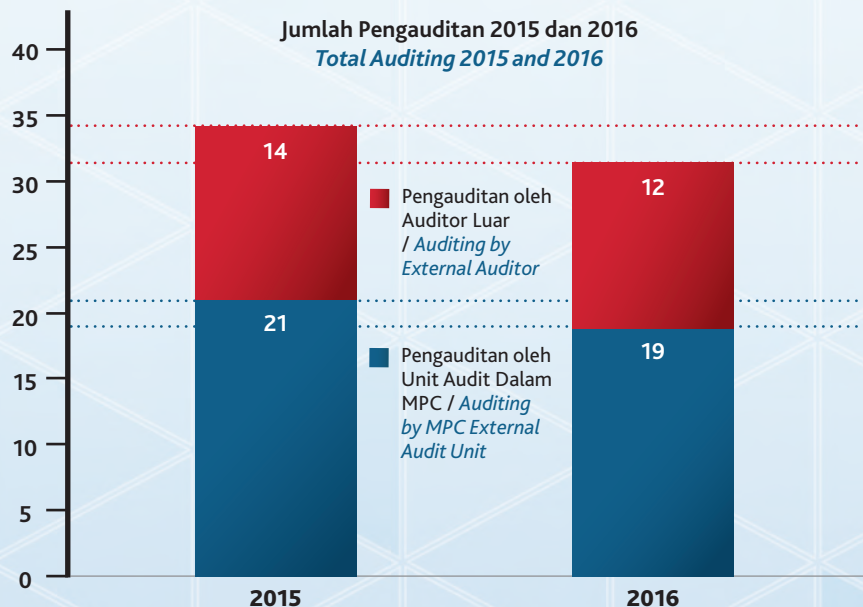
| Bil.<br>No. | Pengauditan oleh UAD MPC<br><i>Auditing by UAD MPC</i>                                               | MPC |     |     |     |     |     |
|-------------|------------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|
|             |                                                                                                      | HQ  | SKO | SBO | NRO | WPT | SRO |
| 1.          | Audit Dalam Pengurusan<br>ISO 9001:2008<br><i>Quality Management System Audit<br/>ISO 9001:2008</i>  | ✓   |     |     |     |     |     |
| 2.          | Audit Prestasi Bahagian<br><i>Division Performance Audit</i>                                         | ✓   |     |     |     |     |     |
| 3.          | Audit Pengurusan Aset dan Stor<br><i>Asset and Store Management Audit</i>                            |     | ✓   |     | ✓   |     |     |
| 4.          | Audit Pengurusan Perolehan<br><i>Procurement Management Audit</i>                                    | ✓   | ✓   |     |     |     |     |
| 5.          | Audit Pengurusan Kenderaan<br><i>Vehicle Management Audit</i>                                        |     | ✓   |     |     |     |     |
| 6.          | Audit Susulan<br><i>Follow-up Audit</i>                                                              |     | ✓   |     | ✓   |     |     |
| 7.          | Audit Mengejut<br><i>Surprise Audit</i>                                                              |     |     |     | ✓   |     | ✓   |
| 8.          | Audit Naziran Program<br>Latihan Ibu Pejabat<br><i>HQ Training Programmes<br/>Inspectorate Audit</i> | ✓   |     |     |     |     |     |

#### Pencapaian Audit 2016

Pada tahun 2016 sebanyak 31 aktiviti audit telah dilaksanakan di MPC Ibu Pejabat dan Wilayah. 19 audit telah dijalankan oleh UAD MPC, manakala 12 audit adalah daripada audit luar. Carta berikut adalah perbandingan jumlah aktiviti pengauditan tahun 2015 dan 2016.

#### Audit Achievement 2016

*In 2016, 31 audit activities were conducted at MPC Headquarters and Regional Offices. 19 audits were conducted by UAD MPC, while 12 audits by external auditor. The following chart shows the comparison of total auditing activities being carried out in 2015 and 2016.*



## Komitmen Dan Kecekapan

Kursus dan seminar yang telah dihadiri juruaudit pada tahun 2016 bagi meningkatkan pengetahuan dan mendapatkan perkembangan terkini adalah seperti berikut:

| Bil No. | Kursus Course                                               | Anjuran Organise by |
|---------|-------------------------------------------------------------|---------------------|
| 1.      | Forum on Public Service Delivery                            | MPC                 |
| 2.      | Seminar on the New ISO 9001:2015                            | SIRIM               |
| 3.      | Integrity Awareness Briefing for Civil Servants             | MITI                |
| 4.      | Integrity Fellowship Seminar                                | MITI                |
| 5.      | International Conference on Public Sector Productivity 2016 | MPC                 |
| 6.      | MITI Corporate Philosophy Symposium                         | MITI                |

## Commitment and Efficiency

Courses and seminars attended by the auditors to enhance and acquire latest knowledge and update in 2016 are as follows:

## TRANSFORMASI DAN INOVASI

### Sistem Pengurusan Kualiti MPC

#### 1. Laporan Audit Persijilan Semula MS ISO 9001:2008 bagi Tahun 2016

Audit Persijilan Semula MS ISO 9001:2008 oleh pihak SIRIM QAS International Sdn. Bhd. telah dijalankan pada 11 hingga 13 April 2016. Pada tahun ini, pihak SIRIM telah memilih Pejabat MPC Wilayah Sarawak, Pantai Timur dan Utara sebagai lokasi yang diaudit selain dari Ibu Pejabat MPC. Aktiviti audit telah dapat dilaksanakan dengan baik sepertimana perancangan. Tiada ketidak-akuran pada Sistem MS ISO 9001:2008 telah dikenal pasti oleh pihak SIRIM pada audit kali ini. Walaubagaimanapun, terdapat 6 peluang penambahbaikan 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.

#### 2. Laporan Sistem Cadangan Q & Inovasi MPC 2016

Sistem Cadangan Q & Inovasi merupakan satu medium komunikasi bagi pekerja untuk menyumbangkan idea yang bernas ke arah kecemerlangan organisasi. Sepanjang tahun 2016, sebanyak 980 cadangan serta 35 aduan telah dikemukakan oleh 104 orang pekerja.

## TRANSFORMATION AND INNOVATION

### MPC Quality Management System

#### 1. MS ISO 9001: 2008 Certification Audit Report for 2016

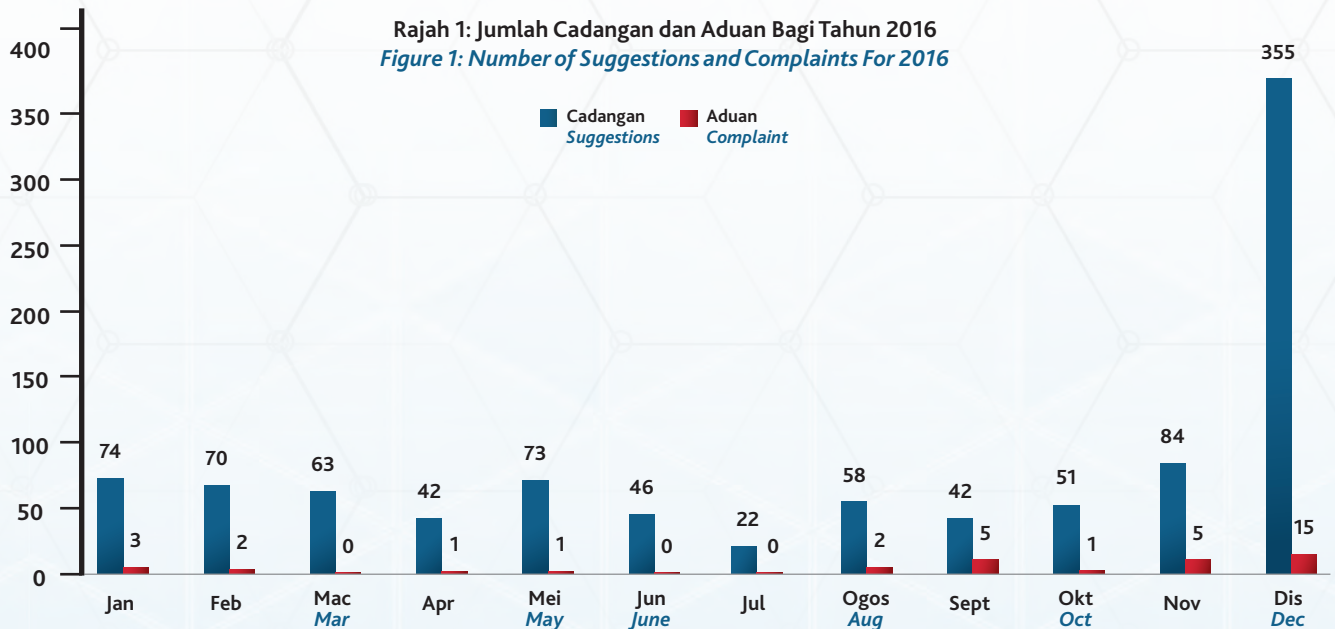
MS ISO 9001: 2008 Certification Audit by SIRIM QAS International Sdn. Bhd. was conducted from 11th to 13th April 2016. MPC Sarawak, East Coast and MPC Northern Regional Offices were selected by SIRIM as location for the audit in addition to MPC HQ. Audit activities have been well executed per planned. There is no non-conformance to the MS ISO 9001: 2008 System identified by the SIRIM during this audit. However, there are 6 opportunities for improvement were raised by SIRIM to ensure effective implementation of MS ISO 9001: 2008 System.

#### 2. MPC Q and Innovation Suggestion System 2016

Q and Innovation Suggestion System is a medium for MPC staff to contribute ideas towards organisational excellence. Throughout 2016, a total of 980 suggestions and 35 complaints submitted by 104 employees.

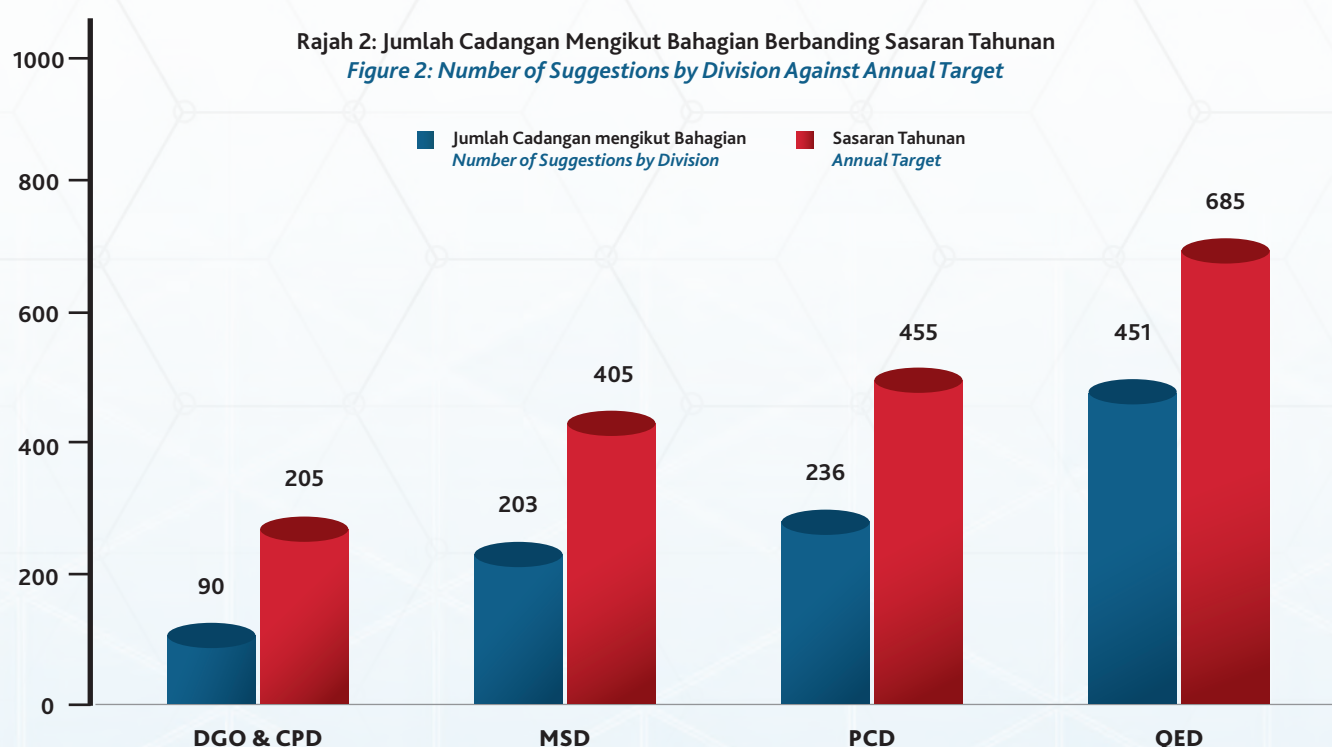
Tren cadangan adalah lebih tinggi pada penghujung tahun dengan bulan Disember mencatatkan jumlah cadangan terbanyak iaitu 355 cadangan, atau 36% daripada jumlah cadangan yang diterima sepanjang tahun. Bilangan cadangan terendah yang diterima adalah pada bulan Julai dengan hanya 22 cadangan. Berdasarkan laporan aduan pula, tiada aduan diterima pada bulan Mac, Jun dan Julai, manakala aduan tertinggi telah direkodkan dalam bulan Disember sebanyak 15 aduan. Rajah 1 menunjukkan graf jumlah cadangan dan aduan bagi tahun 2016.

*Highest number of suggestions can be seen at the end of the year with December registering 355 suggestions, or 36% of total suggestions received throughout the year. The lowest number of suggestions received was in July with 22 suggestions. Based on the complaints report, zero complaints were received in March, June and July, while the highest complaints were recorded in December with 15 complaints. Figure 1 shows the graph of the total number of suggestions and complaints for 2016.*



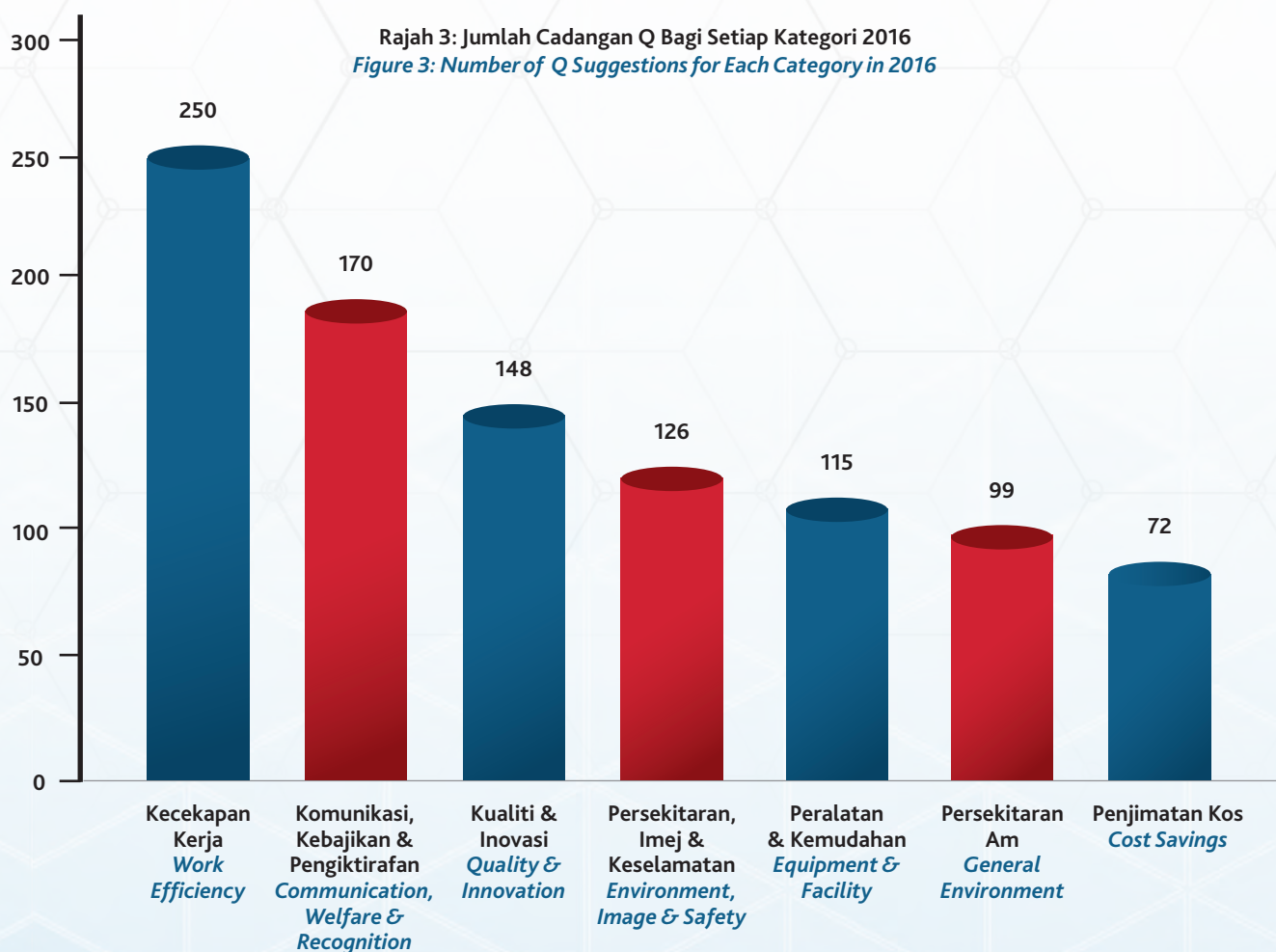
Dari segi penglibatan mengikut Bahagian, Bahagian Pembangunan Kualiti & Kecemerlangan (QED) yang turut merangkumi Pejabat-pejabat Wilayah MPC, telah menyumbangkan jumlah cadangan tertinggi iaitu sebanyak 451 (46%) cadangan. Ianya diikuti oleh Bahagian Pembangunan Produktiviti & Daya Saing (PCD) dengan 236 (24%) cadangan dan Bahagian Khidmat Pengurusan (MSD) dengan 203 (21%) cadangan. Rajah 2 menunjukkan bilangan cadangan yang telah disumbangkan oleh setiap Bahagian berbanding sasaran tahunan.

*In terms of involvement by Division, the Quality and Excellence Development Division (QED) which includes MPC Regional Offices contributed the highest number of at 451 (46%) suggestions. It was followed by the Productivity & Competitiveness Development Division (PCD) with 236 (24%) suggestions and Management Services Division (MSD) with 203 (21%) suggestions. Figure 2 shows the number of suggestions contributed by each Division compared to the annual target.*



Cadangan Q yang diterima juga diklasifikasikan berdasarkan 7 kategori. Cadangan tertinggi adalah bagi kategori 'Kecekapan Kerja' sebanyak 250 (25.5%) cadangan, diikuti 'Komunikasi, Kebajikan & Pengiktirafan' sebanyak 170 (17.4%) cadangan dan 'Kualiti & Inovasi' sebanyak 148 (15.1%) cadangan. Rajah 3 menunjukkan bilangan cadangan mengikut kategori.

*The Q Suggestions received were classified according into 7 categories. The highest suggestions were in Work Efficiency category at 250 (25.5%) suggestions, followed by Communication Welfare and Recognition at 170 (17.4%) suggestions and Quality and Innovation at 148 (15.1%) suggestions. Figure 3 shows the number of suggestions by category.*



## Agenda Transformasi MPC 2016

Proses transformasi di MPC dilaksanakan sejajar dengan aspirasi pembangunan negara. Penyelarasan terkini adalah berdasarkan RMKe-11 yang mengangkat produktiviti sebagai salah satu pemacu perubahan yang akan mendorong pertumbuhan ekonomi negara.

### 1. Sesi Transformasi MPC

Bagi memastikan fokus MPC sentiasa sejajar dengan hasrat Kerajaan, MPC telah mengendalikan Sesi Transformasi secara berkala sepanjang tahun 2016. Tujuan utama sesi ini adalah untuk membincangkan perancangan dan merangka strategi MPC, memantau prestasi secara suku-tahunan dan membuat penyelarasan yang diperlukan dari masa ke semasa. Sesi Transformasi MPC turut meliputi siri komunikasi antara pihak Pengurusan MPC bersama warga MPC. Ianya bertujuan memastikan agenda transformasi MPC dapat disampaikan dan dihayati oleh segenap peringkat warga kerja di MPC agar segala perancangan organisasi dapat direalisasikan dan mencapai sasaran yang ditetapkan.

Sesi Transformasi yang telah dilaksanakan pada tahun 2016 meliputi empat siri Makmal Strategik Mencapai Kecemerlangan Melalui Pelaksanaan (AEE), satu Sesi Strategik Esekutif (ESS), dua sesi dialog bersama Kumpulan Pengurusan dan Profesional serta tiga sesi bersama Kumpulan Pelaksana.

### 2. Sesi Penerangan dan Perbincangan Berkaitan Blueprint Produktiviti Malaysia (MPB)

MPB merupakan agenda produktiviti negara bagi tempoh 5 tahun. Ianya menggariskan rancangan pelaksanaan bagi meningkatkan potensi produktiviti di peringkat negara, sektor ekonomi dan enterprais. MPC turut merupakan salah sebuah agensi yang terlibat secara langsung dalam proses pembangunan draf MPB.

Berdasarkan MPB, MPC akan bertindak sebagai Smart Productivity Hub (SPH) dan akan melaksanakan tugas penyelarasan dan pemantauan inisiatif produktiviti negara. Sebagai langkah persediaan awal, tiga siri Penerangan dan Perbincangan berkaitan MPB bersama Kumpulan Pengurusan dan Profesional telah dilaksanakan pada bulan November 2016. Objektif utama sesi ini ialah untuk mendapatkan pandangan, cadangan dan maklum balas daripada peserta berkaitan peranan MPC sebagai SPH.

## MPC Transformation Agenda 2016

*The transformation process in MPC is done in line with the nation's development aspiration. The latest coordination is in tandem with the objective of the 11MP that has lifted productivity as one of the drivers for the country's economic growth.*

### 1. MPC Transformation Session

*To ensure MPC focus is in line with the Government aspirations, MPC has organised the Transformation Session periodically throughout the year 2016. The main purpose of this session is to plan and formulate MPC strategies, to monitor quarterly performance and to make the necessary adjustments as required. The MPC Transformation Session also includes a series of communications between MPC Management and employees. It aims to ensure that the MPC transformation agenda is conveyed and internalised by all employees to ensure realisation of organisational planning and achievement of targets.*

*The Transformation Session which was implemented in 2016 includes a series of four Achieving Excellence through Execution (AEE) Strategic Lab, one Executive Strategic Session (ESS), two dialogues with Management and Professional Group and three joint sessions with The Support Group.*

### 2. Information and Discussion Session on Malaysia Productivity Blueprint (MPB)

*MPB is the country's productivity agenda for a period of 5 years. It provides guided implementation to enhance productivity potential at national, industry and enterprise levels. MPC is also one of the agencies directly involved during development process of MPB draft.*

*As stated in MPB, MPC will act as Smart Productivity Hub (SPH) and will carry out the task of coordinating and monitoring the country's productivity initiatives. As an initial step, three series of Information and Discussions related to MPB with the Management and Professional Group were conducted in November 2016. The main objective of this session is to obtain views, suggestions and feedback from participants related to role of MPC as SPH.*

## Kecemerlangan Perniagaan di MPC (BE@M) 2016

Projek Kecemerlangan Perniagaan di MPC (BE@M) adalah sebahagian daripada Agenda Transformasi MPC. Ianya merupakan usaha untuk menerapkan kecemerlangan perniagaan di MPC, bersesuaian dengan peranan MPC yang mempromosikan kecemerlangan perniagaan di peringkat industri di Malaysia.

Pelaksanaan BE@M adalah berdasarkan kepada Rangka Kerja Kecemerlangan Perniagaan yang merangkumi tujuh kriteria iaitu Kepimpinan, Perancangan, Sumber Manusia, Proses, Pelanggan, Pengurusan Maklumat & Pengetahuan dan Pencapaian.

Fasa pertama bagi projek ini telah bermula pada April 2013. Sehingga kini, pelaksanaan BE@M di MPC telah memasuki fasa ketiga dan berakhir pada Disember 2016. Sepanjang tahun 2016, sebanyak 10 projek telah dirancang dan 9 daripadanya telah selesai. Jadual 1 menunjukkan senarai projek yang telah dilaksanakan serta outcome yang telah berjaya dicapai.

## Business Excellence at MPC (BE @ M) 2016

*The Business Excellence Project at MPC (BE@M) is part of MPC Transformation Agenda. It is an effort to inculcate business excellence within MPC, in tandem with MPC's role to promote business excellence at industry level in Malaysia.*

*BE@M implementation is based on the Business Excellence Framework, encompassing seven criteria namely Leadership, Planning, Human Resource, Process, Customer, Information Management & Knowledge and Result.*

*The first phase of the project started back in April 2013. To date, the implementation of the BE@M has entered the third phase and projected to end in December 2016. Throughout 2016, a total of 10 projects have been planned and 9 have been completed. Table 1 shows the list of projects that have been implemented and the outcomes achieved.*

**Jadual 1: Projek BE@M 2016 berdasarkan Kriteria**  
*Table 1: BE@M 2016 project based on Criteria*

| Kriteria<br><i>Criteria</i>                                                                                            | Projek<br><i>Project</i>                                                                                                                                                                                          | Status<br><i>Status</i>     | Hasil<br><i>Outcome</i>                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kepimpinan & Perancangan<br><i>Leadership &amp; Planning</i>                                                           | <b>Projek 1:</b><br>Pengukuhan Proses<br>Kepimpinan Atasan &<br>Mekanisme Komunikasi<br><br><i>Project 1:</i><br><i>Strengthening Senior Leadership</i><br><i>Process &amp; Communication</i><br><i>Mechanism</i> | Selesai<br><i>Completed</i> | Alat Penilaian untuk menilai proses<br>kepimpinan dan komunikasi di MPC<br><br><i>Assessment Tool for evaluating leadership</i><br><i>processes and communication at MPC</i>                                                  |
|                                                                                                                        | <b>Projek 2:</b><br>Menilai Kecekapan &<br>Kebekesanan Perancangan<br>Strategik<br><br><i>Project 2:</i><br><i>Assessing the Efficiency and</i><br><i>Effectiveness of Strategic</i><br><i>Planning</i>           | Selesai<br><i>Completed</i> | Rangka Kerja Proses Perancangan<br>Strategik MPC sebagai panduan kepada<br>Bahagian/ Teras di MPC<br><br><i>Framework on MPC Strategic Planning</i><br><i>Process as a guidance to respective</i><br><i>division / thrust</i> |
| Pengurusan Maklumat &<br>Pengetahuan dan Pencapaian<br><i>Management of Information &amp;<br/>Knowledge and Result</i> | <b>Projek 3:</b><br>Capaian Keberhasilan<br>Prestasi MPC<br><br><i>Project 3:</i><br><i>MPC 1-Click</i><br><i>Business Result</i>                                                                                 | Selesai<br><i>Completed</i> | Satu pengaksesan berpusat bagi rujukan<br>pangkalan data dan maklumat<br>keberhasilan prestasi MPC<br><br><i>Centralized database to access reference and</i><br><i>information on MPC's business result.</i>                 |

|                                                                                                                 |                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pengurusan Maklumat & Pengetahuan dan Pencapaian<br><i>Management of Information &amp; Knowledge and Result</i> | <p><b>Projek 4:</b><br/>Pengukuran Produktiviti MPC</p> <p><i>Project 4:</i><br/><i>MPC Productivity Measurement</i></p>                                                                                             | Selesai<br><i>Completed</i>                                                                                                                                                                                                                                                                 | <p>Petunjuk produktiviti dan pemantauan prestasi MPC bagi tempoh 2011-2015</p> <p><i>MPC Productivity indicator and performance monitoring for 2011-2015 period</i></p>                                                                                                                                                                                                                                                                      |
| Sumber Manusia<br><i>Human Resource</i>                                                                         | <p><b>Projek 5:</b><br/>Pembangunan Rangka Kerja Kompetensi</p> <p><i>Project 5:</i><br/><i>Development of Competency Framework</i></p>                                                                              | Selesai<br><i>Completed</i>                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Membuat keputusan berdasarkan kecekapan di dalam perantikan jawatan, latihan dan pembangunan kapasiti, kenaikan pangkat, dan 'succession planning'</li> <li>• Meningkatkan kepuasan pekerja</li> <li>• <i>Decision making based on competency in recruitment, training and capacity building, job promotion, and succession planning</i></li> <li>• <i>Enhance employee satisfaction</i></li> </ul> |
|                                                                                                                 | <p><b>Projek 6:</b><br/>Perkongsian Hasil Kajian Kepuasan Pekerja dan Cadangan Penambahbaikan</p> <p><i>Project 6:</i><br/><i>Sharing of Employee Satisfaction Survey Results and Recommendation Improvement</i></p> | Selesai<br><i>Completed</i>                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Peningkatan kepuasan pekerja</li> <li>• Mengekalkan kakitangan di organisasi</li> <li>• <i>Increased employees satisfaction</i></li> <li>• <i>Retain employee in the organisation</i></li> </ul>                                                                                                                                                                                                    |
| Proses<br><i>Process</i>                                                                                        | <p><b>Projek 7:</b><br/>Proses Pendaftaran, Penilaian dan Pembayaran Tenaga Pakar Luar</p> <p><i>Project 7:</i><br/><i>Registration, Evaluation and Payments of External Experts</i></p>                             | Selesai<br><i>Completed</i>                                                                                                                                                                                                                                                                 | <p>Meningkatkan kecekapan penyampaian perkhidmatan MPC kepada pelanggan</p> <p><i>Improve the efficiency of MPC's service delivery.</i></p>                                                                                                                                                                                                                                                                                                  |
|                                                                                                                 | <p><b>Projek 8:</b><br/>Projek Piagam Pelanggan</p> <p><i>Project 8:</i><br/><i>Client Charter Project</i></p>                                                                                                       | <p>Ditangguhkan sehingga tahun 2017 (MPC di dalam proses peralihan untuk diselaraskan dengan MPB. Dijangka akan bermula pada suku ke-2 tahun 2017)</p> <p><i>Postponed to 2017 (MPC is in the transition process to aligned with MPB. Expected to begin in the 2nd quarter of 2017)</i></p> | —                                                                                                                                                                                                                                                                                                                                                                                                                                            |

|                              |                                                                                                                                           |                             |                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Proses<br><i>Process</i>     | <p>Projek 9:<br/>Projek Pembayaran Pembekal</p> <p><i>Project 9:<br/>Project on Payment to Supplier</i></p>                               | Selesai<br><i>Completed</i> | <p>Menambah baik rantaian proses pembayaran pembekal &amp; menghapuskan sekurang-kurangnya 30% proses yang tidak diperlukan</p> <p><i>Improve supplier chain payment process with removing at least 30% non-value added processes</i></p>                                                                                                                                                                          |
| Pelanggan<br><i>Customer</i> | <p>Projek 10:<br/>Program Pemeraksanaan Pangkalan Data Pelanggan</p> <p><i>Project 10:<br/>Customer Database Enrichment Programme</i></p> | Selesai<br><i>Completed</i> | <ul style="list-style-type: none"> <li>• Memperkayakan pangkalan data pelanggan (outreach) MPC</li> <li>• Merancang strategi penambahbaikan produk dan perkhidmatan MPC berdasarkan aduan dan pertanyaan pelanggan</li> <li>• <i>Enriching MPC's customer (outreach) database</i></li> <li>• <i>Design Strategies to improve MPC's products and services based on customer complaints and inquiries</i></li> </ul> |

## MAJLIS BERSAMA JABATAN (MBJ)

Mesyuarat MBJ MPC diwujudkan adalah berdasarkan Surat Pekeliling Perkhidmatan Bilangan 3 Tahun 2002. Surat Pekeliling Perkhidmatan tersebut menggariskan perkara-perkara utama seperti peraturan penubuhan, peranan serta kaedah pengurusan MBJ di peringkat Kementerian/Jabatan/ Pihak Berkuasa Badan Berkanun/Pihak Berkuasa Tempatan. Antara fungsi penting penubuhannya adalah bagi mengekalkan hubungan harmonis antara majikan dan pekerja.

