LAPORAN TAHUNAN

MPC

ANNUAL REPORT

2018

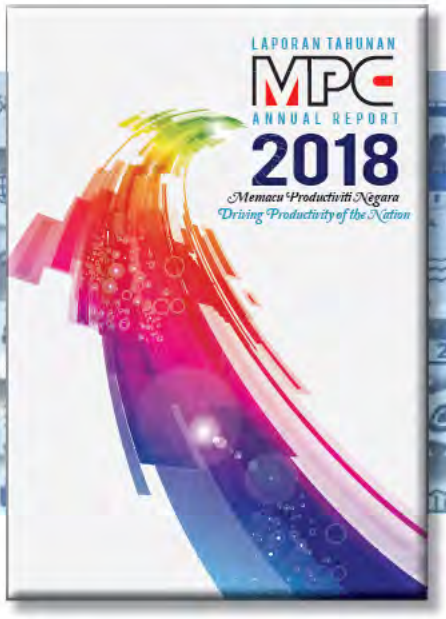
Memacu Productiviti Negara

Driving Productivity of the Nation



LAPORAN TAHUNAN MPC 2018 ANNUAL REPORT

Memacu Productiviti Negara
Driving Productivity of the Nation





2007



2008



2009



2010



2011



2012



2013



2014



2015



2016



2017

2007
Laporan Tahunan MPC 2007
MPC Annual Report 2007

2008 & 2009
- Transformasi — *Transformation*
- Inovasi — *Innovation*
- Perkongsian — *Partnership*

2010
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*

2011 & 2012
Pemangkin Transformasi / *Transformation Catalyst*

2013
Transformasi di Tahap yang Terbaik / *Transformation at its Best*

2014
Membina Transformasi Organisasi / *Architecturing Organisational Transformation*

2015
Hab Pengerakan Produktiviti Negara / *Hub for National Productivity Movement*

2016 - 2018
Memacu Produktiviti Negara/ *Driving Productivity Of The Nation*

Hakcipta terpelihara

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PERUTUSAN PENGERUSI
CHAIRMAN'S STATEMENT

Malaysia telah mencatatkan pertumbuhan produktiviti sebanyak 2.2% kepada RM83,000 pada 2018 berbanding RM81,268 pada tahun sebelumnya. Dalam usaha ke arah menjadi pemain utama di peringkat global, Malaysia hendaklah menerima pakai pendekatan yang holistik dan bersepadu untuk meningkatkan produktiviti. Rancangan Malaysia Kesebelas (RMKe-11), 2016-2020 telah melihat produktiviti sebagai salah satu pengubah rentak permainan bagi pertumbuhan ekonomi. Sehubungan dengan itu usaha-usaha berterusan telah dilakukan untuk merangsang produktiviti. Melalui Blueprint Produktiviti Malaysia (MPB), Kerajaan memberi tumpuan kepada produktiviti sebagai pemacu utama untuk pertumbuhan ekonomi. Lima teras strategik telah dikenal pasti untuk menangani cabaran transformasi ekonomi bagi memastikan perubahan yang berimpak. Lima teras tersebut adalah menghasilkan tenaga kerja masa hadapan, memacu pendigitalan dan teknologi, memastikan akauntabiliti industri terhadap produktiviti, membentuk ekosistem yang teguh dan menentukan mekanisme pelaksanaan yang padu.

Malaysia recorded a productivity growth of 2.2% to RM83,000 in 2018 compared with RM81,268 the previous year. In its quest to become a global player, Malaysia must adopt a holistic and integrated approach to increase productivity. The Eleventh Malaysia Plan (11MP), 2016-2020 has identified productivity as one of the game changers for economic growth. In view of this, continuous efforts have been made to boost productivity. With the implementation of the Malaysian Productivity Blueprint (MPB), the Government has focused on productivity as a key driver of economic growth. Five strategic thrusts have been identified to address the challenges of economic transformation so as to ensure impactful change. The five thrusts are, building workforce of the future, driving digitalisation and technology, ensure industry accountability for productivity, build robust ecosystems and ensure a strong implementation mechanism.



CHUA TIAN CHANG
PENGERUSI / *CHAIRMAN*

PERUTUSAN PENGERUSI
CHAIRMAN STATEMENT

Meningkatkan Produktiviti dan Daya Saing Negara

Sembilan Nexus Produktiviti Sektor yang ditubuhkan di bawah MPB yang diterajui oleh pihak industri dan disokong oleh pihak Kerajaan dan akademia melaksanakan 43 inisiatif yang telah dikenal pasti bagi meningkatkan produktiviti dan daya saing di peringkat sektoral. Melalui inisiatif tersebut, seramai 71 orang telah diiktiraf sebagai Pakar Produktiviti Industri yang terlatih dalam bidang produktiviti mengikut sektor, 86 artikel amalan terbaik telah diterbitkan dan dimuat naik dalam Benchmarking Online Network Database (BOND) dan 13 perusahaan telah diberikan pengiktirafan sebagai Perusahaan Berproduktiviti Tinggi.

Pembaharuan pentadbiran pengawalseliaan Malaysia adalah perlu untuk menyokong aspirasi negara ke arah menjadi negara berpendapatan tinggi dan progresif. Hasil dari projek semakan dan penambahbaikan peraturan sepanjang tahun 2018 telah mencatatkan penjimatan kos pematuhan berjumlah RM1.67 bilion. Pengurangan beban peraturan adalah penting untuk menjadikan Malaysia terus berdaya saing di peringkat antarabangsa.

Tiga laporan utama daya saing antarabangsa pada tahun 2018 telah meletakkan Malaysia pada kedudukan ke-15 daripada 190 ekonomi dalam Laporan Doing Business 2019 oleh Bank Dunia, kedudukan ke-25 daripada 140 ekonomi dalam Global Competitiveness Report (GCR) 2018 oleh World Economic Forum (WEF) dan kedudukan ke-22 di antara 63 ekonomi dalam World Competitiveness Yearbook (WCY) 2018 oleh World Competitiveness Center of the Institute for Management Development (IMD).

MPC turut menjalankan aktiviti bagi menggalakkan lebih banyak organisasi dan individu mengamalkan aktiviti Kecemerlangan Perniagaan (BE). Pada tahun 2018, sebanyak 214 syarikat telah mengguna pakai Rangka Kerja Kecemerlangan Perniagaan Malaysia (MBEF) bagi mengukur kecemerlangan perniagaan organisasi dan 452 orang telah diiktiraf sebagai Productivity Champion.

Program pembangunan sistem Enterprise Innovation Intervention Programme (EIIP) adalah kerangka kerja yang dibangunkan oleh MPC sebagai inisiatif peningkatan produktiviti dan kualiti di peringkat enterprais. Pendekatan program ini telah membantu enterprais secara "hands-on" dan membuat intervensi kepada amalan sedia ada untuk menyelesaikan masalah berkaitan produktiviti dan kualiti. Pada tahun 2018, sebanyak 295 organisasi dengan seramai

Improving Productivity and Competitiveness of the Nation

The Nine Sectors Productivity Nexus which was established under the industry-led MPB and supported by the Government and academia, implemented 43 identified initiatives to improve productivity and competitiveness at sectoral level. Through this initiative, 71 individuals have been recognised as Industry Productivity Experts who have been trained in sectoral productivity, 86 best practice articles have been published and uploaded on to the Benchmarking Online Network Database (BOND) and 13 companies have been recognised as High Productivity Firms.

Regulatory administrative reforms are necessary to support the country's aspiration towards becoming a high-income and progressive country. Regulatory reviews and improvement projects during 2018 recorded compliance cost savings of RM1.67 billion. Reducing regulatory burden is therefore important to ensure Malaysia remains competitive at the international level.

The top three international competitiveness reports in 2018 had placed Malaysia 15th out of 190 economies in the World Bank Doing Business 2019 Report, 25th out of 140 economies in the Global Competitiveness Report (GCR) 2018 by the World Economic Forum (WEF) and 22nd among 63 economies in the World Competitiveness Yearbook (WCY) 2018 by the World Competitiveness Center of the Institute for Management Development (IMD).

MPC also conducts activities to encourage more organisations and individuals to adopt Business Excellence (BE) practices. In 2018, a total of 214 companies adopted the Malaysian Business Excellence Framework (MBEF) to measure organisational business excellence while 452 individuals were recognised as Productivity Champions.

The Enterprise Innovation Intervention Programme (EIIP) is a framework developed by MPC as an initiative to improve productivity and quality at the enterprise level. This programme has helped enterprises through a hands-on approach and intervened in existing practices to solve productivity and quality issues. In 2018, a total of 295 organisations with 10,592 participants had participated in the EIIP systems development programme.

PERUTUSAN PENGERUSI
CHAIRMAN STATEMENT

10,592 orang peserta terlibat dalam program pembangunan sistem EIIP.

Melalui pelaksanaan projek inisiatif penambahbaikan produktiviti di peringkat enterprais, MPC telah merekodkan penjimatan kos sebanyak RM1.09 bilion. Penciptaan nilai ini direkodkan dari pelbagai sumber seperti projek penambahbaikan dalam bidang Innovative and Creative Circle (ICC), Persekitaran Berkualiti, dan Pengurusan Lean.

Through the implementation of the project initiative to improve productivity at enterprise level, MPC recorded cost savings of RM1.09 billion. This value was derived from various sources such as Innovative and Creative Circle (ICC) improvement projects, Quality Environment, and Lean Management.

Kerjasama Antarabangsa Dalam Peningkatan Produktiviti

International Cooperation in Productivity Improvement

MPC terus berkolaborasi dengan organisasi antarabangsa seperti Asian Productivity Organisation (APO) dan Japan International Cooperation Agency (JICA) bagi meningkatkan produktiviti serantau dan negara-negara yang terlibat. MPC dan APO telah menganjurkan 3 program latihan dan seminar di Malaysia pada tahun 2018 dan menerima 2 misi lawatan dari negara anggota. Kolaborasi bersama JICA pula melibatkan 3 program latihan berjadual dan program permintaan dari luar negara.

MPC continues to collaborate with international organisations such as the Asian Productivity Organisation (APO) and the Japan International Cooperation Agency (JICA) to improve regional productivity of the countries involved. MPC and APO organised 3 training programmes and seminars in Malaysia in 2018 and received study missions from 2 member countries. Collaboration with JICA on the other hand included 3 scheduled training programmes and specially requested programmes from other countries.

Selain itu, MPC juga telah bekerjasama dengan Organisation for Economic Co- operation and Development (OECD) dan The Economic Research Institute for ASEAN and East Asia (ERIA) bagi menganjurkan mesyuarat dan bengkel berkaitan Amalan Baik Peraturan (GRP) di peringkat antarabangsa dengan Malaysia sebagai tuan rumah pada tahun 2018. Mesyuarat dan bengkel tersebut menyediakan platform bagi negara-negara anggota ASEAN berbincang dan berkongsi amalan terbaik dalam melaksanakan pembaharuan peraturan serta menjalin kerjasama serantau, menyokong pertumbuhan rantau ekonomi yang kompetitif dan menambah baik tadbir urus bagi memantapkan komuniti ASEAN melalui amalan-amalan GRP.

In addition, MPC has also cooperated with the Organisation for Economic Co-operation and Development (OECD) and The Economic Research Institute for ASEAN and East Asia (ERIA) to organise meetings and workshops on Good Regulatory Practice (GRP) at international level with Malaysia as the host in 2018. The meetings and workshops provide a platform for ASEAN member countries to discuss and share best practices in implementing regulatory reforms and forging regional cooperation, supporting the growth of competitive economic regions and improving governance to strengthen the ASEAN community through GRP practices.

Prestasi Kewangan

Financial Performance

Pendapatan MPC telah menunjukkan peningkatan dari RM49,108,593 pada tahun 2017 kepada RM70,219,872 pada tahun 2018. Ini disebabkan peningkatan geran yang diterima sebanyak RM20,512,350 dan peningkatan hasil dalaman sebanyak RM598,928. Perbelanjaan bagi tahun 2018 telah menunjukkan peningkatan sebanyak RM19,629,403 berbanding tahun 2017. Peningkatan ini adalah sejajar dengan pertambahan geran pembangunan yang diterima dari Kerajaan iaitu berjumlah RM29,000,000 bagi tahun 2018. Perbelanjaan pembangunan pada tahun

MPC's revenue had increased from RM49,108,593 in 2017 to RM70,219,872 in 2018. This was due to an increase in grants received amounting to RM20,512,350 and an increase in internal revenue of RM598,928. Expenditure for 2018 showed an increase of RM19,629,403 compared to 2017. This increase was in line with the increase in development grants received by the Government amounting to RM29,000,000 for 2018. Development expenditure in 2018 was RM26,426,617 compared to RM6,714,483 in the year 2017. However, operating expenses

2018 adalah RM26,426,617 berbanding RM6,714,483 pada tahun 2017. Walau bagaimanapun, perbelanjaan mengurus telah berkurang sebanyak RM1,164,957 berbanding tahun 2017 hasil pelaksanaan penjimatan perbelanjaan.

had decreased by RM1,164,957 compared to 2017 due to the implementation of cost savings initiatives.

Prospek Produktiviti

Peningkatan produktiviti adalah kaedah yang paling berkesan untuk pastikan hasil kemajuan ekonomi dapat diagihkan dengan saksama. Rakyat akan dapat berkongsi lebih banyak dan masyarakat akan menjadi lebih saksama jika negara lebih produktif. Cabaran utama Malaysia untuk meningkatkan produktiviti adalah dalam memacu digitalisasi dan inovasi melalui kerjasama pintar, infrastruktur teknologi yang sesuai, e-dagang dan penggunaan teknologi inovasi merentas sektor. Kemunculan Revolusi Perindustrian Keempat pada masa ini menyebabkan industri berada di dalam fasa penyesuaian yang mana fasa ini merupakan satu fasa yang sukar untuk negara menyesuaikan diri. Penggabungan automasi dan digitalisasi telah mencipta revolusi dalam sektor pembuatan dan perkhidmatan di mana proses ini akan meningkatkan kecekapan, mengoptimumkan logistik, harga yang lebih telus dan persaingan yang lebih berdaya saing. Penyelarasan dan tadbir urus yang cekap adalah penting untuk memastikan kejayaan pelaksanaan strategi dan inisiatif yang telah dirancang. Minda berteraskan produktiviti juga perlu dibudayakan dalam kalangan rakyat Malaysia dalam melaksanakan aktiviti harian mereka. Usaha ini memerlukan sokongan padu daripada pelbagai peringkat sama ada Kerajaan, swasta, organisasi tidak berasaskan keuntungan dan juga rakyat.

Productivity Prospects

Increase in productivity is the most effective way to ensure that economic development outcomes are equitably distributed. The people will be able to share more and there will greater equality within the nation if the country is more productive. Malaysia's main challenges to increase productivity are to drive digitalization and innovation through smart cooperation, appropriate technology infrastructure, e-commerce and the use of innovation technology across sectors. The emergence of the Fourth Industrial Revolution is currently causing the industry to be in a phase of adaptation, which is a difficult phase for countries to adjust to. The integration of automation and digitalisation has created a revolution in the manufacturing and services sectors where this process will increase efficiency, optimise logistics, provide more transparent pricing and enhance competitiveness. Proper coordination and governance are essential to ensure successful implementation of the planned strategies and initiatives. Productivity-based mindsets also need to be cultivated among Malaysians in their daily activities. This effort requires strong support from various levels, whether Government, private, non-profit organisations or the public.

Penghargaan

Peningkatan produktiviti perlu disokong dan dilaksanakan secara holistik di peringkat nasional, sektoral dan perusahaan dengan kerjasama dan sokongan dari semua pihak. Sekalung penghargaan saya tujukan kepada Ahli Lembaga Pengarah MPC, Champion dan Ahli Jawatankuasa Tadbir Urus Nexus Produktiviti, pasukan petugas khas, pihak pengurusan dan warga kerja MPC yang telah memberikan komitmen dan dedikasi dalam memastikan kejayaan pelaksanaan aktiviti-aktiviti peningkatan produktiviti yang dijalankan oleh MPC. Saya juga ingin merakamkan setinggi-tinggi terima kasih kepada Kementerian Perdagangan Antarabangsa dan Industri (MITI) dan pihak-pihak lain yang telah telah memberikan sokongan padu dalam inisiatif peningkatan produktiviti secara langsung mahupun tidak langsung. Semoga jasa dan sumbangan berterusan semua pihak dapat meningkatkan produktiviti negara ke tahap yang lebih tinggi.

Appreciation

Increased productivity needs to be supported and implemented holistically at national, sectoral and enterprise levels with the cooperation and support of all concerned. I wish to convey my appreciation to MPC Board of Directors, Champions and Productivity Nexus Governing Committee Members, special task force, management and staff of MPC who have given their commitment and dedication to ensure the successful implementation of productivity improvement activities carried out by MPC. I would also like to express my sincere appreciation to the Ministry of International Trade and Industry (MITI) as well as other agencies who have provided strong support directly or indirectly in productivity improvement initiatives. It is hoped that with the continuous service and contribution from all concerned, the country's productivity will improve to a higher level.

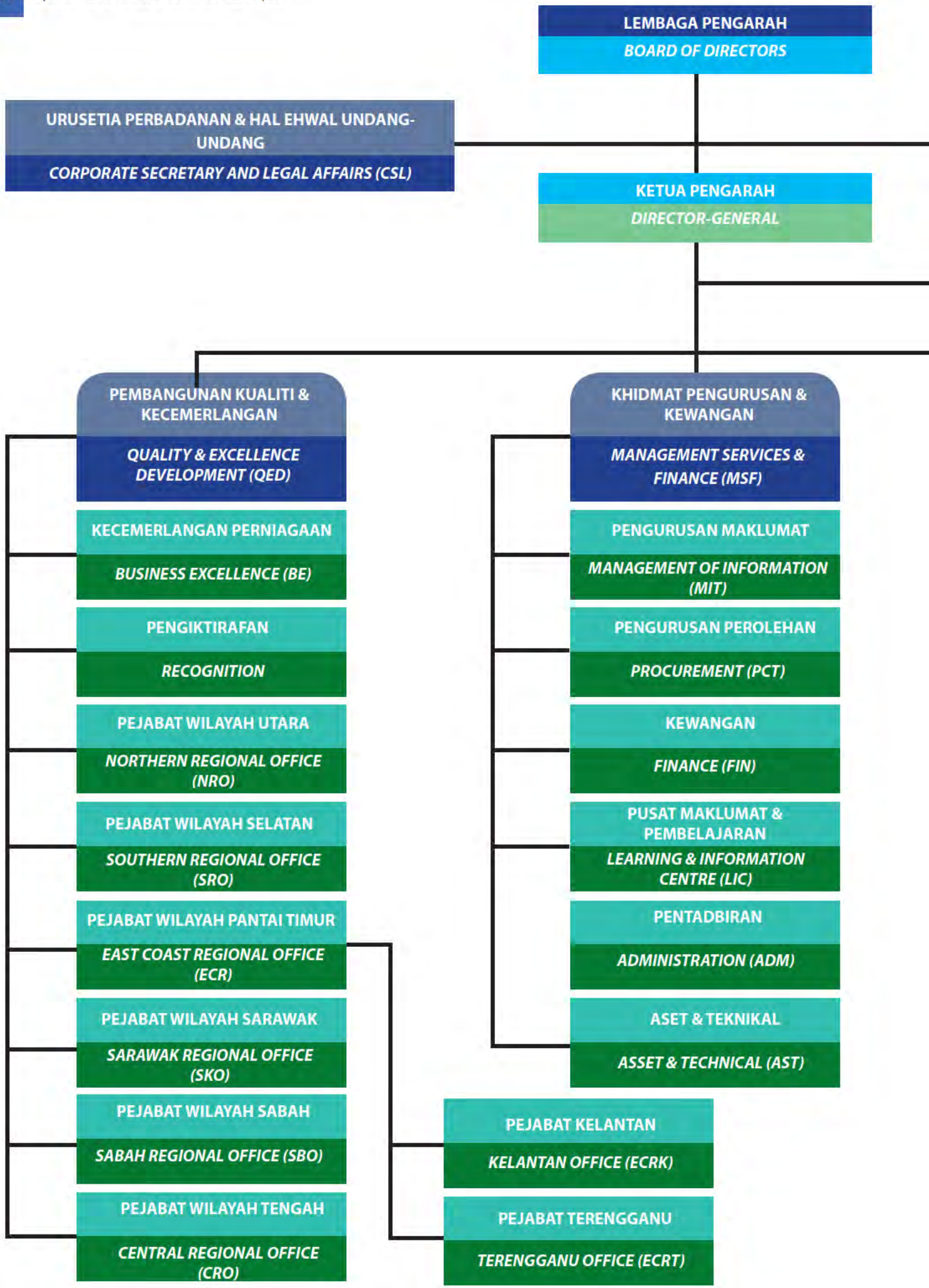


MAKLUMAT KORPORAT

CORPORATE INFORMATION






LEMBAGA PENGARAH
BOARD OF DIRECTORS
URUSETIA PERBADANAN & HAL EHWAL UNDANG-UNDANG
CORPORATE SECRETARY AND LEGAL AFFAIRS (CSL)
KETUA PENGARAH
DIRECTOR-GENERAL
PEMBANGUNAN KUALITI & KECEMERLANGAN
QUALITY & EXCELLENCE DEVELOPMENT (QED)
KECEMERLANGAN PERNIAGAAN
BUSINESS EXCELLENCE (BE)
PENGIKTIRAFAN
RECOGNITION
PEJABAT WILAYAH UTARA
NORTHERN REGIONAL OFFICE (NRO)
PEJABAT WILAYAH SELATAN
SOUTHERN REGIONAL OFFICE (SRO)
PEJABAT WILAYAH PANTAI TIMUR
EAST COAST REGIONAL OFFICE (ECR)
PEJABAT WILAYAH SARAWAK
SARAWAK REGIONAL OFFICE (SKO)
PEJABAT WILAYAH SABAH
SABAH REGIONAL OFFICE (SBO)
PEJABAT WILAYAH TENGAH
CENTRAL REGIONAL OFFICE (CRO)
PEJABAT KELANTAN
KELANTAN OFFICE (ECRK)
PEJABAT TERENGGANU
TERENGGANU OFFICE (ECRT)
KHIDMAT PENGURUSAN & KEWANGAN
MANAGEMENT SERVICES & FINANCE (MSF)
PENGURUSAN MAKLUMAT
MANAGEMENT OF INFORMATION (MIT)
PENGURUSAN PEROLEHAN
PROCUREMENT (PCT)
KEWANGAN
FINANCE (FIN)
PUSAT MAKLUMAT & PEMBELAJARAN
LEARNING & INFORMATION CENTRE (LIC)
PENTADBIRAN
ADMINISTRATION (ADM)
ASET & TEKNIKAL
ASSET & TECHNICAL (AST)

STRUKTUR ORGANISASI / *ORGANISATIONAL STRUCTURE*

- AUDIT DALAM / *INTERNAL AUDIT (IA)*
- PENGURUSAN & PEMBANGUNAN SUMBER MANUSIA / *HUMAN RESOURCE MANAGEMENT & DEVELOPMENT (HRMD)*
- PEJABAT PEGURUSAN PENYAMPAIAN / *DELIVERY MANAGEMENT OFFICE (DMO)*
  - SEKRETARIAT DMO / *DMO SECRETARIAT*
  - TRANSFORMASI SEKTORAL / *SECTORIAL TRANSFORMATION*
    - ELEKTRIKAL & ELKTRONIK / *ELECTRICAL & ELECTRONICS*
    - KIMIA & PRODUK KIMIA / *CHEMICALS & CHEMICAL PRODUCTS*
    - PERUNCITAN DAN MAKANAN & MINUMAN / *RETAIL AND FOOD & BEVERAGES*
    - MESIN & PERALATAN / *MACHINERY & EQUIPMENT*
    - PELANCONGAN / *TOURISM*
    - AGROMAKANAN / *AGRO-FOOD*
    - PERKHIDMATAN PROFESIONAL / *PROFESSIONAL SERVICES*
    - ICT / *ICT*
    - PENJAGAAN KESIHATAN SWASTA / *PRIVATE HEALTHCARE*
- PERANCANGAN & PEMBANGUNAN KORPORAT / *CORPORATE & PLANNING DIVISION (CPD)*
  - PERHUBUNGAN ANTARABANGSA / *INTERNATIONAL RELATION (ITR)*
  - KHIDMAT PELANGGAN & MEDIA / *MEDIA & CUSTOMER SERVICE (MCS)*
  - PEMASARAN / *MARKETING (MKTG)*
  - INOVASI & TRANSFORMASI PERNIAGAAN / *BUSINESS TRANSFORMATION & INNOVATION (BTI)*
  - PEMUDAH / *PEMUDAH (PMDH)*
- PEMBANGUNAN PRODUKTIVITI & DAYA SAING / *PRODUCTIVITY & COMPETITIVENESS DEVELOPMENT (PCD)*
  - PERATURAN BESTARI / *SMART REGULATION (SR)*
  - PENGETAHUAN PRODUKTIVITI & DAYA SAING / *PRODUCTIVITY & COMPETITIVENESS KNOWLEDGE (PCK)*

VISI

Organisasi utama dalam meningkatkan produktiviti untuk inovasi dan daya saing global

VISION

The leading organisation in productivity enhancement for global competitiveness and innovation

MISI

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

MISSION

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; dan
Conducting review on regulation and promoting Good Regulatory Practice to create a more competitive business environment; and

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

AHLI LEMBAGA PENGARAH
BOARD OF DIRECTORS



YBrs. Tuan Chua Tian Chang
Pengerusi
Perbadanan Produktiviti Malaysia
Chairman
Malaysia Productivity Corporation



YBhg. Datuk Talagavathi a/p R. Karapayah
Timbalan Ketua Setiausaha (Industri)
Kementerian Perdagangan Antarabangsa dan Industri
Deputy Secretary-General (Industry)
Ministry of International Trade and Industry



YBhg. Dato' Sri Adenan Ab. Rahman
Ketua Setiausaha
Kementerian Sumber Manusia
Secretary-General
Ministry of Human Resources



YBhg. Dato' Mohd Sallehhuddin Hassan
Ketua Setiausaha
Kementerian Pertanian dan Industri Asas Tani
Secretary-General
Ministry of Agriculture and Agro-based Industry



YBhg. Prof. Emeritus Tan Sri Dato' Dzulkifli Abdul Razak
Rektor
Universiti Islam Antarabangsa Malaysia (UIAM)
Rector
International Islamic University of Malaysia (IIUM)



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



YBhg. Tan Sri Dato' Azman Shah Dato' Seri Harun
Pengerusi
Persekutuan Majikan-Majikan Malaysia
Chairman
Malaysian Employers Federation (MEF)



YBhg. Datuk Abang Haji Abdul Karim Tun Abang Haji Openg
Presiden / *President*
C/O Brooke Dockyard & Engineering Works Corporation

AHLI LEMBAGA PENGARAH
BOARD OF DIRECTORS



YBhg. Datuk Ag. Buhtamam Ag. Mahmun
Pengerusi Eksekutif
Sedafiat Sdn. Bhd.
Executive Chairman
Sedafiat Sdn. Bhd.



YBhg. Dato' Muhamad Noor Yacob
Profesor Adjung
Universiti Kebangsaan Malaysia
Adjunct Professor
Universiti Kebangsaan Malaysia



YBhg. Dato' Dr. Haminnuddin Haji Abd. Hamid
Pengasas/Ketua Eksekutif
Ideal Healthcare Sdn Bhd
Founder/Chief Executive
Ideal Healthcare Sdn Bhd



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



Puan Zakiah Jaafar
Timbalan Ketua Setiausaha (Makro)
Kementerian Hal Ehwal Ekonomi
Deputy Secretary-General (Industry)
Ministry of Economic Affairs



Puan Roszanina Wahab
Timbalan Pengarah Kanan
Sektor Pemantauan, Unit Strategi Nasional
Kementerian Kewangan
Deputy Senior Director
Monitoring, Sector, National Strategy Unit Ministry of Finance



Encik A. Balasubramaniam
Timbalan Setiausaha Agung
Kongres Kesatuan Sekerja Malaysia
Deputy Secretary-General
Malaysian Trades Union Congress



YBhg. Datin Roseleena Hashim
Setiausaha Perbadanan
Corporate Secretary

AHLI LEMBAGA PENGURUSAN
BOARD OF MANAGEMENT



YBhg. Dato' Mohd Razali Hussain
Ketua Pengarah
Director-General



YBhg. Dato' Abdul Latif
Haji Abu Seman
Timbalan Ketua Pengarah
Deputy Director-General



Tuan Haji Ab. Rahim Yusoff
Timbalan Ketua Pengarah
Deputy Director-General



Puan Hajjah Rauzah Zainal Abidin
Pengarah (Sehingga April 2018)
Director (Until April 2018)



Tuan Haji Burhanuddin Saidin
Pengarah
Director



Encik Kamaruddin Mohamad
Pengarah
Director

Senarai Ketua Pengarah MPC
List of MPC Director-Generals

1. 1963-1965: Encik S. S. Abishegam
2. 1965-1980: YBhg. Dato' Haji Abu Kassim Haji Mohamed
3. 1981-1994: Tuan Ir. Haji Arshad Haji Marsidi
4. 1995-2000: YBhg. Tan Sri Ismail Adam
5. 2000-2003: Tuan Ir. Haji Mah Lok Abdullah
6. 2003-2009: YBhg. Dato' Nik Zainiah Nik Abdul Rahman
7. 2009-Kini/Present: YBhg. Dato' Mohd Razali Hussain

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.

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

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.

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.

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

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.

Akta Perbadanan Produktiviti Negara (Pemerbadanan) 1996 sekali lagi dipinda dan disebut sebagai Akta Perbadanan Produktiviti Malaysia (Pemerbadanan), 1966. Nama baru telah diwartakan pada 21 Februari 2008. Pindaan ini adalah bertujuan untuk memperjelaskan status Perbadanan tersebut sebagai suatu badan yang ditubuhkan oleh Kerajaan Malaysia berhubung dengan perkara-perkara yang berkaitan dengan produktiviti Negara, khususnya kepada masyarakat antarabangsa.

The National Productivity Corporation (Incorporation), 1966 Act was amended once again as the Malaysia Productivity Corporation (Incorporation) Act 1966. The new name was gazette 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 penggalakkan 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 akitiviti-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 berhubung dengan Produktiviti, Kualiti, Pengurusan dan Keusahawanan;

i. Mengumpul, mengeluar 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.



NEXUS PRODUKTIVITI SEKTOR

SECTOR PRODUCTIVITY NEXUS



Nexus Produktiviti Sektor yang terdiri daripada 9 sektor telah diperkenalkan di bawah Blueprint Produktiviti Malaysia (MPB) yang dilancarkan pada 8 Mei 2017 sebagai satu pelan tindaAkan bagi merealisasikan agenda produktiviti negara dan matlamat Wawasan 2020. Rancangan Malaysia Kesebelas (RMKe-11), 2016–2020 telah mengenal pasti produktiviti sebagai salah satu daripada enam pemacu perubahan yang akan meningkatkan pertumbuhan ekonomi negara dengan ketara dan mampan. MPB telah menggariskan inisiatif untuk meningkatkan produktiviti negara daripada inisiatif yang diterajui oleh Kerajaan kepada inisiatif yang diterajui oleh pemain industri. Berikut adalah senarai Champion bagi setiap sektor:

Sector Productivity Nexus *comprising nine sectors was introduced under the Malaysia Productivity Blueprint (MPB) launched on 8 May 2017 as an action plan to realise the country's productivity agenda and to achieve the goals of Vision. The Eleventh Malaysia Plan (11MP), 2016-2020 has identified productivity as one of the six drivers of change that will significantly improve the country's economic growth. MPB has outlined initiatives to increase productivity of the nation that range from Government led initiatives to Industry led initiatives. Below is the list of Champion for each sector:*

Bil	Champion	Nexus
1	YBhg. Dato' Seri Wong Siew Hai Pengerusi / *Chairman* Industri Elektronik Malaysia Amerika (MAEI), Dewan Perniagaan Amerika Malaysia (AMCHAM) *The Malaysian American Electronics Industry (MAEI), American Malaysian Chamber of Commerce (AMCHAM)*	Elektrikal dan Elektronik (E&E) *Electrical & Electronics (E&E)*
2	YBhg. Datuk Dr. Abd Hapiz Abdullah Pengerusi / *Chairman* Majlis Industri Kimia Malaysia (CICM) *Chemical Industries Council of Malaysia (CICM)*	Kimia dan Produk Kimia *Chemicals & Chemical Products*
3	Encik Mac Ngan Boon Presiden / *President* Persekutuan Industri Mesin dan Kejuruteraan (MEIF) *Machinery and Engineering Industries Federation (MEIF)*	Mesin dan Peralatan (M&E) *Machinery & Equipment (M&E)*
4	YBrs. Dr. Nungsari Ahmad Radhi Pengarah Urusan / *Managing Director* Prokhas Sdn Bhd	Agro-makanan *Agro-food*
5	YBhg. Dato' Bruce Lim Aun Choong Timbalan Setiausaha / *Deputy Secretary* Persatuan Rantaian Peruncit Malaysia (MRCA) *Malaysia Retail Chain Association (MRCA)*	Peruncitan dan Makanan & Minuman (F&B) *Retail and Food & Beverage (F&B)*
6	YBhg. Dato' Dr. Jacob Thomas Presiden / *President* Persatuan Hospital Swasta Malaysia (APHM) *Association of Private Hospitals of Malaysia (APHM)*	Penjagaan Kesihatan Swasta *Private Healthcare*
7	Encik Ganesh Kumar Bangah Pengerusi / *Chairman* Persatuan Industri Komputer dan Multimedia Malaysia (PIKOM) *The National Tech Association of Malaysia (PIKOM)*	Teknologi Maklumat dan Komunikasi (ICT) *Information and Communications Technology (ICT)*
8	Encik Uzaidi Udanis Presiden / *President* Persatuan Pelancongan Dalam Malaysia (MITA) *Malaysian Inbound Tourism Association (MITA)*	Pelancongan *Tourism*
9	YBrs. Ts. Choo Kok Beng Mantan Presiden / *Former President* Konfederasi Pembekal Perkhidmatan Malaysia (MSPC) *Malaysian Service Providers Confederation (MSPC)*	Perkhidmatan Profesional *Professional services*