Justeru itu, MBJ bertujuan untuk memperolehi kerjasama yang menyeluruh di antara pihak pegawai dan pihak pekerja di mana pihak pekerja diberi peluang untuk mengemukakan pendapat serta mengambil bahagian secara aktif dalam membincang dan menyelesaikan isu berkaitan sistem kerja, urusan pentadbiran, kebajikan pekerja mahupun hala tuju organisasi berkenaan.

Bidang kuasa dan fungsi MBJ adalah meliputi semua perkara yang berkaitan dengan syarat-syarat perkhidmatan dan perjalanan organisasi yang ada hubung kait dengan pentadbiran kecuali yang menyentuh dasar kerajaan atau hal-hal perseorangan. Semua ahli MBJ boleh mengambil bahagian dalam perbincangan dan berkongsi idea dalam mencari penyelesaian terhadap sesuatu isu dan perbincangan ini hendaklah ditumpukan kepada perkara-perkara yang melibatkan masalah bersama.

## MAJLIS BERSAMA JABATAN (MBJ)

*The MPC MBJ meeting was established based on the Service Circular No. 3 Year 2002. The Service Circular outlines the key elements of MBJ management such as establishment rules, roles and MBJ's methods of management at the Ministry / Department / Statutory Bodies / Local Authority levels. Among the key functions of its establishment is to maintain a harmonious relationship between employer and employee.*

*The objective was aimed to obtain a full cooperation between the employer and the employees where the employees are given the opportunity to express their views and to actively participate in discussing and resolving issues related to work system, administrative matters, employees welfare and also to determine the direction of the organisation.*

*The jurisdiction and functions of MBJ include all matters related to the terms of service and organisational direction that link to the administration except those related to government policies or individual matters. All MBJ members are able to participate in discussions and share the ideas to find the solutions on matters involving common problems.*

## Laporan MBJ 2016

Bagi sesi 2016, YBhg. Dato' Mohd Razali Hussain, Ketua Pengarah MPC berperanan sebagai Pengerusi pada setiap mesyuarat MBJ yang dijalankan. Seramai 30 orang warga MPC telah dilantik sebagai Ahli MBJ MPC yang terdiri daripada 11 ahli bagi Pihak Pegawai dan 19 ahli bagi Pihak Pekerja.

Setiap sesi mesyuarat dilaporkan kepada pihak Jabatan Perkhidmatan Awam (JPA) dan MITI sebagai makluman dan rekod pelaksanaan MBJ di MPC. Sebanyak 74.3% purata kehadiran direkodkan bagi empat sesi mesyuarat MBJ yang telah diadakan. Tarikh mesyuarat MBJ sepanjang tahun 2016 adalah seperti berikut:

Suku tahun pertama : 7 Mac 2016  
Suku tahun kedua : 30 Mei 2016  
Suku tahun ketiga : 2 September 2016  
Suku tahun keempat : 6 Disember 2016

Perkara yang dibincangkan di dalam mesyuarat MBJ MPC dikelaskan seperti berikut;

- a. Elaun dan kemudahan;
- b. kewangan;
- c. perkhidmatan;
- d. skim perkhidmatan dan perjawatan;
- e. kebajikan;
- f. pentadbiran; dan
- g. hal-hal lain.

Mesyuarat MBJ juga menjemput wakil unit yang berkaitan, persatuan-persatuan serta koperasi bagi bersama memberikan pendapat, menjawab dan melaksanakan isu-isu yang berbangkit semasa mesyuarat.

Pada mesyuarat MBJ tahun 2016, sebanyak 22 perkara berbangkit dari usul pihak pekerja telah berjaya dilaksanakan dan sebanyak 17 usul baharu direkodkan pada tahun yang sama.

Dinyatakan bersama beberapa usul daripada warga yang berjaya dilaksanakan melalui mesyuarat MBJ MPC;

- i. Bayaran Anugerah Khas di naikan dari RM100 kepada RM300;
- ii. mewujudkan Pasukan Tindakan Kecemasan MPC;
- iii. Kursus Bahasa Inggeris Komunikasi untuk pegawai pengurusan & professional;
- iv. memasang sistem akses masuk keluar dan CCTV di TASKA MPC;

## MBJ Report 2016

*In 2016 session, YBhg. Dato' Mohd Razali Hussain, MPC Director-General acting as a Chairman at each MBJ meetings. A total of 30 staffs were elected as Member of MPC MBJ which consist of 11 members from Officer Team and 19 members from Support Staff Team.*

*Each of the meeting session is reported to the Public Service Department (JPA) and MITI for their information and implementation record. The meeting attendance is 74.3% for a total of four meetings held during the year. Date of MBJ meeting throughout 2016 is as follows:*

*First quarter : 7 March, 2016  
2nd quarter : 30 May, 2016  
Third quarter : 2 September, 2016  
4th quarter : 6 December, 2016*

*Issues raised during the MPC MBJ meetings were categorised as follows:*

- a. Allowance and facilities;*
- b. finance;*
- c. services;*
- d. services and employment schemes;*
- e. welfare;*
- f. administration; and*
- g. other matters.*

*The MBJ meeting has also invited related unit representatives, associations and co-operatives to give opinions, respond and implement matters raised during the meeting.*

*At the 2016 MBJ meeting, a total of 22 issues raised has been implemented successfully and 17 new issues were recorded in the same year.*

*Issues successfully implemented through MBJ MPC meeting;*

- i. Special Award payout increased from RM100 to RM300;*
- ii. establishment of MPC Emergency Response Team;*
- iii. English for Communication Course for management & professional staff;*
- iv. installation of access controller and CCTV systems at TASKA MPC;*

v. pemberian insentif kepada warga yang aktif dalam Pengurusan Projek (eSPP); dan

vi. kenaikan pangkat bagi pegawai gred 41 dan ke atas secara merit.

Secara keseluruhan, MBJ MPC telah berjaya melaksanakan empat sesi mesyuarat dalam setahun seperti mana yang diarahkan melalui Surat Pekeliling Perkhidmatan Bilangan 3 Tahun 2002. Kerjasama, kehadiran dan sumbangan ahli MBJ serta ahli jemputan adalah memenuhi peranan MBJ. Hasil pelaksanaan dari usul MBJ banyak memberikan faedah, kebaikan serta manfaat kepada semua warga MPC.

v. incentives to staff who participate actively in Project Management System (eSPP); and;

vi. job Promotion for Grade 41 and above on merit basis.

In total, MPC MBJ has successfully completed four meeting sessions in a year as directed by Service Circular No. 3 year 2002. MBJ's roles are fulfilled through cooperation, attendance and contributions from members and invited members. The implementation of the MBJ proposals has benefitted all MPC staffs.

## MPC Di Media In The News

### MITI yakin Bajet 2017 tingkat produktiviti

Oleh MUZDALIFAH MUSTAPHA  
ekas@miti.gov.my

■ PUTRAJAYA 19 OKT.

KEMENTERIAN Perdagangan Antarabangsa dan Industri (MITI) yakin hasrat meningkatkan pertumbuhan purata produktiviti negara akan tercapai melalui peruntukan Bajet 2017.

Menteri Perdagangan Antarabangsa dan Industri II, Datuk Seri Ong Ka Chuan berkata, dengan dana yang kukuh, pihaknya melalui Perbadanan Produktiviti Malaysia (MPC) dapat melaksanakan pelbagai aktiviti ke arah meningkatkan produktiviti dan sektor eksport.

Jelasnya, antara aktiviti tersebut adalah melakukan inovasi untuk industri kecil dan sederhana, mentransformasikan sektor perkhidmatan dan pembuatan serta meningkatkan sektor automasi dan pendidikan yang mana kesemuanya bertujuan meningkatkan tahap efisien sedia ada.

"Kami faham penjaminan perlu diutamakan berikutan kejatuhan harga minyak mentah, tetapi berharap Perdana Menteri dapat mempertimbangkan peruntukan yang munasabah dan sesuai



Ini sebagai usaha mencapai sasaran 3.7 peratus pertumbuhan purata produktiviti negara seperti yang ditetapkan dalam RMK-11."

ONG KA CHUAN  
Menteri Perdagangan Antarabangsa dan Industri II

### MENJELANG BAJET 2017

dalam usaha kementerian dan MPC meningkatkan ekonomi negara.

Produktiviti Asian (APO), Dr. Santi Kanoktanaporn.

Bengel selama tiga hari yang disertai 19 buah negara anggota Asia itu bertujuan membincang dan membuat penilaian semula projek-projek di bawah APO, selain melihat keperluan lain dalam usaha memperkasakan produktiviti untuk setiap negara anggota.

Ka Chuan berkata, kementerian akan melaksanakan

### 'Malaysia needs to shift focus to high-value sectors'

BY CHEN SHAU FU

KUALA LUMPUR: To transition to a high income economy, Malaysia has to move away from labour-intensive sectors and develop creative, innovative industries, says Malaysia Productivity Corp deputy director general Datuk Abdul Latiff Abu Seman.

So, the country has to do away with the practice of bringing in more low-skilled migrant workers that would not create big value for our economy, but shift focus to higher-skilled, higher-value sectors, he said.

"We have to do away with migrant workers. How much value can they bring in to the country? Let's say they are only hired to pull the trolley to transport bricks, compared to a surgeon who can bring in more value," he told *The Edge Financial Daily*.

He said this after speaking at a forum entitled "Wage, Productivity and Work Conditions: Can Malaysia shift into High Growth?" organized by the Department of Development Studies, University of Malaya, yesterday.

The other speaker was Prof Dr

Rajah Rasiah from the Department of Development Studies. The talk was moderated by Dr Lee Hock Aun, head of the Department of Development Studies.

Abdul Latiff believes going forward, creative innovation has to come in. During his presentation earlier, Abdul Latiff said Malaysia's labour productivity grew 3.3% in 2015, versus Indonesia which saw the same growth quantum in productivity that year, while Vietnam registered 4.7%, and China 6.7%.

He said a lack of policy implementation had restrained growth locally, adding that the government needs to engage with stakeholders to come up with the best ways to address this.

Union leader Syed Shahir Syed Mohamad noted, however, that Malaysia needs to ensure that its trade union and worker rights are not compromised as it strives to become a high-income nation.

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The other speaker was Prof Dr



International Trade and Industry Minister Datuk Seri Mustapa Mohamed presenting the Ministry of International Trade and Industry Trophy to Rapid Rail Sdn Bhd chief executive officer Datuk Johari Badarudin at the Annual Productivity & Innovation Conference and Exhibition 2016 in Putrajaya recently. With him are Malaysia Productivity Corporation (MPC) director-general Datuk Abdul Latiff Abu Seman (left) and MPC chairman Tan Sri Arman Hakim (right).

### LIGHTING THE SPARK OF INGENUITY

INDIGENOUS IDEAS: Employees' contributions to boost company productivity recognised at APIC

JARIN RAHIM  
GURU LUMPUR

CORPORATE has identified how innovative initiatives and processes produced by employees can reduce cost and improve efficiency. Recently, those that the staff had successfully produced and implemented cost-saving measures were recognised at the Annual Productivity & Innovation Conference and Exhibition (APIC) 2016, organised by the Malaysia Productivity Corporation (MPC) at Putra International Convention Centre.

APIC is a prime event to showcase outstanding achievements from various industries.

The APIC 2016 theme was "From Ideas to Reality, and it highlighted the importance of productivity, which translates into the parties involved in achieving good and quality, which in turn leads to a high standard of living, international trade and industry Minister Datuk Seri Mustapa Mo-

hammad, MPC chairman Tan Sri Arman Hakim and MPC director-general Datuk Mohd Khalid Hussien were present.

Rapid Rail Sdn Bhd won the grand prize, which was the Ministry of International Trade and Industry Trophy. The company won the third prize in the Rapid Rail Sdn Bhd group for the past 10 years.

The award was presented to the company's chief executive officer, Datuk Johari Badarudin, by the Minister of International Trade and Industry, Datuk Seri Mustapa Mohamed.

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APIC executive director Anandiah Dhanasekaran (center) and his team after winning the APIC Director-General's Trophy (front row) and the APIC Director-General's Trophy (back row) at the APIC 2016 award ceremony.

APIC executive director Anandiah Dhanasekaran (center) and his team after winning the APIC Director-General's Trophy (front row) and the APIC Director-General's Trophy (back row) at the APIC 2016 award ceremony.

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APIC executive director Anandiah Dhanasekaran (center) and his team after winning the APIC Director-General's Trophy (front row) and the APIC Director-General's Trophy (back row) at the APIC 2016 award ceremony.





# **Persatuan Dan Kelab** *Societies And Club*

## PERSATUAN WARGA MPC (PWMPC)

PWMPC ditubuhkan bagi memupuk persefahaman dan mengeratkan silaturrahim dalam kalangan warga dan menyediakan aktiviti-aktiviti yang memberi manfaat kepada ahli-ahli. Antara aktiviti persatuan yang dijalankan sepanjang tahun 2016 adalah:

## PERSATUAN WARGA MPC (PWMPC)

*PWMPC was established with the aim to foster understanding and to strengthen relationship among the employees as well as to provide meaningful activities to its members. Among the activities organised throughout 2016 are:*

| TARIKH<br><i>Date</i>          | AKTIVITI<br><i>Activity</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | LOKASI<br><i>Location</i>                                           |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| 23 Januari / <i>January</i>    | <b>Fit @ MPC - Bukit Broga</b><br>Mengeratkan silaturrahim dalam kalangan warga MPC serta mengadakan aktiviti menyihatkan badan<br><br><i>Fit @ MPC - Bukit Broga</i><br><i>Strengthen relationship among the staff while promoting healthy lifestyle</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Bukit Broga, Semenyih                                               |
| 26 Mac / <i>March</i>          | <b>Fit @ MPC – Bukit Gasing</b><br>Program untuk meningkatkan kesihatan serta menikmati keindahan alam sekitar<br><br><i>Fit @ MPC – Bukit Gasing</i><br><i>Health awareness programme while appreciating nature</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Bukit Gasing, Petaling Jaya                                         |
| 8 April                        | <b>Mesyuarat Agung Tahunan</b> <ul style="list-style-type: none"> <li>Pembentangan aktiviti dan perbelanjaan PWMPC</li> <li>Pencalonan, pemilihan dan pelantikan ahli Jawatankuasa Tinggi bagi sesi 2016/2017</li> </ul> <i>Annual General Meeting</i> <ul style="list-style-type: none"> <li><i>Reporting of PWMPC's activities and expenditure.</i></li> <li><i>Nomination, election and appointment of Committee Members for the 2016/2017 session</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                             | Dewan Produktiviti, MPC                                             |
| 23 April – 29 Mei / <i>May</i> | <b>Kejohanan Sukan MITI dan Agensi</b> <ul style="list-style-type: none"> <li>Mengeratkan silaturrahim dalam kalangan warga MITI dan agensi</li> <li>Menggalakkan gaya hidup sihat dan mencungkil bakat sukan</li> <li>MPC menjadi penganjur bagi sukan Sepak Takraw</li> <li>MPC menjuarai sukan Futsal dan Bola Tampar</li> <li>Secara keseluruhannya, MPC mendapat tempat ke-4 daripada sepuluh penyertaan</li> </ul> <i>MITI and Agency Sports Tournament</i> <ul style="list-style-type: none"> <li><i>Strengthen relationships between MITI and Agencies</i></li> <li><i>Promoting healthy lifestyles and discover sports talent</i></li> <li><i>MPC an organiser of the Sepak Takraw game</i></li> <li><i>MPC is the winner of Futsal and Volleyball games</i></li> <li><i>Ranked 4th out of 10 from overall participation</i></li> </ul> | Sekitar kawasan Lembah Klang<br><i>Around the Klang Valley area</i> |

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| 28 Jun / June           | <p><b>Gotong-Royong Menyediakan Bubur Lambuk dan CSR kepada Golongan Asnaf (Kerjasama dengan PKMMPC dan Kelab Dayanita)</b><br/> Mengeratkan silaturrahim dalam kalangan warga MPC serta menghulurkan bantuan kepada golongan asnaf</p> <p><i>"Gotong-Royong" for "Bubur Lambuk" preparation and CSR to "Asnaf" people (A collaboration with PKMMPC and Dayanita Club)</i><br/> <i>Strengthen the relationship among MPC staff and to give alms by distributing "bubur lambuk" to "asnaf" people</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Sekitar kawasan Kuala Lumpur dan Petaling Jaya</p> <p><i>Around Kuala Lumpur and Petaling Jaya area</i></p> |
| 22 Julai / July         | <p><b>Perhimpunan Bulanan MPC bagi bulan Julai</b><br/> Menganjurkan perhimpunan bulanan dengan bertemakan "Muafakat"</p> <p><i>July Monthly Assembly</i><br/> <i>Organise monthly assembly with the theme "Muafakat"</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Dewan Produktiviti, MPC</p>                                                                                 |
| 24 September            | <p><b>Fit @ MPC – Ekspedisi Sungai Chiling, Kuala Kubu Bharu</b><br/> Mengeratkan silaturrahim antara warga MPC serta menenangkan fikiran sambil menikmati keindahan flora dan fauna. Seramai 40 orang warga dan ahli keluarga telah menyertai program ini</p> <p><i>Fit @ MPC – Sungai Chiling Expedition, Kuala Kubu Bharu</i><br/> <i>Strengthen the relationship among MPC staff while enjoying the mother nature's flora and fauna. A total of 40 staffs with their family members participated.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Sungai Chiling, Kuala Kubu Bharu</p>                                                                        |
| 8 Oktober / October     | <p><b>Fit @ MPC – Hari Sukan Negara</b><br/> Mengeratkan silaturrahim dalam kalangan warga MITI dan agensi-agensi</p> <p><i>Fit @ MPC – National Sports Day</i><br/> <i>Strengthen the relationship among staff of MITI and Agencies.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Menara MITI</p>                                                                                             |
| 15-23 Oktober / October | <p><b>Sukan 4 Penjuru bersama Agensi sekitar HQ</b></p> <ul style="list-style-type: none"> <li>• Jabatan Meteorologi Malaysia (MET Malaysia) adalah penganjur sukan bagi tahun 2016</li> <li>• MPC menjadi penganjur bagi sukan badminton dan bola tampar</li> <li>• Mengeratkan silaturrahim antara warga MPC dan warga agensi sekitar kawasan Petaling Jaya iaitu Agensi Kelayakan Malaysia (MQA), Jabatan Kimia Malaysia dan Jabatan Meteorologi Malaysia</li> <li>• MPC telah menjadi juara keseluruhan bagi Sukan 4 Penjuru 2016.</li> </ul> <p><i>4 Corner Sport Championship with neighbouring agencies</i></p> <ul style="list-style-type: none"> <li>• <i>Malaysian Meteorological Department (MET Malaysia) is a sports organiser for 2016</i></li> <li>• <i>MPC is the organiser for badminton and volleyball</i></li> <li>• <i>Strengthen the relationship between MPC staff and other agencies around Petaling Jaya i.e. Malaysian Qualifications Agency (MQA), Department of Chemistry Malaysia and Malaysian Meteorological Department</i></li> <li>• <i>MPC has been named as the overall winner of 4 Corner Sport Championship in 2016</i></li> </ul> | <p>Sekitar Petaling Jaya</p> <p><i>Around Petaling Jaya</i></p>                                                |

## PERSATUAN KEBAJIKAN MUSLIM MPC (PKMMPC)

### Jawatankuasa Kebajikan

Jawatankuasa Kebajikan adalah salah satu dari jawatankuasa yang terdapat di dalam Persatuan Kebajikan Muslim MPC (PKMMPC). Jawatankuasa ini diamanahkan bagi menyalurkan sumbangan atau bantuan kepada ahli-ahli yang layak menerima sumbangan mengikut garis panduan yang ditetapkan. Sepanjang tahun 2016, sebanyak 26 kes bantuan dan sumbangan telah diberikan oleh PKMMPC kepada ahli yang layak dengan keseluruhan bernilai RM3,820.

### Jawatankuasa Dakwah dan Pendidikan

Jawatankuasa Dakwah dan Pendidikan PKMMPC telah menjalankan pelbagai aktiviti seperti Bicara Ilmu, Pengajian Al-Quran, Majlis Solat Hajat dan Bacaan Yassin dan Tahlil.

1. **Program Bicara Ilmu** telah berjaya dilaksanakan pada setiap bulan seperti dalam senarai di berikut:

| Bil.<br>No. | Tarikh<br>Date                | Tajuk & Penceramah Jemputan<br>Topic & Speaker                      |
|-------------|-------------------------------|---------------------------------------------------------------------|
| 1.          | 15 Januari / <i>January</i>   | "Air Mata Rasulullah SAW"<br>YBhg. Ustaz Mohd Noor Deros            |
| 2.          | 19 Februari / <i>February</i> | "Hadiah atau Rasuah?"<br>YBhg. Dato' Seri Zakaria Jaafar            |
| 3.          | 15 Januari / <i>January</i>   | "Kerjaya... Amanah & Ibadah"<br>YBhg. Ustaz Don Daniyal Don Biyajid |
| 4.          | 22 April                      | "Calon Ahli Syurga"<br>YBhg. Ustaz Elyas Ismail                     |
| 5.          | 27 Mei / <i>May</i>           | "Ramadhan Yang Dirindui"<br>YBrs Dr. Mohd Daud Awang                |
| 6.          | 17 Jun / <i>June</i>          | "Ibrah Ramadhan"<br>YBhg. Ustaz Mohd Zaki Zulkifli                  |
| 7.          | 26 Julai / <i>July</i>        | "Terapi Solat Sempurna"<br>YBhg. Ustaz Halim Zakaria                |
| 8.          | 3 Ogos / <i>August</i>        | "Haq Al-Quran"<br>YBhg. Brother Firdaus Wong Wai Hung               |

## PERSATUAN KEBAJIKAN MUSLIM MPC (PKMMPC)

### Welfare Committee

*Welfare Committee is one of the committee in Persatuan Kebajikan Muslim MPC (PKMMPC). This committee is entrusted to channel donations or assistance to members who are eligible to receive contributions in accordance with the guidelines. Throughout 2016, a total of 26 assistance cases and contributions were made by PKMMPC to eligible members at a sum of RM3,820.*

### Dakwah and Education Committee

*PKMMPC's Dakwah and Education Committee has conducted various activities such as "Bicara Ilmu", Al Quran Recitation, Hajat Prayer, and recital of Yassin and Tahlil.*

1. **"Bicara Ilmu" Programme** has been successfully organised every month as in the following list:

|     |                              |                                                                              |
|-----|------------------------------|------------------------------------------------------------------------------|
| 9.  | 19 September                 | "Ibrah Zulhijjah"<br>YBhg. Ustaz Imran Angullia                              |
| 10. | 5 Oktober / <i>October</i>   | "Hijrah Ilmu"<br>YBhg. PU Salman                                             |
| 11. | 18 November                  | "Memimpin Dari Hati"<br>YBhg. Ustaz Pahrol Muhammad Juoi                     |
| 12. | 7 Disember / <i>December</i> | "Teladan Dari Kepimpinan Nabi Yusuf a.s."<br>YBhg. Ustaz Syaari Abdul Rahman |

2. Bacaan Yaasin, Tahlil dan Solat Hajat telah dijalankan seperti berikut:

2. *Recital of Yassin, Tahlil and Hajat Prayer were held as follows:*

| Bil.<br><i>No.</i> | Tarikh<br><i>Date</i>         | Program/Tujuan<br><i>Programme/Purpose</i>                                                                                                                                                                                                                                                     |
|--------------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.                 | 22 Januari / <i>January</i>   | Bacaan tahlil bagi mendoakan Warga MPC yang telah kembali ke Rahmatullah<br><i>Recital of Tahlil for the deceased of MPC staff</i>                                                                                                                                                             |
| 2.                 | 9 Mac / <i>March</i>          | Solat sunat Gerhana Matahari<br><i>Perform the solar eclipse prayers</i>                                                                                                                                                                                                                       |
| 3.                 | 4 April                       | Untuk Keselamatan Warga MPC<br><i>For safety of MPC's staff</i>                                                                                                                                                                                                                                |
| 4.                 | 9 Ogos / <i>August</i>        | Solat hajat dan doa selamat bagi meraikan bakal Haji dan mendoakan anak-anak warga yang akan mengambil peperiksaan akhir tahun, UPSR, PT3, SPM<br><i>Hajat prayer and "Doa Selamat" for Pilgrims and MPC's children who were scheduled to sit for their final year exam, UPSR, PT3 and SPM</i> |
| 5.                 | 31 Oktober / <i>October</i>   | Untuk anak-anak warga yang akan menduduki peperiksaan<br><i>For MPC's children who were scheduled to sit for their exam</i>                                                                                                                                                                    |
| 6.                 | 16 Disember / <i>December</i> | Bacaan tahlil bagi mendoakan Warga MPC yang telah kembali ke Rahmatullah<br><i>Recital of Tahlil for the deceased of MPC staff.</i>                                                                                                                                                            |

### 3. Aktiviti-aktiviti lain:

- Program Waqaf Al-Quran dan Rehal pada 14 April 2016;
- Program Jom Ngaji: Sejam Bersama Al-Quran yang diadakan setiap hari Jumaat bermula 11 Mac 2016; dan
- Penyampaian Penghargaan Khatam Al-Quran pada 24 Jun 2016.

### 3. Other activities:

- Quran and Rehal Waqaf Programme on 14 April 2016;*
- "Jom Ngaji" Programme: One hour with Al Quran held every Friday from 11 March 2016; and*
- "Khatam Al-Quran" Award Presentation on June 24, 2016.*

## Jawatankuasa Promosi 2016

Jawatankuasa Promosi PKMMPC dipertanggungjawabkan untuk membuat hebahan dan promosi bagi setiap aktiviti yang dirancang oleh PKMMPC. Penglibatan dan kehadiran Warga MPC ke program-program anjuran PKMMPC bagi tahun 2016 adalah seperti berikut:

### 1. Program Bicara Ilmu

Secara keseluruhannya 626 orang peserta telah hadir ke 12 program Bicara Ilmu sepanjang tahun 2016.

### 2. Program Sejam Bersama Al-Quran

Program ini berjaya dilaksanakan dengan kehadiran Warga MPC yang konsisten iaitu diantara 10 hingga 20 orang pada setiap sesi.

### 3. Program Wakaf Al-Quran

Inisiatif ini tercetus semasa sesi Program Sejam Bersama Al-Quran. Jumlah sumbangan yang berjaya dikutip adalah melebihi sasaran iaitu berjumlah RM1,609 bagi pembelian 19 naskhah (3 jenis) Al-Quran.

### 4. Aktiviti Ramadhan 2016 | 1437 Hijrah

- Agihan Kurma kepada semua Warga MPC pada 3 Jun 2016;
- Majlis Berbuka Puasa MPC pada 21 Jun 2016 (16 Ramadhan 1437H) dihadiri seramai 328 tetamu merangkumi Ahli Lembaga Pengarah MPC, Warga MPC dan keluarga, Kontraktor MPC dan organisasi jiran;
- menggalakkan muslimin muslimat MPC solat Zohor berjemaah melalui hebahan email dari masa ke semasa; dan
- melalui Program Bubur Lambuk Sesuci Kasih Ramadhan yang telah diadakan pada 28 Jun 2016, sebanyak 450 bungkus bubur lambuk telah diedarkan kepada Warga MPC, program soup kitchen dan orang ramai di sekitar kawasan stesen LRT Taman Jaya.