Peningkatan produktiviti perlu disokong atau dilaksanakan secara holistik di peringkat nasional, sektor dan perusahaan. Lima teras strategik telah dikenal pasti untuk menangani cabaran transformasi ekonomi serta memastikan perubahan yang berimpak. Lima teras tersebut adalah:

Increased productivity needs to be supported or implemented holistically at national, sectoral and enterprise levels. Five strategic thrusts have been identified to address the challenges of economic transformation and to ensure that change is impactful. The five thrusts are:

i. Menghasilkan Tenaga Kerja Masa Hadapan

- Menyusun semula tenaga kerja dengan meningkatkan jumlah pekerja berkemahiran tinggi dan mengurangkan kebergantungan kepada pekerja asing; dan
- Meningkatkan tahap kompetensi pekerja yang memberikan nilai tambah kepada ekonomi negara;

i. Building Workforce of the Future

- *Restructure the workforce by increasing the number of highly skilled workers and reduce the dependence on foreign workers; and*
- *Increase the level of employee competency which will add value to the country's economy;*

ii. Memacu Pendigitalan dan Inovasi

- Memperkukuh kesiapsiagaan perusahaan untuk mengguna pakai serta mengeksploitasi teknologi dan peluang digital secara berkesan (Revolusi Perindustrian 4.0);

ii. Driving Digitalisation and Innovation

- *Strengthen enterprise readiness to adopt and exploit digital technologies and opportunities effectively (e.g. the Industrial Revolution 4.0);*

iii. Memastikan Akauntabiliti Industri terhadap Produktiviti

- Mengurangkan kebergantungan kepada subsidi yang tidak kritikal secara berperingkat, dan memastikan usaha liberalisasi dikaitkan dengan outcome produktiviti; dan
- Menyemak semula geran utama, insentif, pinjaman mudah dan mekanisme pembiayaan kepada industri dikaitkan dengan pengukuran produktiviti;

iii. Making Industry Accountable for Productivity

- *Reducing dependence on non-critical subsidies in stages, and ensuring liberalisation efforts are linked to productivity outcomes; and*
- *Realign key grants, incentives, soft loans and other funding mechanisms to productivity metrics and outcomes;*

iv. Membentuk Ekosistem yang Teguh

- Menyemak semula peraturan dan akta ke arah mewujudkan ekosistem perniagaan yang efisien; dan
- Mewujudkan mekanisme akauntabiliti bagi pelaksanaan semakan semula pengawalseliaan oleh kerajaan;

iv. Forging a Robust Ecosystem

- *Review regulations and acts towards creating an efficient business ecosystem; and*
- *Establish an accountability mechanism for the implementation of regulatory reviews by the government;*

v. Menentukan Mekanisme Pelaksanaan yang Padu

- Menginstitusikan model penyelarasan dan tadbir urus kerajaan yang padu bagi menjamin kepastian pelaksanaannya merentasi peringkat kerajaan, sektor dan perusahaan; dan
- Melancarkan gerakan produktiviti di seluruh negara bagi memupuk budaya produktiviti di semua lapisan masyarakat.

v. Securing a Strong Implementation Mechanism

- *Institutionalise a strong coordination and governance model to secure implementation certainty across government, sector, and enterprise levels; and*
- *Launch nationwide productivity movement to inculcate a stronger culture of productivity across all segments of society.*

Kolaborasi dan perkongsian strategik di antara semua pihak

Collaboration and strategic partnerships between all

berkepentingan adalah sangat penting bagi mereliasasikan aspirasi pelan tindakan MPB. Kolaborasi yang berkesan di antara pihak kerajaan, pemain dan persatuan industri, serta akademia atau dikenali sebagai triple helix ini merupakan komponen kritikal dalam meningkatkan produktiviti dan daya saing negara. Penyelarasan dan tadbir urus yang cekap adalah penting untuk memastikan kejayaan pelaksanaan strategi dan inisiatif di bawah pelan tindakan ini. Minda berteraskan produktiviti juga perlu dibudayakan dalam kalangan rakyat Malaysia dalam melaksanakan aktiviti harian mereka.

stakeholders are critical in streamlining the aspirations of the MPB's action plan. Effective collaboration between governments, industry players and associations, as well as academia known as the triple helix is a critical component of improving the country's productivity and competitiveness. Effective coordination and governance are essential to ensure successful implementation of strategies and initiatives under this action plan. Productivity-based mindsets also need to be inculcated among Malaysians in their daily activities.

Pejabat Pengurusan Penyampaian

Delivery Management Office

Selaras dengan pelancaran MPB, MPC sebagai Pejabat Pengurusan Penyampaian (DMO) telah bertanggungjawab untuk memastikan keberkesanan pelaksanaan MPB melalui penyelarasan, pemantauan dan penilaian keberkesanan inisiatif-inisiatif produktiviti. MPC dengan bekerjasama Kementerian Hal Ehwal Ekonomi dan Nexus Produktiviti untuk memantau dan mengawal keberkesanan inisiatif-inisiatif produktiviti di peringkat nasional, sektor dan perusahaan.

In line with the launch of MPB, MPC as the Office of Delivery Management (DMO) has been given the responsibility for ensuring the effectiveness of MPB implementation through coordination, monitoring and evaluating the effectiveness of productivity initiatives. MPC in collaboration with the Ministry of Economic Affairs and Productivity Nexus will monitor and control the effectiveness of productivity initiatives at national, sector and enterprise levels.

Terdapat sembilan subsektor yang terdiri daripada tiga sektor utama iaitu sektor pembuatan, perkhidmatan dan pertanian telah dikenal pasti untuk melonjakkan produktiviti yang terdiri daripada:

There are nine sub-sectors comprising three major sectors, namely the manufacturing, services and agriculture, which have been identified to boost productivity include:

i. Elektrik dan Elektronik (E&E);
ii. Kimia dan Produk Kimia;
iii. Mesin dan Peralatan (M&E);
iv. Peruncitan dan makanan & minuman (F&B);
v. Pelancongan;
vi. Teknologi, Maklumat dan Komunikasi (ICT);
vii. Perkhidmatan Profesional;
viii. Penjagaan Kesihatan Swasta; dan
ix. Agro-makanan.

i. Electrical and Electronics (E&E);
ii. Chemicals and Chemical Products;
iii. Machinery and Equipment (M&E);
iv. Retail and Food and Beverage (F&B);
v. Tourism;
vi. Information, Communication and Technology (ICT);
vii. Professional Services;
viii. Private Healthcare; and
ix. Agro-Food.

Sub-sektor tersebut dipilih berdasarkan 4 kriteria iaitu sumbangan kepada Keluaran Dalam Negara Kasar (KDNK), sumbangan kepada tenaga kerja, peluang untuk penambahbaikan produktiviti dan kesediaan untuk melaksanakan penambahbaikan produktiviti. Kesemua subsektor tersebut menyumbang sebanyak 30% kepada KDNK dan 40% kepada jumlah pekerjaan.

The sub-sectors were selected based on four criteria namely its contribution to Gross Domestic Product (GDP), contribution to workforce, opportunities for productivity improvement and readiness to implement productivity improvements. All of these sub-sectors contribute 30% to GDP and 40% to total employment.

Untuk melaksanakan inisiatif di peringkat sektoral, 9 subsektor tersebut yang diterajui oleh pihak industri dan disokong oleh pihak kerajaan dan akademia telah ditubuhkan sebagai pusat kecemerlangan yang

To implement initiatives at the sectoral level, these 9 industry-led and government supported sub-sectors have been established as centres of excellence that provide expertise and information sharing to enhance productivity and competitiveness at the

menyediakan kepakaran dan juga perkongsian maklumat bagi meningkatkan produktiviti dan daya saing di peringkat sektoral.

sectoral level.

Pada tahun 2018, sebanyak 43 inisiatif telah dikenal pasti di bawah MPB untuk dilaksanakan di bawah Sektor Nexus Produktiviti ini. Sektor Nexus Produktiviti ini berperanan untuk meningkatkan kesedaran serta kefahaman strategi peningkatan produktiviti melalui pelaksanaan inisiatif di peringkat sektor. Disamping itu, Nexus Produktiviti juga menyediakan platform untuk memperkukuhkan kerjasama dan perkongsian pengetahuan dalam kalangan pengusaha industri serta menawarkan akses kepada pakar dalam sektor masing-masing.

In 2018, a total of 43 initiatives were identified under MPB for implementation under Sector Productivity Nexus. The Sector Productivity Nexus serves to increase awareness and understanding of productivity improvement strategies through the implementation of initiatives at sector level. In addition, Productivity Nexus also provides a platform to strengthen collaboration and knowledge sharing among industry players and offers access to experts in their respective sectors.

Platform seperti perkongsian amalan terbaik, pengiktirafan firma-firma berproduktiviti tinggi dan pakar produktiviti industri adalah antara medium rujukan bagi industri untuk meningkatkan produktiviti syarikat. Prestasi setiap inisiatif tersebut adalah seperti dalam jadual berikut:

Platforms such as best practice sharing, recognition of high-productivity firms and industry productivity experts are among the mediums used for the industry to enhance productivity at company level. Performance of each of these initiatives are shown in the schedule below:

<table>
<tr><th>Inisiatif
Initiative</th><th>Objektif / Objective</th><th colspan="3">Prestasi 2018 / Performance 2018</th></tr>
<tr><td rowspan="5">Pakar Produktiviti Industri (IPS) / Industry Productivity Specialist (IPS)</td><td rowspan="2">• Untuk melahirkan lebih ramai pakar IPS yang terlatih dalam bidang produktiviti mengikut sektor produktiviti (Sembilan sektor tumpuan)
• To produce more IPS experts trained in productivity by productivity sector (Nine focus areas)</td><td>Bil./ No</td><td>Nexus Produktiviti Sektor/ Sector Productivity Nexus</td><td>Bil. IPS/ No. IPS</td></tr>
<tr><td>1</td><td>Agro-makanan/ Agro-food</td><td>8</td></tr>
<tr><td rowspan="3">• Untuk meningkatkan tahap kompetensi pakar industri dalam bidang produktiviti
• To increase the level of competency of industry experts in productivity</td><td>2</td><td>Kimia & Produk Kimia/ Chemicals & Chemical Products</td><td>5</td></tr>
<tr><td>3</td><td>Elektrikal & Elektronik/ Electrical & Electronics</td><td>8</td></tr>
<tr><td>4</td><td>Mesin & Peralatan Machinery & Equipment</td><td>4</td></tr>
<tr><td rowspan="6"></td><td rowspan="6">• Pakar IPS berperanan untuk membantu meningkatkan daya saing dan produktiviti syarikat dalam sektor berkaitan melalui perkongsian pengetahuan, kepakaran serta pengalaman mereka.
• IPS specialists have a role in enhancing competitiveness and productivity of companies in the related sectors through sharing of knowledge, expertise and experience.</td><td>5</td><td>Peruncitan dan F&B Retail and F&B</td><td>23</td></tr>
<tr><td>6</td><td>Pelancongan/ Tourism</td><td>1</td></tr>
<tr><td>7</td><td>Penjagaan Kesihatan Swasta Private Healthcare</td><td>3</td></tr>
<tr><td>8</td><td>Perkhidmatan Profesional Professional Services</td><td>16</td></tr>
<tr><td>9</td><td>ICT/ ICT</td><td>3</td></tr>
<tr><td colspan="2">Jumlah/ Total</td><td>71</td></tr>
</table>

Inisiatif *Initiative*	Objektif / *Objective*	Prestasi 2018 / *Performance 2018*
Penerbitan Artikel Amalan Terbaik *Publication of Best Practice Articles*	Mendorong semua perniagaan di Malaysia mengambil langkah yang sama untuk menjadi setaraf dengan syarikat terbaik di peringkat sektoral. *To encourage all businesses in Malaysia to take steps to be on par with the best companies at sectoral level.*	Sebanyak 86 artikel telah diterbitkan dan dimuat naik dalam website Benchmarking Online Network Database (BOND) *A total of 86 articles had been published and uploaded on to the Benchmarking Online Network Database (BOND) website.*
Perusahaan Berproduktiviti Tinggi *High-productivity Enterprises*	• Mengiktiraf perusahaan-perusahaan di Malaysia yang mencapai kadar pertumbuhan produktiviti yang tinggi untuk dijadikan model dan rujukan amalan terbaik kepada perusahaan lain. • *Recognition of Malaysian enterprises that have high productivity growth rates to be identified as model and best practice companies for others to emulate.* • Meningkatkan kesedaran mengenai kepentingan peningkatan produktiviti bagi pertumbuhan ekonomi. • *Increase awareness of the importance of improving productivity for economic growth.* • Menggalakkan perusahaan mengurangkan kebergantungan terhadap tenaga buruh asing berkemahiran rendah. • *Encourage enterprises to reduce dependence on low skilled foreign labour.*	13 perusahaan telah diberikan pengiktirafan HPE pada 22 Mac 2018. *13 companies were granted HPE recognition on March 22, 2018.* 18 perusahaan telah dinilai pada September dan Oktober 2018 dan dijangka akan diberikan pengiktirafan pada pertengahan 2019. *18 companies were evaluated in September and October 2018 and are expected to be recognised by mid-2019.*

Untuk tempoh tiga tahun berturut-turut, MPC dengan kerjasama 6 agensi di bawah Kementerian Perdagangan Antarabangsa dan Industri, Kementerian Pendidikan Tinggi, Kementerian Sains, Teknologi dan Inovasi dan Jabatan Perdana Menteri telah menganjurkan *Showcase on Innovation for Productivity* (SHIP) 2018. Dengan tema *Driving Productivity of the Nation,* objektif utama penganjuran program ini adalah untuk mempromosikan inisiatif kerjasama melalui platform perkongsian awam-swasta, menyediakan saluran bagi organisasi untuk mempamerkan produk dan perkhidmatan inovatif yang telah berjaya dilaksanakan hasil daripada projek intervensi, dan memberikan pendedahan terutama kepada usahawan muda dan juga generasi muda iaitu pelajar-pelajar institusi pengajian tinggi awam dan swasta ke arah minda yang produktif dalam memacu produktiviti negara.

For the past three consecutive years, MPC in collaboration with 6 agencies under the Ministry of International Trade and Industry, the Ministry of Higher Education, the Ministry of Science, Technology and Innovation and the Prime Minister's Department had organised the Showcase on Innovation for Productivity (SHIP) 2018. With the theme of Driving Productivity of the Nation, the main objective of organising this program is to promote collaborative initiatives through public-private partnership platforms, provide a channel for organisations to showcase innovative products and services that have been successfully implemented as a result of intervention projects, and provide greater exposure to young entrepreneurs and the younger generation from both public and private institutions of higher education towards inculcating a productive mindset in driving national productivity.

Showcase ini telah dirasmikan oleh Menteri Perdagangan Antarabangsa dan Industri dan dihadiri oleh Ketua-ketua agensi pelaksana, Ketua Eksekutif syarikat dan para peserta dari sektor awam dan swasta. Seramai 1,179 peserta daripada 289 organisasi yang terdiri dari sektor swasta, sektor kerajaan, institusi pengajian tinggi dan pertubuhan

This showcase was officiated by the Minister of International Trade and Industry and was attended by the heads of implementing agencies, Chief Executives of companies and participants from the public and private sectors. A total of 1,179 participants from 289 organisations comprising the private sector, government sector, higher education institutions as

dan persatuan perniagaan telah terlibat dalam menjayakan program ini. Program ini merangkumi segmen-segmen yang pelbagai seperti Forum Produktiviti, Productivity & Innovation Race, Pameran Produk Kolaborasi Inovasi dan Sesi Open Mic. Sejumlah 39 pempamer yang terdiri daripada 20 syarikat penerima insentif daripada 4 platform kerjasama strategik inovasi, 4 agensi pelaksana platform kerjasama, 6 agensi yang menawarkan insentif dalam meningkatkan produktiviti, 8 institusi pengajian tinggi dan persatuan perniagaan dan 1 pavilion yang menggabungkan 9 nexus produktiviti telah terlibat menjayakan program ini.

well as organisations and business associations participated in the program. The program includes various segments such as Productivity Forum, Productivity & Innovation Race, Innovation Collaboration Product Exhibition and Open Mic Session. A total of 39 exhibitors comprising 20 incentive companies from 4 strategic innovation cooperation platforms, 4 agencies implementing collaborative platform, 6 agencies offering incentives for productivity enhancement, 8 higher education institutions and business associations as well as 1 pavilion combining 9 productivity nexuses had been involved this programme.



Tourism Productivity Nexus to woo 100 groups, agencies

KUALA LUMPUR: Tourism Productivity Nexus, launched here Tuesday, is targeting the participation of more than 100 tourism associations and agencies by the year-end.

Its Chairman, Uzaidi Udanis said this inaugural initiative had so far received the participation of 52 such bodies from across the country.

"Tourism Productivity Nexus is a one-stop platform that provides programmes to assist small and medium enterprises to increase productivity and innovation in the tourism industry.

"Through this platform, we will reach out to the industry players to identify their problems and challenges they face to attain a high level of productivity.

Culture Minister, Datuk Seri Mohamed Nazri Abdul Aziz, here, Tuesday.

At the event, Nazri also launched Tourism Productivity Day, held to introduce Tourism Productivity Nexus and to create awareness of making productivity a culture among the tourism industry players.

Nazri, in his speech, said the tourism industry would remain as an important component of the country's economy which provided employment and business opportunities.

"I believe the tourism product quality experiences of tourists, boosting productivity competitive the sector, could ensure continue and sustainable growth of the tourism industry," he added.

MPC

SHIP 2018

SHOWCASE ON INNOVATION FOR PRODUCTIVITY

Menteri Perdagangan Antarabangsa dan Industri, Datuk Seri Mustapa Mohamed dan Pengerusi Perbadanan Produktiviti Malaysia (MPC), Tan Sri Azman Hashim (tujuh dari kiri) bergambar secara dengan penerima anugerah pada majlis Anugerah Penyelesaian Produktiviti Tinggi

Platform kerjasama inovasi strategik pacu produktiviti PKS

Setakat ini 506 audit teknologi dan lebih 800 intervensi teknologi dilaksanakan dengan jayanya menerusi Program SIRIM-Fraunhofer

Ahmad Fadzil M Hani, Presiden dan Ketua Eksekutif Kumpulan SIRIM Bhd

SD Plantation aims RM550m in cumulative benefits

by IZZAT RATNA

SIME Darby Plantation Bhd (SD Plantation) targets to reap RM550 million in cumulative benefits by 2022, 57% higher than the RM351 million recorded over a five-year period when the company was operating as a division in the old Sime Darby Group.

The planter is hopeful to achieve the targets with the launch of the "Operational Excellence and Innovation Business Management Strategy 2.0" (OEIBMS 2.0).

SD Plantation executive deputy chairman and MD Tan Sri Mohd Bakke Salleh said the management aims to achieve higher operational excellence and productivity, and become the leading global integrated palm oil player, which is in line with the nation's productivity agenda — as laid out in the Malaysia Productivity Blueprint (MPB).

(From left) Mustapa, MPC DG Datuk Mohd Razali Hussain and Mohd Bakke at the launching of SD Plantation's OPEX Summit in Kuala Lumpur last Friday

said at the OEIBMS 2.0 launch in Kuala Lumpur last Friday.

"At the end of FY17, the group achieved the cumulative benefits of RM967 million, exceeding the initial target of

gement strategy launched in 2013. It was crafted to enhance cost effectiveness and avoidance, and increase revenue generation.

OEIBMS 2.0 was launched

Datuk Seri Mustapa Mohamed.

Mustapa said the MPB was formulated to boost Malaysia's economic growth and raise the prosperity of the people.

"It is the aspiration of the

for Malaysia to strategise and move from input-driven to productivity-driven growth.

He added that studies undertaken through the MPB revealed that the lack of an adequate pool of talent, advancement in technology, a competitive incentive structure for businesses to leverage on, transparent business environment and a productivity mindset had contributed to low productivity growth over the years.

"However, these challenges can be overcome and become something of the past as the MPB has been structured to steer the economy on the right growth path," Mustapa said.

The MPB was launched by the prime minister in 2017, with the aim of achieving a 3.7% productivity growth target set in the 11th Malaysia Plan or 11MP (2016-2020).

In 2016, Malaysia recorded a labour productivity growth of 3.5%, at RM78,218 from

MPC mahu lahirkan 400 pakar produktiviti dalam RMK-11

Oleh YULPISMAN ASLI

KUALA LUMPUR 4 Mac - Perbadanan Produktiviti Malaysia (MPC) mahu melahirkan sekurang-kurangnya 400 pakar produktiviti setiap tahun sepanjang tempoh Rancangan Malaysia Ke-11 (RMK-11) bagi membantu individu dan organisasi meningkatkan produktiviti.

Ketua Pengarah MPC, Datuk Mohd. Razali Hussain berkata, MPC akan membekalkan alat bantuan bagi membantu kumpulan sasar meningkatkan penggunaan teknologi dan inovasi seterusnya menguruangkan pergantungan kepada tenaga kerja asing pada masa depan.

Pelaksanaan kedua-dua langkah tersebut akan membolehkan negara mencapai sasaran pertumbuhan minimum produktiviti pekerja pada kadar 3.7 peratus setiap tahun sehingga tahun 2020, sekali

gus meletakkan Malaysia sebagai sebuah negara ekonomi yang maju dan inklusif.

Beliau yakin Malaysia mampu mencapai pertumbuhan produktiviti pekerja lebih tinggi daripada sasaran itu, disokong oleh pelbagai

strategi dan inisiatif yang digariskan di bawah Blueprint Produktiviti Malaysia.

"Kalau diukur di negara ini tahap produktiviti dan inovasi meningkat setiap tahun, tahun lepas 3.5 peratus dan kita nak capai 3.7 peratus setahun, momentum peningkatan itu ada.

"Satu lagi, kita tahu sektor mana yang lebih ke hadapan, umpamanya minyak dan gas (O&G), tetapi tidak bermakna ia tidak perlu berusaha lagi untuk meningkat. Ia perlu meningkatkan produktiviti berpandukan tanda aras dan bersaing dengan negara lain" katanya kepada *Utusan Malaysia* di sini baru-baru ini.

Blueprint Produktiviti Malaysia dilancarkan Perdana Menteri, Datuk Seri Najib Tun Razak pada Mei 2017 dengan menggariskan lima teras strategik, 10 inisiatif peningkat nasional, 16 aktiviti utama dan enam Keutamaan tindakan segera. Di tahap industri pula, 43 inisiatif telah dikenal pasti.

Lima teras strategi itu adalah menghasilkan tenaga kerja masa depan, memacu pendigitalan dan inovasi, memastikan akauntabiliti industri terhadap produktiviti, membentuk ekosistem teguh dan menentukan mekanisme pelaksanaan yang padu.

Katanya, sambutan daripada sektor swasta terhadap pelan tersebut sangat bagus dan positif di mana mereka akan mendorong dan memimpin nexus produktiviti sektor.

Pada masa ini, sebanyak sembilan nexus produktiviti sektor telah ditubuhkan iaitu peruncitan dan makanan & minuman, elektrik dan elektronik, produk kimia, jentera dan peralatan, pelancongan, agro makanan, perkhidmatan ICT, perkhidmatan profesional dan perkhidmatan penjagaan kesihatan swasta.

Nexus produktiviti ini akan melaksanakan inisiatif-inisiatif untuk melonjakkan produktiviti di peringkat sektor.

Produktiviti dan inovasi seharusnya digandingkan sekali gus membolehkan negara berdaya saing dan mencapai matlamat pembangunan ekonomi pada 2020.

"Harapan kita ialah di pihak MPC sendiri, kena cekalkan diri untuk menjayakan peranan bahawa kita sebagai penyelaras. Dahulu kita buat dan laksanakan sendiri banyak program peningkatan produktiviti, tetapi sekarang lebih kepada menyelaras dan menyelaraskan usaha kolaborasi pelbagai pihak mewakili kerajaan, industri dan institusi pendidikan tinggi. Ini kerana di peringkat nasional dan sektor telah ada sasaran produktiviti tertentu.

"Selain itu, MPC juga memantau (pencapaian dan kejayaan) pelan tersebut, berdasarkan statistik produktiviti dan daya saing yang dilaporkan secara suku tahun kepada Majlis Produktiviti Negara oleh Jabatan Perangkaan Malaysia" katanya.



PERATURAN BESTARI

SMART REGULATION





PERATURAN BESTARI
SMART REGULATION

Memperbaharui Pentadbiran Pengawalseliaan di Malaysia

Pembaharuan pentadbiran pengawalseliaan Malaysia adalah perlu untuk menyokong aspirasi negara untuk menjadi negara berpendapatan tinggi dan progresif menjelang 2020 yang ekonominya berdaya saing melalui pertumbuhan sektor swasta dan berpusatkan rakyat. Walau bagaimanapun, terdapat kepercayaan yang semakin meningkat bahawa peraturan yang terlalu banyak (over-regulation), reka bentuk peraturan yang kuang efektif atau dalam beberapa kes, peraturan yang terlalu kurang (under-regulation) di bawah pengawalseliaan membawa kepada kegagalan pengawalseliaan yang menjejaskan dasar yang baik. Persaingan global, perubahan sosial, ekonomi dan teknologi memerlukan kerajaan untuk mempertimbangkan impak yang berkaitan dengan rejim pengawalseliaan, untuk memastikan struktur kawal selia kekal relevan dan telus.

Pengenalan Dasar Pengawalseliaan negara merupakan satu lagi perubahan penting ke arah "pendekatan komitmen seluruh kerajaan" (whole-of-government approach) untuk Amalan Baik Peraturan (GRP). Dilancarkan pada tahun 2013 dan dilaksanakan secara rasmi pada 2014, Dasar Negara bagi Pembangunan dan Pelaksanaan Peraturan (NPDIR) merupakan langkah penting dalam mewujudkan pendekatan dan komitmen seluruh kerajaan untuk meningkatkan GRP di negara ini. Ia adalah dasar yang menggariskan keperluan Amalan Baik Peraturan dalam proses pembangunan peraturan baru atau pindaan terhadap peraturan sedia ada. Dasar ini bertujuan untuk memastikan bahawa peraturan-peraturan yang dikeluarkan mengikut amalan terbaik antarabangsa dalam pengurusan pengawalseliaan.

Pada 8 Mei 2017, Perdana Menteri melancarkan Pelan Tindakan Produktiviti Malaysia (Malaysia Productivity Blueprint - MPB), satu pencapaian baharu dalam inisiatif meningkatkan produktiviti Malaysia. Rancangan Malaysia Kesebelas telah menetapkan sasaran pertumbuhan produktiviti sebanyak 3.7% untuk tempoh 2016-2020. Melalui MPB, Kerajaan memberi tumpuan kepada produktiviti sebagai pemacu utama untuk pertumbuhan ekonomi dan pembaharuan pengawalseliaan merupakan bahagian penting dalam cabaran ini. Peraturan kualiti akan memupuk persekitaran yang kondusif bagi daya saing

Reforming Malaysia's Regulatory Regime

Reforming Malaysia's regulatory regime is necessary to support the country's aspiration of becoming a high-income and progressive nation by 2020 that is economically competitive through private-sector driven and people-centered growth. However, there is growing belief that over-regulation, poor regulatory design or in some cases, under-regulation may lead to regulatory failures which undermines the intentions of good policies. Global competition, social, economic and technological changes requires the government to consider impacts associated with regulatory regimes, to ensure that regulatory structures remain relevant and transparent.

The introduction of the National Regulatory Policy is another important change to the "whole-of-government approach" to Good Regulatory Practice (GRP). Launched in 2013 and officially implemented in 2014, the National Policy for Regulatory Development and Implementation (NPDIR) is an important step in establishing a nationwide approach and commitment to increasing implementation of GRP in the country. It is the policy that outlines the requirements of Good Regulatory Practice in the process of developing new rules or amendments to existing regulations. This policy aims to ensure that regulations are issued in accordance with international best practices in regulatory management.

On May 8, 2017, the Prime Minister launched the Malaysia Productivity Blueprint (MPB), which is a new milestone in Malaysia's productivity improvement initiative. The Eleventh Malaysia Plan has set a productivity growth target of 3.7% for the period 2016-2020. Through MPB, the Government is focusing on productivity as a key driver of economic growth and regulatory reform which is the key challenge. Quality regulations will foster a conducive environment for enterprise competitiveness and enhance national productivity. Since then, several initiatives have been undertaken to further strengthen the GRP agenda, but there have been challenges in

perusahaan dan meningkatkan produktiviti negara. Sejak itu, beberapa inisiatif telah dilakukan untuk memantapkan lagi agenda GRP negara, namun terdapat beberapa cabaran dalam pelaksanaan inisiatif ini. Antara cabarannya adalah kadar kemajuan yang berkaitan dengan mandat negara dan penginstitusian, pemantauan, penguatkuasaan, kesedaran dan kebertanggungjawaban pengawalselia; jangkaan dan kepercayaan terhadap Kerajaan dan rakyat yang akan membuka jalan bagi dasar baru dan pembaharuan institusi; dan peralihan politik mencerminkan harapan rakyat untuk meningkatkan ketelusan, akauntabiliti dan pembaharuan sosio-ekonomi yang lebih besar. Untuk mencapai status negara maju serta sebagai sebuah negara yang inklusif, adalah penting untuk kita berubah daripada 'amalan perniagaan seperti biasa', dan sebaliknya berganding bahu berusaha untuk menetapkan negara di landasan terbaik untuk mencapai pertumbuhan ekonomi yang mampan.

implementing this initiative. Among the challenges are the rate of progress related to state mandates and institutionalisation, monitoring, enforcement, awareness and accountability of regulators; expectations and beliefs of Government and people that will pave the way for new policies and institutional reforms; and the political transition reflecting the people's hope for greater transparency, accountability and socio-economic reform. To achieve the status of an advanced and inclusive nation, it is essential that we change from 'business practices as usual', but instead work together to put the country on the best path for sustainable economic growth.

Pelaksanaan Aktiviti Amalan Baik Peraturan (GRP) 2018

Sejak GRP diperkenalkan melalui NPDIR pada tahun 2013, usaha untuk mempromosi inisiatif dalam kalangan pengawal selia kerajaan persekutuan telah diperkukuhkan dari masa ke semasa. Sepanjang 2018, beberapa siri program yang melibatkan penyertaan Penyelaras Peraturan (RC) kementerian telah dianjurkan oleh MPC. Program-program ini dianjurkan bertujuan untuk meningkatkan kefahaman RC serta mendapatkan maklum balas mengenai cabaran-cabaran yang dihadapi dalam melaksanakan NPDIR, khususnya dalam proses Analisa Impak Peraturan (RIA). Penyelaras Peraturan merupakan focal point bagi pihak kementerian atau pengawal selia berhubung dengan pembangunan dan pelaksanaan peraturan di kementerian dan agensi masing-masing serta berperanan menyelia pelaksanaan Dasar Negara ini di kementerian dan agensi yang berkenaan. Pegawai yang dilantik juga berperanan sebagai penghubung utama bagi komunikasi dengan MPC berkenaan pembangunan peraturan. Sehingga 31 Disember 2018, 387 RC telah didaftarkan dengan MPC berbanding dengan 332 pada 2017. Para pemegang taruh juga dilibatkan dalam program ini kerana sokongan dan sumbangan mereka adalah penting untuk memastikan kejayaan NPDIR.

Implementation of Good Regulatory Practice (GRP) 2018

Since GRP was introduced through the NPDIR in 2013, efforts to promote initiatives among federal government regulators have been strengthened over time. Throughout 2018, a series of programmes involving ministry Regulatory Coordinators (RC) have been organised by MPC. These programs are intended to enhance the RC's understanding and provide feedback on challenges faced in implementing the NPDIR, particularly on the Regulatory Impact Analysis (RIA) process. Regulatory Coordinators are a focal point on behalf of ministries or regulators in relation to the development and implementation of regulations in their respective ministries and agencies and play a role in overseeing the implementation of the National Policy in the relevant ministries and agencies. Appointed officers also serve as the main liaison for communications with MPC on regulatory development. As of December 31, 2018, 387 RCs were registered with the MPC compared to 332 in 2017. The stakeholders were also involved in the programme as their support and contributions have been crucial to ensure the success of NPDIR.

Proses Pengawalseliaan

Pengenalan peraturan baru atau kajian semula peraturan sedia ada mestilah mengikut proses yang ditetapkan dalam keperluan ini. Dalam keperluan ini, pengawal selia akan memaklumkan MPC mengenai sebarang cadangan

Regulatory Process

The introduction of new rules or the review of existing rules must follow the process set out in these requirements. In this regard, the regulator will notify MPC of any proposal to introduce or amend the rules. MPC will assess the requirements

untuk memperkenalkan atau meminda peraturan. MPC akan menilai keperluan pengawal selia untuk menjalankan Analisa Impak Peraturan (RIA) serta mengemukakan Penyata Impak Peraturan (RIS) untuk peraturan yang dicadangkan. Sekiranya RIA diperlukan, RIS perlu dihantar kepada MPC bagi tujuan penilaian kepatuhan kepada keperluan pengurusan proses peraturan seperti yang telah digariskan di dalam NPDIR.

Prestasi Notifikasi Peraturan 2018

Pengawal selia dikehendaki mengemukakan Notifikasi Peraturan (RN) iaitu pemakluman kepada MPC mengenai sebarang cadangan peraturan baru atau pindaan kepada peraturan sedia ada. Melalui RN, MPC akan menentukan sama ada RIA diperlukan atau tidak. Pengecualian daripada melaksanakan RIA diberikan sekiranya impak peraturan yang dicadangkan adalah kecil dan tidak banyak mengubah peraturan sedia ada. Pengecualian juga dibenarkan sekiranya cadangan peraturan tersebut melibatkan keselamatan dan kedaulatan negara. Dalam keadaan tertentu, pengawal selia juga boleh menarik balik RN daripada pertimbangan sekiranya mereka memutuskan tidak bersedia untuk meneruskan dengan peraturan yang dicadangkan. Bagi tahun 2018, MPC telah menerima 75 RN daripada 49 pengawal selia seperti dalam jadual di bawah:

of regulators to carry out Regulatory Impact Analysis (RIA) and submit the Regulatory Impact Statement (RIS) for the proposed regulations. If RIA is required, the RIS would be sent to MPC for the purpose of assessing compliance with regulatory process requirements as outlined in the NPDIR.