**5. Hebahan dan penglibatan** ke aktiviti anjuran PKMMPC seperti bacaan yaasin dan tahlil, solat hajat, solat sunat dan doa selamat. Selain itu, hebahan turut dibuat untuk aktiviti-aktiviti yang dianjurkan oleh MITI dan Agensi dan program kebangsaan seperti Majlis Sambutan Maal Hijrah Peringkat Kebangsaan 1438H dan Majlis Tilawah Al-Quran Peringkat Kebangsaan ke-59 Tahun 2016.

## Promotion Committee 2016

*The Promotion Committee of PKMMPC responsible to disseminate and promote various programmes planned by the PKMMPC. The involvement and participation of MPC staff in programmes organised by PKMMPC in 2016 were as follows:*

### 1. "Bicara Ilmu" Programme

*Overall, 626 participants attended the 12 "Bicara Ilmu" programmes throughout 2016.*

### 2. "Sejam Bersama Al-Quran" Programme

*The programme successfully implemented with the presence of 10 to 20 people in each session.*

### 3. Waqf Al-Quran Programme

*This initiative was triggered during the "Sejam Bersama Al-Quran" Programme session. The amount collected exceed the target which RM1,609 for the purchase of 19 copies (3 types) Al-Quran.*

### 4. Ramadhan Activity 2016 | 1437 Hijrah

- Distribute dates to all MPC staff on June 3, 2016;
- MPC Breaking of Fast Ceremony on 21 June 2016 (16 Ramadhan 1437H) attended by 328 guests including MPC Board Members, staff and family members, contractors and neighbouring agencies;
- encourage Muslim staff to perform Zohor prayers in congregation through email invitation; and
- "Bubur Lambuk Sesuci Kasih Ramadhan" Programme was held on 28 June 2016, with 450 packs of "bubur lambuk" were distributed to MPC staff, Soup Kitchen Programme and to the public around LRT Taman Jaya.

**5. Announcement and engagement** activities organised by PKMMPC such as Recitals of Yassin and Tahlil, Hajat and Sunat Prayers and "Doa Selamat". In addition, the announcement has made for activities organised by MITI, Agencies and national programmes such as "Majlis Sambutan Maal Hijrah Peringkat Kebangsaan 1438H" and "Majlis Tilawah Al-Quran Peringkat Kebangsaan ke-59".

## 6. Majlis Apresiasi dan Aidilfitri MPC 2016

PKMMPC turut terlibat sebagai sekretariat bagi menguruskan jemputan anak-anak yatim dari Maahad Tahfiz Siti Khadijah (Badan Kebajikan Siti Khadijah Anak-Anak Yatim Selangor). Tabung kutipan sumbangan telah diedarkan dan sebanyak RM2,108 berjaya dikumpulkan dan disampaikan pada majlis tersebut.

## 7. Majlis Korban MPC 2016

PKMMPC buat pertama kalinya telah bekerjasama dengan Masjid Jamek Sultan Abdul Aziz, Seksyen 3, Jalan Templer, Petaling Jaya untuk melaksanakan ibadah korban. Seramai 5 orang warga MPC telah mengambil bahagian dalam ibadah Korban tahun ini.

## KELAB DAYANITA

Sepanjang tahun 2016 Kelab Dayanita telah menjayakan beberapa aktiviti kepada ahli Dayanita seperti:

1. Zumba Fitness Class;
2. gerai jualan;
3. bengkel prundingan dan imej;
4. penganjuran bersama Majlis Apresiasi dan Aidilfitri MPC 2016;
5. demo imej dan kecantikan; dan
6. lawatan sambal belajar bagi anak-anak Taska MPC ke kilang Chocolate Beryl's.

Kesemua aktiviti ini mendapat sambutan yang menggalakkan dan terdapat aktiviti yang dijalankan secara bersiri di atas permintaan ahli-ahli Dayanita.

## 6. Majlis Apresiasi and Aidilfitri MPC 2016

*PKMMPC also involved as secretariat to manage the invitation of orphans from Maahad Tahfiz Siti Khadijah (Badan Kebajikan Siti Khadijah Anak-Anak Yatim Selangor). Total donation fund collected was RM2,108 and distributed during the event.*

## 7. Qurban Ceremony 2016

*PKMMPC for the first time has collaborated with Masjid Jamek Sultan Abdul Aziz, Section 3, Jalan Templer, Petaling Jaya to carry out the Qurban Programme. This year, a total of 5 MPC staffs have participated in the Qurban activities.*

## DAYANITA CLUB

*Throughout 2016, several activities were held by Dayanita Club for its members:*

1. Zumba Fitness Class;
2. sales booth;
3. image and consultation workshops;
4. joint organiser for MPC Majlis Apresiasi and Aidilfitri 2016
5. image and Beauty Demo; and
6. Study tour to Chocolate Beryl's factory for MPC's nursery children

*These activities have received encouraging response and some are held in series based on request from Dayanita members.*



## KOPERASI MPC BERHAD

Koperasi MPC Berhad terus aktif sepanjang tahun 2016 dengan menganjurkan aktiviti-aktiviti berfaedah untuk Ahli Lembaga Koperasi (ALK) dan juga ahli-ahlinya. Antara aktiviti-aktiviti yang dijalankan adalah seperti berikut:

## KOPERASI MPC BERHAD

*Throughout 2016, Koperasi MPC Berhad has continued organising activities for its Board Members (ALK) and cooperative members. Among the activities held were as follows:*

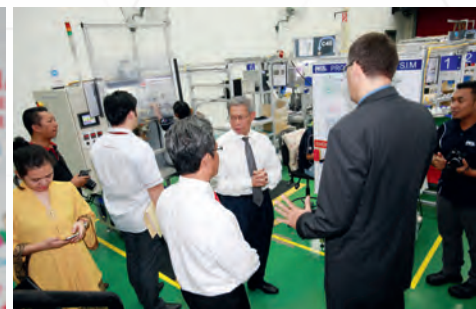
| TARIKH<br><i>Date</i>                                                                     | AKTIVITI<br><i>Activity</i>                                                                                                                                                                                      | LOKASI<br><i>Location</i>               |
|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
|                                                                                           | Kursus untuk ALK dan Juru Audit Dalam (JAD) Anjuran Maktab Koperasi Malaysia (MKM)<br><i>Course Organised by Maktab Koperasi Malaysia (MKM) for Co-operative Board Members (ALK) and Internal Auditors (JAD)</i> |                                         |
| 4-5 April<br>18-19 Julai / <i>July</i>                                                    | Kursus Wajib Koperasi 1:<br>Pengurusan dan Pentadbiran Koperasi<br><i>Course 1:<br/>Management and Administration of Co-operative</i>                                                                            | MKM                                     |
| 27-28 Julai / <i>July</i><br>8-9 Ogos / <i>August</i><br>14-15 November<br>21-22 November | Kursus Wajib Koperasi 2:<br>Pengurusan Kewangan Koperasi<br><i>Course 2:<br/>Financial Management of Co-operative</i>                                                                                            | MKM PJ<br>MKM PJ<br>MKM PJ<br>MKM Utara |
| 19-20 September                                                                           | Kursus Wajib JAD:<br>Tatacara Pengauditan & Perakaunan Koperasi<br><i>Course JAD:<br/>Audit and Accounting Procedures of Co-operative</i>                                                                        | MKM PJ                                  |
| 14 April                                                                                  | <i>Lawatan Penanda Aras ke KOPETRO Travel &amp; Tours Sdn Bhd<br/>Benchmarking Visit to KOPETRO Travel &amp; Tours Sdn Bhd</i>                                                                                   | KOPETRO                                 |
| 17 April                                                                                  | Sesi Audit Luar dengan En. Md Nor<br><i>External Audit Session with Mr. Md Nor</i>                                                                                                                               | MPC HQ                                  |



|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                    |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| 20 Mei / <i>May</i>            | <p>Mesyuarat Agung Tahunan Ke-30 Koperasi MPC Berhad</p> <p><i>30th Annual General Meeting of Koperasi MPC Berhad</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                   | MPC HQ                             |
| 16 Ogos / <i>August</i>        | <p>Lawatan Penanda Aras ke Koperasi UNIKEB Berhad</p> <p>ALK dapat mempelajari amalan terbaik dalam pengurusan Koperasi UNIKEB Berhad yang merupakan sebuah koperasi yang telah disenaraikan dalam Profil 100 Koperasi Terbaik Malaysia 2016 oleh Suruhanjaya Koperasi Malaysia</p> <p><i>Benchmarking Visit to Koperasi UNIKEB Berhad</i></p> <p><i>ALK has learned best practices from Koperasi UNIKEB Berhad management which listed in the Profile 100 Malaysia's Best Cooperative 2016 by the Malaysian Cooperative Commission</i></p> | Koperasi UNIKEB Berhad, UKM, Bangi |
|                                | <p>Jualan Produk Bihun jenama Eco Brown's</p> <p><i>Sale of Eco Brown's beehoon</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                     | MPC HQ                             |
| 18-19 Oktober / <i>October</i> | <p>Program Bicara Semasa Koperasi MPC Berhad:</p> <p>Produktiviti &amp; Anda – Pandangan dan perspektif yang berbeza dari segi keusahawanan dan koperasi</p> <p><i>Program Bicara Semasa Koperasi MPC Berhad:</i></p> <p><i>Productivity &amp; You – Different views and perspectives on entrepreneurship and co-operative</i></p>                                                                                                                                                                                                          |                                    |
| 8 Disember / <i>December</i>   | <p>Sesi Audit Kebersihan Kafetaria yang dijalankan oleh JAD Koperasi MPC Berhad diketuai oleh En. Eamizan Hasim</p> <p><i>Cleanliness Audit Session on Cafeteria led by Mr. Eamizan Hasim, JAD Koperasi MPC Berhad</i></p>                                                                                                                                                                                                                                                                                                                  | Kafetaria, MPC HQ                  |



# Diari Korporat **MPC-2016** *Corporate Diary*



## 01 JANUARI / January

**27 JAN**

PEMUDAH: Doing Business 2017 – The Way Forward for Malaysia di Sasana Kijang, Kuala Lumpur

## 03 MAC / March

**1 MAC**

Sambutan Ulang Tahun ke-50 MPC di MPC, Petaling Jaya, Selangor

**10 MAC**

Mesyuarat Ahli Lembaga Pengarah MPC Bil. 1/2016 di Menara Ambank, Kuala Lumpur

**18 MAC**

Maybank Group Productivity Programme Launch Event di MPC, Petaling Jaya

## 04 APRIL / April

**14 APR**

Mesyuarat National Oversight Productivity Council (NOPC) Bil. 1/2016 di MITI, Kuala Lumpur

## 05 MEI / May

**10 MEI**

Sharing of Best Practices by Productivity Champion at PETZL Manufacturing (M) Sdn Bhd, Rawang, Selangor

**24 MEI**

Mesyuarat Ahli Lembaga Pengarah MPC Bil. 2/2016 di MPC Kuching, Sarawak

**30 MEI**

Media Briefing on World Competitiveness Yearbook 2016 at MPC, Petaling Jaya, Selangor

## 06 JUN / June

**16 JUN**

Productivity & Competitiveness Forum in conjunction with Launching of Productivity Report 2015/2016 at MITI, Kuala Lumpur

**28 JUN**

Program Bubuk Lambuk Sesuci Kasih Ramadhan di MPC, Petaling Jaya, Selangor



## 07 JULAI / July

### 20 JULY

Melt the Ice Innovation Challenge MITI & Agencies at MPC, Petaling Jaya, Selangor

### 28 JULAI

Launching of PEMUDAH Annual Report 2015

### 29 JULAI

Majlis Apresiasi & Sambutan Aidilfitri MPC 2016 di Dorsett Grand Subang, Selangor



## 08 OGOS / August

### 9-11 AUG

APO International Conference on Public Sector Productivity at Putrajaya Marriott Hotel

### 16 OGOS

Lawatan Rasmi YB Datuk Chua Tee Yong, Timbalan Menteri MITI ke MPC di MPC, Petaling Jaya, Selangor

### 22-23 OGOS

Mesuarat Ahli Lembaga Pengarah MPC Bil. 3/2016 di MPC Kota Kinabalu, Sabah

## 09 SEPTEMBER / September

### 1 SEPT

Productivity Day: Lean HOW in Conjunction with Productivity Champion & Lean Recognition Certificate Presentation at Ingress Precision Sdn Bhd, Nilai, Negeri Sembilan

### 8 SEPT

Business Excellence CEO Forum 2016 di Dorsett Grand Subang, Selangor

### 27 SEPT

Media Briefing on Global Competitiveness Report (GCR) at MPC, Petaling Jaya, Selangor

### 29-30 SEPT

Site Visit by Korean Delegation 2016- Ease of Doing Business on Enforcing Contract at MPC, Petaling Jaya & Shangri La Hotel, Kuala Lumpur

## 10 OKTOBER / October

### 19-21 OCT

APO 57th Workshop Meeting of Heads of NPOs at Putrajaya Marriott Hotel

### 25-27 OCT

6th Annual Productivity & Innovative Conference and Exposition (APIC) at Putrajaya International Convention Centre (PICC)

### 22-23 OGOS

Mesuarat Ahli Lembaga Pengarah MPC Bil. 3/2016 di MPC Kota Kinabalu, Sabah

## 11 NOVEMBER / November

### 9 NOV

Perhimpunan Bulanan MITI & Agensi di MPC, Petaling Jaya, Selangor

## 12 DISEMBER / December

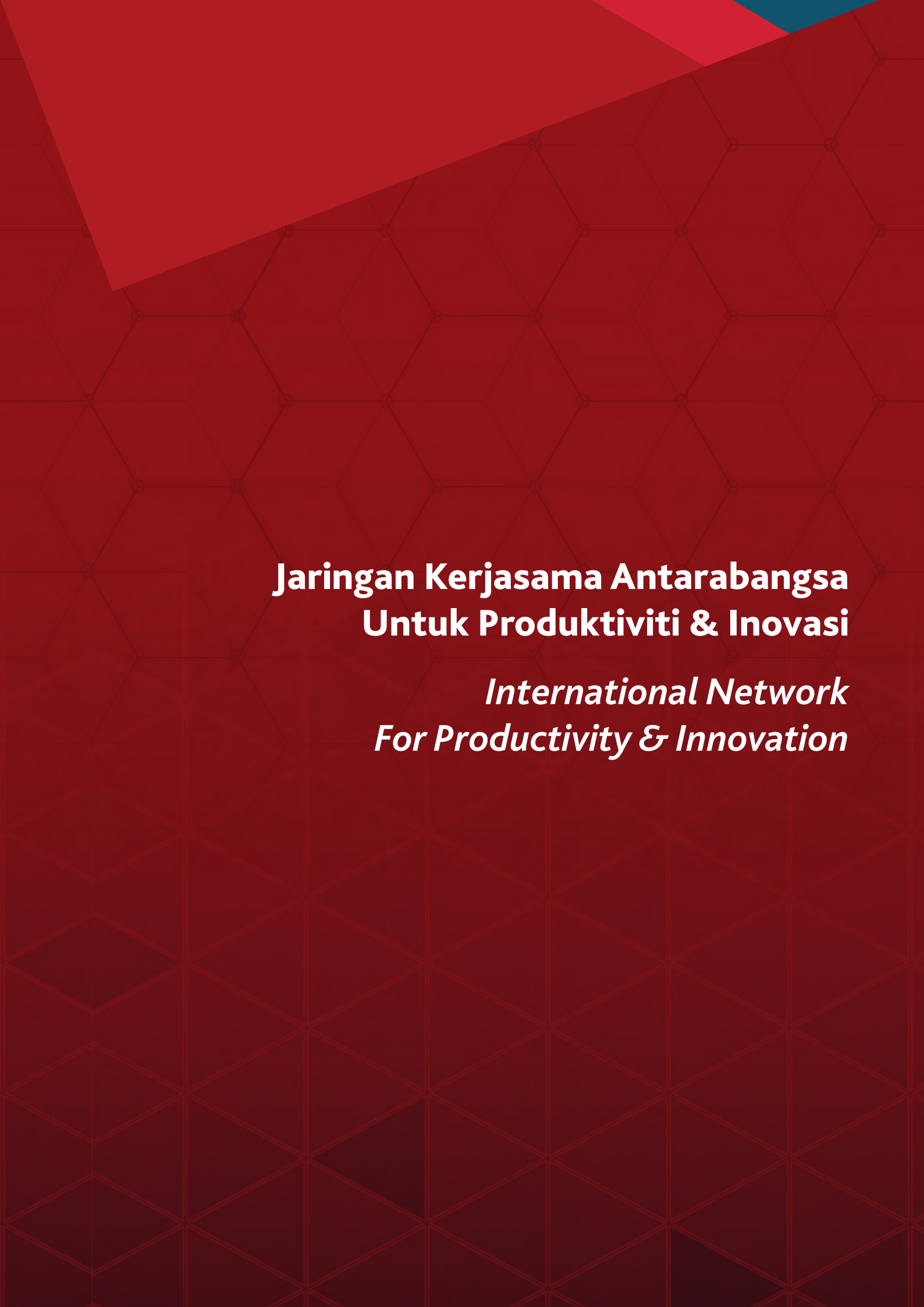
### 1 DIS

Mesuarat Ahli Lembaga Pengarah MPC Bil. 4/2016 di Menara Ambank, Kuala Lumpur

### 16 DIS

Hari Produktiviti di Indkom Engineering Sdn Bhd





# **Jaringan Kerjasama Antarabangsa Untuk Produktiviti & Inovasi**

*International Network  
For Productivity & Innovation*

## 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 hasil daripada keahlian dan hubungan dua hala dengan 19 buah negara anggota APO.

Sebagai institusi produktiviti dan kualiti negara, MPC mengiktiraf kepentingan untuk mengekalkan hubungan dengan APO dengan memperluaskan asas pengetahuan/ sumber berkenaan topik-topik penting yang terkini melalui pertukaran maklumat, persidangan antarabangsa dan misi lawatan yang diikuti untuk melihat kemajuan dan amalan terbaik yang terkini. Disamping itu, platform yang tersedia ini juga mengeratkan hubungan dan rangkaian yang terjalin di antara Malaysia dan negara anggota yang lain.

Sebanyak 4 program berbentuk latihan dan seminar serta 4 jenis mesyuarat koordinasi telah dianjurkan di Malaysia pada tahun 2016. Ringkasan program-program APO tersebut adalah seperti berikut:

## Asian Productivity Organisation (APO)

*APO is a regional inter-government organisation established in 1961. Malaysia has been a member of APO since 1983 and has received immense benefit from the membership and develops bilateral relationships with APO's 19-member countries.*

*As a national productivity and quality institution, MPC recognises the importance of maintaining the relationship with APO by expanding the knowledge base / resources on the latest important topics through information exchange, international conferences and study missions for the latest advances and best practices. In addition, this platform also strengthens the relationships and networks between Malaysia and other member countries.*

*A total of 4 training and seminar programmes and 4 types of coordination meetings were held in Malaysia in 2016 as follows:*

| Bil.<br>No. | Program<br>Programme                                                                                                                                               | Objektif<br>Objective                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.          | <b>National Follow Up program on Measurement of Productivity</b><br>19 – 22 Januari / <i>January</i><br>Petaling Jaya                                              | Untuk memahami konsep, petunjuk dan pendekatan yang berbeza dalam mengukur produktiviti sektor awam. Di samping itu, program ini menjadi platform untuk sesi perkongsian amalan terbaik dalam mengukur produktiviti sektor awam di Malaysia.<br><br><i>To understand different concepts, indicators and approaches in measuring public sector productivity. In addition, this programme is a platform for sharing of best practice sessions in measuring the productivity of the public sector in Malaysia.</i>                                                                |
| 2.          | <b>Training Course on Lean Manufacturing Systems</b><br>15 – 26 Februari / <i>February</i><br>Kuala Lumpur                                                         | Membangunkan keupayaan jurulatih/perunding untuk membuat pembaharuan sistem dengan menggunakan pendekatan yang praktikal dan terkini.<br><br><i>To enhance trainers / consultants' abilities in system improvement by using practical and current approaches.</i>                                                                                                                                                                                                                                                                                                              |
| 3.          | <b>Training Course on Development of Productivity Practitioners: Advanced Program (DPP: Advanced)</b><br>8 – 26 Ogos / <i>August</i><br>Johor Bahru & Kuala Lumpur | Melengkapkan para peserta dengan alat-alat dan teknik peningkatan produktiviti dan pendekatan efektif yang digunakan dalam menyelesaikan isu berkaitan produktiviti. Peserta juga dapat memberikan khidmat nasihat selain latihan dan perkhidmatan perundingan untuk kecemerlangan organisasi.<br><br><i>To equip participants with tools and techniques of productivity improvement and effective approaches to solve issues related to productivity. Participants were able to provide advice as well as training and consulting services for organisational excellence.</i> |

|    |                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. | <p><i>International Conference on Public Sector Productivity</i></p> <p>8 – 10 Ogos / <i>August</i></p> <p>Putrajaya</p>                                                                                                        | <p>Konferen ini menyediakan platform bagi:</p> <ul style="list-style-type: none"> <li>• sesi perkongsian dan perkembangan terkini produktiviti sektor awam di rantau ini yang meliputi dasar-dasar kerajaan yang inovatif;</li> <li>• pertukaran maklumat dan pengalaman di antara negara anggota dalam pengurusan prestasi sektor awam dalam kalangan peserta; dan</li> <li>• mengenal pasti cabaran masa depan di dalam peningkatan produktiviti sektor awam dan cara mempromosikannya dalam kalangan negara-negara anggota.</li> </ul> <p><i>This conference provides a platform for:</i></p> <ul style="list-style-type: none"> <li>• <i>sharing session on latest developments in public sector productivity in the region which include innovative government policies;</i></li> <li>• <i>exchange of information and experience on public sector performance management among member countries participants; and</i></li> <li>• <i>identifying future challenges in improving public sector productivity and promoting it among member countries.</i></li> </ul> |
| 5. | <p><i>57th Workshop Meeting of Heads of NPOs (WSM)</i></p> <p>19 – 21 Oktober / <i>October</i></p> <p>Putrajaya</p>                                                                                                             | <p>Mesyuarat WSM ini dihadiri oleh wakil yang dilantik oleh kerajaan dari setiap ahli negara APO. WSM bersidang setiap tahun untuk memilih dan meluluskan program-program APO 2017 dan 2018 serta rancangan kewangan dan peruntukan bagi setiap program untuk tahun 2018 dan 2019.</p> <p><i>The WSM meeting was attended by representatives appointed by the government from each APO member countries. WSM was held each year to select and approve programmes as well as financial plans and allocations for 2018 and 2019.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 6. | <p><i>Multicountry Observational Study Mission on Strengthening Public Private Partnership in Developing Competitive Agribusiness</i></p> <p>5 – 9 Disember / <i>December</i></p> <p>Kuala Lumpur, Kuantan dan Port Dickson</p> | <p>Untuk mengkaji dasar dan pelaksanaan bagi perkongsian sektor awam-swasta yang lebih baik melalui pembelajaran strategi, pendekatan, dan model kejayaan perkongsian sektor awam-swasta dalam perniagaan tani di Malaysia.</p> <p><i>To study the policy and implementation for a better sharing among public-private sector through learning of strategies, approaches, and models of successful sharing of public-private partnership in Malaysian agribusiness.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 7. | <p><i>Research Measurement of Productivity for the Public Sector</i></p> <p>23 – 25 November</p> <p>Kuala Lumpur</p>                                                                                                            | <p>Kajian ini bertujuan untuk mengenal pasti penunjuk utama dalam mengukur produktiviti sektor awam dan menentukan tahap produktiviti sektor awam dengan menggunakan inidkator indikator prestasi utama (KPI) serta membuat cadangan bagi meningkatkan prestasi produktiviti sektor awam.</p> <p><i>The study aims to identify key indicators in measuring the public-sector productivity and determine the level of productivity of the public sector by using key performance indicators (KPI) and making recommendations to improve the performance of public sector productivity.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|    |                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8. | <p><i>Research on Youth Employment Issues and Human Capital Development for APO Economies</i></p> <p>30 November – 2 Disember / <i>December</i><br/>Kuala Lumpur</p> | <p>Mesyuarat dilaksanakan bertujuan untuk menganalisis cabaran yang dihadapi oleh belia meliputi aspek pembangunan modal insan. Selain itu, mesyuarat juga mengkaji semula dasar dan program-program yang dilaksanakan oleh kerajaan di negara-negara anggota APO khususnya kepada program yang menjurus ke arah keusahawanan.</p> <p><i>The meeting was aimed at analysing the challenges faced by the youth covering the aspects of human capital development. Additionally, the meetings also reviewed the policies and programmes implemented by the governments in APO member countries, particularly programmes related to entrepreneurship.</i></p> |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



MPC juga turut menerima misi-misi lawatan dari negara-anggota APO di bawah program *Bilateral Cooperation between NPOs (BCBN)* dan *Individual Country Observational Study Mission (IOSM)* yang berobjektifkan perkongsian amalan terbaik di antara negara anggota. Ringkasan misi-misi lawatan APO adalah seperti berikut:

*MPC also receives study missions from APO member countries under the Bilateral Cooperation between NPOs (BCBNs) and Individual Country Observational Study Mission (IOSM) which have the objective to share best practices among member countries. Summary of APO study missions are as follows:*

| Bil.<br>No. | Tema Lawatan<br><i>Visit Theme</i>                                                           | Tarikh<br><i>Date</i>              | Negara Terlibat<br><i>Country Involved</i> |
|-------------|----------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------------|
| 1.          | <i>BCBN on Productivity Excellence in the Public Sector</i>                                  | 22 – 24 Jun<br><i>22 – 24 June</i> | India                                      |
| 2.          | <i>Study Mission for Public Management Development Programme</i>                             | 5 – 9 September                    | Filipina                                   |
| 3.          | <i>Individual-Country Observational Study Mission for Professional Development Programme</i> | 7 – 11 November                    | Sri Lanka                                  |

Malaysia juga telah menggunakan platform APO dibawah program Technical Expert Scheme (TES) dan telah mendapat perkhidmatan pakar-pakar seperti berikut sepanjang tahun 2016:

*Malaysia has been using APO's platform under the Technical Expert Scheme (TES) programme and received the following experts' services throughout 2016:*

| Bil. No. | Program Programme                                                                                                                   | Nama Pakar Foreign Experts                                               | Jumlah Peserta Total Participants |
|----------|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|-----------------------------------|
| 1.       | <i>2nd Malaysia Productivity Linked Wage Conference</i><br>9 – 10 Ogos / <i>August</i><br>Kuala Lumpur                              | 1. Dr. Minh Khuong Vu (Singapore)<br>2. Prof. Dong One Kim (South Korea) | 200                               |
| 2.       | <i>Measuring Public Service Productivity Performance</i><br>10 – 14 Oktober / <i>October</i><br>Petaling Jaya                       | 1. Mr. Jamie Pitchard (United Kingdom)                                   | 36                                |
| 3.       | <i>Training for Productivity Champions on Productivity Improvements Tools and Technique</i><br>6 – 9 November 2016<br>Petaling Jaya | 1. Mr. Kazuteru Kuroda (Japan)<br>2. Mr. Atsushi Miyasaka (Japan)        | 33                                |

Selain daripada menerima pakar dari luar negara, Malaysia juga menghantar pakar/tenaga pengajar ke negara anggota APO pada tahun 2016:

*Besides receiving foreign experts, Malaysia has sent experts / trainers to APO member countries in 2016:*

| Bil. No. | Program Programme                                                                                                                                                                    | Pakar dari Malaysia Expert from Malaysia |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| 1.       | <i>Productivity Measuring and Enhancing the Role of Science and Technology in Economic Development</i><br>23 – 27 Mei / <i>May</i><br>Vietnam                                        | Dr. Roslina Md. Isa                      |
| 2.       | <i>Research on GP for the Base of the Pyramid for Sustainable Development in APO Member Countries</i><br>3 – 5 Mei / <i>May</i><br>Taipei, Republic of China                         | Dr. Shaik Roslinah Bux                   |
| 3.       | <i>Workshop on Social Marketing and Networking for National Productivity Organizations (NPOs) and Public-Sector Organizations</i><br>21 – 24 Jun / <i>June</i><br>Colombo, Sri Lanka | Ms. Sarimah Talib                        |
| 4.       | <i>Expert Meeting for Developing Course Manual on Productivity Specialist in Public Sector Productivity</i><br>2 – 4 Ogos / <i>August</i><br>Manila, Philippines                     | Mdm. Hjh Rauzah Zainal Abidin            |

|     |                                                                                                                                                                                                                                                                    |                                                     |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| 5.  | <i>Research on Case Studies of Diversity Management of Human Capital Strategy</i><br>28 – 30 September<br>Seoul, South Korea                                                                                                                                       | Ms. Anis Farizza Murad Sani                         |
| 6.  | <i>Training Course on Lean Applications Focusing on the Service Industry</i><br>19 – 23 September<br>Ho Chi Minh, Vietnam<br>dan / and<br><i>Development of NPO on Productivity &amp; Quality Practitioners</i><br>24 October – 4 November<br>Ulaanbatar, Mongolia | Mr. Kabir Ahmad Mohd Jamil                          |
| 7.  | <i>Workshop on MSME Development Policies</i><br>12 – 15 November<br>Tehran, IR Iran                                                                                                                                                                                | Mr. Mohd Rithaudeen Makip                           |
| 8.  | <i>Training of Trainers on Business Excellence for SMEs</i><br>24 – 27 Oktober / October<br>Singapore                                                                                                                                                              | Mr. Musli Mohamad                                   |
| 9.  | <i>Workshop on Information Security Management (ISMS) Based on ISO 27000</i><br>21 – 25 November<br>Islamabad, Pakistan                                                                                                                                            | Mr. Cheong Wei Wai &<br>Mr. Mohd Lizuan Abd. Latiff |
| 10. | <i>Training on ISO9001:2015 Quality Management Systems (MS) Implementation</i><br>21 November – 2 Disember / December<br>Ulaanbatar, Mongolia                                                                                                                      | Mr. Mokhzani Aris Mohd Yusoff                       |

Keseluruhannya, sejumlah 336 orang peserta tempatan telah menyertai program APO di dalam dan luar negara. Seramai 36 orang (11%) adalah warga MPC, manakala 300 orang (89%) adalah gabungan peserta yang terdiri daripada agensi-agensi kerajaan dan industri seperti pertanian, elektrik & elektronik, perundingan, industri kecil sederhana, pembuatan, makanan dan kejuruteraan. Seramai 11 orang melengkap penglibatan warga MPC dan pihak luar sebagai tenaga pengajar atau pakar-pakar TES yang menjalankan latihan di negara anggota APO. Peserta antarabangsa dari 18 buah negara-negara anggota APO yang terlibat dengan program di Malaysia pula adalah seramai 189 orang.