Regulatory Notification 2018

The Regulator is required to submit a Regulatory Notification (RN) notifying MPC of any proposed new regulations or amendments to existing regulations. Through the RN, MPC will determine whether or not RIA is required. Exemption from implementing RIA are given if the impact of the proposed rule is minor and does not substantially change existing rules. Exemptions are also allowed if the proposed rule involves national security and sovereignty. In certain circumstances, regulators may also withdraw the RN from consideration if they decide they are not prepared to proceed with the proposed rule. For the year 2018, MPC has received 75 RNs from 49 regulators as shown in the table below:

Bil/*No.*	Notifikasi Peraturan (RN)/ *Regulatory Notification*	2018
1	RN Diterima / *RN Received*	75
2	Pengecualian (RIA Tidak Diperlukan) / *Exemption (RIA is not required)*	20
3	RN Ditarik Semula / *RN Withdrawn*	1
4	RN Dalam Tindakan / *RN in progress*	6
5	Cadangan Peraturan yang Melalui Proses RIA / *Proposed Rules Undergoing RIA process*	48
6	Bilangan Pengawal selia Yang Mengemukakan RN / *Number of Regulators that had Sumitted RN*	49

Prestasi Penyata Impak Peraturan (RIS) 2018

Penyata Impak Peraturan adalah dokumen yang mengandungi elemen RIA dan kesimpulan yang diangkat untuk pertimbangan pembuat keputusan. MPC bertanggungjawab membantu Jawatankuasa Perancangan Pembangunan Negara (JPPN) dalam menilai kepatuhan RIS berdasarkan proses dan keperluan yang ditetapkan dalam Buku Panduan Amalan Baik Peraturan. MPC menilai 16 RIS pada tahun 2018 berbanding 25 RIS pada tahun sebelumnya. Jadual di bawah menunjukkan prestasi RIS diterima MPC sepanjang 2018:

Regulatory Impact Statement (RIS) 2018

The Regulatory Impact Statement is a document containing the RIA elements and conclusions drawn for decision-makers' consideration. MPC is responsible for assisting the National Development Planning Committee (NPDC) in evaluating RIS compliance based on the processes and requirements set out in the Guidebook on Good Regulatory Practice. MPC evaluated 16 RIS in 2018 compared to 25 RIS the previous year. The table below shows the performance of RIS that MPC received during 2018:

Bil/*No.*	Penyata Impak Peraturan (RIS) / *Regulatory Impact Statement (RIS)*	2018
1	Penyerahan RIS Kepada MPC / *RIS Submission to MPC*	16
2	RIS Dalam Tindakan / *RIS in Progress*	7
3	Bilangan Pengawal selia Yang Mengemukakan RIS / *Number of RIS submitted by Regulators*	15

Program Kesedaran GRP dan Latihan

Program kesedaran GRP dan pembangunan kapasiti dan latihan merupakan elemen penting dalam pelaksanaan NPDIR. Pada tahun 2018 pelbagai program kesedaran dan latihan dilaksanakan untuk pihak berkepentingan di dalam Kerajaan. Pada tahun 2018, sebanyak 50 program khidmat nasihat, 21 bengkel hands-on RIA dan 3 seminar telah dikendalikan oleh MPC bagi meningkatkan pengetahuan mengenai GRP. Program khidmat nasihat meningkat daripada 24 pada tahun 2017 kepada 50 pada tahun 2018 menunjukkan peningkatan kesedaran dan minat terhadap GRP dalam kalangan pengawal selia.

GRP Awareness and Training Programme

GRP awareness programmes and capacity building and training are key elements in the implementation of NPDIR. In 2018 various awareness and training programmes were implemented for Government stakeholders. In 2018, a total of 50 counseling programmes, 21 RIA hands-on workshops and 3 seminars were conducted by MPC to increase GRP knowledge. The advisory programme increased from 24 in 2017 to 50 in 2018 showing increased awareness and interest in GRP among regulators.

Pelan Peraturan Tahunan (ARP)

Pengawal selia Kerajaan Persekutuan dikehendaki untuk mengemukakan pelan peraturan tahunan (ARP) pada setiap awal tahun kepada MPC. ARP adalah senarai cadangan peraturan yang dijangka akan memulakan proses perundingan pada tahun tersebut. ARP membolehkan pengawal selia memberi petunjuk awal kepada pihak berkepentingan dan orang ramai tentang sebarang cadangan perubahan peraturan. Ini membolehkan pihak berkepentingan lebih bersedia untuk terlibat dengan lebih efektif dan memberi input dalam proses pengawalseliaan. Walaupun pelan ini hanya bersifat indikatif, pelaksanaan penyediaan ARP menggalakkan pengawal selia untuk mengambil kira peraturan yang memerlukan semakan mahupun pembaharuan.

Annual Regulatory Plan (ARP)

Regulators in the Federal Government are required to submit an Annual Regulatory Plan (ARP) at the beginning of each year to MPC. ARP is a list of proposed regulations that are expected to begin the negotiation process in that year. The ARP enables regulators to provide early indication to stakeholders and the public on any proposed regulatory changes. This enables stakeholders to be prepared and engage more effectively as well as provide inputs for the regulatory process. While this plan is only indicative, implementation of ARP preparation encourages regulators to consider regulations that require reviews or reforms.

Bil/*No.*	Ringkasan Pelan Pengawalseliaan Tahunan 2018 *Summary of Annual Regulatory Plan 2018*	2018
1	Cadangan Pengawalseliaan Yang Dirancang / *Proposed Regulatory Recommendation*	112
2	Pengawal selia / *Regulators*	37
3	Kementerian / *Ministry*	17

Mengurangkan Beban Peraturan yang Tidak Wajar (RURB)

MPC telah melaksanakan kajian semula peraturan perniagaan sedia ada menggunakan kaedah "Mengurangkan Beban Peraturan yang Tidak Wajar" (RURB) sejak tahun 2014. Tujuan kajian semula ini dijalankan adalah untuk meningkatkan kualiti peraturan sedia ada bagi mengurangkan kos kawal selia dalam menjalankan perniagaan, memperbaik suasana perniagaan dan menyokong pertumbuhan ekonomi.

Bagi mencapai tujuan ini, kajian semula peraturan perniagaan ini dimulai dengan sektor atau subsektor perniagaan yang telah dikenal pasti dalam rancangan pembangunan negara seperti Blueprint Produktiviti, Blueprint Sektor Perkhidmatan, Masterplan Logistik dan Fasilitasi Perniagaan serta topik-topik kajian yang diberikan keutamaan oleh kerajaan seperti Laporan Doing Business oleh Bank Dunia dan sebagainya.

Pada tahun 2018, MPC telah berjaya menyiapkan 10 projek RURB. Senarai projek yang dilaksanakan adalah seperti dalam jadual di bawah:

Reducing Unnecessary Regulatory Burdens (RURB)

MPC has been conducting reviews on existing business regulations by applying "Reducing Unnecessary Regulatory Burdens" (RURB) procedures since 2014. The purpose of this review is to improve quality of existing regulations to reduce regulatory costs in conducting business, improving business environment and to support economic growth.

To achieve this purpose, the review of these business regulations began with the reviews of regulations in business sectors or sub-sectors as identified in the country's development plans namely the Productivity Blueprint, Services Sector Blueprint, Logistics Masterplan and Business Facilitation as well as in prioritised research areas by the government such as Doing Business Reports by the World Bank among others.

In 2018, MPC successfully completed 10 RURB projects. The list of projects implemented are shown in the table below:

Bil / *No.*	Projek RURB / *RURB Project*
1.	Pelancongan – Cadangan Rangka Kawal Selia Penginapan Jangka Masa Pendek *Tourism - Proposed Short Term Regulatory Framework for Accommodation*
2.	Perkhidmatan Pengangkutan / *Transportation Services*
3.	Hospital Swasta – semakan kajian lepas / *Private Hospital - review of past research*
4.	Industri Kreatif - baseline / *Creative Industries - baseline*
5.	Asia-Pacific Economic Cooperation (APEC) Ulasan Sejawat Bagi Inisiatif Konsultasi Awam *Asia-Pacific Economic Cooperation (APEC) A Comparative Review of the Public Consultative Initiative*
6.	Cadangan Laporan kepada Jabatan Kastam Diraja Malaysia (JKDM) mengenai isu-isu yang berkaitan dengan Perintah Larangan Kastam 2017 (P.U.A 102 dan P.U.A 103) *Proposed Report to the Royal Malaysian Customs Department (RMCD) on issues related to the Customs Prohibition Order 2017 (P.U.(A) 102 and P.U.(A) 103)*
7.	Kajian Kes bersama JKDM: Pengimbasan 100% di Pelabuhan Pulau Pinang *Case Study with RMCD: 100% Scan at Penang Port*
8.	Kajian Kes Bersama JKDM: Penahanan kontena / *Case Study with RMCD: Container Detention*
9.	Kajian Kes: Permit Import dan Eksport MAQIS Bagi Penyimpanan Kedap Udara *MAQIS Import and Export Permit for Airtight Storage*
10.	Meningkatkan Kecekapan Proses Mendapatkan Bekalan Elektrik Bagi Bangunan Komersil Berskala Kecil *Improving Process Efficiency in Procurement of Electric Power for Small Scale Commercial Buildings*

Pemodenan Lesen Perniagaan (MBL)

Objektif utama Pemodenan Lesen Perniagaan adalah untuk menambah baik sistem penyampaian pelesenan perniagaan dan aktiviti pengawalseliaan melalui semakan semula peraturan perniagaan untuk mewujudkan persekitaran perniagaan yang kondusif, berdaya saing dan mesra peniaga.

MPC melalui kerjasama dengan pihak kerajaan negeri dan Pihak Berkuasa Tempatan (PBT) telah melaksanakan inisiatif untuk menyeragam dan memudah proses dan prosedur permohonan lesen perniagaan dengan memperkemas borang permohonan, menyemak dan menambah baik keperluan dokumen sokongan dan mempercepatkan tempoh kelulusan lesen perniagaan. Ia juga sebagai persediaan kepada pihak PBT untuk mengautomasi permohonan dan kelulusan lesen perniagaan pada masa akan datang selaras dengan perkembangan teknologi.

Bagi memudahkan inisiatif ini dilaksanakan, Garis Panduan Permohonan & Peraturan Pelesenan Perniagaan dan Manual Prosedur Kerja Pelesenan Perniagaan turut dibangunkan untuk dijadikan rujukan kepada semua pihak. Garis Panduan boleh dijadikan rujukan kepada orang awam untuk mendapatkan maklumat mengenai permohonan lesen seperti jenis lesen yang perlu dipohon, lokasi pejabat untuk berurusan, senarai dokumen yang perlu disertakan dan sebagainya. Manakala Manual Prosedur adalah untuk rujukan kakitangan PBT supaya prosedur kerja berkenaan permohonan dan kelulusan lesen perniagaan ini adalah telus, adil, cepat dan konsisten setiap masa.

Pembangunan kedua-dua dokumen ini dilaksanakan secara berperingkat untuk setiap negeri. Ianya bermula dari tahun 2015 sehingga 2018 untuk kesemua 14 buah negeri dalam Malaysia. Ia dilaksanakan secara berperingkat kerana mengambil kira faktor-faktor seperti kekangan masa, peruntukan kewangan dan sumber manusia yang diperlukan untuk menjalankan inisiatif tersebut. Disamping itu, ia juga dilaksanakan secara berperingkat bagi memastikan pelaksanaanya dapat ditambah baik dari masa ke semasa. Sehingga Disember 2018, kedua-dua dokumen manual operasi dan garis panduan ini telah berjaya dibangunkan bagi semua PBT-PBT setiap negeri di Malaysia. Walau bagaimanapun, pelaksanaan inisiatif ini bergantung kepada kesediaan pihak PBT untuk melaksanakan perubahan terhadap proses kerja harian mereka kepada proses kerja yang lebih produktif dan cekap.

Modernising Business Licensing (MBL)

The main objective of Modernising Business Licensing is to improve the business licensing system and regulatory activities by reviewing business regulations to create a conducive, competitive and business-friendly environment.

MPC in collaboration with state governments and Local State Authority (PBT) have undertaken initiatives to streamline and simplify the processes of applications for business licenses by standardising application forms, reviewing and improving support document requirements and expediting business license approvals. This is a form of preparation for the local authority to automate future business license applications and approvals in accordance with technological advancements.

To facilitate this initiative, the Business Licensing Application and Regulatory Guidelines and Business Licensing Work Procedure Manual have been developed for reference by all parties. The Guidelines can be used as reference for the public to obtain information on license applications such as the type of license to apply for, the location of the office to deal with and the list of documents to be submitted. On the other hand, the Work Procedure Manual is used as reference by local authorities to ensure that work procedures pertaining to the applications and approvals of business licenses are transparent, fair, prompt and consistent at all times.

The development of these two documents were implemented in stages for each state. It commenced from 2015 until 2018 for all the 14 states in Malaysia. Having been implemented in stages it took into account factors such as time constraints, financial allocations and human resources needed to carry out this initiative. In addition, it was implemented in stages to ensure that implementation will be improved over time. As of December 2018, these two operating manuals and guidelines had been successfully developed for all local government authorities in Malaysia. However, the implementation of this initiative depends on the willingness of local authorities to implement changes in their daily work processes in order to be more productive and efficient.

Pelaksanaan MBL di Majlis Perbandaran Seberang Perai (MPSP)

MPSP adalah di antara PBT yang menerima pakai dan melaksanakan penambahbaikan yang dicadangkan dalam inisiatif MBL ini. Bermula Julai 2016, MPSP telah melaksanakan penambahbaikan seperti mana yang dicadangkan iaitu:

1. Semakan semula Kategori Berisiko dan Tidak Berisiko berdasarkan kepatuhan kepada syarat pembangunan premis bagi memudahkan proses kelulusan lesen;
2. Menambah baik Proses Kerja Kelulusan Lesen dengan membahagikan tempoh masa kelulusan permohonan kepada dua kategori iaitu serta merta (bagi permohonan lesen perniagaan yang telah mematuhi kelulusan pembangunan) dan kelulusan 7-30 hari (bagi permohonan yang tidak mematuhi kelulusan pembangunan dan memerlukan ulasan agensi teknikal yang berkaitan);
3. Menghapuskan lawatan tapak dan mesyuarat Jawatankuasa Pelesenan. Keputusan permohonan dibuat oleh pegawai pelesen berdasarkan ulasan/syor yang diterima daripada agensi/jabatan teknikal yang dirujuk. Walaubagaimanapun, MPSP memperkasakan aktiviti lawatan pematuhan dan audit lapangan secara berkala dan konsisten bagi memastikan pematuhan sentiasa diutamakan;
4. Memperkemas koordinasi dengan jabatan/agensi teknikal berkaitan bagi menghapuskan proses kerja yang berulang, bertindih serta waktu menunggu yang panjang sebelum kelulusan lesen diberi;
5. Menambah baik borang permohonan & keperluan dokumen sokongan bagi mempercepatkan dan menjimatkan masa mengisi dan memproses permohonan; dan
6. Memberi pilihan kepada pemohon sama ada untuk memohon sah laku lesen secara tahunan atau untuk tempoh 3 tahun bagi aktiviti perniagaan yang dikenal pasti tidak memberi risiko yang besar.

Impak Pelaksanaan MBL di MPSP

1. Mengurangkan beban kos pematuhan yang ditanggung oleh komuniti perniagaan kerana lesen diperolehi secara serta-merta kecuali bagi permohonan yang tidak mematuhi syarat pematuhan pembangunan premis. Anggaran penjimatan kos pematuhan adalah sebanyak RM11 juta;

Implementation of MBL at Seberang Perai Municipal Council (MPSP)

MPSP are among the local authorities that have adopted and implemented the improvements proposed in the MBL initiative. Starting July 2016, the MPSP had implemented the following improvements:

1. *Review of Risk and Non-Risk Categories based on compliance with premises development requirements to facilitate the licensing approval process;*
2. *Improve the License Approval Process by separating the application approval period into two categories (immediate for business license applications that have complied with development approval) and 7-30 day approvals (for applications that do not comply with development approval and require reviews by the relevant technical agency);*
3. *Eliminate site visits and Licensing Committee meetings. The decision of the application is made by the licensing officer based on the reviews/ recommendations received from the relevant agency/technical department. However, MPSP regularly enforces compliance visits and field audit activities on a regular basis to ensure compliance is always prioritised;*
4. *Strengthen coordination with relevant technical departments/agencies to eliminate repetitive, overlapping work processes and long waiting periods before granting licenses;*
5. *Improvements to application form and need for supporting documents to speed up the process and save time to complete application process; and*
6. *Giving applicants the option to apply for a license annually or for a period of 3 years for identified business activities does not pose a significant risk.*

Impact of MBL Implementation in MPSP

1. *Reduced the burden of compliance costs incurred by the business community as licenses are obtained immediately except for applications that do not comply with the premises development compliance requirements. Estimated compliance costs of RM11 million;*

2. Meningkatkan daya saing persekitaran perniagaan dan sistem penyampaian perkhidmatan pelesenan perniagaan di MPSP;
3. Meningkatkan ketelusan dan tadbir urus MPSP – menjadi organisasi pertama di Malaysia yang berjaya menerima Sijil ISO 370001:2016 *Anti-Bribery Management System* daripada SIRIM QAS International Sdn. Bhd. pada 20 Oktober 2017; dan
4. Meningkat kutipan hasil bayaran lesen daripada RM8.7 juta pada tahun 2015 (sebelum pelaksanaan) kepada RM10.7 juta pada tahun 2017 (selepas pelaksanaan).