*Overall, a total of 336 local participants have participated in APO programs locally and abroad. 36 of them (11%) are MPCs, while 300 (89%) were participants from government agencies and industries such as agriculture, electrical & electronics, consultancy, SMEs, manufacturing, food and engineering. A total of 11 TES experts and trainers from MPC and others have conducted training in APO member countries. For the event held in Malaysia, a total of 189 international participants involved in the programme from 18 APO member countries.*

## Japan International Cooperation Agency (JICA)

Malaysia menyokong 139 negara-negara membangun di bawah rangka kerja Usaha Sama Selatan-Selatan sejak 1980 melalui Program Kerjasama Teknikal Malaysia (MTCP). 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 MTCP.

Dari 2011 hingga 2016, semua program TCTP adalah berlandaskan tiga bidang teras iaitu Kaizen, Total Quality Management (TQM) dan Produktiviti dan Inovasi. Objektif program TCTP adalah seperti berikut:

- Untuk menyediakan para peserta dengan pengetahuan (kepakaran) serta pengalaman yang dimiliki oleh Malaysia dalam menyediakan amalan-amalan terbaik dalam TQM dan Kaizen;
- 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
- Untuk melengkapi peserta dengan pendekatan-pendekatan yang berkesan dalam menghadapi cabaran pembangunan serta alat berkesan untuk integrasi pembangunan dan penyelarasan.

Sebanyak 3 program berbentuk latihan telah dianjurkan di Malaysia pada tahun 2015. Program-program TCTP tersebut adalah seperti berikut:

## Japan International Cooperation Agency (JICA)

*Malaysia has supported 139 developing countries under the South-South Cooperation Framework since 1980 through Malaysian Technical Cooperation Program (MTCP). In 1983, the Third Country Training Program (TCTP) was introduced in Malaysia by JICA to assist developing countries through its collaboration with MTCP.*

*From 2011 to 2016, all TCTP programmes are based on three thrust areas which are Kaizen, Total Quality Management (TQM) and Productivity and Innovation. The objectives of TCTP program are as follows:*

- To provide participants with the knowledge (expertise) and experience by Malaysia in implementing TQM and Kaizen best practices;*
- to provide participants with information pertaining to PLAN, DO, CHECK and ACT through approaches and techniques used in the monitoring process for Kaizen and TQM projects; and*
- to equip participants with effective approaches to face development challenges and providing effective tools for the intergration of development and coordination.*

*There were 3 TCTP programmes organised in Malaysia during 2015 as follows:*

| Bil.<br>No. | Program<br>Programme                                                                                                                                                                                            | Tarikh<br>Date                                                    |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| 1.          | <i>Third Country Training Programme on Kaizen Promotion Study in Malaysia for PALESTINE (Collaboration with PA deco/JICA)</i>                                                                                   | 22 Februari – 5 Mac 2016<br><i>22 February – 5 March 2016</i>     |
| 2.          | <i>Third Country Training Programme on Enhancement of Productivity and Competitiveness through TQM and Kaizen Approach for Africa (Collaboration with Malaysia Technical Cooperation Programme (MTCP)/JICA)</i> | 22 Ogos – 9 September 2016<br><i>22 August – 9 September 2016</i> |
| 3.          | <i>TCTP On Quality and Productivity Improvement in The Republic of Tunisia</i>                                                                                                                                  | 26 –30 September 2016                                             |

Untuk program permintaan dari luar negara, program yang telah dilaksanakan adalah *Capacity Building for Dissemination of Quality and Productivity Improvement (Kaizen Project) for Ethiopian Kaizen Institute (EKI)* pada 7 hingga 19 November 2016.

Sepanjang tahun 2016, seramai 53 orang dari 11 negara telah menyertai program MTCP/TCTP/JICA dan program permintaan di Malaysia. Di antara negara yang terlibat menyertai program latihan ini adalah seperti berikut:

*As for programmes requested by foreign country, Capacity Building for Dissemination of Quality and Productivity Improvement (Kaizen Project) for the Ethiopian Kaizen Institute (EKI) was held on November 7 to 2016.*

*Throughout 2016, a total of 53 participants from 11 countries have participated in the MTCP / TCTP / JICA programmes in Malaysia. Among the countries participated are as follows:*

| Bil.<br>No.    | Negara<br>Country | Bilangan Peserta<br>No of participants |
|----------------|-------------------|----------------------------------------|
| 1.             | Botswana          | 2                                      |
| 2.             | DRC Congo         | 2                                      |
| 3.             | Ghana             | 1                                      |
| 4.             | Malawi            | 2                                      |
| 5.             | Ethiopia          | 20                                     |
| 6.             | Kenya             | 2                                      |
| 7.             | Tanzania          | 1                                      |
| 8.             | Uganda            | 2                                      |
| 9.             | Zambia            | 2                                      |
| 10.            | Tunisia           | 9                                      |
| 11.            | Palestin          | 10                                     |
| Jumlah / Total |                   | 53                                     |

Pada tahun 2016, terdapat penambahan 4 negara luar yang menyertai program MPC berbanding tahun 2015 iaitu dari DRC Congo, Ethiopia, Tanzania dan Tunisia dengan penyertaan seramai 53 peserta berbanding tahun 2015 dengan 38 peserta. Ini adalah disebabkan, program TCTP Afrika telah mendapat sambutan yang menggalakan, yang mana kebanyakan peserta yang telah menghadiri program ini telah memohon MPC untuk melatih pegawai yang terlibat dalam aktiviti produktiviti dan inovasi bagi organisasi mereka.

*In 2016, there were additional of 4 countries participating in the MPC programme compared to 2015, namely DRC Congo, Ethiopia, Tanzania and Tunisia with a total of 53 participants compared to 38 in 2015. Due to encouraging response from Africa's TCTP programme, the number of participants have increased since those participated in the programme have requested MPC to train their staff who are involved in productivity and innovation activities.*

## Service delivery boost

Patients waiting time at Sarawak General Hospital improves after the implementation of Lean Healthcare programme last year.>3

## Hospitals can further improve waiting time

Private-public sectors collaboration vital to speed up service delivery

By GERYL OGILVY

geryl@thestar.com.my

**KUCHING:** The Malaysia Productivity Corporation (MPC) will continue to engage with the state's health sector to improve patient care through the lean management system.

Its director-general Datuk Mohd Razali Hussain said congestion and long waiting time for patients in government health and clinical facilities remained an issue that needed to be resolved.

While acknowledging the positive change at the Sarawak General Hospital (SGH) since it implemented the Lean Healthcare programme last year, he urged for stronger collaboration between the private and public sectors to

improve service delivery of the health sector across the state. "We are not happy with the congestion issue. I admit there are many public complaints of the service delivery in government health clinics but this needs to be treated as a valuable input to improve the process."

"The state health sector remains the focal point of our lean management programme to

improve service delivery and facilities for the people, that applies to the patients, caretakers and visitors," he told reporters after opening the Lean

Management seminar for Sabah and Sarawak region here.

MPC board of directors member

Datuk Abang Abdul Karim Tun Openg and SGH director Dr Chin

Zin Hing were present.

Citing the long waiting period at polyclinics, Razali said the appointment system was one solution to ease congestion.

To ensure its effectiveness, the public needed to turn up according to schedule, he said.

"Treatment process must be transparent so that patients understand the procedures. This can help improve behaviour," he added.

Dr Chin noted that polyclinics had heavier workload, compared with hospitals.

"To control patient's flow, we use appointment system but it is not the most practical solution, as most patients would turn up in the morning. It can be quite over-

whelming but in the afternoon, the clinics would be free with fewer patients."

"Many factors cause this such as patient's daily commitment including the availability of public transport. However, this is something we need to rectify to improve service delivery and waiting time," he added.

In his speech earlier, Dr Chin said SGH was the first public hospital in the state to implement the Lean Healthcare initiative to increase productivity.

The programme is a management philosophy based on the Toyota Production System, which eliminates everything that does not add value (waste) in the customer's perception.

With the support and commitment from the Performance Management and Delivery Unit (Pemandu) and Universiti Kuala Lumpur, the implementation of Lean Healthcare programme at SGH has managed to cut average patient discharge time at its clinical department from six hours to three hours.



SGH has managed to change 47 per cent of patient's waiting time since the implementation of the Lean Healthcare programme last year.

## Konvensyen Team Excellence jimat RM200 juta

**KUALA LUMPUR 18 Ogos** – Perbadanan Produktiviti Malaysia (MPC) menerusi Konvensyen Kecemerlangan Pasukan atau *Team Excellence* yang membabitkan perubahan cara bekerja dan penyelesaian baharu, dijangka dapat melakukan penjimatan kos sehingga RM200 juta sepanjang tahun ini.

Timbalan Menteri Perdagangan Antarabangsa dan Industri, Datuk Ahmad Maslan berkata, penjimatan itu dapat dicapai menerusi pengawalan masa, bahan dan kos buruh.

Katanya, penganjurannya kali ini dapat menggalakkan pekerja menjadi lebih kreatif serta membantu organisasi masing-masing menghasilkan produk dan khidmat yang dapat meletakkan Malaysia setanding negara maju.

"Saya percaya aktiviti kecemerlangan pasukan di peringkat pekerja boleh menyumbang ke arah daya saing organisasi dan boleh digunakan untuk semua peringkat industri."

"Pelaksanaan aktiviti ini secara

berterusan mampu memberi sumbangan positif kepada pertumbuhan produktiviti syarikat melalui aktiviti inovasi terhadap kaedah perniagaan, inovasi ke atas proses kerja dan perkhidmatan serta inovasi ke atas produk fizikal ditawarkan," katanya.

Beliau berkata demikian dalam sidang akhbar selepas menyempurnakan penutupan dan penyampaian anugerah Konvensyen *Team Excellence* Wilayah Tengah anjuran MPC di sini hari ini.

## Konvensyen Team Excellence catat penjimatan kos RM32 juta

**KUALA LUMPUR:** Penganjuran Konvensyen Team Excellence yang membabitkan perubahan cara bekerja dan penyelesaian baharu, terbukti memberi impak besar dari segi penjimatan kos yang mencecah jutaan ringgit.

Timbalan Menteri Perdagangan Antarabangsa dan Industri, Datuk Ahmad Maslan berkata, konvensyen peringkat Wilayah Selatan yang berakhir akhir ini

misalnya berjaya mencatat penjimatan kos sebanyak RM32 juta.

Acara anjuran Perbadanan Produktiviti Malaysia (MPC) itu bertujuan meningkatkan produktiviti serta inovasi dalam kalangan organisasi awam mahupun swasta.

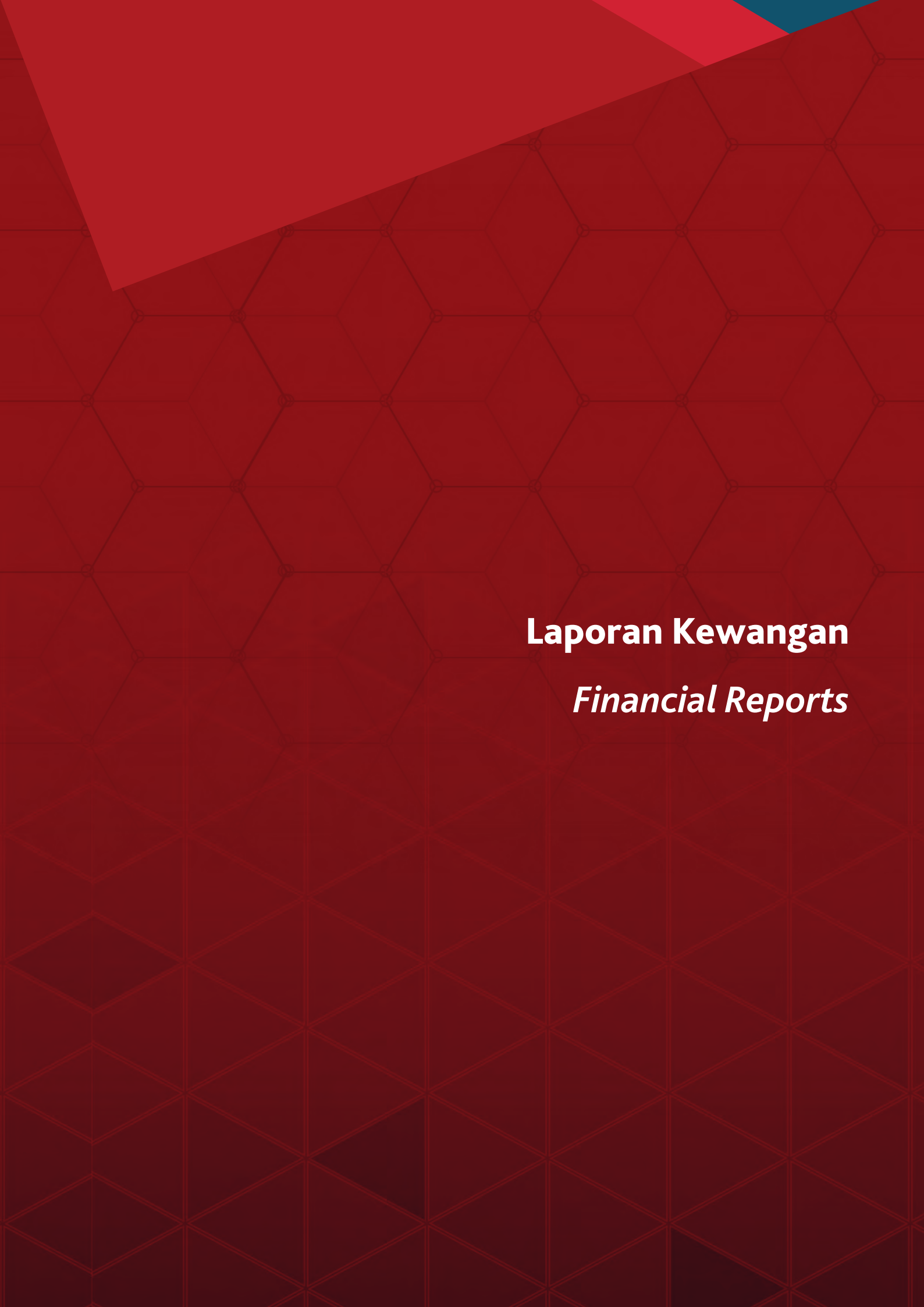
"Penganjuran konvensyen ini juga diharap dapat menggalakkan ramai pekerja menjadi lebih inovatif serta kreatif serta membantu organisasi masing-masing menghasilkan

produk dan perkhidmatan yang dapat meletakkan Malaysia setanding negara maju," katanya dalam satu kenyataan, kelmarin.

Sebanyak 36 organisasi mewakili sektor awam dan swasta menyertai konvensyen Team Excellence Wilayah Selatan selama dua hari.

Pendekatan Team Excellence itu bertujuan menambah baik proses kerja, perkhidmatan dan produk fizikal yang ditawarkan. — Bernama





# **Laporan Keuangan**

## ***Financial Reports***

## PERUNTUKAN GERAN MENGURUS DAN PEMBANGUNAN TAHUN 2012-2016

Pada tahun 2016, MPC telah menerima Geran Mengurus sebanyak RM31,779,800 dan Geran Pembangunan sebanyak RM2,677,672 bagi program Kerajaan Negeri dan Kerajaan Tempatan (NPDIR) dan Program Memodenkan Peraturan Perniagaan untuk Sektor Ekonomi (MBR).

## PROVISION OF MANAGEMENT AND DEVELOPMENT GRANT FOR THE YEAR 2012-2016

In 2016, MPC received a Management Grant of RM31,779,800 and Development Grant of RM2,677,672 for the State and Local Government (NPDIR) Programme and Modernising Business Regulation (MBR) Programme for Economic Sector's.

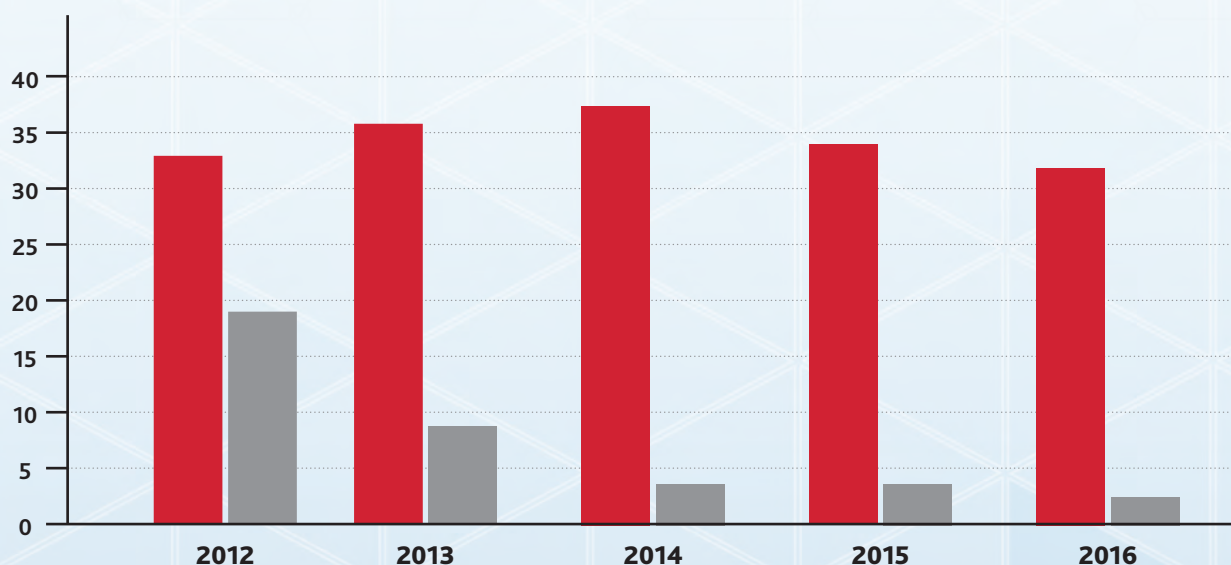
Jadual 1: Peruntukan Geran Mengurus dan Pembangunan 2012-2016  
Table 1: Management and Development Grants Allocation for 2011-2016

| Program<br>Programme                   | 2012       | 2013       | 2014       | 2015       | 2016       |
|----------------------------------------|------------|------------|------------|------------|------------|
| Geran Mengurus<br>Management Grant     | 32,600,405 | 36,693,000 | 37,706,680 | 33,952,800 | 31,779,800 |
| Geran Pembangunan<br>Development Grant | 18,260,000 | 8,640,000  | 3,500,000  | 3,500,000  | 2,677,672  |
| Jumlah<br>Total                        | 50,860,405 | 45,333,000 | 41,206,680 | 37,452,800 | 34,457,472 |

Rajah 1: Peruntukan Geran Mengurus dan Pembangunan 2012-2016  
Figure 1: Management and Development Grants Allocation 2012-2016

Jumlah (RM Juta)  
Total (RM Million)

■ Geran Mengurus / Management Grant ■ Geran Pembangunan / Development Grant



Peruntukan Geran Pembangunan mengikut program adalah seperti di Jadual 2.

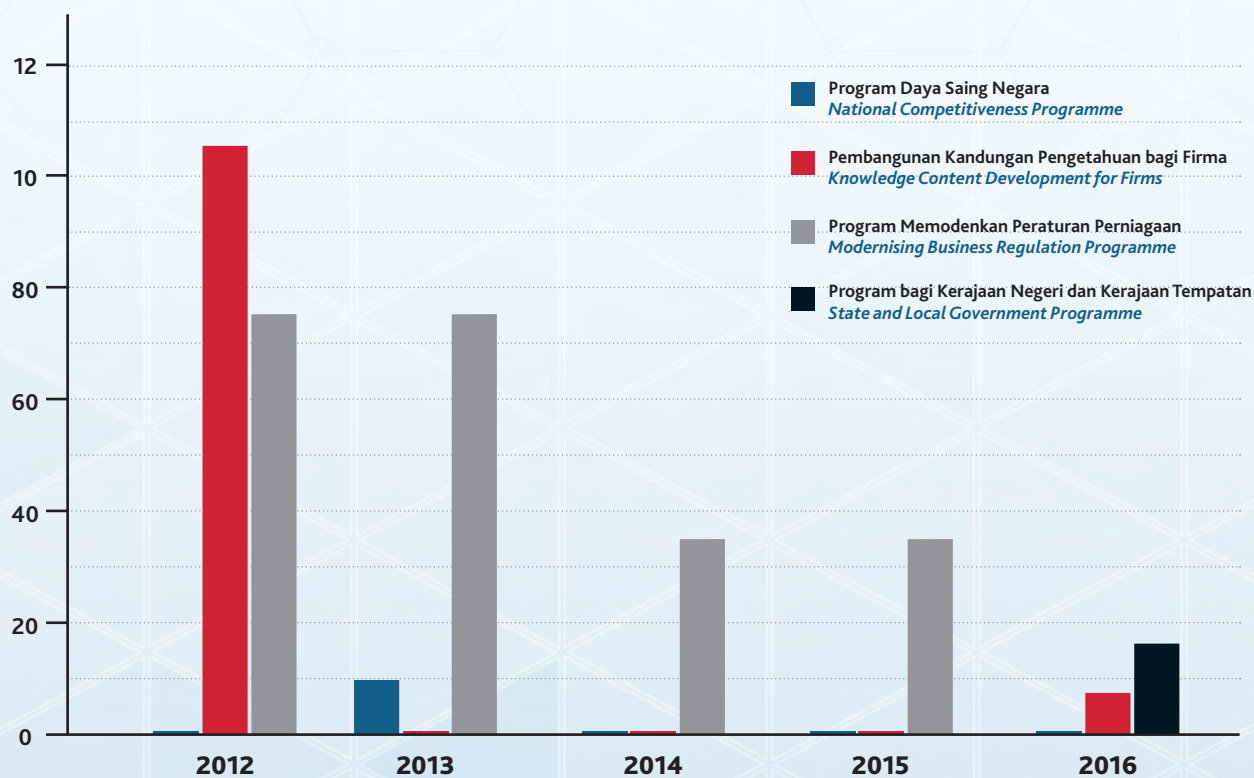
*Development Grant Allocation by programmes is shown in Table 2.*

Jadual 2: Peruntukan Geran Pembangunan Mengikut Program  
*Table 2: Development Grant Allocation by Programme*

| Program<br><i>Programme</i>                                                                       | 2012              | 2013             | 2014             | 2015             | 2016             |
|---------------------------------------------------------------------------------------------------|-------------------|------------------|------------------|------------------|------------------|
| Program Daya Saing Negara<br><i>State Competitiveness Programme</i>                               | –                 | 1,000,000        | –                | –                | –                |
| Pembangunan Kandungan Pengetahuan Bagi Firma / <i>Knowledge Content Development for Firms</i>     | 10,500,000        | –                | –                | –                | –                |
| Program Memodenkan Peraturan Perniagaan<br><i>Modernising Business Regulations Programme</i>      | 7,760,000         | 7,640,000        | 3,500,000        | 3,500,000        | 892,672          |
| Program Bagi Kerajaan Negeri dan Kerajaan Tempatan<br><i>State and Local Government Programme</i> | –                 | –                | –                | –                | 1,785,000        |
| <b>Jumlah<br/><i>Total</i></b>                                                                    | <b>18,260,000</b> | <b>8,640,000</b> | <b>3,500,000</b> | <b>3,500,000</b> | <b>2,677,672</b> |

Rajah 2: Peruntukan Geran Pembangunan Mengikut Program  
*Figure 2: Development Grant Allocation by Programme*

Jumlah (RM Juta)  
*Total (RM Million)*



## PRESTASI PERBELANJAAN MENGURUS MPC TAHUN 2012-2016

Perbelanjaan Mengurus MPC pada tahun 2016 adalah RM45,106,591 berbanding RM43,013,033 pada tahun 2012 dan RM48,022,825 pada tahun 2015. Peratus perbelanjaan bagi tahun 2016 adalah 94%, berkurang sebanyak 6% berbanding tahun 2015 seiring dengan pengurangan geran kerajaan dan pengurangan hasil pendapatan dari yuran kursus, yuran perundingan dan lain-lain pendapatan. Berbanding tahun 2012, perbelanjaan mengurus telah meningkat sebanyak 5% disebabkan pertambahan kos emolumen dan peningkatan yuran tahunan Asian Productivity Organisation (APO) yang berpunca dari penurunan Ringgit Malaysia dan penetapan kadar baru yuran APO.

## MPC OPERATING EXPENDITURE PERFORMANCE YEAR 2012-2016

MPC Operating Expenditure for 2016 was at RM45,106,591 compared to RM43,013,033 in 2012 and RM48,022,825 in 2015. The percentage expenditure declined by 6% to 94% in 2016, compared with 2015 due to a reduction of government grants and reduction in revenue from course fees, consulting fees and other income. Operating expenditure has risen by 5% compared to 2012, due to the increase cost of emoluments and increase in the Asian Productivity Organization (APO)'s annual fees, resulting from the decline of Ringgit Malaysia and new fees rate.

Jadual 3: Prestasi Perbelanjaan Mengurus 2012-2016  
Table 3: Operating Expenditure Performance 2012-2016

| Program<br><i>Programme</i>                                | 2012       | 2013       | 2014       | 2015       | 2016       |
|------------------------------------------------------------|------------|------------|------------|------------|------------|
| Geran Kerajaan<br><i>Government Grant</i>                  | 32,600,405 | 36,693,000 | 37,706,680 | 33,952,800 | 31,779,800 |
| Hasil Dalaman<br><i>Internal Revenue</i>                   | 4,200,000  | 9,549,090  | 10,000,000 | 12,000,000 | 15,928,200 |
| Tambahan Peruntukan<br><i>Supplementary Allocation</i>     | 10,093,800 | 7,987,785  | 1,892,177  | 2,239,819  | 207,200    |
| Jumlah Selepas Tambahan<br><i>Total Post Supplementary</i> | 46,894,205 | 54,229,875 | 49,598,857 | 48,192,619 | 47,915,200 |
| Belanja Sebenar<br><i>Actual Expenses</i>                  | 43,013,033 | 45,469,171 | 47,796,993 | 48,022,825 | 45,106,591 |
| Peratus<br><i>Percentage</i>                               | 92%        | 84%        | 96%        | 100%       | 94%        |



## PRESTASI PERBELANJAAN PEMBANGUNAN MPC TAHUN 2012– 2016

Pada tahun 2016, terdapat dua program pembangunan yang diperuntukkan untuk MPC iaitu Program NPDIR dan Program MBR.

Prestasi perbelanjaan Program-program Pembangunan adalah seperti di Jadual 4.

## MPC DEVELOPMENT EXPENDITURE PERFORMANCE YEAR 2012-2016

In 2016, two development programmes allocated to MPC namely the NPDIR Programme and the MBR Programme.

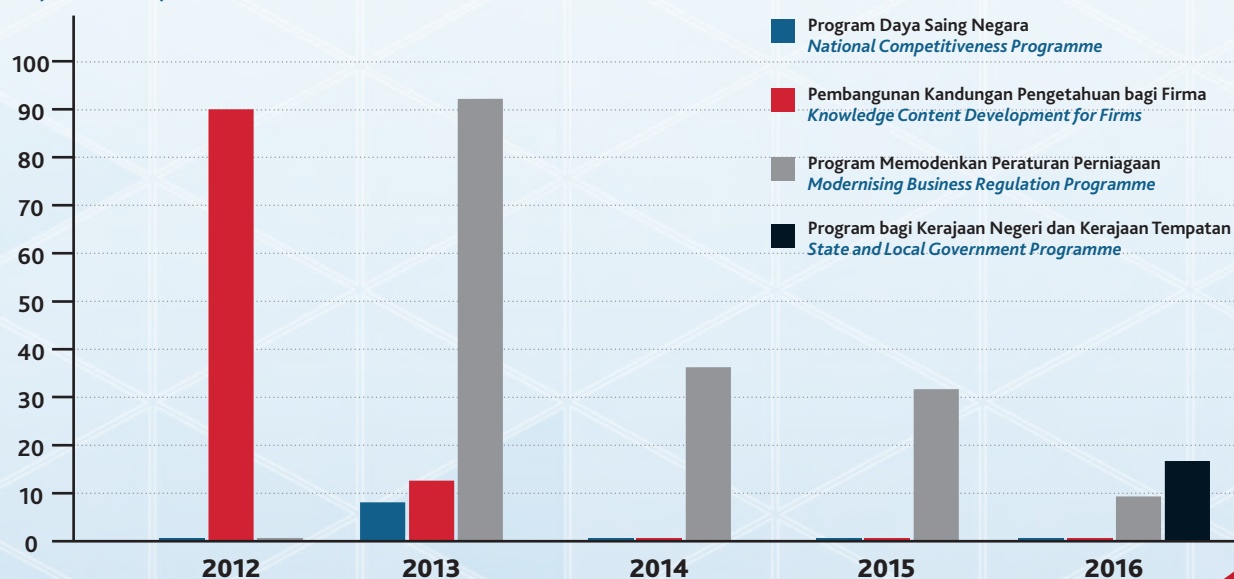
The expenditure performance of the Development Programmes is shown in Table 4.

Jadual 4: Prestasi Perbelanjaan Pembangunan 2012-2016  
Table 4: Performance of Development Expenditure 2012-2016

| Program<br><i>Programme</i>                                                                        | 2012       | 2013       | 2014      | 2015      | 2016      |
|----------------------------------------------------------------------------------------------------|------------|------------|-----------|-----------|-----------|
| Program Daya Saing Negara<br><i>State Competitiveness Programme</i>                                | –          | 1,013,701  | –         | –         | –         |
| Pembangunan Kandungan<br>Pengetahuan Bagi Firma<br><i>Content Development for Firms</i>            | 8,893,510  | 1,386,605  | –         | –         | –         |
| Program Memodenkan Peraturan<br>Perniagaan / <i>Modernising Business<br/>Regulations Programme</i> | 5,943,559  | 9,342,893  | 3,605,393 | 3,310,171 | 1,083,697 |
| Program Bagi Kerajaan Negeri dan<br>Kerajaan Tempatan<br><i>State and Government Programme</i>     |            |            |           |           | 1,752,971 |
| Belanja Sebenar<br><i>Actual Expenses</i>                                                          | 14,837,069 | 11,743,199 | 3,605,393 | 3,310,171 | 2,836,668 |
| Peruntukan Diterima<br><i>Provision Received</i>                                                   | 18,260,000 | 8,640,000  | 3,500,000 | 3,500,000 | 2,677,672 |
| Peratus<br><i>Percentage</i>                                                                       | 81%        | 136%       | 103%      | 95%       | 106%      |

Rajah 4: Prestasi Perbelanjaan Pembangunan 2012-2016  
Figure 4: Performance of Development Expenditure 2012-2016

Jumlah (RM Juta)  
*Total (RM Million)*



MPC telah menggunakan Piawaian Perakaunan Sektor Awam Malaysia (MPSAS) yang berkuat kuasa pada 1 Januari 2016. Penyata kewangan 2016 ini merupakan penyata kewangan pertama yang disediakan menggunakan piawaian MPSAS. Sebelum ini penyata kewangan telah disediakan menggunakan Piawaian Pelaporan Entiti Persendirian (PERS). Dengan itu MPC hanya dapat menyediakan dua tahun perbandingan sahaja bagi penyata kedudukan kewangan.

Kedudukan aset bersih pada 31 Disember 2016 adalah RM32,999,694 berbanding RM35,482,289 pada 31 Disember 2015.

Penurunan disebabkan pengurangan dalam baki tunai/bank/ simpanan tetap, penghutang dan pemiutang, baki program usaha sama iaitu SME Corp Lean (peruntukan sebanyak RM5 juta telah diterima pada bulan November 2015) dan pengurangan geran tertunda.

MPC utilised Malaysia Public Sector Accounting Standards – MPSAS effective 1 January 2016. The Financial Statement 2016 is the first financial statement utilising the MPSAS standar. Prior to this, the financial statement was prepared using the Private Entity Reporting Standards (PERS). Thus, MPC had only prepared two years comparison for statement of financial position.

Net asset position as at 31 December 2016 is RM32,999,694 compared to RM35,482,289 at 31 December 2015.

*The decline was due to a decrease in cash balance/ bank/ fixed deposits, debtors and creditors, balance of joint venture programme, SME Corp Lean (an allocation of RM5 million was received in November 2015) and a decrease in deferred grant.*

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|                                                             |                   |                   |
|-------------------------------------------------------------|-------------------|-------------------|
| <b>JUMLAH LIABILITI / TOTAL LIABILITIES</b>                 | <b>30,497,054</b> | <b>25,691,229</b> |
| <b>JUMLAH ASET BERSIH/EKUITI / TOTAL NET ASSETS/ EQUITY</b> | <b>35,482,289</b> | <b>32,999,694</b> |
| <b>ASET BERSIH / EKUITI / NET ASSETS/ EQUITY</b>            |                   |                   |
| Kumpulan Wang Pengurusan / <i>Management Fund</i>           | 33,182,289        | 30,699,694        |
| Kumpulan Wang Pinjaman Kenderaan / <i>Vehicle Loan Fund</i> | 2,000,000         | 2,000,000         |
| Kumpulan Wang Pinjaman Komputer / <i>Computer Loan Fund</i> | 300,000           | 300,000           |
| <b>JUMLAH ASET BERSIH/EKUITI / TOTAL NETT ASSET/ EQUITY</b> | <b>35,482,289</b> | <b>32,999,694</b> |

#### PENYATA PRESTASI KEWANGAN BAGI TAHUN BERAKHIR PADA 31 DISEMBER

Pendapatan MPC telah menunjukkan penurunan sebanyak 9.5% iaitu dari RM52,067,990 pada tahun 2015 kepada RM47,123,732 pada tahun 2016. Berbanding tahun 2012, pendapatan telah berkurang sebanyak 30%. Penurunan ini disebabkan pemberian Geran Kerajaan dan hasil dalaman MPC yang berkurangan. Pemberian geran telah berkurang dari RM47,913,149 pada tahun 2012 kepada RM35,345,650 pada tahun 2016. Penglibatan sebahagian warga MPC yang menjalankan program-program usaha sama seperti SME Corp Lean, Program Pembangunan Vendor (PPV), BPU MITI-Groom Big, PPKV-BEF, SRI-CSL dan JICA/CLMV telah menyumbang kepada penurunan hasil dalaman MPC.

Perbelanjaan bagi tahun 2016 telah menunjukkan penurunan sebanyak RM3,405,656 iaitu 6%, berbanding tahun 2015 sejajar dengan penurunan pendapatan MPC.

Penyata Pendapatan MPC dari tahun 2012-2016 adalah seperti di Jadual 6.

#### STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31 DECEMBER

MPC's revenue showed a decrease of 9.5%, which is from RM52,067,990 in 2015 to RM47,123,732 in 2016. Compared to 2012, income has decrease by 30%. The decline was due to a decrease in Federal Grant and MPC's internal revenue. The grants were reduced from RM47,913,149 in 2012 to RM35,345,650 in 2016. MPC employees participation in organising the joint venture programmes such as SME Corp Lean, Vendor Development Program (PPV), BPU-MITI Groom Big, PPKV- BEF, SRI-CSL and JICA / CLMV have contributed to the decline in MPC's internal revenue.

Expenditure for 2016 showed a decrease of RM3,405,656 which is 6%, compared to 2015 in accordance to a decline in MPC's income.

The MPC Income Statement from 2012-2016 are as Table 6.

Jadual 6: Penyata Prestasi Kewangan Tahun 2012-2016  
Table 6: Financial Income Statement for 2012-2016

|                                                                       | 2012              | 2013              | 2014              | 2015              | 2016               |
|-----------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| <b>PENDAPATAN</b>                                                     |                   |                   |                   |                   |                    |
| Pemberian Kerajaan Persekutuan<br><i>Federal Government Grant</i>     | 47,913,149        | 49,138,740        | 44,048,218        | 38,479,836        | 35,345,650         |
| Pelbagai pendapatan<br><i>Miscellaneous Income</i>                    | 19,350,159        | 14,622,384        | 14,841,450        | 13,588,154        | 11,778,082         |
|                                                                       | <b>67,263,308</b> | <b>63,761,124</b> | <b>58,889,668</b> | <b>52,067,990</b> | <b>47,123,732</b>  |
| <b>PERBELANJAAN / EXPENDITURE</b>                                     |                   |                   |                   |                   |                    |
| Emolumen / <i>Emolument</i>                                           | 22,988,931        | 22,317,901        | 23,989,311        | 24,174,397        | 24,918,944         |
| Pelbagai perbelanjaan / <i>Miscellaneous Expenditure</i>              | 37,998,330        | 37,254,109        | 32,731,203        | 27,362,493        | 23,188,253         |
| Susut nilai / <i>Depreciation</i>                                     | 1,402,080         | 1,474,681         | 1,449,064         | 1,475,093         | 1,499,130          |
|                                                                       | <b>62,389,341</b> | <b>61,046,691</b> | <b>58,169,578</b> | <b>53,011,983</b> | <b>49,606,327</b>  |
| <b>LEBIHAN PENDAPATAN SEBELUM CUKAI<br/>SURPLUS INCOME BEFORE TAX</b> | <b>4,873,967</b>  | <b>2,714,433</b>  | <b>720,090</b>    | <b>(943,993)</b>  | <b>(2,482,595)</b> |
| Cukai / <i>Tax</i>                                                    |                   |                   |                   |                   |                    |
| <b>LEBIHAN PENDAPATAN SELEPAS CUKAI<br/>SURPLUS INCOME AFTER TAX</b>  | <b>4,873,967</b>  | <b>2,714,433</b>  | <b>720,090</b>    | <b>(943,993)</b>  | <b>(2,482,595)</b> |

## PENYATA ALIRAN TUNAI BAGI TAHUN BERAKHIR 31 DISEMBER

Jumlah wang tunai dan deposit tetap pada tahun 2016 adalah sebanyak RM38,898,805 berbanding RM48,372,057 pada tahun 2012. Penurunan sebanyak 19.5% berbanding tahun 2012 adalah disebabkan pengurangan Geran Kerajaan sebanyak RM8,642,933 dan penurunan terimaan tunai pelbagai hasil sebanyak RM2,391,209. Kedudukan aliran tunai pada tahun 2016 lebih rendah sebanyak 12.5% berbanding tahun 2015 disebabkan pengurangan geran kerajaan sebanyak RM2,995,328 dan peningkatan pembayaran kepada pembekal. Penyata aliran tunai bagi tahun 2012-2016 adalah seperti di Jadual 7.

## CASH FLOW STATEMENT FOR YEAR ENDED 31 DECEMBER

Cash and fixed deposits in 2016 was at RM38,898,805 compared to RM48,372,057 in 2012. A decrease of 19.5% compared to 2012 was due to a reduction of Government Grants of RM8,642,933 and a decrease in cash receipts from various sources of RM2,391,209. The Cash flow position in 2016 is lower by 12.5% as compared to 2015 due to reduction government grants of RM2,995,328 and increased payment to suppliers. The cash flow statement for 2012-2016 is shown in Table 7.

Jadual 7: Penyata Aliran Tunai 2012-2016  
Table 7: Cash Flow Statement 2012-2016

|                                                                                                                               | 2012              | 2013               | 2014               | 2015              | 2016               |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------------|--------------------|-------------------|--------------------|
| <b>ALIRAN TUNAI DARI AKTIVITI OPERASI</b><br><b>CASH FLOW FROM OPERATING ACTIVITIES</b>                                       |                   |                    |                    |                   |                    |
| Terimaan Tunai dari Kerajaan Persekutuan<br><i>Cash Received from the Federal Government</i>                                  | 43,100,405        | 37,693,000         | 41,206,680         | 37,452,800        | 34,457,472         |
| Terimaan Tunai Pelbagai Hasil<br><i>Cash Received from Various Sources</i>                                                    | 13,477,705        | 10,230,600         | 9,704,342          | 9,647,273         | 11,086,496         |
| Bayaran Tunai Kepada Pekerja Dan Pembekal<br><i>Cash Payments to Employees and Suppliers</i>                                  | (55,664,635)      | (57,156,512)       | (47,885,360)       | (46,056,028)      | (52,058,909)       |
| <b>TUNAI BERSIH DARI AKTIVITI OPERASI</b><br><b>NET CASH FROM OPERATING ACTIVITIES</b>                                        | <b>913,475</b>    | <b>(9,232,912)</b> | <b>(3,025,662)</b> | <b>1,044,045</b>  | <b>(6,514,941)</b> |
| <b>ALIRAN TUNAI DARI AKTIVITI PELABURAN</b><br><b>CASH FLOW FROM INVESTMENT ACTIVITIES</b>                                    |                   |                    |                    |                   |                    |
| Pembelian Aset / <i>Purchase of Assets</i>                                                                                    | (669,878)         | (999,597)          | (782,853)          | (470,053)         | (350,430)          |
| Faedah Diterima / <i>Interest Received</i>                                                                                    | 1,673,247         | 1,431,561          | 1,098,136          | 991,647           | 1,286,483          |
| <b>TUNAI BERSIH DARI AKTIVITI PELABURAN</b><br><b>NET CASH FROM INVESTMENT ACTIVITIES</b>                                     | <b>1,003,369</b>  | <b>431,964</b>     | <b>315,283</b>     | <b>521,594</b>    | <b>936,053</b>     |
| <b>PERTAMBAHAN BERSIH TUNAI &amp; SETARA TUNAI</b><br><b>SURPLUS NET CASH AND CASH EQUIVALENT</b>                             | <b>1,916,844</b>  | <b>(8,800,948)</b> | <b>3,340,945</b>   | <b>1,565,639</b>  | <b>(5,578,888)</b> |
| <b>TUNAI DAN KESETARAAN TUNAI</b><br><b>PADA AWAL TAHUN / CASH AND CASH</b><br><b>EQUIVALENT AT THE BEGINNING OF THE YEAR</b> | <b>46,455,213</b> | <b>48,372,057</b>  | <b>39,571,109</b>  | <b>42,912,054</b> | <b>44,477,693</b>  |
| <b>TUNAI DAN KESETARAAN TUNAI</b><br><b>PADA AKHIR TAHUN / CASH AND CASH</b><br><b>EQUIVALENT AT THE END OF THE YEAR</b>      | <b>48,372,057</b> | <b>39,571,109</b>  | <b>42,912,054</b>  | <b>44,477,693</b> | <b>38,898,805</b>  |
| <b>TERDIRI DARIPADA / FROM:</b>                                                                                               |                   |                    |                    |                   |                    |
| Wang tunai di tangan dan baki bank<br><i>Cash in Hand and Bank Balances</i>                                                   | 1,343,483         | 7,958,210          | 14,702,457         | 9,775,571         | 9,862,531          |
| Deposit tetap dengan bank / <i>Fixed Deposit</i>                                                                              | 47,028,574        | 31,612,890         | 28,209,597         | 34,702,122        | 29,036,274         |
|                                                                                                                               | <b>48,372,057</b> | <b>39,571,109</b>  | <b>42,912,054</b>  | <b>44,477,693</b> | <b>38,898,805</b>  |

## MAKLUMAT HASIL DALAMAN MPC

Hasil dalaman MPC yang utama terdiri dari yuran program untuk Badan Berkanun, Pihak Berkuasa Tempatan dan pihak swasta. Hasil dalaman MPC pada tahun 2016 adalah sebanyak RM11,778,082, menurun sebanyak 13% berbanding tahun 2015. Ini berikutan penurunan permintaan terhadap program latihan kursus dan pembangunan sistem, pensijilan, konvensyen dan penyelidikan. Ianya juga disebabkan penglibatan sebahagian warga dalam menjalankan program-program usahasama seperti SME Corp Lean, PPV, Groom Big, PPKV-BEF, SRI-CSL dan JICA/CLMV. Prestasi hasil dalaman MPC adalah seperti di Jadual 8.

## MPC INTERNAL REVENUE

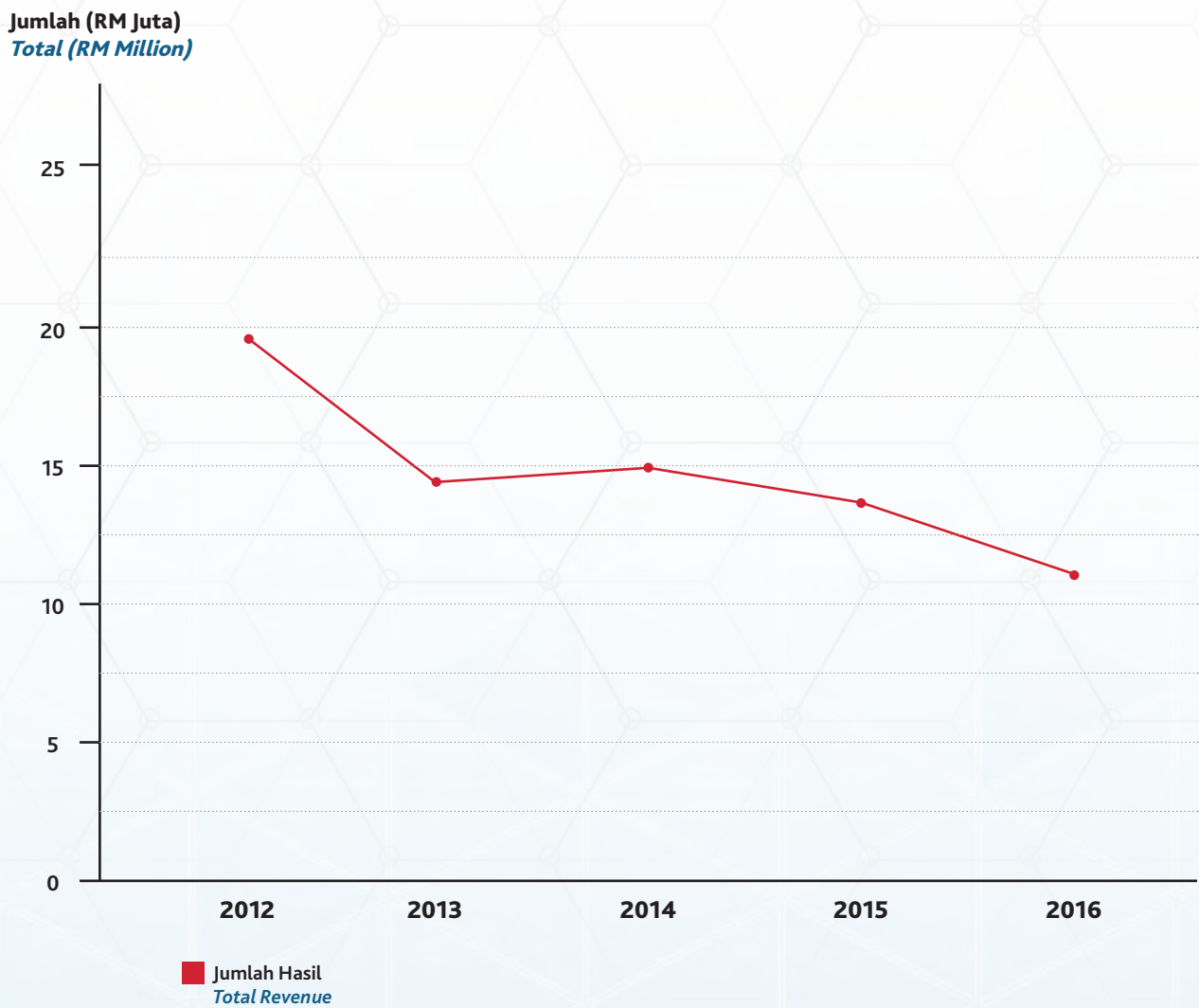
*The biggest portion of MPC internal revenue comes from programme fees conducted for Statutory Bodies, Local Authorities and private sectors. MPC's internal revenue in 2016 was RM11,778,082, a reduction of 13% compared to 2015. This was due to a decline in demand for training programmes and system development, certification, conventions and research. It was also due to employee participation in execution of the joint venture programmes such as SME Corp Lean, PPV, Groom Big, PPKV-BEF, SRI-CSL and JICA / CLMV. Performance of MPC's internal revenue is shown in Table 8.*

**Jadual 8: Hasil Dalaman MPC 2012-2016**  
**Table 8: MPC Internal Revenue 2012-2016**

|                                                                                            | HASIL YANG DIKUTIP / TAHUN<br>REVENUE COLLECTED / YEAR |                   |                   |                   |                   |
|--------------------------------------------------------------------------------------------|--------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|
|                                                                                            | 2012                                                   | 2013              | 2014              | 2015              | 2016              |
| Yuran Program / <i>Programme Fee</i>                                                       | 17,008,573                                             | 12,596,360        | 13,074,770        | 12,094,381        | 10,050,583        |
| Faedah Atas Pinjaman Komputer & Kenderaan<br><i>Interest on Computer and Vehicle Loans</i> | 23,076                                                 | 25,722            | 28,442            | 23,135            | 23,652            |
| Faedah Bank / <i>Bank Interest</i>                                                         | 1,650,171                                              | 1,387,983         | 1,038,922         | 956,415           | 1,262,831         |
| Sewaan / <i>Rentals</i>                                                                    | 576,025                                                | 549,184           | 575,558           | 414,757           | 385,464           |
| Pelbagai Pendapatan / <i>Miscellaneous Income</i>                                          | 92,314                                                 | 63,135            | 123,758           | 97,466            | 55,552            |
| <b>JUMLAH HASIL / <i>TOTAL REVENUE</i></b>                                                 | <b>19,350,159</b>                                      | <b>14,622,384</b> | <b>14,841,450</b> | <b>13,588,154</b> | <b>11,778,082</b> |
| % Kenaikan Kutipan Hasil /<br><i>% Increase in Revenue Collection</i>                      | 49.17                                                  | -24.43            | 1.50              | -8.44             | -13.3             |



Rajah 5: Hasil Dalam MPC 2012-2016  
 Table 5: MPC's Internal Revenue 2012-2016



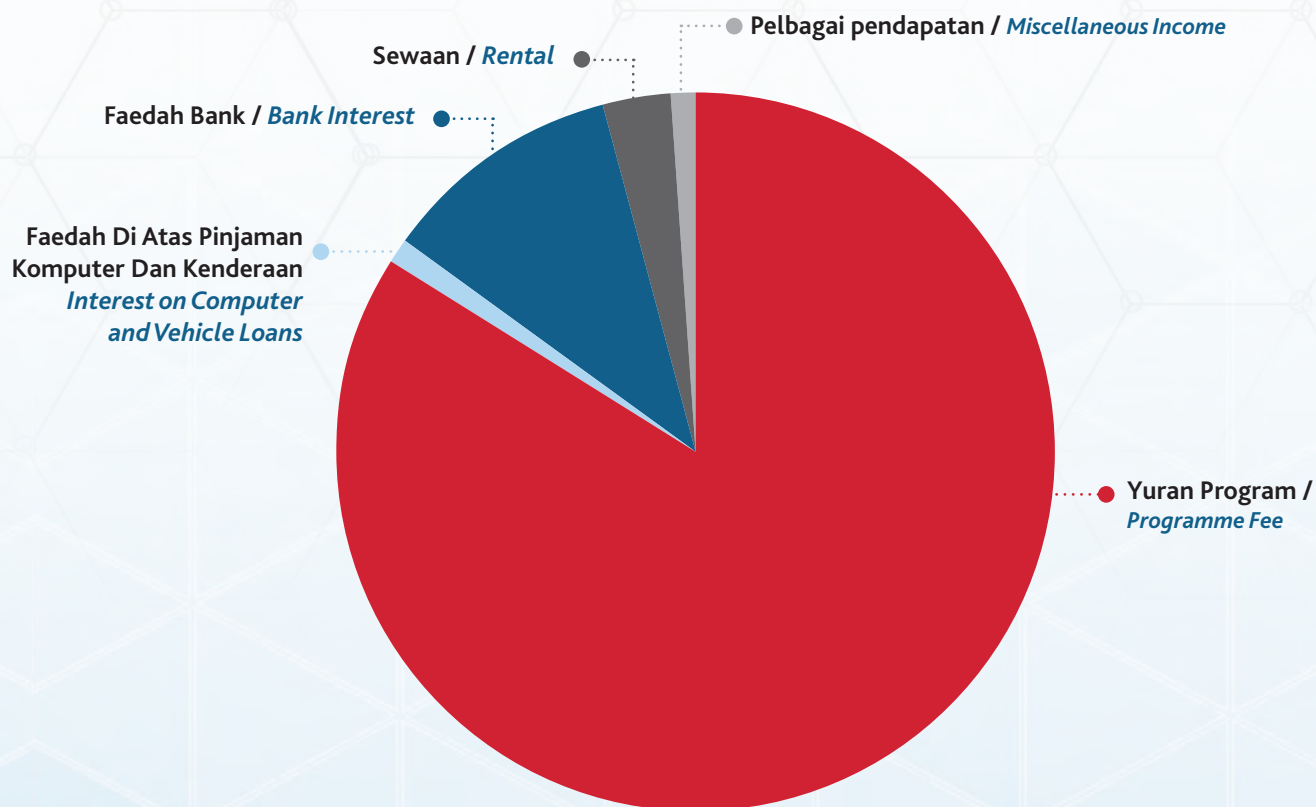
### PENYUMBANG HASIL DALAMAN MPC

Yuran program merupakan penyumbang hasil dalaman MPC yang terbesar iaitu sebanyak 85.33%. Ini diikuti oleh faedah simpanan tetap/bank 10.72%, sewaan dewan dan asrama 3.27%, lain-lain pendapatan 0.47% dan faedah atas pinjaman komputer dan kenderaan 0.20%. Yuran program adalah terdiri dari yuran kursus, yuran perundingan dan pembangunan sistem, yuran konvensyen, yuran pensijilan dan yuran penyelidikan.

### MPC INTERNAL REVENUE CONTRIBUTORS

*Programme fee is the largest contributor to MPC internal revenue at 85.33%. This is followed by interest on fixed deposit/bank 10.72%, hall and hostel rentals 3.27%, miscellaneous income 0.47% and interest on computer and vehicle loans 0.20%. The programme fees comprise of course fee, consultancy and system development fee, convention fee, certification fee and research fee.*

Rajah 6: Peratus Komposisi Hasil MPC Pada Tahun 2016  
Table 6: Percentage of MPC Revenue Composition in 2016





**LAPORAN KETUA AUDIT NEGARA  
MENGENAI PENYATA KEWANGAN  
PERBADANAN PRODUKTIVITI MALAYSIA  
BAGI TAHUN BERAKHIR 31 DISEMBER 2016**

**Laporan Mengenai Penyata Kewangan**

**Pendapat**

Penyata Kewangan Perbadanan Produktiviti Malaysia telah diaudit oleh wakil saya yang merangkumi Penyata Kedudukan Kewangan pada 31 Disember 2016 dan Penyata Prestasi Kewangan, Penyata Perubahan Dalam Aset Bersih / Ekuiti, Penyata Aliran Tunai, Penyata Perbandingan Bajet Mengurus Dan Amaun Sebenar, Penyata Perbandingan Bajet Pembangunan Dan Amaun Sebenar Secara Akru (Mengikut Projek) bagi tahun berakhir pada tarikh tersebut, ringkasan polisi perakaunan yang signifikan dan nota kepada penyata kewangan seperti dinyatakan pada muka surat 4 hingga 29.

Pada pendapat saya, penyata kewangan ini memberikan gambaran yang benar dan saksama mengenai kedudukan kewangan Perbadanan Produktiviti Malaysia pada 31 Disember 2016 dan prestasi kewangan serta aliran tunai bagi tahun berakhir pada tarikh tersebut selaras dengan piawaian pelaporan kewangan yang diluluskan di Malaysia dan Akta (Memperbadankan) Perbadanan Produktiviti Malaysia 1966 (Akta 408).

**Asas Kepada Pendapat**

Saya telah melaksanakan pengauditan berdasarkan Akta Audit 1957 dan *The International Standards of Supreme Audit Institutions*. Tanggungjawab saya dikehendaki selanjutnya di perenggan Tanggungjawab Juruaudit Terhadap Pengauditan Penyata Kewangan dalam laporan ini. Saya percaya bahawa bukti audit yang diperoleh adalah mencukupi dan bersesuaian untuk dijadikan asas kepada pendapat saya.

**Kebebasan dan Tanggungjawab Etika Lain**

Saya adalah bebas daripada Perbadanan Produktiviti Malaysia dan telah memenuhi tanggungjawab etika lain berdasarkan *The International Standards of Supreme Audit Institutions*.

### **Maklumat Lain Selain Daripada Penyata Kewangan dan Laporan Juruaudit Mengenainya**

Lembaga Pengarah Perbadanan Produktiviti Malaysia bertanggungjawab terhadap maklumat lain dalam Laporan Tahunan. Pendapat saya terhadap penyata kewangan Perbadanan Produktiviti Malaysia tidak meliputi maklumat lain selain daripada Penyata Kewangan dan Laporan Juruaudit mengenainya dan saya tidak menyatakan sebarang bentuk kesimpulan jaminan mengenainya.

### **Tanggungjawab Lembaga Pengarah Terhadap Penyata Kewangan**

Lembaga Pengarah bertanggungjawab terhadap penyediaan penyata kewangan Perbadanan Produktiviti Malaysia yang memberi gambaran benar dan saksama selaras dengan piawaian pelaporan kewangan yang diluluskan di Malaysia dan Akta (Memperbadankan) Perbadanan Produktiviti Malaysia 1966 (Akta 408). Lembaga Pengarah juga bertanggungjawab terhadap penetapan kawalan dalaman yang perlu bagi membolehkan penyediaan penyata kewangan Perbadanan Produktiviti Malaysia yang bebas daripada salah nyata yang ketara sama ada disebabkan fraud atau kesilapan.