Pelaksanaan MBL ini juga turut menyokong dan mempercepatkan usaha MPSP dalam menjadi bandaraya pintar dan rendah karbon menjelang 2022. Ini kerana dengan inisiatif ini, peniaga tidak perlu hadir ke pejabat MPSP beserta salinan dokumen kerana semua permohonan lesen boleh dibuat secara atas talian. Kaedah ini dapat mengurangkan pembebasan karbon daripada kenderaan dan dapat menjimatkan penggunaan kertas. Selain itu, MPSP juga dalam usaha untuk membangunkan sistem supaya peniaga boleh mencetak sendiri lesen perniagaan tanpa perlu mendapatkannya di pejabat.

Program MyCURE

Birokrasi dan produktiviti adalah dua aspek yang penting dalam pembangunan ekosistem perkhidmatan awam di mana ianya mempengaruhi proses membuat keputusan. Birokrasi yang baik berupaya mewujudkan satu aspek perkhidmatan yang bersistematik dan berkesan, manakala birokrasi yang berlebihan dan kompleks akan menyumbang kepada isu-isu kelewatan atau pertindihan dan ini sekali gus menghalang suasana kerja yang cekap dan produktif.

Red Tape merujuk kepada "peraturan berlebihan atau pematuhan tegar" kepada peraturan rasmi yang menghalang tindakan atau membuat keputusan. Isu berkaitan birokrasi ini biasanya memfokuskan perkara seperti ketidakcekapan peraturan, proses kerja yang dilakukan berulang kali dan pertindihan prosedur, mahupun keperluan maklumat di dalam dokumen yang berlebihan dan tidak perlu.

Program *Cutting Red Tape* (MyCURE) yang dilaksanakan oleh MPC berobjektif untuk melatih regulator membudayakan pengunaan data sebelum membuat sesuatu keputusan atau cadangan penambahbaikan. Disamping itu, inisiatif seranta awam juga diberi penekanan bagi memastikan isu atau pemasalahan sebenar dapat dikaji lebih teliti dan diselesaikan dengan lebih efektif. Pelaksanaan melalui

2. Enhance competitiveness of the business environment and delivery system of business licensing services in MPSP;
3. Enhance transparency and governance of MPSP - the first organisation in Malaysia to receive the ISO 370001: 2016 Anti-Bribery Management System Certificate from SIRIM QAS International Sdn. Bhd. on October 20, 2017; and
4. Increase license revenue from RM8.7 million in 2015 (before implementation) to RM10.7 million in 2017 (after implementation).

The implementation of the MBL will also support and accelerate MPSP's efforts to become a smart and low carbon city by 2022. With this initiative, traders will no longer have to go to the MPSP office with a copy of the documents as all license applications can be made online. This method reduces carbon emissions from vehicles and saves paper consumption. In addition, MPSP is also working to develop a system so that traders can print their own business license without having to obtain it from the office.

MYCURE Programme

Bureaucracy and productivity are two important aspects in the development of the civil service ecosystem that will ultimately influence its decision-making process. Good bureaucracy is capable of creating a systematic and effective aspect of service, while excessive and complex bureaucracy contributes to issues of delay or overlapping and hinders an efficient and productive work environment.

Red Tape refers to "excessive rules or strict compliance" with official rules that prohibit action or decision-making. These bureaucratic issues often focus on things such as inadequate regulations, repetitive work processes and overlapping procedures, as well as excessive and unnecessary information that are required in documents.

The Cutting Red Tape (MyCURE) programme implemented by MPC has the objective of training regulators to incorporate data before making any decision or proposal for improvement. In addition, public consultation initiatives are also emphasised to ensure that actual issues or problems can be reviewed and resolved more carefully and effectively. A systematic approach namely Define, Measure, Analyze, Improve and Control (DMAIC)

pendekatan yang sistematik mengikut proses *Define, Measure, Analyse, Improve and Control* (DMAIC) didedahkan kepada regulator melalui fasa-fasa berikut:

is used to ensure that processes are disclosed to regulators through the following phases:

i. Definisi masalah dan proses pemetaan;
ii. Pengumpulan data dan kos pematuhan;
iii. Kajian semula dan pengesahan data; dan
iv. Mengenal pasti kajian penandaarasan dan cadangan penambahbaikan.

i. Problem definition and mapping process;
ii. Data collection and compliance cost;
iii. Data review and validation; and
iv. Identify benchmarking studies and suggestions for improvement.

Pada tahun 2016, program MyCURE telah dilaksanakan bagi menyelesaikan isu dan masalah birokrasi yang diusulkan melalui platform PEMUDAH. Melihat kepada kejayaan ini, program MyCURE telah diperkenalkan kepada beberapa negeri seperti Kedah, Pahang, Perak, Pulau Pinang dan Perlis di bawah inisiatif Amalan Baik Peraturan (GRP). Jadual di bawah menunjukkan ringkasan pelaksanaan projek MyCURE dari tahun 2016-2018:

In 2016, the MyCURE programme was implemented to address bureaucratic issues and issues that were proposed through the PEMUDAH platform. In view of its success, the MyCURE programme had been introduced in several states namely Kedah, Pahang, Perak, Penang and Perlis under the Good Regulatory Practice (GRP) initiative. The table below shows a summary of the implementation of the MyCURE project from 2016-2018:

Tahun/ *Year*	Peringkat/ *Level*	Jumlah Projek/ *Total No. of Projects*	*MyCURE Practitioners*	Jumlah Perunding/ *No. of Consultants*	Jumlah Kos Pematuhan/ *Total Compliance Cost*
2016	Persekutuan *Federal*	6	-	5	RM330.4 juta/ *million*
2017/ 2018	Negeri *State*	26	149	19	RM274.9 juta *million*

Kini, program MyCURE diperluaskan lagi pelaksanaannya di peringkat kementerian dalam usaha memperkukuh dan mentransformasikan sistem penyampaian perkhidmatan awam. Kementerian Air, Tanah dan Sumber Asli telah menjadi kementerian yang pertama mengikuti program MyCURE dan telah memberikan sepenuh kerjasama dalam pelaksanaan program MyCURE. MPC telah menerima banyak tajuk yang berkaitan dengan isu kelewatan dan pengawalseliaan. Jadual di bawah adalah senarai tajuk program MyCURE yang telah dilaksanakan pada tahun 2018:

Today, the MyCURE programme is being expanded to ministry level in an effort to strengthen and transform the public service delivery system. The Ministry of Water, Land and Natural Resources became the first ministry to follow the MyCURE programme and has given its full cooperation in the implementation of the MyCURE programme. MPC has also received a lot of titles regarding delays and regulations. The table below is a list of the titles of the MyCURE programmes implemented in 2018:

Bil *No*	Agensi *Agency*	Tajuk *Title*	Jumlah/ *Total No. of Practitioners*
1.	Jabatan Perhutanan Semenanjung Malaysia (JPSM) *Forestry Department Peninsular Malaysia*	Kelewatan Dalam Kelulusan Lesen Pemindah *Delay in Approval of Transferring License*	6
2.	Jabatan Ketua Pengarah Tanah dan Galian Persekutuan (JKPTG) *Department of Director General of Lands and Mines*	Kelewatan Pengeluaran Lesen Pasir Laut di bawah Akta Pelantar Benua 1966 *Delay in Issuance of Sand Mining License under Continental Shelf Act 1966*	4

3.	Jabatan Ketua Pengarah Tanah dan Galian Persekutuan (JKPTG) *Department of Director General of Lands and Mines*	Kelewatan Kelulusan Permohonan Pajakan Tanah Milik Persekutuan *Delay in approval for Federal Land Lease Application*	5
4.	Jabatan Pengairan dan Saliran (JPS) *Department of Irrigation and Drainage*	Perubahan Kerja (VO) Yang Tinggi di dalam Kontrak Kerja & Kelewatan Memproses Permohonan Perubahan Kerja *High Variation Orders in Work Contracts & Delays in Processing Change of Work Procedures*	6
5.	Jabatan Mineral dan Geosains Malaysia (JMG) *Department of Mineral and Geoscience Malaysia*	Kelewatan Mengeluarkan Surat Kelulusan Skim Pengendalian Melombong di bawah Seskyen 10, Akta Pembangunan Mineral 1994 dalam Tempoh 30 hari *Delay in issuing approval letter for Mining Lease Scheme under Section 10, Mineral Development Act 1994 within 30 days*	6
6.	Suruhanjaya Perkhidmatan Air Negara (SPAN) *Natural Water Services Commission*	Kelewatan dalam Meluluskan Permohonan Permit dan Lesen Kelas *Delay in approving Permit and Class License*	5

Komitmen yang ditunjukkan dalam perjalanan program MyCURE adalah teratur bermula dari peringkat pemilihan tajuk-tajuk projek dan persediaan ahli kumpulan projek dilaksanakan dengan mudah dan cepat. Dengan bantuan fasilitator yang dilantik, fasa-fasa program MyCURE telah dilalui mengikut perancangan dan semua kumpulan projek telah memberikan sepenuh kerjasama semasa sesi pembelajaran mahupun sesi pembentangan.

The commitment expressed in the course of the MyCURE programme is organised from the stage of selection of project titles and preparation of project team members with ease and speed. With the help of the facilitator, all phases of the MyCURE programme went through the planning process and all project teams had provided full cooperation during the study and presentation sessions.

Di antara manfaat pelaksanaan program MyCURE ini adalah ia bukan sahaja penting di dalam menambah baik proses kerja atau perkhidmatan sedia ada, tetapi pada masa yang sama ia membantu pihak pengawal selia secara langsung untuk mengenal pasti dan menjalankan kajian semula peraturan atas inisiatif mereka sendiri. Melalui MyCURE juga, proses kerja yang telah dipermudahkan boleh dijadikan contoh dan digunakan semula oleh organisasi atau agensi lain yang berkaitan. Selain daripada itu, program MyCURE juga menekankan pengurangan kos pematuhan dan meningkatkan kecekapan operasi melalui cadangan penambahbaikan yang diusulkan.

Among the benefits of implementing the MyCURE programme is that, it is not only important in improving existing work processes or services, but at the same time enables regulators to directly identify and conduct regulatory reviews based on their own initiatives. Through MyCURE, simplified work processes can be modeled and reused by other relevant organisations or agencies. In addition, the MyCURE programme also emphasises lowering the cost of compliance and improving operational efficiency through proposed improvements.

Bagi tahun 2019, sebanyak 20 projek MyCURE akan dilaksanakan melibatkan negeri Johor, Negeri Sembilan, Selangor serta sebuah lagi kementerian yang terpilih dengan sasaran penjimatan kos pematuhan sebanyak RM60 juta. Dengan pelaksanaan program MyCURE di peringkat negeri dan kementerian, MPC berharap agar pengawal

For 2019, a total of 20 MyCURE projects will be implemented involving the states of Johor, Negeri Sembilan and Selangor including a ministry that will be selected and it is estimated there will be compliance cost savings amounting to RM60 million. With the implementation of the MyCURE programme at state and ministry levels, MPC hopes that regulators and

selia dan pelaksana MyCURE akan sentiasa mengamalkan penambahbaikan kepada proses dan peraturan serta menjadikan amalan ini budaya dalam meningkatkan produktiviti dan daya saing organisasi.

MyCURE practitioners will continue to ensure improvements to processes and regulations and adopt this practice as a culture to enhance organisational productivity and competitiveness.

Inisiatif Langkah-Langkah Bukan Tarif (NTMs)

Non-Tariff Measures Initiative (NTMs)

MPC telah diberikan mandat untuk membentuk ekosistem yang teguh, yang merupakan salah satu daripada lima teras strategik negara di bawah Blueprint Produktiviti Malaysia (MPB) yang dilancarkan pada Mei 2017. Salah satu aktiviti di bawah teras ini ialah memansuhkan Langkah-langkah Bukan Tarif (NTMs) yang menghalang pertumbuhan perniagaan dan mempercepatkan kecekapan prestasi sektor logistik di Malaysia. Aktiviti ini tergolong dalam 6 aktiviti utama yang perlu diambil tindakan segera untuk mencapai peningkatan sasaran produktiviti bagi negara. Terdapat dua fasa dalam melaksanakan inisiatif ini iaitu:

MPC has been given the mandate to develop a robust ecosystem, which falls under one of the five strategic thrusts of the Malaysia Productivity Blueprint (MPB) launched in May 2017. One of the activities under this thrust is to abolish Non-Tariff Measures (NTMs) which impede business growth and accelerate the efficiency of logistics sector performance in Malaysia. These activities are among the 6 main actions that need to be taken immediately to achieve the country's productivity targets. There are two phases in implementing this initiative:

i. Fasa pertama melibatkan aktiviti *"profiling"* iaitu mengenal pasti dan mengesahkan keseluruhan NTM yang dikawal selia dan dikuatkuasakan oleh kementerian dan agensi kerajaan yang terlibat; dan

ii. Fasa kedua pula melibatkan anggaran kos pematuhan ke atas pelaksanaan NTM yang ditanggung oleh industri.

1. *The first phase involves "profiling" activities, namely identifying and ratifying the entire NTM regulated and enforced by the ministries and government agencies involved; and*
2. *The second phase involves cost of compliance with the implementation of NTMs borne by the industry.*

United Nations Conference on Trade and Development (UNCTAD) mendefinisikan NTM sebagai langkah-langkah dasar selain daripada tarif yang berpotensi memberi kesan ekonomi ke atas perdagangan antarabangsa. NTM merupakan cabaran utama kepada pengeksport, pengimport dan penggubal dasar. Walaupun tujuan utama NTM adalah untuk melindungi kesihatan awam atau alam sekitar, namun ia turut memberi kesan besar kepada perdagangan melalui maklumat, kos pematuhan dan prosedur.

The United Nations Conference on Trade and Development (UNCTAD) defines NTM as policy measures other than tariffs that could have an economic impact on international trade. NTM is a major challenge for exporters, importers and policy makers. While NTM's primary purpose is to protect public or environmental health, it also has a significant impact on trade through information, compliance costs and procedures.

Kajian ke atas NTM di 10 negara ASEAN termasuk Malaysia telah dijalankan oleh *Economic Research Institute for ASEAN and East Asia* (ERIA) dan UNCTAD. Hasil kajian tersebut telah menyatakan penambahan bilangan NTM sebagai faktor yang menghalang usaha-usaha integrasi dalam kalangan negara-negara ASEAN, walaupun pelbagai tarif telah dikurangkan. Ketidakfahaman dan kurangnya kajian dijalankan telah memberikan pandangan yang amat negatif ke atas NTM. Kajian tersebut juga telah menyenaraikan NTM berdasarkan pengumpulan maklumat melalui kerangka perundangan di Malaysia dan seluruh ASEAN seperti dalam Rajah 1.

Studies on NTM in 10 ASEAN countries including Malaysia were conducted by the Economic Research Institute for ASEAN and East Asia (ERIA) and UNCTAD. The results of this study have shown that increasing the number of NTMs is a factor that impedes integration efforts among ASEAN countries, although various tariffs have been reduced. The misunderstanding and lack of research carried out has given NTM a very negative view. The study also listed NTM based on information gathered through legal frameworks in Malaysia and across ASEAN as shown in Figure 1.

Rajah 1: Senarai NTM Mengikut Sistem Klasifikasi ERIA-UNCTAD di ASEAN

Figure 1: List of NTMs according to the ERIA-UNCTAD Classification System in ASEAN

Code	NTM by Type	Number of NTMs	%
A	Sanitary and phytosanitary (SPS) measures	1,984	33.2%
B	Technical barriers to trade TBT)	2,573	43.1%
C	Pre-shipment inspection and other formalities	153	2.6%
D	Contingent trade protective measures	112	1.9%
E	Non-automatic licensing, quotas, prohibitions and quantity control measures other than SPS or TBT reasons	159	2.7%
F	Price control measures including additional taxes and charges	195	3.3%
G	Finance measures	15	0.3%
H	Measures affecting competition	16	0.3%
I	Trade-related investment measures	0	0.0%
J	Distribution restrictions	2	0.0%
K	Restriction on post-sales services	0	0.0%
L	Subsidies (excluding export subsidies under P7)	0	0.0%
M	Government procurement restrictions	0	0.0%
N	Intellectual property	0	0.0%
O	Rules of origin	0	0.0%
P	Export-related measures	766	12.8%
Total coded NTMs		5,975	100%

ASEAN = Association of Southeast Asian Nations; NTM =non-tariff measure.
Source: Authors' calculation based on the 2015 ASEAN–ERIA–UNCTAD Database.

Malaysia telah disenaraikan sebagai negara ketiga terbanyak bagi bilangan NTM iaitu sebanyak 713 selepas Thailand (1,630) dan Filipina (854) seperti dalam Rajah 2.

Malaysia has been listed as the country with the third largest number of NTMs amounting to 713 after Thailand (1,630) and Philippines (854) as shown in Figure 2.

Rajah 2: Bilangan NTM di Negara-negara ASEAN

Figure 2: Number of NTMs in ASEAN Countries

Country	Total (number)	SPS (%)	TBT (%)	Export-related Measures (%)	Others (%)
Brunei Darussalam	516	31	56	9	4
Cambodia	243	15	50	29	7
Indonesia	638	20	51	12	18
Lao PDR	301	13	30	27	30
Malaysia	713	36	47	10	7
Myanmar	172	44	24	20	12
Philippines	854	27	42	17	13
Singapore	529	24	59	9	7
Thailand	1630	48	34	8	9
Viet Nam	379	37	37	17	8
Total/average	5,975	29	43	16	12

ASEAN = Association of Southeast Asian Nations; Lao PDR = Lao People's Democratic Republic; NTM = non-tariff measure; SPS = sanitary and phytosanitary; TBT = technical barriers to trade.
Source: Authors' calculation based on the 2015 ASEAN–ERIA–UNCTAD Database.