Semasa penyediaan penyata kewangan Perbadanan Produktiviti Malaysia, Lembaga Pengarah bertanggungjawab untuk menilai keupayaan Perbadanan Produktiviti Malaysia untuk beroperasi sebagai satu usaha berterusan, mendedahkannya jika berkaitan serta menggunakannya sebagai asas perakaunan.

### **Tanggungjawab Juruaudit Terhadap Pengauditan Penyata Kewangan**

Objektif saya adalah untuk memperoleh keyakinan yang munasabah sama ada penyata kewangan Perbadanan Produktiviti Malaysia secara keseluruhannya adalah bebas daripada salah nyata yang ketara, sama ada disebabkan fraud atau kesilapan, dan mengeluarkan Laporan Juruaudit yang merangkumi pendapat saya. Jaminan yang munasabah adalah satu tahap jaminan yang tinggi, tetapi bukan satu jaminan bahawa audit yang dijalankan mengikut *The International Standards of Supreme Audit Institutions* akan sentiasa mengesan salah nyata yang ketara apabila ia wujud. Salah nyata boleh wujud daripada fraud atau kesilapan dan dianggap ketara sama ada secara individu atau agregat sekiranya boleh dijangkakan dengan munasabah untuk mempengaruhi keputusan ekonomi yang dibuat oleh pengguna berdasarkan penyata kewangan ini.

Sebagai sebahagian daripada pengauditan mengikut *The International Standards of Supreme Audit Institutions*, saya menggunakan pertimbangan profesional dan mengekalkan keraguan profesional sepanjang pengauditan. Saya juga:

- a. Mengetahui dan menilai risiko salah nyata ketara dalam penyata kewangan Perbadanan Produktiviti Malaysia, sama ada disebabkan fraud atau kesilapan, merangka dan melaksanakan prosedur audit yang responsif terhadap risiko berkenaan serta mendapatkan bukti audit yang mencukupi dan bersesuaian untuk memberikan asas kepada pendapat saya. Risiko untuk tidak mengesan salah nyata ketara akibat daripada fraud adalah lebih tinggi daripada kesilapan kerana fraud mungkin melibatkan pakatan, pemalsuan, ketinggalan yang disengajakan, representasi yang salah, atau mengatasi kawalan dalaman.
- b. Memahami kawalan dalaman yang relevan untuk merangka prosedur audit yang bersesuaian tetapi bukan untuk menyatakan pendapat mengenai keberkesanan kawalan dalaman Perbadanan Produktiviti Malaysia.
- c. Menilai kesesuaian dasar perakaunan yang diguna pakai dan kemunasabahan anggaran perakaunan dan pendedahan yang berkaitan oleh Lembaga Pengarah.
- d. Membuat kesimpulan terhadap kesesuaian penggunaan asas perakaunan untuk usaha berterusan oleh Lembaga Pengarah, dan berdasarkan bukti audit yang diperolehi, sama ada wujudnya ketidakpastian ketara yang berkaitan dengan peristiwa atau keadaan yang mungkin menimbulkan keraguan yang signifikan terhadap keupayaan Perbadanan Produktiviti Malaysia sebagai satu usaha berterusan. Jika saya membuat kesimpulan bahawa ketidakpastian ketara wujud, saya perlu melaporkan dalam Laporan Juruaudit terhadap pendedahan yang berkaitan dalam penyata kewangan Perbadanan Produktiviti Malaysia atau, jika pendedahan tersebut tidak mencukupi, pendapat saya akan diubah. Kesimpulan saya dibuat berdasarkan bukti audit yang diperolehi sehingga tarikh Laporan Juruaudit.
- e. Menilai sama ada keseluruhan persembahan termasuk pendedahan penyata kewangan Perbadanan Produktiviti Malaysia memberi gambaran yang saksama.

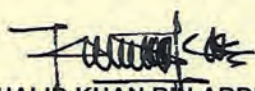
Saya telah berkomunikasi dengan Lembaga Pengarah, antaranya mengenai skop dan tempoh pengauditan yang dirancang serta penemuan audit yang signifikan, termasuk kelemahan kawalan dalaman yang dikenal pasti semasa pengauditan.

#### **Laporan Mengenai Keperluan Perundangan dan Peraturan Lain**

Berdasarkan keperluan Akta (Memperbadankan) Perbadanan Produktiviti Malaysia 1966 (Akta 408), saya juga melaporkan bahawa pada pendapat saya, rekod perakaunan dan rekod lain yang dikehendaki Akta untuk disimpan oleh Perbadanan Produktiviti Malaysia telah disimpan dengan sempurna menurut peruntukan Akta.

#### Hal-hal Lain

- a. Seperti yang dinyatakan pada Nota 2 kepada penyata kewangan, Perbadanan Produktiviti Malaysia telah menerima pakai *Malaysian Public Sector Accounting Standards* (MPSAS) mulai 1 Januari 2016 dengan tarikh peralihan pada 1 Januari 2015. Piawaian ini diterima pakai secara retrospektif oleh Lembaga Pengarah terhadap angka perbandingan dalam penyata kewangan ini, termasuk Penyata Kedudukan Kewangan Perbadanan Produktiviti Malaysia pada 31 Disember 2015 dan 1 Januari 2015, dan Penyata Prestasi Kewangan, Penyata Perubahan Dalam Aset Bersih / Ekuiti, Penyata Aliran Tunai, Penyata Perbandingan Bajet Mengurus Dan Amaun Sebenar serta Penyata Perbandingan Bajet Pembangunan Dan Amaun Sebenar Secara Akru (Mengikut Projek) bagi tahun berakhir pada 31 Disember 2015 dan pendedahan berkaitan. Tanggungjawab saya sebagai sebahagian daripada pengauditan penyata kewangan Perbadanan Produktiviti Malaysia bagi tahun berakhir 31 Disember 2016, dalam keadaan ini, termasuk mendapatkan bukti audit yang mencukupi dan bersesuaian yang baki awal pada 1 Januari 2016 tidak mengandungi salah nyata yang boleh memberi kesan ketara terhadap kedudukan kewangan pada 31 Disember 2016 dan prestasi kewangan dan aliran tunai bagi tahun berakhir pada tarikh tersebut.
- b. Laporan ini dibuat untuk Lembaga Pengarah dan bukan untuk tujuan lain. Saya tidak bertanggungjawab terhadap pihak lain bagi kandungan laporan ini.

  
(KHALID KHAN-BIN ABDULLAH KHAN)  
b.p. KETUA AUDIT NEGARA  
MALAYSIA

PUTRAJAYA  
4 OGOS 2017



## PERBADANAN PRODUKTIVITI MALAYSIA

### PENYATA PENERUSI 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 Penyata Kedudukan Kewangan, Penyata Prestasi Kewangan, Penyata Perubahan Dalam Aset Bersih / 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 kewangan Perbadanan Produktiviti Malaysia pada 31 Disember 2016 dan hasil kendaliannya serta perubahan kedudukan kewangannya bagi tahun berakhir pada tarikh tersebut.

Bagi pihak Lembaga  
*On behalf of the Board*



.....  
TAN SRI AZMAN HASHIM  
PENERUSI / **CHAIRMAN**

Tarikh / **Date:** 2 AUG 2017

Kuala Lumpur

## MALAYSIA PRODUCTIVITY CORPORATION

### 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, Financial Statement containing Statement of Financial Position, Statement of Financial Performance, Statement of Changes in Net Assets / Equity 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 2015 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 MUSTAFA MANSUR  
AHLI LEMBAGA PENGARAH /  
**MEMBER OF BOARD OF DIRECTORS**

Tarikh / **Date:** 2 AUG 2017

Kuala Lumpur

**PERBADANAN PRODUKTIVITI MALAYSIA**

**PENGAKUAN OLEH PEGAWAI UTAMA YANG  
BERTANGGUNGJAWAB KE ATAS PENGURUSAN  
KEWANGAN**

Saya, DATO' MOHD. RAZALI HUSSAIN, pegawai utama yang bertanggungjawab ke atas pengurusan kewangan dan rekod-rekod perakaunan Perbadanan Produktiviti Malaysia, dengan ikhlasnya mengakui bahawa Penyata Kedudukan Kewangan, Penyata Prestasi Kewangan, Penyata Perubahan Dalam Aset Bersih / 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 Aduan Berkanun, 1960.

Sebenarnya dan sesungguhnya )  
*Subscribed and solemnly declared*

diakui oleh penama di atas )  
*by the above named*

di PETALING JAYA )  
*in PETALING JAYA*

pada 2 haribulan Ogos 2017 )  
*on 2nd day of August 2017*

**MALAYSIA PRODUCTIVITY CORPORATION**

**DECLARATION BY THE OFFICER PRIMARILY  
RESPONSIBLE FOR THE FINANCIAL MANAGEMENT**

*I, DATO' MOHD. RAZALI HUSSAIN, being the officer primarily responsible for the financial management of Malaysia Productivity Corporation, do solemnly and sincerely declare that the Statement of Financial Position, Statement of Financial Performance, Statement of Changes in Net Assets / Equity 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.*



.....  
**DATO' MOHD RAZALI HUSSAIN**

**Di hadapan saya,**  
*Before me,*



.....  
**PESURUHJAYA SUMPAN**  
**COMMISSIONER FOR OATH**

**PENYATA KEDUDUKAN KEWANGAN PADA 31 DISEMBER 2016**  
*Statement Of Financial Position As At 31 December 2016*

|                                                                                   | Nota<br>Notes | 2016<br>RM        | 2015 RM<br>(Seperti dinyatakan semula)<br>(As restated) |
|-----------------------------------------------------------------------------------|---------------|-------------------|---------------------------------------------------------|
| <b>ASET / ASSET</b>                                                               |               |                   |                                                         |
| <b>Aset Semasa / Current Asset</b>                                                |               |                   |                                                         |
| Deposit tetap, tunai dan baki bank<br><i>Fixed Deposit, Cash and Bank Balance</i> | 5             | 38,898,805        | 44,477,693                                              |
| Penghutang<br><i>Debtors</i>                                                      | 6             | 1,995,356         | 2,491,863                                               |
| Penghutang pinjaman dan pendahuluan<br><i>Loan Debtors and Advances</i>           | 7             | 155,043           | 162,238                                                 |
| Deposit diberi dan prabayar<br><i>Deposit Given and Prepaid</i>                   |               | 336,648           | 393,485                                                 |
| <b>Jumlah Aset Semasa</b><br><b>Total Current Asset</b>                           |               | <b>41,385,852</b> | <b>47,525,279</b>                                       |
| <b>Aset Bukan Semasa / Non-Current Asset</b>                                      |               |                   |                                                         |
| Penghutang pinjaman dan pendahuluan<br><i>Loan Debtors and Advance</i>            | 7             | 339,780           | 333,647                                                 |
| Hartanah, loji dan peralatan<br><i>Property, Fixtures and Equipment</i>           | 8             | 16,965,291        | 18,120,417                                              |
| <b>Jumlah Aset Bukan Semasa</b><br><b>Total Non-Current Asset</b>                 |               | <b>17,305,071</b> | <b>18,454,064</b>                                       |
| <b>JUMLAH ASET / TOTAL ASSET</b>                                                  |               | <b>58,690,923</b> | <b>65,979,343</b>                                       |
| <b>LIABILITI / LIABILITIES</b>                                                    |               |                   |                                                         |
| <b>Liabiliti Semasa / Current Liabilities</b>                                     |               |                   |                                                         |
| Pelbagai pemiutang<br><i>Various Creditors</i>                                    | 9             | 2,262,066         | 3,977,482                                               |
| Deposit diterima<br><i>Deposit Received</i>                                       |               | 539,312           | 42,062                                                  |
| Manfaat kakitangan<br><i>Employee Benefit</i>                                     | 10            | 197,990           | 275,797                                                 |
| <b>Jumlah Liabiliti Semasa</b><br><b>Total Current Liabilities</b>                |               | <b>2,999,368</b>  | <b>4,295,341</b>                                        |
| <b>Liabiliti Bukan Semasa / Non-Current Liabilities</b>                           |               |                   |                                                         |
| Manfaat kakitangan<br><i>Employee Benefit</i>                                     | 10            | 4,651,780         | 4,263,438                                               |
| Hasil bukan pertukaran<br><i>Non-Exchange Revenue</i>                             | 11            | 2,850,129         | 5,801,419                                               |
| Geran tertunda<br><i>Pending Grants</i>                                           | 12            | 15,189,952        | 16,136,856                                              |
| <b>Jumlah Liabiliti Bukan Semasa</b><br><b>Total Non-Current Liabilities</b>      |               | <b>22,691,861</b> | <b>26,201,713</b>                                       |
| <b>JUMLAH LIABILITI / TOTAL LIABILITIES</b>                                       |               | <b>25,691,229</b> | <b>30,497,054</b>                                       |
| <b>JUMLAH ASET BERSIH / EKUITI /</b><br><b>TOTAL NET ASSET / EQUITY</b>           |               | <b>32,999,694</b> | <b>35,482,289</b>                                       |
| <b>ASET BERSIH / EKUITI / NET ASSET / EQUITY</b>                                  |               |                   |                                                         |
| Kumpulan Wang Pengurusan<br><i>Management Fund</i>                                | 13            | 30,699,694        | 33,182,289                                              |
| Kumpulan Wang Pinjaman Kenderaan<br><i>Vehicle Loan Fund</i>                      |               | 2,000,000         | 2,000,000                                               |
| Kumpulan Wang Pinjaman Komputer<br><i>Computer Loan Fund</i>                      |               | 300,000           | 300,000                                                 |
| <b>JUMLAH ASET BERSIH / EKUITI</b><br><b>TOTAL NET ASSET / EQUITY</b>             |               | <b>32,999,694</b> | <b>35,482,289</b>                                       |

**PENYATA PRESTASI KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2016**  
*Statement Of Financial Performance For The Year Ended 31 December 2016*

|                                                                                                   | Nota<br>Notes | 2016<br>RM         | 2015 RM<br>(Seperti dinyatakan semula)<br>(As restated) |
|---------------------------------------------------------------------------------------------------|---------------|--------------------|---------------------------------------------------------|
| <b>PENDAPATAN / INCOME</b>                                                                        |               |                    |                                                         |
| Pemberian Kerajaan Persekutuan<br><i>Federal Government Grant</i>                                 | 14            | 35,345,650         | 38,479,836                                              |
| Yuran latihan, perundingan & pensijilan<br><i>Training, Consultation &amp; Certification Fees</i> |               | 6,391,854          | 7,393,625                                               |
| Yuran konvensyen<br><i>Convention Fees</i>                                                        |               | 3,658,729          | 4,700,756                                               |
| Faedah deposit tetap<br><i>Interest from Fixed Deposit</i>                                        |               | 1,181,535          | 848,101                                                 |
| Sewaan<br><i>Rental</i>                                                                           |               | 385,464            | 414,757                                                 |
| Faedah bank<br><i>Bank Interest</i>                                                               |               | 81,296             | 108,314                                                 |
| Faedah atas pinjaman komputer & kenderaan<br><i>Interest from Computer and Vehicle Loans</i>      |               | 23,652             | 25,135                                                  |
| Pelbagai pendapatan<br><i>Miscellaneous Income</i>                                                |               | 42,727             | 66,368                                                  |
| Keuntungan jualan aset<br><i>Profit from Asset Sold</i>                                           |               | 12,825             | 31,098                                                  |
| <b>JUMLAH PENDAPATAN / TOTAL INCOME</b>                                                           |               | <b>47,123,732</b>  | <b>52,067,990</b>                                       |
| <b>PERBELANJAAN / EXPENDITURE</b>                                                                 |               |                    |                                                         |
| <b>Perbelanjaan Pengurusan / Management Expenditure</b>                                           |               |                    |                                                         |
| Emolumen / <i>Emolument</i>                                                                       | 15            | 24,918,944         | 24,174,397                                              |
| Perjalanan dan sara hidup / <i>Travel and Subsistence</i>                                         |               | 1,220,933          | 1,464,087                                               |
| Pengangkutan barang-barang / <i>Transportation of Goods</i>                                       |               | 38,672             | 114,113                                                 |
| Perhubungan / <i>Communication</i>                                                                |               | 431,257            | 433,942                                                 |
| Utiliti / <i>Utilities</i>                                                                        |               | 1,167,028          | 1,048,970                                               |
| Sewaan / <i>Rental</i>                                                                            |               | 1,681,927          | 1,777,618                                               |
| Perkhidmatan percetakan / <i>Printing Services</i>                                                |               | 485,302            | 727,314                                                 |
| Bekalan dan alatan / <i>Supplies and Tools</i>                                                    |               | 813,113            | 944,211                                                 |
| Penyelenggaraan dan pembaikan yang dibeli<br><i>Maintenance and Repairs Purchased</i>             |               | 2,264,192          | 1,956,228                                               |
| Perkhidmatan ikhtisas dan hospitaliti<br><i>Professional Services and Hospitality</i>             |               | 7,168,078          | 9,768,975                                               |
| Bayaran juruaudit / <i>Payment of Auditors</i>                                                    |               | 30,465             | 28,353                                                  |
| Yuran keahlian / <i>Membership Fees</i>                                                           |               | 1,095,543          | 945,143                                                 |
| Manfaat kakitangan / <i>Employee Benefit</i>                                                      |               | 310,535            | 214,295                                                 |
| Hutang lapuk dilupuskan / <i>Written Off Bad Debts</i>                                            |               | 63,153             | 17,390                                                  |
| Hutang ragu / <i>Doubtful Debts</i>                                                               |               | 14,730             | 19,830                                                  |
| Pemulihan hutang ragu / <i>Recoverable Doubtful Debts</i>                                         |               | (55,220)           | (8,030)                                                 |
| Cukai barang dan perkhidmatan / <i>Goods and Service Tax</i>                                      |               | 7,317              | 9,987                                                   |
| Taksiran dan cukai tanah / <i>Assessment and Quit Rent</i>                                        |               | 164,207            | 164,693                                                 |
| <b>Perbelanjaan Pembangunan<br/>Development Expenditure</b>                                       | 16            | 3,017,838          | 3,971,747                                               |
| <b>Perbelanjaan konvensyen<br/>Convention Expenditure</b>                                         |               | 3,269,183          | 3,763,627                                               |
| <b>Susutnilai / Depreciation</b>                                                                  | 8             | 1,499,130          | 1,475,093                                               |
| <b>JUMLAH PERBELANJAAN / TOTAL EXPENDITURE</b>                                                    |               | <b>49,606,327</b>  | <b>53,011,983</b>                                       |
| <b>DEFISIT PENDAPATAN / INCOME DEFICIT</b>                                                        |               | <b>(2,482,595)</b> | <b>(943,993)</b>                                        |

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

**PENYATA PERUBAHAN DALAM ASET BERSIH / EKUITI BAGI TAHUN BERAKHIR 31 DISEMBER 2016**  
*Statement Of Changes Of Net Asset / Equity For The Year Ended 31 Disember 2016*

|                                                                                                                               | Nota<br>Notes | Kumpulan Wang<br>Pengurusan<br><i>Management Fund</i><br>RM | Kumpulan Wang<br>Pinjaman<br>Kenderaan<br><i>Vehicle Loan Fund</i><br>RM | Kumpulan Wang<br>Pinjaman<br>Komputer<br><i>Computer Loan Fund</i><br>RM | Jumlah<br>Total |
|-------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|-----------------|
| Baki pada 1 Januari 2015<br>(tahun lepas)<br><i>Balance as at 1 January 2015</i><br>(previous year)                           |               | 38,451,222                                                  | 2,000,000                                                                | 300,000                                                                  | 40,751,222      |
| Pelarasan tahun semasa<br><i>Adjustment in Current Year</i>                                                                   | 19            | (4,324,940)                                                 | –                                                                        | –                                                                        | (4,324,940)     |
| Baki pada 1 Januari 2015<br>(seperti dinyatakan semula)<br><i>Balance as at 1 January 2016</i><br>(as restated)               |               | 34,126,282                                                  | 2,000,000                                                                | 300,000                                                                  | 36,426,282      |
| Tambahan dalam tahun semasa<br><i>Supplementary in Current Year</i>                                                           |               | –                                                           | –                                                                        | –                                                                        | –               |
| Baki pada 31 Disember 2015<br><i>Balance as at 31 December 2015</i>                                                           |               | 34,126,282                                                  | 2,000,000                                                                | 300,000                                                                  | 36,426,282      |
| Defisit pendapatan bagi tahun semasa<br>(Seperti dinyatakan semula)<br><i>Income Deficit in Current Year</i><br>(as restated) |               | (943,993)                                                   | –                                                                        | –                                                                        | (943,993)       |
| Baki setakat 31 Disember 2015<br>(Seperti dinyatakan semula)<br><i>Balance as at 31 December 2015</i><br>(as restated)        | 13            | 33,182,289                                                  | 2,000,000                                                                | 300,000                                                                  | 35,482,289      |
| Baki pada 1 Januari 2016<br>(tahun semasa)<br><i>Balance as at 1 January 2016</i><br>(current year)                           |               | 33,182,289                                                  | 2,000,000                                                                | 300,000                                                                  | 35,482,289      |
| Tambahan dalam tahun semasa<br><i>Supplementary in Current Year</i>                                                           |               | –                                                           | –                                                                        | –                                                                        | –               |
| Baki pada 31 Disember 2016<br><i>Balance as at 31 December 2016</i>                                                           |               | 33,182,289                                                  | (2,482,595)                                                              | 2,000,000                                                                | 35,482,289      |
| Defisit pendapatan bagi tahun semasa<br><i>Income Deficit for Current Year</i>                                                |               | (2,482,595)                                                 | –                                                                        | –                                                                        | (2,482,595)     |
| Baki setakat 31 Disember 2016<br><i>Balance as at 31 December 2016</i>                                                        | 13            | 30,699,694                                                  | 2,000,000                                                                | 300,000                                                                  | 32,999,694      |

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 2016**  
*Cash Flow Statement For The Year Ended 31 December 2016*

|                                                                                                                   | 2016<br>RM         | 2015<br>RM        |
|-------------------------------------------------------------------------------------------------------------------|--------------------|-------------------|
| <b>ALIRAN TUNAI DARI AKTIVITI OPERASI</b><br><b>CASH FLOW FROM OPERATING ACTIVITIES</b>                           |                    |                   |
| Terimaan Tunai dari Kerajaan Persekutuan<br><i>Cash Received from the Federal Government</i>                      | 34,457,472         | 37,452,800        |
| Terimaan Tunai Pelbagai Hasil<br><i>Cash Received from Various Sources</i>                                        | 11,086,496         | 9,647,273         |
| Bayaran Tunai Kepada Pekerja Dan Pembekal<br><i>Cash Payments to Employees and Suppliers</i>                      | (52,058,909)       | (46,056,028)      |
| <b>TUNAI BERSIH DARI AKTIVITI OPERASI</b><br><b>NET CASH FROM OPERATING ACTIVITIES</b>                            | <b>(6,514,941)</b> | <b>1,044,045</b>  |
| <b>ALIRAN TUNAI DARI AKTIVITI PELABURAN</b><br><b>CASH FLOW FROM INVESTMENT ACTIVITIES</b>                        |                    |                   |
| Pembelian Aset                                                                                                    | (350,430)          | (470,053)         |
| Faedah Diterima                                                                                                   | 1,286,483          | 991,647           |
| <b>TUNAI BERSIH DARI AKTIVITI PELABURAN</b><br><b>NET CASH FROM INVESTMENT ACTIVITIES</b>                         | <b>936,053</b>     | <b>521,594</b>    |
| <b>PERTAMBAHAN BERSIH TUNAI &amp; SETARA TUNAI</b><br><b>INCREASE IN NET CASH AND CASH EQUIVALENT</b>             | <b>(5,578,888)</b> | <b>1,565,639</b>  |
| <b>TUNAI DAN KESETARAAN TUNAI PADA AWAL TAHUN</b><br><b>CASH AND CASH EQUIVALENT AT THE BEGINNING OF THE YEAR</b> | <b>44,477,693</b>  | <b>42,912,054</b> |
| <b>TUNAI DAN KESETARAAN TUNAI PADA AKHIR TAHUN</b><br><b>CASH AND CASH EQUIVALENT AT THE END OF THE YEAR</b>      | <b>38,898,805</b>  | <b>44,477,693</b> |
| <b>TERDIRI DARIPADA:</b><br><b>CONSISTS OF:</b>                                                                   |                    |                   |
| Wang tunai di tangan dan baki bank<br><i>Cash and Bank Balance</i>                                                | 9,862,531          | 9,775,571         |
| Deposit tetap dengan bank<br><i>Fixed Deposit</i>                                                                 | 29,036,274         | 34,702,122        |
|                                                                                                                   | <b>38,898,805</b>  | <b>44,477,693</b> |

**PENYATA PERBANDINGAN BAJET MENGURUS DAN AMAUN SEBENAR**  
**BAGI TAHUN BERAKHIR 31 DISEMBER 2016**  
*Statement Of Management Budget Vs Actual For The Year Ended 31 December 2016*

| PERKARA<br>ITEMS                                                          | JUMLAH BAJET<br>TOTAL BUDGET |                       |                                                |                                             |
|---------------------------------------------------------------------------|------------------------------|-----------------------|------------------------------------------------|---------------------------------------------|
|                                                                           | Asal<br>Beginning<br>RM      | Akhir<br>Ending<br>RM | Belanja<br>Sebenar<br>Actual<br>Expenses<br>RM | Varian<br>Bajet<br>Budget<br>Variance<br>RM |
| Gaji dan Upahan / <i>Salary and Wages</i>                                 | 19,894,900                   | 17,018,900            | 16,864,521                                     | 154,379                                     |
| Elaun Tetap / <i>Fixed Allowance</i>                                      | 4,182,000                    | 4,552,000             | 4,513,510                                      | 38,490                                      |
| Tambahan Kos Kakitangan / <i>Additional Staff Cost</i>                    | 2,865,000                    | 2,895,000             | 2,879,002                                      | 15,998                                      |
| Elaun Lebih Masa / <i>Overtime</i>                                        | 329,400                      | 329,400               | 272,191                                        | 57,209                                      |
| Faedah-faedah Kewangan Yang Lain / <i>Other Financial Benefit</i>         | 308,200                      | 408,200               | 389,720                                        | 18,480                                      |
| <b>10000 EMOLUMEN / 10000 EMOLUMENT</b>                                   | <b>27,579,500</b>            | <b>25,203,500</b>     | <b>24,918,944</b>                              | <b>284,556</b>                              |
| Perjalanan & Sara hidup / <i>Travel and Subsistence</i>                   | 1,280,000                    | 1,480,000             | 1,220,933                                      | 259,067                                     |
| Pengangkutan Barang-barang / <i>Transportation of Goods</i>               | 45,500                       | 45,500                | 38,672                                         | 6,828                                       |
| Perhubungan dan Utiliti / <i>Communication and Utilities</i>              | 1,478,000                    | 1,698,000             | 1,598,285                                      | 99,715                                      |
| Sewaan / <i>Rental</i>                                                    | 2,380,000                    | 2,330,000             | 1,681,927                                      | 648,073                                     |
| Bahan-bahan Penyelenggaraan / <i>Maintenance Equipments</i>               | 64,000                       | 64,000                | 43,169                                         | 20,831                                      |
| Bekalan & Bahan-bahan Lain / <i>Supplies &amp; Other Materials</i>        | 984,000                      | 1,234,000             | 769,944                                        | 464,056                                     |
| Penyelenggaraan & Pembaikan Kecil / <i>Maintenance &amp; Repairs</i>      | 2,007,000                    | 2,907,000             | 2,264,192                                      | 642,808                                     |
| Perkhidmatan Ikhtisas / <i>Professional Services</i>                      | 10,550,000                   | 11,250,000            | 10,953,028                                     | 296,972                                     |
| <b>20000 PERKHIDMATAN &amp; BEKALAN<br/>20000 SERVICES &amp; SUPPLIES</b> | <b>18,788,500</b>            | <b>21,008,500</b>     | <b>18,570,150</b>                              | <b>2,438,350</b>                            |
| Kemudahan / <i>Facilities</i>                                             | –                            | –                     | –                                              | –                                           |
| Kenderaan / <i>Vehicle</i>                                                | –                            | 207,200               | 207,196                                        | 4                                           |
| Perabut & Lengkapan / <i>Furniture &amp; Furnishings</i>                  | 200,000                      | 200,000               | 143,234                                        | 56,766                                      |
| <b>30000 ASET / 30000 ASSET</b>                                           | <b>200,000</b>               | <b>407,200</b>        | <b>350,430</b>                                 | <b>56,770</b>                               |
| Pemberian Dalam Negeri / <i>Domestic Contributions</i>                    | 5,000                        | 3,000                 | 3,000                                          | –                                           |
| Pemberian Luar Negeri / <i>Foreign Contributions</i>                      | 935,000                      | 1,093,000             | 1,092,543                                      | 457                                         |
| <b>40000 SUMBANGAN / 40000 CONTRIBUTIONS</b>                              | <b>940,000</b>               | <b>1,096,000</b>      | <b>1,095,543</b>                               | <b>457</b>                                  |
| Cukai dan Pelbagai / <i>Tax and Miscellaneous</i>                         | 200,000                      | 200,000               | 171,524                                        | 28,476                                      |
| <b>50000 PERBELANJAAN LAIN / 50000 OTHER EXPENSES</b>                     | <b>200,000</b>               | <b>200,000</b>        | <b>171,524</b>                                 | <b>28,476</b>                               |
| <b>JUMLAH BESAR<br/>TOTAL AMOUNT</b>                                      | <b>47,708,000</b>            | <b>47,915,200</b>     | <b>45,106,591</b>                              | <b>2,808,609</b>                            |
| <b>SUMBER DALAMAN<br/>INTERNAL SOURCES</b>                                | <b>15,928,200</b>            | <b>16,135,400</b>     | <b>13,326,791</b>                              | <b>2,808,609</b>                            |
| <b>SUMBANGAN KERAJAAN<br/>GOVERNMENT CONTRIBUTION</b>                     | <b>31,779,800</b>            | <b>31,779,800</b>     | <b>31,779,800</b>                              | <b>–</b>                                    |

**PENYATA PERBANDINGAN BAJET PEMBANGUNAN DAN AMAUN SEBENAR**  
**BAJET SECARA AKRU (MENGIKUT PROJEK) BAGI TAHUN BERAKHIR 31 DISEMBER 2016**  
*Statement Of Development Budget Vs Actual Accrual Budget (Based On Project)*  
*For The Year Ended 31 December 201*

| PERKARA<br><i>ITEMS</i>                                                                                                                                    | JUMLAH BAJET<br><i>TOTAL BUDGET</i> |                              |                                                              |                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------------|--------------------------------------------------------------|-----------------------------------------------------------|
|                                                                                                                                                            | Asal<br><i>Beginning</i><br>RM      | Akhir<br><i>Ending</i><br>RM | Belanja<br>Sebenar<br><i>Actual</i><br><i>Expenses</i><br>RM | Varian<br>Bajet<br><i>Budget</i><br><i>Variance</i><br>RM |
| Program Bagi Kerajaan Negeri dan<br>Kerajaan Tempatan (NPDIR)<br><i>Programme for State Government and<br/>Local Government (NPDIR)</i>                    | 2,000,000                           | 1,785,000                    | 1,752,971                                                    | 32,029                                                    |
| Program Memodenkan Peraturan Perniagaan<br>Untuk Sektor Ekonomi (MBR)<br><i>Programme to Modernise Business<br/>Regulations For Economic Sectors (MBR)</i> | 1,000,000                           | 892,672                      | 848,785                                                      | 43,887                                                    |
| <b>JUMLAH BESAR</b><br><i>TOTAL AMOUNT</i>                                                                                                                 | <b>3,000,000</b>                    | <b>2,677,672</b>             | <b>2,601,756</b>                                             | <b>75,916</b>                                             |

**NOTA:**

1. Penyata Bajet Mengurus disediakan secara akru dan mengikut kod objek sebagai
2. Penyata Bajet Pembangunan disediakan secara akru dan mengikut nama projek yang diberi
3. Bajet Mengurus dan Bajet Pembangunan bagi tahun 2016 telah dibentangkan di Dewan Rakyat pada 23 Oktober 2015 oleh Yang Berhormat Perdana Menteri Malaysia.
4. Tempoh Bajet Mengurus dan Pembangunan adalah dari 1 Januari 2016 hingga 31 Disember 2016.

**NOTES:**

1. *Management Budget Statement is prepared on an accrual basis and according to the code of the object.*
2. *Development Budget Statement is prepared on an accrual basis and according to the project name*
3. *Management and Development Budget for 2016 was tabled in the House of Representatives on 23 October, 2015 by the Honorable Prime Minister of Malaysia.*
4. *Duration of Management and Development Budget is from 1 January 2016 to 31 December 2016.*

## NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN BERAKHIR 31 DISEMBER 2016

### *Notes To The Financial Statement For The Year Ended 31 December*

#### 1. MAKLUMAT PERBADANAN

Perbadanan Produktiviti Malaysia (MPC) 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:

1. Menyediakan maklumat mengenai produktiviti, kualiti, daya saing dan amalan-amalan terbaik melalui aktiviti penyelidikan dan pembangunan pangkalan data.
2. Membangunkan modal insan dan kecemerlangan organisasi bagi membentuk masyarakat berasaskan pengetahuan menerusi latihan, pembangunan sistem dan amalan-amalan terbaik.
3. Memupuk budaya kreatif dan inovatif melalui program-program promosi P&Q dan jalinan kerjasama.

Penyata Kewangan Perbadanan Produktiviti Malaysia (MPC) bagi tahun berakhir 31 Disember 2016 telah diluluskan oleh Lembaga Pengarah melalui resolusi bertarikh 2 Ogos 2017.

#### 2. DASAR PERAKAUNAN PENTING

##### (a) Asas Perakaunan

Penyata Kewangan Perbadanan telah disediakan mengikut kelaziman kos sejarah dan mematuhi Piawaian Perakaunan Sektor Awam Malaysia (MPSAS) yang berkuatkuasa pada 1 Januari 2016. Penyata kewangan ini merupakan penyata kewangan pertama yang disediakan menggunakan MPSAS. Sebelum ini penyata kewangan telah disediakan menggunakan Piawaian Pelaporan Entiti Persendirian (PERS). Perbadanan telah mengguna pakai MPSAS lebih awal daripada tarikh kuat kuasa sebenar iaitu pada 1 Januari 2017 seperti di bawah:

- MPSAS 1 – Presentation of Financial Statements
- MPSAS 2 – Cash Flow Statements
- MPSAS 3 – Accounting Policies, Changes in Accounting Estimates and Errors
- MPSAS 4 – The Effect of Changes in Foreign Exchange Rates
- MPSAS 9 – Revenue From Exchange Transactions
- MPSAS 14 – Events After The Reporting Date
- MPSAS 17 – Property, Plant and Equipment
- MPSAS 19 – Provisions, Contingent Liabilities and Contingent Assets

#### 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". It was then known as National Productivity Corporation since 1st December 1991. National Productivity Corporation was renamed officially as Malaysia Productivity Corporation as of 21st February 2008. The objectives of the Corporation are:*

- 1. Provide value-added information on productivity, quality, competitiveness and best practices through research activities and databases.*
- 2. Develop human capital and organisational excellence for building a knowledge-based society through training, systems development and best practices.*
- 3. Nurture innovative and creative culture through Productivity and Quality promotion and partnership programmes.*

*The Financial Statement of Malaysia Productivity Corporation (MPC) for the year ended 31st December 2016 has been approved by the Board of Directors through a resolution dated 2nd August 2017.*

#### 2. SIGNIFICANT ACCOUNTING POLICIES

##### (a) Basis of Accounting

*The Corporation's Financial Statements have been prepared in accordance with historical cost convention and in compliance with the Malaysian Public Sector Accounting Standards (MPSAS) which came into force on 1 January 2016. This is the first financial statement prepared using MPSAS. Previously, the financial statement has been prepared using Private Entity Reporting Standards (PERS). The Corporation has adopted MPSAS earlier than the actual effective date which is on January 1, 2017 listed as below:*

- MPSAS 1 – Presentation of Financial Statements*
- MPSAS 2 – Cash Flow Statements*
- MPSAS 3 – Accounting Policies, Changes in Accounting Estimates and Errors*
- MPSAS 4 – The Effect of Changes in Foreign Exchange Rates*
- MPSAS 9 – Revenue From Exchange Transactions*
- MPSAS 14 – Events After The Reporting Date*
- MPSAS 17 – Property, Plant and Equipment*
- MPSAS 19 – Provisions, Contingent Liabilities and Contingent Assets*

MPSAS 20 – Related Party Disclosures  
MPSAS 21 – Impairment of Non-Cash Generating Assets  
MPSAS 23 – Revenue From Non-Exchange Transaction  
MPSAS 24 – Presentation of Budget Information in  
Financial Statement  
MPSAS 25 – Employee Benefits  
MPSAS 26 – Impairment of Cash Generating Assets  
MPSAS 28 – Financial Instruments: Presentation  
MPSAS 29 – Financial Instruments:  
Recognition and Measurement  
MPSAS 30 – Financial Instruments : Disclosure  
MPSAS 33 – First Time Adoption of Accrual Basis MPSASs

#### (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. Kadar susutnilai tahunan adalah seperti berikut:

| Tanah milik pajak                    | ke atas jangka masa pajak |
|--------------------------------------|---------------------------|
| Bangunan                             | 2%                        |
| Perabot,engkapan dan kemudahan       | 10%                       |
| Mesin, alat kelengkapan dan komputer | 20%                       |
| Kenderaan                            | 20%                       |
| Ubahsuai                             | 10%                       |

Jika sesuatu aset diperoleh melalui urus niaga bukan pertukaran, kos hendaklah diukur berdasarkan nilai saksama pada tarikh perolehan. Aset-aset ini kemudiannya akan dikreditkan di dalam Penyata Prestasi Kewangan, melainkan jika terdapat syarat-syarat mengenai penggunaan aset tersebut, di mana ia perlu diiktiraf di dalam liabiliti semasa.

Pembelian harta modal yang berharga RM2,000 dan ke atas bagi setiap unit akan dipermodalkan.

Jika wujud penurunan nilai, jumlah aset akan dinilai semula dan dikurangkan serta merta kepada jumlah yang boleh dituntut. Keuntungan dan kerugian dari penjualan akan ditentukan secara membandingkan jumlah penerimaan dengan nilai buku aset dan akan diiktiraf di dalam Penyata Prestasi Kewangan.

*MPSAS 20 – Related Party Disclosures  
MPSAS 21 – Impairment of Non-Cash Generating Assets  
MPSAS 23 – Revenue From Non-Exchange Transaction  
MPSAS 24 – Presentation of Budget Information in  
Financial Statement  
MPSAS 25 – Employee Benefits  
MPSAS 26 – Impairment of Cash Generating Assets  
MPSAS 28 – Financial Instruments: Presentation  
MPSAS 29 – Financial Instruments:  
Recognition and Measurement  
MPSAS 30 – Financial Instruments : Disclosure  
MPSAS 33 – First Time Adoption of Accrual Basis MPSASs*

#### *(b) Asset 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. The annual depreciation rate is as follows:*

| <i>Leasehold Land</i>                    | <i>On long term leasehold</i> |
|------------------------------------------|-------------------------------|
| <i>Building</i>                          | <i>2%</i>                     |
| <i>Furniture and fixtures</i>            | <i>10%</i>                    |
| <i>Machinery, Equipment and Computer</i> | <i>20%</i>                    |
| <i>Vehicles</i>                          | <i>20%</i>                    |
| <i>Renovations</i>                       | <i>10%</i>                    |

*If an asset is acquired through a non-exchange transaction, the cost shall be measured based on the fair value at the date of acquisition. These assets will then be credited in the Financial Performance Statement, unless there is a condition for the use of such assets, where it should be recognise under current liabilities.*

*Purchase of capital assets amounting RM2,000 and above for each unit will be capitalised.*

*Should devaluation occur, 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 book value of the asset. The amount will be recognised in the Financial Performance Statement.*

### **(c) Tukaran Matawang Asing**

Aset dan tanggungan dalam matawang asing ditukarkan kepada Ringgit Malaysia pada kadar pertukaran pada 31 Disember 2016 manakala urusan di dalam matawang asing di sepanjang tahun ditukarkan pada kadar tarikh urusan berkenaan. Perbezaan pertukaran akibat dari urusan ini telah dimasukkan ke dalam Penyata Prestasi Kewangan.

### **(d) Penghutang**

Hutang lapuk yang telah dikenal pasti akan dihapus kira dan peruntukkan akan dibuat ke atas hutang yang diragui akan kebolehnya 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. Hutang yang kemudiannya dikutip semula akan dikreditkan ke akaun berkaitan.

### **(e) Pemiutang**

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

### **(f) Geran Kerajaan**

Geran Kerajaan terbahagi kepada:-

#### **(i) Geran Pengurusan**

Geran Mengurus tahunan yang diterima untuk tujuan membiayai perbelanjaan mengurus adalah diambil kira sebagai pendapatan dalam Penyata Prestasi Kewangan tahunan semasa.

#### **(ii) Geran Pembangunan**

Geran Pembangunan adalah geran yang diterima untuk tujuan program-program yang dikenakan syarat-syarat prestasi masa depan tertentu dan diiktiraf sebagai geran tertunda serta dilunaskan mengikut kos projek yang telah siap.

Geran Pembangunan dari Kerajaan yang berkaitan dengan perbelanjaan modal diakaunkan kepada Pemberian Kerajaan yang dimodalkan. Amaun yang digunakan dalam tahun akan diambil kira dalam Penyata Prestasi Kewangan 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.

### **(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 31st December 2016 while transactions in foreign currency during the year are converted into Ringgit Malaysia at the prevailing rate on the transaction dates. The exchange rate differences arising from this transaction have been included in the Financial Performance Statement.*

### **(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 one year will be classified as doubtful debt while that of more than two years pending collection efforts but have yet to be collected will be written off. Debts collected thereafter will be credited into related accounts.*

### **(e) Creditors**

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

### **(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**

*Development Grant are grants received for the purposes of programmes that are subject to certain future performance requirements and are recognized as deferred grants and are amortized according to the completed project costs.*

*Development Grant from the Government relating to capital expenditure is accounted as capitalised Government Provision. The utilised amount in a year is accounted in the Financial Performance Statement based on the depreciation of the asset that is equivalent to the amount of depreciation imposed.*

### **(g) Employee Benefit**

#### **(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) 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 Prestasi Kewangan apabila perbelanjaan tersebut dilakukan.

**(iii) Manfaat Kakitangan (Gantian Cuti Rehat - GCR)**

Perbadanan telah menerima pakai keperluan MPSAS 25 (*Employee Benefits*) di mana bayaran manfaat kakitangan (gantian cuti rehat - GCR) yang akan dibayar selepas persaraan pekerja diiktiraf sebagai belanja dalam Penyata Prestasi Kewangan bagi tahun semasa manakala peruntukan manfaat kakitangan (gantian cuti rehat - GCR) di tunjukkan dalam Penyata Kedudukan Kewangan di bawah liabiliti bukan semasa. Manfaat kakitangan (gantian cuti rehat - GCR) ini dikira berdasarkan kepada jumlah cuti bagi tahun semasa dengan mengambil kira gaji semasa kakitangan pada akhir tahun kewangan tersebut.

**(h) Kemerosotan aset**

Nilai aset yang dibawa disemak pada tarikh Penyata Kedudukan Kewangan untuk menentukan sama ada terdapat tanda kemerosotan. Sekiranya wujud tanda demikian, aset berkenaan akan dibuat anggaran nilai boleh pulih.

Kerugian kemerosotan akan diiktiraf apabila nilai aset atau unit penghasil tunai melebihi nilai boleh pulih.

Kerugian Kemerosotan dicajkan terus kepada Penyata Prestasi Kewangan. 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.

**(i) Pengiktirafan pendapatan**

**(i) Pendapatan dari yuran :**

Pendapatan daripada yuran kursus dan latihan diiktiraf apabila kursus dan latihan telah dijalankan.

**(ii) Pendapatan dari aktiviti pelaburan :**

Faedah deposit tetap mudarabah akan diiktiraf sebagai pendapatan Perbadanan hanya apabila ia telah diterima dan bagi faedah deposit tetap konvensional menggunakan asas akrual.

**(iii) Pendapatan dari pemberian geran Kerajaan Persekutuan :**

Pendapatan daripada geran Kerajaan Persekutuan diiktiraf apabila peruntukan perbelanjaan diluluskan.

**(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 Financial Performance Statement when the expenditure is realised.*

**(iii) Employee Benefits (Gantian Cuti Rehat - GCR)**

*The Corporation has adopted the requirement of MPSAS 25 (Employee Benefits) whereby payment for GCR to be paid after employees' retirement and recognised as expenses in the Financial Performance Statement for the current year while provision for GCR are shown in the Financial Position Statement under non-current liabilities. GCR are calculated based on the amount of leave for the current year taking into account current employees' salaries at the end of the financial year.*

**(h) Asset Depreciation**

*The value of an asset is evaluated on the date of the Balance Sheet to ascertain factors of depreciation. If such signs do exist, hence the recovery value of the asset could be estimated. Depreciation loss will be recognized when value of the asset or its cash generating unit supersedes the recovery value. The depreciation Loss is directly charged into the Financial Performance Statement. Any subsequent increase in value will be considered as a reverse loss of value and labeled as value asset (after depreciation or paid for) if there were no losses recorded prior to this.*

**(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) 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 di ambilkira 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.

#### **(m) Peruntukan Bagi Liabiliti**

Peruntukan bagi liabiliti diiktiraf apabila mempunyai obligasi semasa akibat daripada peristiwa yang lepas dan berkemungkinan bahawa aliran keluar sumber yang merangkumi faedah ekonomi akan diperlukan untuk menyelesaikan obligasi dan anggaran munasabah mengenai jumlah boleh di buat. Peruntukan disemak pada setiap tarikh Penyata Kedudukan Kewangan dan diselaraskan untuk menunjukkan anggaran semasa terbaik.

Sekiranya kesan daripada nilai wang adalah material, jumlah peruntukan adalah nilai semasa perbelanjaan dijangka yang diperlukan bagi menyelesaikan obligasi tersebut.

### **3. PERCUKAIAN**

Perbadanan dikecualikan dari 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.

### **4. POLISI PENGURUSAN RISIKO KEWANGAN**

Polisi Pengurusan Risiko Kewangan bagi Perbadanan adalah untuk memastikan bahawa sumber kewangan adalah mencukupi untuk membiayai pelaksanaan aktiviti Perbadanan untuk mencapai objektifnya di samping menguruskan risiko.

#### **(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 dari tunai di bank. Pendapatan dari aliran tunai Perbadanan sebahagian besarnya tidak terjejas oleh perubahan dalam kadar faedah pasaran.

#### **(j) Cashflow Statement**

*The cashflow statement has been prepared based on 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.*

#### **(m) Provision for Liabilities**

*The provision for liabilities are recognised subject to having current obligation due to past incidence and probably requires resource cash flow encompassing economic benefits to settle the obligation and reasonable estimate pertaining to the amount is carried out. The provision is reviewed on every balance sheet date and adjusted to show the best current estimate.*

### **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. 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 asset 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.*

**(b) Risiko Kecaikan dan Aliran Tunai**

Perbadanan mengurus risiko kecaikan dan aliran tunai dengan memastikan tunai yang mencukupi dengan menyediakan dana yang cukup bagi memenuhi anggaran komitmen daripada perbelanjaan operasi dan tanggungan kewangan.

**(b) Risk of Liquidity and Cash Flow**

The Corporation manages its liquidity and cash flow risk by ensuring sufficient cash through provision of adequate funds to fulfill estimated commitment due to operation expenditure and financial obligation.

**5. DEPOSIT TETAP, TUNAI DAN BAKI BANK****5. FIXED DEPOSITS, CASH AND BANK BALANCES**

|                                                     | 2016<br>RM        | 2015<br>RM        |
|-----------------------------------------------------|-------------------|-------------------|
| Tunai dan baki bank / <i>Cash and Bank Balances</i> | 9,862,531         | 9,775,571         |
| Deposit tetap / <i>Fixed Deposit</i>                | 29,036,274        | 34,702,122        |
|                                                     | <b>38,898,805</b> | <b>44,477,693</b> |

**(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:-

|                                                                                              | 2016<br>RM    | 2015<br>RM    |
|----------------------------------------------------------------------------------------------|---------------|---------------|
| <b>Aset Kewangan kurang dari 1 tahun</b><br><i>Financial Assets less than 1 year</i>         |               |               |
| Tunai dan baki bank / <i>Cash and Bank Balances</i>                                          | 9,862,531     | 9,775,571     |
| Kadar purata efektif pada tahun semasa<br><i>Average Effective Rate for the Current Year</i> | 1% - 2%       | 1% - 2%       |
| Deposit tetap / <i>Fixed Deposits</i>                                                        | 29,036,274    | 34,702,122    |
| Kadar purata efektif pada tahun semasa<br><i>Average Effective Rate for the Current Year</i> | 2.25% - 3.80% | 2.25% - 3.90% |

**6. PENGHUTANG****6. DEBTORS**

|                                                                          | 2016<br>RM       | 2015<br>RM       |
|--------------------------------------------------------------------------|------------------|------------------|
| Penghutang perniagaan / <i>Business Debtors</i>                          | 1,660,557        | 2,481,543        |
| Tolak: Peruntukan hutang ragu / <i>Less: Provision for Doubtful Debt</i> | (32,710)         | (73,200)         |
|                                                                          | 1,627,847        | 2,408,343        |
| Pelbagai penghutang / <i>Various Debtors</i>                             | 367,509          | 83,520           |
|                                                                          | <b>1,995,356</b> | <b>2,491,863</b> |

## 7. PENGHUTANG PINJAMAN DAN PENDAHULUAN

## 7. LOAN DEBTORS AND ADVANCES

|                                                                 | 2016<br>RM     | 2015<br>RM     |
|-----------------------------------------------------------------|----------------|----------------|
| Penghutang Pinjaman kenderaan / <i>Debtors for Vehicle Loan</i> | 385,478        | 371,968        |
| Penghutang Pinjaman komputer / <i>Debtors for Computer Loan</i> | 103,225        | 110,377        |
| Pelbagai Pendahuluan / <i>Various Advances</i>                  | 6,120          | 13,540         |
|                                                                 | <u>494,823</u> | <u>495,885</u> |

### (a) Penghutang Pinjaman Kenderaan

Penghutang Pinjaman Kenderaan terdiri daripada :-

### (a) *Debtors for Vehicle Loan*

*The Debtors for Vehicle Loan are as follows:-*

|                                                                                             | 2016<br>RM     | 2015<br>RM     |
|---------------------------------------------------------------------------------------------|----------------|----------------|
| Pinjaman yang perlu dibayar selepas 12 bulan<br><i>Loans to be paid after 12 months</i>     | 281,060        | 270,594        |
| Pinjaman yang perlu dibayar dalam masa 12 bulan<br><i>Loans to be paid within 12 months</i> | 104,418        | 101,374        |
|                                                                                             | <u>385,478</u> | <u>371,968</u> |

### (b) Penghutang Pinjaman Komputer

Penghutang Pinjaman Komputer terdiri daripada :-

### (b) *Debtors for Computer Loan*

*The Debtors for Computer Loan are as follows:-*

|                                                                                             | 2016<br>RM     | 2015<br>RM     |
|---------------------------------------------------------------------------------------------|----------------|----------------|
| Pinjaman yang perlu dibayar selepas 12 bulan<br><i>Loans to be paid after 12 months</i>     | 58,720         | 63,053         |
| Pinjaman yang perlu dibayar dalam masa 12 bulan<br><i>Loans to be paid within 12 months</i> | 44,505         | 47,324         |
|                                                                                             | <u>103,225</u> | <u>110,377</u> |

## 8. HARTANAH, LOJI DAN PERALATAN

## 8. PROPERTY, FIXTURES AND EQUIPMENT

| Pengurusan<br><i>Management</i>                                                                                              | Tanah dan<br>Bangunan<br><i>Land and<br/>Building</i><br>RM | Perabot,<br>Lengkapan<br>dan<br>Kemudahan<br>Am<br><i>Furniture,<br/>Fixtures and<br/>Facilities</i><br>RM | Mesin<br>dan Alat<br>Kelengkapan<br><i>Machinery<br/>and<br/>Equipment</i><br>RM | Kenderaan<br><i>Vehicle</i><br>RM | Ubahsuai<br><i>Renovation</i><br>RM | Jumlah<br><i>Total</i><br>RM |
|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-----------------------------------|-------------------------------------|------------------------------|
| <b><u>Kos / Cost</u></b>                                                                                                     |                                                             |                                                                                                            |                                                                                  |                                   |                                     |                              |
| Pada 1 Januari 2016<br><i>As at 1 January 2016</i>                                                                           | 17,292                                                      | 3,502,228                                                                                                  | 6,300,829                                                                        | 1,832,550                         | 2,373,060                           | 14,025,959                   |
| Tambahan<br><i>Accumulation</i>                                                                                              | –                                                           | –                                                                                                          | 143,234                                                                          | 207,196                           | –                                   | 350,430                      |
| Pelupusan<br><i>Write-Off</i>                                                                                                | –                                                           | –                                                                                                          | (12,213)                                                                         | (262,261)                         | –                                   | (274,474)                    |
| Pada 31 Disember 2016<br><i>As at 31 December 2016</i>                                                                       | 17,292                                                      | 3,502,228                                                                                                  | 6,431,850                                                                        | 1,777,485                         | 2,373,060                           | 14,101,915                   |
| <b><u>Susutnilai Terkumpul<br/>Accumulated Depreciation</u></b>                                                              |                                                             |                                                                                                            |                                                                                  |                                   |                                     |                              |
| Pada 1 Januari 2016<br><i>As at 1 January 2016</i>                                                                           | 14,069                                                      | 2,790,998                                                                                                  | 5,519,903                                                                        | 1,073,251                         | 1,231,342                           | 10,629,563                   |
| Susutnilai tahun semasa<br><i>Current Year Depreciation</i>                                                                  | 346                                                         | 175,073                                                                                                    | 276,772                                                                          | 261,621                           | 237,306                             | 951,118                      |
| Pelupusan<br><i>Write-off</i>                                                                                                | –                                                           | –                                                                                                          | (5,790)                                                                          | (262,258)                         | –                                   | (268,048)                    |
| Pada 31 Disember 2016<br><i>As at 31 December 2016</i>                                                                       | 14,415                                                      | 2,966,071                                                                                                  | 5,790,885                                                                        | 1,072,614                         | 1,468,648                           | 11,312,633                   |
| <b><u>Nilai Buku Bersih / Net Book Value</u></b>                                                                             |                                                             |                                                                                                            |                                                                                  |                                   |                                     |                              |
| Pada 31 Disember 2016<br><i>As at 31 December 2016</i>                                                                       | 2,877                                                       | 536,157                                                                                                    | 640,965                                                                          | 704,871                           | 904,412                             | 2,789,282                    |
| Pada 31 Disember 2015<br><i>As at 31 December 2015</i>                                                                       | 3,223                                                       | 711,230                                                                                                    | 780,926                                                                          | 759,299                           | 1,141,718                           | 3,396,396                    |
| Susutnilai dikenakan bagi<br>tahun berakhir 31 Disember 2015<br><i>Depreciation for the Year<br/>Ending 31 December 2015</i> | 345                                                         | 190,214                                                                                                    | 263,350                                                                          | 232,430                           | 233,465                             | 919,804                      |

**8. HARTANAH, LOJI DAN PERALATAN (sambungan)**
**8. PROPERTY, FIXTURES AND EQUIPMENT (continued)**

| 2016                                                                                                                    | Tanah dan<br>Bangunan<br><i>Land and<br/>Building</i><br>RM | Perabot,<br>Lengkapan<br>dan<br>Kemudahan<br>Am<br><i>Furniture,<br/>Fixtures and<br/>Facilities</i><br>RM | Mesin<br>dan Alat<br>Kelengkapan<br><i>Machinery<br/>and<br/>Equipment</i><br>RM | Kenderaan<br><i>Vehicle</i><br>RM | Ubahsuai<br><i>Renovation</i><br>RM | Jumlah<br><i>Total</i><br>RM |
|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-----------------------------------|-------------------------------------|------------------------------|
| Pengurusan<br><i>Management</i>                                                                                         |                                                             |                                                                                                            |                                                                                  |                                   |                                     |                              |
| <b><u>Kos / Cost</u></b>                                                                                                |                                                             |                                                                                                            |                                                                                  |                                   |                                     |                              |
| Pada 1 Januari 2016<br><i>As at 1 January 2016</i>                                                                      | 27,438,163                                                  | 2,318,377                                                                                                  | 7,002,723                                                                        | –                                 | –                                   | 36,759,263                   |
| Tambahan<br><i>Accumulation</i>                                                                                         | –                                                           | –                                                                                                          | –                                                                                | –                                 | –                                   | –                            |
| Pelupusan<br><i>Write-Off</i>                                                                                           | –                                                           | –                                                                                                          | –                                                                                | –                                 | –                                   | –                            |
| Pada 31 Disember 2016<br><i>As at 31 December 2016</i>                                                                  | 27,438,163                                                  | 2,318,377                                                                                                  | 7,002,723                                                                        | –                                 | –                                   | 36,759,263                   |
| <b><u>Susutnilai Berkumpul<br/>Accumulated Depreciation</u></b>                                                         |                                                             |                                                                                                            |                                                                                  |                                   |                                     |                              |
| Pada 1 Januari 2016<br><i>As at 1 January 2016</i>                                                                      | 12,730,607                                                  | 2,318,206                                                                                                  | 6,986,429                                                                        | –                                 | –                                   | 22,035,242                   |
| Susutnilai tahun semasa<br><i>Current Year Depreciation</i>                                                             | 534,643                                                     | –                                                                                                          | 13,369                                                                           | –                                 | –                                   | 548,012                      |
| Pelupusan<br><i>Write-off</i>                                                                                           | –                                                           | –                                                                                                          | –                                                                                | –                                 | –                                   | –                            |
| Pada 31 Disember 2016<br><i>As at 31 December 2016</i>                                                                  | 13,265,250                                                  | 2,318,206                                                                                                  | 6,999,798                                                                        | –                                 | –                                   | 22,583,254                   |
| <b><u>Nilai Buku Bersih / Net Book Value</u></b>                                                                        |                                                             |                                                                                                            |                                                                                  |                                   |                                     |                              |
| Pada 31 Disember 2016<br><i>As at 31 December 2016</i>                                                                  | 14,172,913                                                  | 171                                                                                                        | 2,925                                                                            | –                                 | –                                   | 14,176,009                   |
| Pada 31 Disember 2015<br><i>As at 31 December 2015</i>                                                                  | 14,707,556                                                  | 171                                                                                                        | 16,294                                                                           | –                                 | –                                   | 14,724,021                   |
| Susutnilai dikenakan bagi<br>tahun berakhir 31 Disember 2015<br><i>Depreciation for the Year<br/>Ending 31 December</i> | 534,643                                                     | –                                                                                                          | 20,646                                                                           | –                                 | –                                   | 555,289                      |
| <b><u>JUMLAH KESELURUHAN / OVERALL TOTAL</u></b>                                                                        |                                                             |                                                                                                            |                                                                                  |                                   |                                     |                              |
| Pada 31 Disember 2016<br><i>As at 31 December 2016</i>                                                                  | 14,175,790                                                  | 536,328                                                                                                    | 643,890                                                                          | 704,871                           | 904,412                             | 16,965,291                   |
| Pada 31 Disember 2015<br><i>As at 31 December 2015</i>                                                                  | 14,710,779                                                  | 711,401                                                                                                    | 797,220                                                                          | 759,299                           | 1,141,718                           | 18,120,417                   |