Bagi pecahan bilangan NTM mengikut kementerian, Kementerian Kesihatan Malaysia mendahului kementerian-kementerian lain dengan 502 NTM, diikuti oleh Kementerian Pertanian dan Industri Asas Tani dengan 86 NTM dan Kementerian/Agensi/Jabatan lain seperi dalam Rajah 3:

For the breakdown on the number of NTMs by ministry, the Ministry of Health Malaysia was in the lead with 502 NTMs, followed by the Ministry of Agriculture and Agro-based Industry with 86 NTMs while other Ministries / Agencies / Departments are as shown in Figure 3:

Rajah 3: Pecahan NTM Mengikut Kementerian di Malaysia
Figure 3: Breakdown of NTM by Ministries in Malaysia

Number	Issuing Institutions	Number of NTMs	%
1	Ministry of Health	502	70.41
2	Ministry of Agriculture and Agro-Based Industry	86	12.06
3	Ministry of Natural Resources and Environment	39	5.47
4	Ministry of Plantation Industries and Commodities	27	3.79
5	Ministry of Human Resources Malaysia	14	1.96
6	Ministry of Finance	13	1.82
7	Ministry of Foreign Affairs	9	1.26
8	Ministry of Home Affairs	8	1.12
9	Energy Commission	5	0.70
10	Malaysian Communications and Multimedia Commission	4	0.56
11	Other Institutions	6	0.84
	Total	713	100.00

Source: Authors' calculation based on the newly constructed 2015 NTM database ASEAN-ERIA-UNCTAD raw data.

Pada tahun 2018, 6 kementerian telah membuat semakan dan mengenal pasti senarai NTM sebenar di setiap kementerian dan kajian ini akan diteruskan ke kementerian/agensi lain sehingga tahun 2020. Hasil kajian 6 kementerian yang telah menjalankan kajian pada tahun 2018 adalah seperti di Rajah 4:

In 2018, 6 ministries reviewed and identified the list of actual number of NTMs in each ministry and this study will be extended to other ministries / agencies until the year 2020. The results of the study conducted among the 6 ministries in 2018 are as shown in Figure 4:

Rajah 4: Hasil Kajian Senarai Semakan NTM di Kementerian di Malaysia, 2018
Figure 4: Results of NTM Review List by Ministries in Malaysia, 2018

Bil. *No*	Kementerian *Ministry*	Bil. NTM *No. NTM*	Hasil Kajian *Results of Study*	Perundangan *Legislation*		Semakan *Review*
				Utama *Main*	Subsidiari *Subsidiary*	Status (%)
1	Kementerian Pertanian dan Industri Asas Tani / *Ministry of Agriculture and Agro-based Industry* (MOA)	86	104	8	16	100
2	Kementerian Kesihatan Malaysia/ *Ministry of Health* (MOH)	502	84	5	6	100
3	Kementerian Industri Utama/ *Ministry of Primary Industries* (MPI)	27	30	4	5	100

4	Kementerian Air, Tanah dan Sumber Asli (KATS)/ *Ministry of Water, Land and Natural Resources*	39	29	7	3	100
5	Kementerian Kerja Raya Malaysia / *Ministry of Works* (MOW)	0	1	1	-	100
6	Kementerian Sumber Manusia/ *Ministry of Human Resources* (MOHR)	14	14	3	3	100

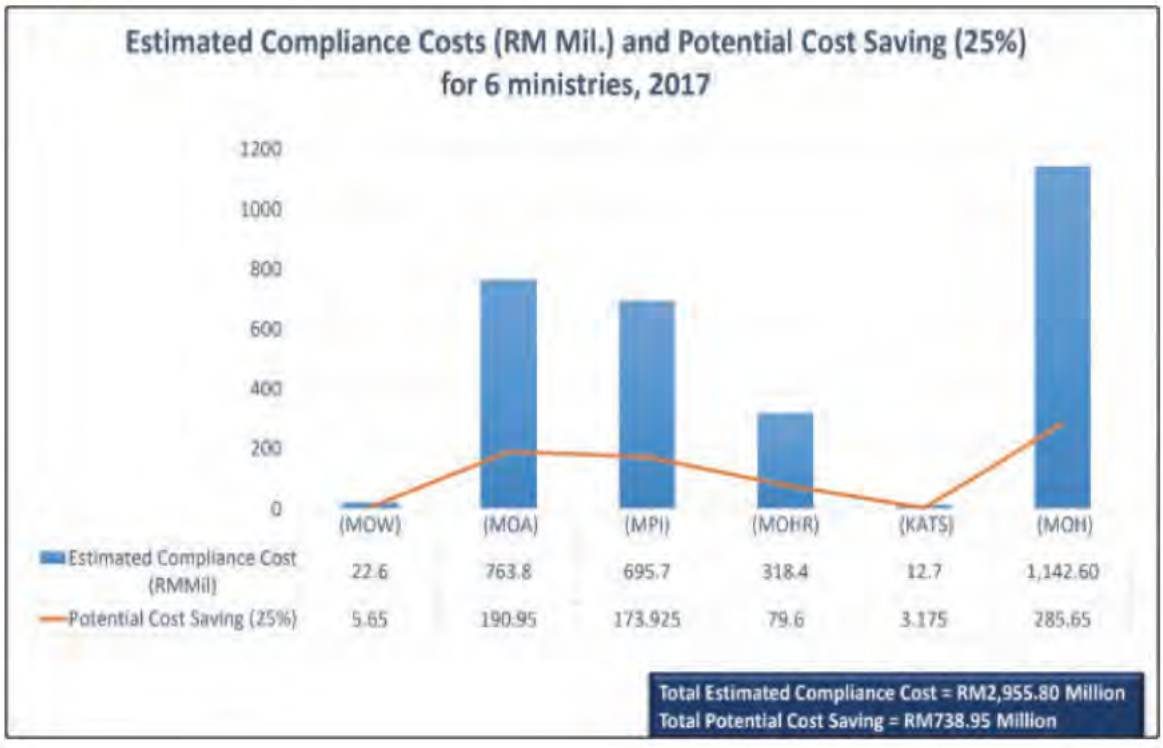
*Sumber / *Source: Customs (Prohibitions of Import & Export) Order 2017, Integrated Trade Intelligence Portal (I-TIP) 2015. Findings through the verification with respective Ministries and Agencies (2018). Total numbers of legislation of 28 primary and 33 subsidiary have been reviewed as per 23 Feb 2019.*

Kepatuhan terhadap undang-undang mewajibkan industri untuk mematuhi syarat-syarat tidak perlu yang menyumbang kepada kelewatan dalam menjalankan perdagangan yang melibatkan kos tambahan. Dengan memudahkan dan memperkemaskan proses dan mengurangkan bilangan syarat yang dikenakan oleh peraturan, ia mungkin membantu industri mengurangkan 25% daripada kos menjalankan perniagaan. Rajah 5 menunjukkan jumlah anggaran kos pematuhan yang ditanggung oleh industri dan anggaran pengurangan sebanyak 25% kos pematuhan bagi 6 kementerian dan agensi bagi tahun 2017.

Compliance with the law requires the industry to comply with unnecessary conditions that contribute to delays in conducting trade that will incur additional costs. By simplifying and streamlining processes and reducing the number of requirements imposed by regulations, it may help the industry reduce 25% of the cost of doing business. Figure 5 shows the estimated total compliance costs incurred by the industry and a 25% reduction in compliance costs for 6 ministries and agencies for 2017.

Rajah 5: Anggaran Kos Pematuhan oleh Industri dan Anggaran Pengurangan 25% Kos Pematuhan bagi 6 Kementerian & Agensi, 2017

Figure 5: Estimated Compliance Cost by Industry and Estimated 25% Reduction in Compliance Cost for 6 Ministries & Agencies, 2017



Rajah 6 menunjukkan terdapat sebanyak 17 projek yang merangkumi 4 Kementerian iaitu Kementerian Kerja Raya Malaysia, Kementerian Air, Tanah dan Sumber Asli, Kementerian Pertanian dan Industri Asas Tani, dan Kementerian Sumber Manusia pada tahun 2018.

Figure 6 shows that there are 17 projects covering 4 Ministries namely Ministry of Works Malaysia, Ministry of Water, Land and Natural Resources, Ministry of Agriculture and Agro-based Industry, and Ministry of Human Resources in 2018.

Rajah 6: Senarai Projek bagi 4 Kementerian pada Tahun 2018
Figure 6: List of Projects for 4 Ministries in 2018

Bil. *No*	Kementerian *Ministry*	Agensi *Agency*	Tajuk Projek *Project Title*
1	Kementerian Kerja Raya Malaysia (KKR) *Ministry of Works Malaysia (MOW)*	CIDB	*Review Schedule 4 of CIDB Act (Amendment) 2011*
2		CIDB	*Review Standard of Procedure (SOP) of verification for COA issuance*
3	Kementerian Pertanian dan Industri Asas Tani (MOA) *Ministry of Agriculture and Agro-based Industry*	DOA(P)	MyGAP
4		DVS	*Remove 33 Non-applicable NTMs written on the Legislation*
5		DOA(B)	*Replace Existing Act & Regulation (DOA)*
6		LKIM	E-Pelesenan *Pilot project for crop commodity*
7		FAMA	*Self-Regulated Method/Programme – Self Regulated by Regulated Entities (SRBRE)*
8		FAMA	*Propose simple guidelines or standard that can attain SMEs – FAMA Standard (FS)*
9		MAQIS	*Sampling Method*
10		MAQIS	*Inspection Charge*
11		All + RCMD	*Improve processing time of client charter of Dagang-Net and solve the conflicting HS code*
12	Kementerian Air, Tanah dan Sumber Asli (KATS)/ *Ministry of Water, Land and Natural Resources*	JBK	*Developing online application for approval and notification of LMO (MyBiosafety Management System)*
13		PERHILITAN	*On-line system: Capacity building Equipment and develop an issuance of a SPECIAL PERMIT*
14		PERHILITAN	
15		BMG	*Streamlining the AP application Standard Operating Procedure (SOP) and online system*
16	Kementerian Sumber Manusia (MOHR)/ *Ministry of Human Resources*	DOSH	*Execution of Custodianship Transfer of the Petroleum (Safety Measures) Act (PSMA) 1984 (Act 302) to the Department of Occupational Safety and Health (DOSH)*
17		DOSH	*Process Improvement for Issuance of Certificate of Fitness for Pressure Vessels & Boilers*

Hasil daripada projek-projek tersebut dijangka dapat menyumbang kepada potensi penjimatan kos yang dianggarkan berjumlah RM56 juta seperti yang terdapat di Rajah 7.

The proceeds from these projects are expected to contribute to an estimated cost savings of RM56 million as shown in Figure 7.

Rajah 7: Anggaran Kos Pematuhan oleh Industri dan Anggaran Potensi Penjimatan Kos Pematuhan Sebanyak 25% bagi 4 Kementerian & Agensi, 2017

Figure 7: Estimated Compliance Cost by Industry and Estimated 25% Reduction in Compliance Cost for 4 Ministries & Agencies, 2017

Kementerian/ *Ministry*	Agensi *Agency*	Kos Pematuhan / *Compliance Cost* (RM)	Anggaran 25% Kos Pematuhan / *Estimated 25% in Compliance Cost* (RM	Potensi Penjimatan Kos / *Potential Cost Savings* (RM)	Jumlah Potensi Penjimatan Kos /*Total Potential Cost Savings* (RM)
KKR	CIDB	22,626,300.00	5,656,575.00	5,656,575.00	5,656,575.00
	CIDB				
MOHR	DOSH	80,778,850.00	20,194,712.50	46,025,000.00	46,025,000.00
	DOSH				
KATS	DWNP	3,576,089.00	894,022.25	3,848,867.44	4,515,973.44
	BMG	777,218.75	194,304.69	470,000.00	
	JBK	11,042,162.00	2,760,540.50	197,106.00	
MOA	Semua	763,847,997.00	190,961,999	-	-
Jumlah Keseluruhan ***Grand Total***		**882,648,616.75**	**220,662,153.94**	**56,197,548.44**	**56,197,548.44**

Pasukan Petugas Khas Pemudahcara Perniagaan (PEMUDAH)

The Special Taskforce to Facilitate Business (PEMUDAH)

PEMUDAH ditubuhkan untuk menjalinkan kerjasama yang lebih erat di antara sektor awam dan swasta demi menambah baik penyampaian perkhidmatan awam serta memperbaiki persekitaran perniagaan di Malaysia. Melalui PEMUDAH, isu-isu yang melibatkan urusan memudahkan perniagaan dapat ditangani dan diselesaikan. Dengan kerjasama erat di antara sektor awam dan swasta, pengetahuan dan pengalaman yang luas dalam kalangan ahli PEMUDAH dapat dikongsi bagi tujuan meningkatkan daya saing Malaysia. Berdasarkan peranan penting yang digalas oleh PEMUDAH, Kerajaan Pakatan Harapan menerusi manifestonya pada tahun 2018 mengisytiharkan PEMUDAH akan diperkukuhkan bagi meningkatkan keberkesanannya sekali gus meneruskan tanggungjawab MPC sebagai sekretariat yang diketuai oleh Ketua Pengarah MPC.

PEMUDAH was set up to foster closer collaboration between the public and private sectors to enhance public service delivery and improve the business environment in Malaysia. Through PEMUDAH, issues relating to ease of doing business can be handled and resolved. With close collaboration between the public and private sectors, the vast knowledge and experience of PEMUDAH members can be shared for the purpose of enhancing Malaysia's competitiveness. Based on the important role played by PEMUDAH, the "Pakatan Harapan" Government in its 2018 manifesto declared PEMUDAH will be further strengthened to enhance its effectiveness while MPC will continue its responsibility as secretariat led by the Director General of MPC.

Kedudukan Malaysia Dalam Laporan Doing Business 2019 (DB2019)

Bank Dunia dan *International Finance Corporation* (IFC) telah menerbitkan laporan Doing Business 2019 yang juga merupakan siri ke-16 laporan tersebut pada 31 Oktober 2018. Laporan ini mengukur dan menilai peraturan-peraturan yang memudahkan atau membebankan aktiviti perniagaan meliputi 10 bidang menjalankan perniagaan bagi 190 buah ekonomi di seluruh dunia. Bidang-bidang tersebut adalah:

1. Memulakan Perniagaan;
2. Urusan Permit Pembinaan;
3. Mendapatkan Bekalan Elektrik;
4. Mendaftarkan Hartanah;
5. Mendapatkan Kredit;
6. Melindungi Pelabur Minoriti;
7. Pembayaran Cukai;
8. Perdagangan Rentas Sempadan;
9. Penguatkuasaan Kontrak; dan
10. Penyelesaian Insolvensi.

Malaysia's Position in The World Bank Doing Business Report 2019 (DB2019)

The World Bank and the International Finance Corporation (IFC) have published the Doing Business 2019 report which is 16th in the series of reports on October 31, 2018. The report measures and evaluates regulations that facilitate or restrict business activities involving 10 areas of doing business among 190 economies in the world. These areas are:

1. *Starting a Business;*
2. *Dealing with Construction Permits;*
3. *Getting Electricity;*
4. *Registering Property;*
5. *Getting Credit;*
6. *Protecting Minority Investors;*
7. *Paying Taxes;*
8. *Trading Across Borders;*
9. *Enforcing Contracts; and*
10. *Resolving Insolvency.*

Rajah 8: Pencapaian Malaysia Di Dalam Laporan Doing Business, 2016-2019
Figure 8: Malaysia's Achievement in The Doing Business Report, 2016-2019



Terminologi baharu iaitu 'Skor *Ease of Doing Business* (EODB)' telah diperkenalkan dalam laporan DB2019 untuk menggantikan 'Skor *Distance to Frontier* (DTF)' yang digunakan dalam laporan sebelumnya. Terminologi ini diperkenalkan bagi menunjukkan kedudukan ekonomi dengan lebih baik kepada amalan pengawalseliaan terbaik.

A new terminology, the 'Ease of Doing Business Score (EODB)' was introduced in the DB2019 report to replace the 'Distance to Frontier (DTF) score' used in the previous report. This terminology was introduced to better reflect the economic position of best regulatory practices.

Berdasarkan laporan tersebut, Malaysia telah berjaya melangkau 9 anak tangga dan berada pada kedudukan ke-15 di antara 190 ekonomi (2018: kedudukan ke-24). Dari segi skor, Malaysia mencatat peningkatan sebanyak 2.57 skor EODB kepada jumlah 80.60 berbanding tahun sebelumnya yang mencatat skor keseluruhan DTF pada tahap 78.03. Malaysia mempunyai perbezaan nilai skor EODB sebanyak 5.99 berbanding ekonomi terbaik iaitu New Zealand yang memperolehi jumlah skor 86.59.

According to the report, Malaysia had surpassed 9 steps and ranks 15th among 190 economies (2018: 24th). In terms of scores, Malaysia recorded an increase of 2.57 EODB scores to 80.60 compared to the previous year which recorded an overall DTF score of 78.03. Malaysia has an EODB score difference of 5.99 compared to the best economy, New Zealand with a total score of 86.59.