## 8. HARTANAH, LOJI DAN PERALATAN (sambungan)

## 8. PROPERTY, FIXTURES AND EQUIPMENT (continued)

| 2015                                                                                                                  | Tanah dan Bangunan<br><i>Land and Building</i><br>RM | Perabot, Lengkapan dan Kemudahan Am<br><i>Furniture, Fixtures and Facilities</i><br>RM | Mesin dan Alat Kelengkapan<br><i>Machinery and Equipment</i><br>RM | Kenderaan<br><i>Vehicle</i><br>RM | Ubahsuai<br><i>Renovation</i><br>RM | Jumlah<br><i>Total</i><br>RM |
|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------|-------------------------------------|------------------------------|
| <b>Pengurusan Management</b>                                                                                          |                                                      |                                                                                        |                                                                    |                                   |                                     |                              |
| <b><u>Kos / Cost</u></b>                                                                                              |                                                      |                                                                                        |                                                                    |                                   |                                     |                              |
| Pada 1 Januari 2015<br><i>As at 1 January 2015</i>                                                                    | 17,292                                               | 3,510,638                                                                              | 6,207,499                                                          | 1,810,385                         | 2,331,152                           | 13,876,966                   |
| Tambahan<br><i>Accumulation</i>                                                                                       | –                                                    | –                                                                                      | 225,245                                                            | 202,900                           | 41,908                              | 470,053                      |
| Pelupusan<br><i>Write-Off</i>                                                                                         | –                                                    | (8,410)                                                                                | (131,915)                                                          | (180,735)                         | –                                   | (321,060)                    |
| Pada 31 Disember 2015<br><i>As at 31 December 2015</i>                                                                | 17,292                                               | 3,502,228                                                                              | 6,300,829                                                          | 1,832,550                         | 2,373,060                           | 14,025,959                   |
| <b><u>Susutnilai Terkumpul Accumulated Depreciation</u></b>                                                           |                                                      |                                                                                        |                                                                    |                                   |                                     |                              |
| Pada 1 Januari 2015<br><i>As at 1 January 2015</i>                                                                    | 13,724                                               | 2,609,190                                                                              | 5,387,583                                                          | 1,021,554                         | 997,877                             | 10,029,928                   |
| Susutnilai tahun semasa<br><i>Current Year Depreciation</i>                                                           | 345                                                  | 190,214                                                                                | 263,350                                                            | 232,430                           | 233,465                             | 919,804                      |
| Pelupusan<br><i>Write-off</i>                                                                                         | –                                                    | (8,406)                                                                                | (131,030)                                                          | (180,733)                         | –                                   | (320,169)                    |
| Pada 31 Disember 2015<br><i>As at 31 December 2015</i>                                                                | 14,069                                               | 2,790,998                                                                              | 5,519,903                                                          | 1,073,251                         | 1,231,342                           | 10,629,563                   |
| <b><u>Nilai Buku Bersih / Net Book Value</u></b>                                                                      |                                                      |                                                                                        |                                                                    |                                   |                                     |                              |
| Pada 31 Disember 2015<br><i>As at 31 December 2015</i>                                                                | 3,223                                                | 711,230                                                                                | 780,926                                                            | 759,299                           | 1,141,718                           | 3,396,396                    |
| Pada 31 Disember 2014<br><i>As at 31 December 2014</i>                                                                | 3,568                                                | 901,448                                                                                | 819,916                                                            | 788,831                           | 1,333,275                           | 3,847,038                    |
| Susutnilai dikenakan bagi tahun berakhir 31 Disember 2014<br><i>Depreciation for the Year Ending 31 December 2014</i> | 346                                                  | 205,646                                                                                | 271,658                                                            | 177,370                           | 233,115                             | 888,135                      |

**8. HARTANAH, LOJI DAN PERALATAN (sambungan)**
**8. PROPERTY, FIXTURES AND EQUIPMENT (continued)**

| 2015                                                                                                                         | Tanah dan<br>Bangunan<br><i>Land and<br/>Building</i><br>RM | Perabot,<br>Lengkapan<br>dan<br>Kemudahan<br>Am<br><i>Furniture,<br/>Fixtures and<br/>Facilities</i><br>RM | Mesin<br>dan Alat<br>Kelengkapan<br><i>Machinery<br/>and<br/>Equipment</i><br>RM | Kenderaan<br><i>Vehicle</i><br>RM | Ubahsuai<br><i>Renovation</i><br>RM | Jumlah<br><i>Total</i><br>RM |
|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-----------------------------------|-------------------------------------|------------------------------|
| <b>Pengurusan<br/><i>Management</i></b>                                                                                      |                                                             |                                                                                                            |                                                                                  |                                   |                                     |                              |
| <b><u>Kos / Cost</u></b>                                                                                                     |                                                             |                                                                                                            |                                                                                  |                                   |                                     |                              |
| Pada 1 Januari 2015<br><i>As at 1 January 2015</i>                                                                           | 27,438,163                                                  | 2,318,377                                                                                                  | 7,097,476                                                                        | –                                 | –                                   | 36,854,016                   |
| Tambahan<br><i>Accumulation</i>                                                                                              | –                                                           | –                                                                                                          | –                                                                                | –                                 | –                                   | –                            |
| Pelupusan<br><i>Write-Off</i>                                                                                                | –                                                           | –                                                                                                          | (94,753)                                                                         | –                                 | –                                   | (94,753)                     |
| Pada 31 Disember 2015<br><i>As at 31 December 2015</i>                                                                       | 27,438,163                                                  | 2,318,377                                                                                                  | 7,002,723                                                                        | –                                 | –                                   | 36,759,263                   |
| <b><u>Susutnilai Berkumpul<br/><i>Accumulated Depreciation</i></u></b>                                                       |                                                             |                                                                                                            |                                                                                  |                                   |                                     |                              |
| Pada 1 Januari 2015<br><i>As at 1 January 2015</i>                                                                           | 12,195,964                                                  | 2,318,206                                                                                                  | 7,060,531                                                                        | –                                 | –                                   | 21,574,701                   |
| Susutnilai tahun semasa<br><i>Current Year Depreciation</i>                                                                  | 534,643                                                     | –                                                                                                          | 20,646                                                                           | –                                 | –                                   | 555,289                      |
| Pelupusan<br><i>Write-off</i>                                                                                                | –                                                           | –                                                                                                          | (94,748)                                                                         | –                                 | –                                   | (94,748)                     |
| Pada 31 Disember 2015<br><i>As at 31 December 2015</i>                                                                       | 12,730,607                                                  | 2,318,206                                                                                                  | 6,986,429                                                                        | –                                 | –                                   | 22,035,242                   |
| <b><u>Nilai Buku Bersih / Net Book Value</u></b>                                                                             |                                                             |                                                                                                            |                                                                                  |                                   |                                     |                              |
| Pada 31 Disember 2015<br><i>As at 31 December 2015</i>                                                                       | 14,172,913                                                  | 171                                                                                                        | 2,925                                                                            | –                                 | –                                   | 14,176,009                   |
| Pada 31 Disember 2014<br><i>As at 31 December 2014</i>                                                                       | 14,707,556                                                  | 171                                                                                                        | 16,294                                                                           | –                                 | –                                   | 14,724,021                   |
| Susutnilai dikenakan bagi<br>tahun berakhir 31 Disember 2014<br><i>Depreciation for the Year<br/>Ending 31 December 2014</i> | 539,898                                                     | 386                                                                                                        | 20,645                                                                           | –                                 | –                                   | 560,929                      |
| <b><u>JUMLAH KESELURUHAN / OVERALL TOTAL</u></b>                                                                             |                                                             |                                                                                                            |                                                                                  |                                   |                                     |                              |
| Pada 31 Disember 2015<br><i>As at 31 December 2015</i>                                                                       | 14,710,779                                                  | 711,401                                                                                                    | 797,220                                                                          | 759,299                           | 1,141,718                           | 18,120,417                   |
| Pada 31 Disember 2014<br><i>As at 31 December 2014</i>                                                                       | 15,245,767                                                  | 901,619                                                                                                    | 856,861                                                                          | 788,831                           | 1,333,275                           | 19,126,353                   |

## 8. 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.

## 8. PROPERTY, FIXTURES AND EQUIPMENT (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.

## 9. PELBAGAI PEMIUTANG

## 9. MISCELLANEOUS CREDITORS

|                                                     | 2016<br>RM       | 2015<br>RM       |
|-----------------------------------------------------|------------------|------------------|
| Pemiutang terakru / <i>Accrued Creditors</i>        | 2,059,747        | 3,788,428        |
| Pelbagai pemiutang / <i>Miscellaneous Creditors</i> | 202,319          | 189,054          |
|                                                     | <u>2,262,066</u> | <u>3,977,482</u> |

## 10. MANFAAT KAKITANGAN

## 10. EMPLOYEE BENEFITS

|                                                                                                                     | 2016<br>RM       | 2015<br>RM                                                              |
|---------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------|
| Manfaat kakitangan (Peruntukan GCR)<br><i>Employee Benefits (GCR Allocation)</i>                                    | <u>4,849,770</u> | (Seperti dinyatakan semula)<br><i>(As restated)</i><br><u>4,539,235</u> |
| Manfaat Kakitangan (Peruntukan GCR) terdiri daripada:-<br><i>Employee Benefits (GCR Allocation) comprises of :-</i> |                  |                                                                         |
|                                                                                                                     | 2016<br>RM       | 2015<br>RM                                                              |
|                                                                                                                     |                  | (Seperti dinyatakan semula)<br><i>(As restated)</i>                     |
| Peruntukan jangka panjang / <i>Long-term allocation</i>                                                             | 4,651,780        | 4,263,438                                                               |
| Peruntukan jangka pendek / <i>Short-term allocation</i>                                                             | 197,990          | 275,797                                                                 |
|                                                                                                                     | <u>4,849,770</u> | <u>4,539,235</u>                                                        |

## 11. HASIL BUKAN PERTUKARAN

## 11. NON-EXCHANGEABLE REVENUE

|                                                                             | 2016<br>RM       | 2015<br>RM       |
|-----------------------------------------------------------------------------|------------------|------------------|
| Baki pada 1 Januari / <i>Balance as at 1 January</i>                        | 5,801,419        | 1,806,683        |
| Tambahan dalam tahun semasa / <i>Accumulation in Current Year</i>           | 477,904          | 5,543,000        |
| Belanja dalam tahun semasa / <i>Expenses in Current Year</i>                | (3,429,194)      | (1,548,264)      |
| <b>Baki pada 31 Disember / <i>Balance as at 31 December</i></b>             | <b>2,850,129</b> | <b>5,801,419</b> |
| <b>Program Usahasama / <i>Joint Venture Programme</i></b>                   |                  |                  |
| Program BPU (MITI) / <i>BPU (MITI) Programme</i>                            | 5,400            | 178,262          |
| Program EKS/SMIDEC / <i>EKS/SMIDEC Programme</i>                            | –                | 26,598           |
| Program MTCP-JICA / <i>MTCP-JICA Programme</i>                              | 47,315           | 25,487           |
| Program EKS/SMIDEC-KORRIDOR<br><i>EKS/SMIDEC-CORRIDOR Programme</i>         | –                | 517              |
| Program PEMANDU SRI-CSL / <i>PEMANDU SRI-CSL Programme</i>                  | 340,078          | 223,072          |
| Program Pembangunan Vendor MITI<br><i>MITI Vendor Development Programme</i> | 1,770            | 347,483          |
| Program SME Corp LEAN / <i>SME Corp LEAN Programme</i>                      | 2,484,266        | 5,000,000        |
| Program PPKV-BEF / <i>PPKV-BEF Programme</i>                                | (28,700)         | –                |
|                                                                             | <b>2,850,129</b> | <b>5,801,419</b> |

## 12. GERAN TERTUNDA

## 12. ACCRUED GRANT

|                                                                           | 2016<br>RM        | 2015<br>RM        |
|---------------------------------------------------------------------------|-------------------|-------------------|
| Baki pada 1 Januari / <i>Balance as at 1 January</i>                      | 16,136,856        | 17,153,795        |
| <b>Pendapatan / <i>Income</i></b>                                         |                   |                   |
| Pemberian Kerajaan Persekutuan / <i>Federal Government Grant</i>          | 2,677,672         | 3,500,000         |
| Faedah Akaun Semasa / <i>Current Account Interest</i>                     | –                 | 10,097            |
| <b>Jumlah pendapatan / <i>Total Income</i></b>                            | <b>2,677,672</b>  | <b>3,510,097</b>  |
| <b>Tolak: Perbelanjaan / <i>Less: Expenses</i></b>                        |                   |                   |
| Perbelanjaan operasi (Nota 16) / <i>Operational Expenditure (Note 16)</i> | 3,017,838         | 3,971,747         |
| Pelarasan / <i>Adjustment</i>                                             | 58,726            | –                 |
| Susutnilai / <i>Depreciation</i>                                          | 548,012           | 555,289           |
| <b>Jumlah pendapatan / <i>Total Expenditure</i></b>                       | <b>3,624,576</b>  | <b>4,527,036</b>  |
| <b>Baki pada 31 Disember / <i>Balance as at 31 December</i></b>           | <b>15,189,952</b> | <b>16,136,856</b> |

### 13. KUMPULAN WANG PENGURUSAN

### 13. MANAGEMENT FUND

|                                                                  | 2016<br>RM        | 2015<br>RM<br>(Seperti dinyatakan semula)<br>(As restated) |
|------------------------------------------------------------------|-------------------|------------------------------------------------------------|
| Baki pada 1 Januari / <i>Balance as at 1 January</i>             | 33,182,289        | 34,126,282                                                 |
| <b>Pendapatan / <i>Income</i></b>                                |                   |                                                            |
| Pemberian Kerajaan Persekutuan / <i>Federal Government Grant</i> | 31,779,800        | 33,952,800                                                 |
| Pelbagai Pendapatan / <i>Various Income</i>                      | 11,778,082        | 13,588,154                                                 |
| <b>Jumlah pendapatan / <i>Total Income</i></b>                   | <b>43,557,882</b> | <b>47,540,954</b>                                          |
| <b>Tolak: Perbelanjaan / <i>Less: Expenditure</i></b>            |                   |                                                            |
| Emolumen / <i>Emolument</i>                                      | 24,918,944        | 24,174,397                                                 |
| Perbelanjaan Pengurusan / <i>Management Expenditure</i>          | 16,590,697        | 19,412,824                                                 |
| Perbelanjaan Konvensyen / <i>Convention Expenditure</i>          | 3,269,183         | 3,763,627                                                  |
| Pelarasan peruntukan GCR / <i>GCR allocation adjustment</i>      | 310,535           | 214,295                                                    |
| Susutnilai / <i>Depreciation</i>                                 | 951,118           | 919,804                                                    |
| <b>Jumlah pendapatan / <i>Total Expenditure</i></b>              | <b>46,040,477</b> | <b>48,484,947</b>                                          |
| <b>Baki pada 31 Disember / <i>Balance as at 31 December</i></b>  | <b>30,699,694</b> | <b>33,182,289</b>                                          |

### 14. PEMBERIAN KERAJAAN PERSEKUTUAN

### 14. FEDERAL GOVERNMENT GRANT

|                                                                           | 2016<br>RM        | 2015<br>RM        |
|---------------------------------------------------------------------------|-------------------|-------------------|
| Geran Mengurus / <i>Managing Grant</i>                                    | 31,779,800        | 33,952,800        |
| Pengiktirafan Geran Pembangunan / <i>Recognition of Development Grant</i> | 3,565,850         | 4,527,036         |
|                                                                           | <b>35,345,650</b> | <b>38,479,836</b> |

Geran Pembangunan sebenar yang diterima dari Kerajaan Persekutuan bagi tahun 2016 sebanyak RM2,677,672 (tahun 2015: RM3,500,000).

*The actual Development Grant received from the Federal Government for the year 2016 was RM2,677,672 (year 2015: RM3,500,000).*

## 15. EMOLUMEN

## 15. EMOLUMENT

|                                                              | 2016<br>RM        | 2015<br>RM        |
|--------------------------------------------------------------|-------------------|-------------------|
| Gaji kakitangan / <i>Staff Salaries</i>                      | 16,864,521        | 16,022,819        |
| Elaun tetap / <i>Fixed Allowances</i>                        | 4,513,510         | 4,036,174         |
| Tambahan kos kakitangan / <i>Additional Cost of Staffing</i> | 2,879,002         | 2,699,577         |
| Elaun lebih masa / <i>Overtime Allowances</i>                | 272,191           | 281,277           |
| Pelbagai faedah kewangan / <i>Various Financial Benefits</i> | 389,720           | 1,134,550         |
|                                                              | <u>24,918,944</u> | <u>24,174,397</u> |
| Bilangan Kakitangan / <i>Number of Staff</i>                 | 338               | 336               |

## 16. PERBELANJAAN PEMBANGUNAN

## 16. DEVELOPMENT EXPENDITURE

|                                                                                                                 | 2016<br>RM       | 2015<br>RM       |
|-----------------------------------------------------------------------------------------------------------------|------------------|------------------|
| Lain-lain faedah kewangan / <i>Other Financial Benefits</i>                                                     | 13,501           | 400              |
| Perjalanan dan sara hidup / <i>Travelling and Subsistence</i>                                                   | 703,562          | 236,807          |
| Pengangkutan barang-barang / <i>Transportation of Goods</i>                                                     | 100              | –                |
| Perhubungan / <i>Communications</i>                                                                             | 53               | 1,048            |
| Sewaan / <i>Rental</i>                                                                                          | 21,423           | 19,186           |
| Perkhidmatan percetakan / <i>Printing Services</i>                                                              | 160,116          | 211,039          |
| Bekalan dan alatan / <i>Supplies and Equipment</i>                                                              | 11,778           | 11,082           |
| Perkhidmatan iktisas dan perkhidmatan lain yang dibeli dan hospitaliti / <i>Professional and Other Services</i> | 2,107,305        | 3,491,780        |
| Kerugian pertukaran matawang asing / <i>Loss due to Currency Exchange</i>                                       | –                | 405              |
|                                                                                                                 | <u>3,017,838</u> | <u>3,971,747</u> |

## 17. KOMITMEN MODAL

## 17. CAPITAL COMMITMENT

|                                                                    | 2016<br>RM | 2015<br>RM |
|--------------------------------------------------------------------|------------|------------|
| Diluluskan dan telah dikontrakkan / <i>Approved and Contracted</i> | 2,677,672  | 3,500,000  |

## 18. KAKITANGAN PENGURUSAN UTAMA

### Lembaga Pengarah (BOD) MPC

Ahli Lembaga Pengarah (BOD) MPC adalah terdiri daripada 15 orang ahli tetap dan 3 orang ahli ganti. Jumlah keseluruhan bayaran elaun tetap bulanan dan elaun kehadiran mesyuarat adalah berjumlah RM497,846.00 bagi tahun 2016.

### Lembaga Pengurusan (BOM) MPC

Ahli Lembaga Pengurusan (BOM) MPC terdiri daripada Ketua Pengarah MPC, 2 orang Timbalan Ketua Pengarah dan 3 orang Pengarah yang dilantik oleh Lembaga Pengarah MPC. Jumlah keseluruhan bayaran emolomen kepada ahli BOM adalah sebanyak RM1,236,292.62 pada tahun 2016.

## 19. ANGKA PERBANDINGAN

Merujuk kepada persembahan tahun terdahulu, terdapat perubahan dalam jumlah manfaat kakitangan. Pelarasan tahun terdahulu (retroactive journal) telah dibuat ke atas manfaat kakitangan 2015. Perubahan ini merujuk kepada angka-angka perbandingan yang telah dibuat pelarasan tahun terdahulu agar selari dengan persembahan penyata kewangan tahun semasa. Keterangan terperinci seperti dibawah:

### a) Penyata Kedudukan Kewangan

## 18. KEY MANAGEMENT PERSONNEL

### MPC Board of Directors (BOD)

The MPC BOD consists of 15 permanent members and 3 alternate members. The total amount of monthly fixed allowance and attendance allowance amounted to RM497,846.00 for 2016.

### MPC Board of Management (BOM)

The MPC BOM consists of the MPC Director General, 2 Deputy Director-General and 3 Directors appointed by the MPC Board. The total amount of emolument payments to BOM members is RM1,236,292.62 in 2016.

## 19. COMPARATIVE FIGURES

Referring to the previous year's presentation, there were changes in total employee benefits. Retroactive journals have been made on employee benefits 2015. These changes refers to comparative figures that have been made prior year adjustments in alignment with the presentation of the current year's financial statements. Detailed information as below:

### a) Statement of Financial Position

|                                                                      | Seperti<br>Dinyatakan<br>Semula<br>(As Restated)<br>RM | Seperti<br>Laporan<br>Terdahulu<br>(As Reported earlier)<br>RM |
|----------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------------------|
| <b>Liabiliti Semasa / Current Liabilities</b>                        |                                                        |                                                                |
| Pelbagai pemiutang / Miscellaneous Creditors                         | 3,977,482                                              | 3,977,482                                                      |
| Deposit diterima / Deposits Received                                 | 42,062                                                 | 42,062                                                         |
| Manfaat kakitangan / Employee Benefits                               | 275,797                                                | —                                                              |
| <b>Jumlah Liabiliti Semasa / Total Current Liabilities</b>           | <b>4,295,341</b>                                       | <b>4,019,544</b>                                               |
| <b>Liabiliti Bukan Semasa / Non-current Liabilities</b>              |                                                        |                                                                |
| Manfaat kakitangan / Employee Benefits                               | 4,263,438                                              | —                                                              |
| Hasil bukan pertukaran / Non-Exchangeable Income                     | 5,801,419                                              | 5,801,419                                                      |
| Geran tertunda / Accrued Grant                                       | 16,136,856                                             | 16,136,856                                                     |
| <b>Jumlah Liabiliti Bukan Semasa / Total Non-current Liabilities</b> | <b>26,201,713</b>                                      | <b>21,938,275</b>                                              |
| <b>Jumlah Liabiliti / Total Liabilities</b>                          | <b>30,497,054</b>                                      | <b>25,957,819</b>                                              |
| <b>Jumlah Aset Bersih / Ekuiti / Total Net Asset / Equity</b>        | <b>35,482,289</b>                                      | <b>40,021,524</b>                                              |

|                                                                      | Seperti<br>Dinyatakan<br>Semula<br><i>(As Restated)</i><br>RM | Seperti<br>Laporan<br>Terdahulu<br><i>(As Reported earlier)</i><br>RM |
|----------------------------------------------------------------------|---------------------------------------------------------------|-----------------------------------------------------------------------|
| <b>Aset Bersih / Ekuiti / <i>Net Asset/ Equity</i></b>               |                                                               |                                                                       |
| Kumpulan Wang Pengurusan / <i>Management Funds</i>                   | 33,182,289                                                    | 37,721,524                                                            |
| Kumpulan Wang Pinjaman Kenderaan / <i>Vehicle Loan Fund</i>          | 2,000,000                                                     | 2,000,000                                                             |
| Kumpulan Wang Pinjaman Komputer / <i>Computer Loan Fund</i>          | 300,000                                                       | 300,000                                                               |
| <b>Jumlah Aset Bersih / Ekuiti / <i>Total Net Assets/ Equity</i></b> | <b>35,482,289</b>                                             | <b>40,021,524</b>                                                     |

**b) Penyata Prestasi Kewangan**

**b) Statement of Financial Performance**

|                                                                            | Seperti<br>Dinyatakan<br>Semula<br><i>(As Restated)</i><br>RM | Seperti<br>Laporan<br>Terdahulu<br><i>(As Reported earlier)</i><br>RM |
|----------------------------------------------------------------------------|---------------------------------------------------------------|-----------------------------------------------------------------------|
| <b>Perbelanjaan Pengurusan / <i>Net Asset/ Equity</i></b>                  |                                                               |                                                                       |
| Manfaat kakitangan / <i>Management Funds</i>                               | 214,295                                                       | –                                                                     |
| <b>JUMLAH PERBELANJAAN / <i>TOTAL EXPENDITURE</i></b>                      | <b>53,011,983</b>                                             | <b>52,797,688</b>                                                     |
| <b>LEBIHAN / (KURANGAN) PENDAPATAN<br/><i>SURPLUS/(DEFICIT) INCOME</i></b> | <b>(943,993)</b>                                              | <b>(729,698)</b>                                                      |

c) Penyata Perubahan Dalam Aset Bersih / Ekuiti

c) Statement Of Changes Of Net Asset/ Equity

|                                                                                                                  | Seperti Dinyatakan Semula<br><i>As restated</i>                 |                              | Seperti Laporan Terdahulu<br><i>As reported earlier</i>         |                              |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|------------------------------|-----------------------------------------------------------------|------------------------------|
|                                                                                                                  | Kumpulan<br>Wang Pengurusan<br><i>Management<br/>Fund</i><br>RM | JUMLAH<br><i>TOTAL</i><br>RM | Kumpulan<br>Wang Pengurusan<br><i>Management<br/>Fund</i><br>RM | JUMLAH<br><i>TOTAL</i><br>RM |
| Baki pada 1 Januari 2015<br>(tahun lepas)<br><i>Balance as at 1 January 2015<br/>(last year)</i>                 | 38,451,222                                                      | 40,751,222                   | 38,451,222                                                      | 40,751,222                   |
| Pelarasan tahun semasa<br><i>Adjustment in the current year</i>                                                  | (4,324,940)                                                     | (4,324,940)                  | –                                                               | –                            |
| Baki pada 1 Januari 2015<br>(seperti dinyatakan semula)<br><i>Balance as at 1 January 2015<br/>(as restated)</i> | 34,126,282                                                      | 36,426,282                   | 38,451,222                                                      | 40,751,222                   |
| Tambahan dalam tahun semasa<br><i>Accumulation in the current year</i>                                           | –                                                               | –                            | –                                                               | –                            |
| Baki pada 31 Disember 2015<br><i>Balance as at 31 December 2015</i>                                              | 34,126,282                                                      | 36,426,282                   | 38,451,222                                                      | 40,751,222                   |
| Defisit bagi tahun semasa<br><i>Deficit for the current year</i>                                                 | (943,993)                                                       | (943,993)                    | (729,698)                                                       | (729,698)                    |
| Baki setakat 31 Disember 2015<br>(tahun lepas)<br><i>Balance as at 31 December 2015<br/>(last year)</i>          | 33,182,289                                                      | 35,482,289                   | 37,721,524                                                      | 40,021,524                   |

d) Manfaat Kakitangan (Peruntukan GCR)

d) Employee Benefits (GCR)

|                                                                                                                  | Seperti<br>Dinyatakan<br>Semula<br><i>(As Restated)</i><br>RM | Seperti<br>Laporan<br>Terdahulu<br><i>(As Reported earlier)</i><br>RM |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-----------------------------------------------------------------------|
| Manfaat kakitangan / <i>Employee Benefits</i>                                                                    | 4,539,235                                                     | –                                                                     |
| Manfaat Kakitangan (Peruntukan GCR) terdiri daripada:<br><i>Employee Benefits (GCR Allocation) Comprises of:</i> |                                                               |                                                                       |
| Peruntukan jangka panjang / <i>Long-term allocation</i>                                                          | 4,263,438                                                     | –                                                                     |
| Peruntukan jangka pendek / <i>Short-term allocation</i>                                                          | 275,797                                                       | –                                                                     |
|                                                                                                                  | 4,539,235                                                     | –                                                                     |

## e) Kumpulan Wang Pengurusan

## e) Management Fund

|                                                                 | Seperti<br>Dinyatakan<br>Semula<br>(As Restated)<br>RM | Seperti<br>Laporan<br>Terdahulu<br>(As Reported earlier)<br>RM |
|-----------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------------------|
| <b>Tolak: Perbelanjaan / Less: Expenditure</b>                  |                                                        |                                                                |
| Emolumen / <i>Emolument</i>                                     | 4,539,235                                              | –                                                              |
| <b>Perbelanjaan Pengurusan / Management Expenditure</b>         | 19,412,824                                             | 19,412,824                                                     |
| <b>Perbelanjaan Konvensyen / Convention Expenditure</b>         | 3,763,627                                              | 3,763,627                                                      |
| Pelarasan peruntukan GCR / <i>Adjustment for GCR allocation</i> | 214,295                                                | –                                                              |
| Susutnilai / <i>Depreciation</i>                                | 919,804                                                | 919,804                                                        |
| <b>Jumlah perbelanjaan / Total Expenditure</b>                  | <b>48,484,947</b>                                      | <b>48,270,652</b>                                              |
| <b>Baki pada 31 Disember / Balance as at 31 December</b>        | <b>33,182,289</b>                                      | <b>37,721,524</b>                                              |







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