Malaysia mengekalkan kedudukan di antara 5 negara terbaik dalam rantau Asia yang didahului oleh Singapura (ke-2), Hong Kong (ke-4), Republik Korea (ke-5) dan Taiwan (ke-13). Dalam kalangan negara-negara ASEAN, Malaysia merupakan ekonomi kedua terbaik selepas Singapura dan mendahului 8 negara ASEAN yang lain.

Malaysia maintains its ranking among the top 5 countries in the Asian region ahead of Singapore (2nd), Hong Kong (4th), Republic of Korea (5th) and Taiwan (13th). Among ASEAN countries, Malaysia is the second-best economy after Singapore and ahead of 8 other ASEAN countries.

Prestasi 10 Bidang Menjalankan Perniagaan

Performance in The 10 Areas Of Doing Business

Di antara 10 bidang menjalankan perniagaan yang dilaporkan dalam DB2019 Malaysia mencatatkan skor EODB tertinggi bagi bidang Mendapatkan Elektrik iaitu 99.27 daripada skor maksimum 100. Empat bidang lain juga mencatatkan skor EODB yang lebih tinggi berbanding skor purata Malaysia iaitu bidang Perdagangan Rentas Sempadan (88.47), Urusan Permit Pembinaan (86.96), Memulakan Perniagaan (82.78) dan Melindungi Pelabur Minoriti (81.67).

Among the 10 areas of doing business in DB2019 Malaysia posted the highest EODB score for Getting Electricity of 99.27 out of a maximum of 100. Four other areas also recorded higher EODB scores compared to Malaysia's overall average namely Trading Across Borders (88.47), Dealing with Construction Permits (86.96), Starting a Business (82.78) and Protecting Minority Investors (81.67).

Malaysia mencatatkan peningkatan skor dalam 7 daripada 10 bidang iaitu Urusan Permit Pembinaan (86.96 daripada 82.19), Mendapatkan Elektrik (99.27 daripada 94.33), Mendaftarkan Hartanah (80.38 daripada 76.06), Melindungi Pelabur Minoriti (81.67 daripada 80.0), Perdagangan Rentas Sempadan (88.47 daripada 82.5), Penguatkuasaan Kontrak (68.23 daripada 66.61) dan Penyelesaian Insolvensi (67.17 daripada 62.1). Perdagangan Rentas Sempadan menunjukkan peningkatan skor tertinggi iatu sebanyak 5.97 diikuti Penyelesaian Insolvensi sebanyak 5.07.

Malaysia also scored an increase in 7 out of 10 areas namely Dealing with Construction Permits (86.96 out of 82.19), Getting Electricity (99.27 out of 94.33), Registering Property (80.38 out of 76.06), Protecting Minority Investors (81.67 out of 80.0), Trading Across Borders (88.47 out of 82.5), Enforcing Contracts (68.23 out of 66.61) and Resolving Insolvency (67.17out of 62.1). Trading Across Borders recorded the highest increase of 5.97 followed by Resolving Insolvency 5.07.

Pembaharuan dan Penambahbaikan Yang Dilaksanakan

Reforms And Improvements Implemented

Peningkatan prestasi Malaysia dalam laporan DB2019 adalah berkaitan dengan perakuan oleh Bank Dunia bahawa Malaysia telah berjaya mengekalkan momentum

The improvement in Malaysia's performance in the DB2019 report is in line with the World Bank's acknowledgment that Malaysia has successfully maintained its momentum

pelaksanaan pembaharuan bagi mempermudahkan urusan manjalankan perniagaan pada tahun 2018. Pembaharuan telah dilaksanakan dan diperakui dalam 6 daripada 10 bidang yang diukur oleh Laporan DB2019. Pembaharuan dan penambahbaikan tersebut adalah seperti berikut:

of implementing reforms to facilitate business in 2018. The reforms have been implemented and recognised in 6 of the 10 areas measured by the DB2019 Report. The updates and improvements are as follows:

Bil. *No.*	Indikator *Indicator*	Penambahbaikan Yang Dilaksanakan *Improvements Implemented*
i.	Memulakan Perniagaan *Starting a Business*	Memperkenalkan sistem pendaftaran cukai secara atas talian yang membolehkan peniaga mendapat maklum balas segera berkenaan status pendaftaran melalui e-mel. Hasilnya, bilangan hari yang terlibat untuk proses memulakan perniagaan telah dapat dikurangkan dari 23.5 hari kepada 13.5 hari. *Introducing an online tax registration system that allows businesses to receive instant feedback on their registration status via email. As a result, the number of days involved in the process of starting a business has been reduced from 23.5 days to 13.5 days.*
ii.	Urusan Permit Pembinaan *Dealing with Construction Permits*	Memperkemaskan prosedur mendapatkan permit bangunan dan mengurangkan masa bagi permohonan permit pembinaan. Hasilnya, masa yang diambil untuk mendapatkan permit pembinaan telah berjaya dikurangkan dari 78 hari kepada 54 hari *Streamlining procedures for obtaining building permits and reducing the time for construction permit applications. As a result, the time taken to obtain a construction permit has been reduced from 78 days to 54 days.*
iii.	Mendapatkan Elektrik *Getting Electricity*	Memperkemaskan proses kelulusan mendapatkan sambungan elektrik dan berjaya menjimatkan satu prosedur daripada 4 kepada 3 prosedur. *Simplified the approval process for connecting electricity and successfully reduced the number of procedures by one, that is from 4 to 3 procedures.*
iv.	Mendaftarkan Hartanah *Registering Property*	Pengurangan masa dalam pendaftaran hartanah dengan pelaksanaan single window platform secara atas talian yang telah mempermudahkan proses carian hartanah. Hasilnya, bilangan prosedur telah berjaya dikurangkan daripada 8 kepada 6 prosedur. *Reduction in time for real estate registration with the implementation of online single window platform which simplified property search process. As a result, the number of procedures was successfully reduced from 8 to 6 procedures.*
v.	Perdagangan Rentas Sempadan *Trading Across Borders*	Memperkenalkan dan memperbaiki urusan penyerahan dan pemprosesan dokumen untuk eksport dan import secara elektronik, memperkukuhkan infrastruktur sempadan untuk eksport dan import dan meningkatkan kecekapan pentadbiran dan pemeriksaan kastam untuk eksport dan import. Hasilnya, masa untuk urusan ekspot dapat dijimatkan dari 45 jam kepada 28 jam *Introducing and improving the delivery and processing of documents for exports and imports electronically, strengthening border infrastructure for exports and imports and enhancing administrative efficiency and customs inspection for exports and imports. As a result, the time for export process was reduced from 45 to 28 hours.*

vi.	Penyelesaian Insolvensi *Resolving Insolvency*	Memperkenalkan penyusunan semula prosedur berkaitan entiti komersial. Penambahbaikan ini telah meningkatkan indeks rangka kerja insolvensi daripada 6.0 kepada 7.5. *Restructuring procedures concerning commercial entities. These improvements increased the index of insolvency framework from 6.0 to 7.5.*

PEMUDAH akan meneruskan komitmennya dalam meningkatkan daya saing Malaysia melalui inisiatif untuk mengurangkan bebanan peraturan. Antara langkah yang diambil adalah seperti berikut:

i. Mengenal pasti dan mempelajari amalan terbaik dari negara-negara terkemuka dalam 10 indikator yang diukur untuk meningkatkan kedudukan Malaysia;

ii. Meningkatkan pemahaman mengenai metodologi yang digunakan oleh Bank Dunia dalam kalangan Kumpulan Fokus PEMUDAH (sektor awam-swasta) dan responden kaji selidik Bank Dunia; dan

iii. Memperkukuhkan kerjasama dengan IFC *World Bank* untuk berkongsi inisiatif-inisiatif baru supaya reformasi yang dilaksanakan oleh Malaysia diperakui oleh mereka.

Kerajaan Malaysia melalui Jabatan Perdana Menteri dan PEMUDAH telah mengambil inisiatif untuk bekerjasama dengan Kumpulan Bank Dunia (WBG) untuk terus memperbaiki kedudukan Malaysia dalam laporan DB2019. Sebuah projek telah dilaksanakan bermula bulan Januari hingga Ogos 2018 bertujuan untuk menganalisis dan menyediakan cadangan penambahbaikan kepada Kerajaan Malaysia dengan mengenal pasti serta mengutamakan pembaharuan kawal selia yang diukur oleh Bank Dunia. Hasil daripada projek tersebut, laporan berjudul 'Business Reform Memorandum' untuk Malaysia telah dilancarkan pada 29 Ogos 2018. Memorandum ini menyarankan beberapa inisiatif serta penambahbaikan melalui pembaharuan undang-undang dan pengawalseliaan bagi memudahkan urusan menjalankan perniagaan di Malaysia.

PEMUDAH will continue its commitment to enhance Malaysia's competitiveness through initiatives to reduce regulatory burden. The steps taken are as follows:

i. Identify and learn best practices from leading countries in the 10 indicators measured to improve Malaysia's position;

ii. Improve understanding of the methodologies used by the World Bank among PEMUDAH Focus Group (public-private sector) and World Bank survey respondents; and

iii. Strengthen partnership with IFC World Bank to share new initiatives to enable Malaysia's reforms to be recognised by them.

The Government of Malaysia through the Prime Minister's Department and PEMUDAH have taken the initiative to work with the World Bank Group (WBG) to further enhance Malaysia's position in the DB2019 report. A project was undertaken from January to August 2018 aimed at analysing and providing recommendations for improvements to the Government of Malaysia by identifying and prioritising regulatory reforms as measured by the World Bank. As a result of this project, a report titled 'Business Reform Memorandum' for Malaysia was launched on August 29, 2018. The Memorandum proposes several initiatives and improvements through law and regulatory reforms to facilitate the conduct of business in Malaysia.



PRESTASI PRODUKTIVITI DAN DAYA SAING

PRODUCTIVITY AND COMPETITIVENESS PERFORMANCE



PRESTASI PRODUKTIVITI DAN DAYA SAING
PRODUCTIVITY AND COMPETITIVENESS PERFORMANCE

Laporan Produktiviti 2018

Malaysia telah mencatatkan pertumbuhan produktiviti sebanyak 2.2% kepada RM83,000 pada 2018 berbanding RM81,268 pada tahun sebelumnya. Dalam usaha ke arah menjadi pemain utama di peringkat global, Malaysia hendaklah menerima pakai pendekatan yang holistik dan bersepadu untuk meningkatkan produktiviti. Usaha ini memerlukan sokongan padu daripada pelbagai peringkat kerajaan, swasta, organisasi tanpa untung dan juga rakyat. Pada tahun 2018, MPC memberi tumpuan kepada 9 Sektor Nexus Produktiviti di bawah *Blueprint* Produktiviti Malaysia (MPB) untuk memacu pertumbuhan produktiviti negara. Sektor-sektor tersebut adalah Peruncitan dan Makanan & Minuman (F&B), Elektrik dan Elektronik, Kimia dan Produk Kimia, Mesin dan Peralatan, Pelancongan, Agro-Makanan, Teknologi, Maklumat dan Komunikasi (ICT), Perkhidmatan Profesional dan Penjagaan Kesihatan Swasta

Productivity Report 2018

Malaysia recorded a productivity growth of 2.2% to RM83,000 in 2018 compared to RM81,268 the previous year. In its quest to become a global player, Malaysia must adopt a holistic and integrated approach to increase productivity. This effort requires collaboration from the different levels of government, private sector, non-profit organisations and the public. In 2018, MPC focused on the 9 Sector Productivity Nexus under the Malaysia Productivity Blueprint (MPB) to drive the country's productivity growth. The sectors are Retail and Food & Beverage (F&B), Electrical and Electronics, Chemicals and Chemical Products, Machinery and Equipment, Tourism, Agro-Food, Information, Communication and Technology (ICT), Professional Services and Private Healthcare.

Disamping itu melalui program perkongsian awam-swasta, agensi kerajaan dan kementerian bersama organisasi swasta bekerjasama dalam membantu merangka inisiatif dan memastikan usaha pelaksanaan berjalan lancar. Pencapaian menyeluruh dalam usaha-usaha ini adalah perlu untuk mengubah pemikiran rakyat supaya menerima produktiviti sebagai sebahagian daripada budaya. Pemikiran baru ini akan membantu memacu ekonomi Malaysia untuk ke hadapan dan membolehkannya berkembang lebih pesat dan menjadi lebih berdaya saing di peringkat global.

In addition, through public-private partnership programmes, government agencies and ministries together with private organisations collaborated to help design initiatives and ensure that implementation efforts are successful. The overall achievement of these efforts is necessary to change the public's perception of accepting productivity as part of their culture. These new ideas will help drive the Malaysian economy forward and enable it to grow faster and become more competitive globally.

Daya Saing 2018

Malaysia telah mengambil langkah-langkah yang jelas ke arah mencapai visinya untuk menjadi sebuah negara bertaraf ekonomi maju dan inklusif dengan rekod pertumbuhan ekonomi yang kukuh. Peningkatan produktiviti negara adalah penting dalam usaha untuk mengekalkan trajektori positif ini.

Competitiveness 2018

Malaysia has taken the necessary steps towards achieving its vision of becoming a developed and inclusive economy with strong record of economic growth. Increasing the country's productivity is essential in maintaining this positive trajectory.

Walaupun pelbagai inisiatif telah diperkenalkan, peningkatan tahap produktiviti tetap merupakan elemen yang penting. Peningkatan ini adalah bergantung kepada input iaitu tenaga

Although various initiatives had been introduced, increasing productivity levels remain an important element. This increase is dependent on labour and capital inputs which

kerja dan modal yang dikenali sebagai produktiviti faktor pelbagai. Sungguh pun input-input ini masih diperlukan untuk produktiviti, produktiviti faktor pelbagai yang lebih tinggi akan memastikan pertumbuhan yang lebih lestari dalam jangka panjang. Rancangan Malaysia Kesebelas (RMKe-11), 2016-2020 telah melihat produktiviti sebagai salah satu pengubah rentak permainan bagi pertumbuhan ekonomi dan sehubungan dengan itu usaha-usaha berterusan telah dilakukan untuk merangsang produktiviti bagi mendapatkan hasil di peringkat kebangsaan, industri dan perusahaan.

are productivity factors. While these inputs are still needed for productivity, higher multi-factor productivity will ensure sustainable growth in the long run. The Eleventh Malaysia Plan 2016-2020, has identified productivity as one of the game changers for economic growth and therefore continuous efforts have been made to enhance productivity at national, industry and enterprise levels to achieve the necessary outcomes.

Melalui RMKe-11, tahun 2018 telah melihat kronologi berterusan dilakukan untuk pembangunan yang mengutamakan rakyat dan secara inklusif. RMKe-11 meletakkan matlamat penting bagi Malaysia dari segi produktiviti di mana MPB telah dilancarkan pada 8 Mei 2017 bertujuan untuk mempercepatkan pertumbuhan ekonomi dengan peningkatan produktiviti.

Through the Eleventh Plan, 2018 has seen a continuous chronology of development emphasising on inclusiveness of the people. The 11th Plan sets a key goal for Malaysia in terms of productivity and with the launch of the MPB on 8 May 2017, it is aimed at accelerating economic growth with increasing productivity.

MPB menyediakan platform utama bagi negara untuk membuat perubahan dasar penting dan mencadangkan pendekatan baharu dalam menangani cabaran baharu dan juga yang sedia ada bagi membolehkan Malaysia membuat peralihan kepada ekonomi maju menjelang tahun 2020. Bagi tujuan peningkatan ini, beberapa perkara perlu diberi perhatian penting iaitu pembangunan modal insan untuk negara maju, mengukuhkan infrastruktur terutama dari segi kesediaan perdagangan, pelaburan dan teknologi. Bagi tujuan peningkatan produktiviti dan untuk memastikan pertumbuhan yang mampan dan inklusif, RMKe-11 telah memberi lebih tumpuan kepada pengurusan fiskal yang lebih berhemat dan memperkenalkan fleksibiliti fiskal dan pengukuran.

MPB provides a platform for the country to make important policy changes and proposes new approaches to address current and existing challenges which will enable Malaysia to transition towards an advanced economy by 2020. For the purpose of this improvement, a number of important matters should be addressed namely development of human capital to be a developed country, strengthening infrastructure especially in terms of trade, investment and technology readiness. For the purpose of increasing productivity and ensuring sustainable and inclusive growth, the 11th Plan has focused on more prudent fiscal management and introduced fiscal flexibility and measurement.

Perkembangan dalam produktiviti adalah berkisar tentang bekerja lebih bijak daripada bekerja lebih kuat. Ia mencerminkan keupayaan pekerja untuk menghasilkan lebih banyak output dengan menggabungkannya dengan input hasil dari kemunculan idea baharu, inovasi teknologi dan model perniagaan baharu. Pertumbuhan produktiviti adalah pemacu utama untuk taraf hidup yang baik. Kenaikan produktiviti yang kurang memberangsangkan sejak sedekad yang lalu telah menimbulkan kebimbangan mengenai prospek pertumbuhan jangka panjang.

Improving productivity is about working smarter rather than working harder. It reflects workers' ability to generate more output by combining it with inputs from the emergence of new ideas, technological innovations and new business models. Productivity growth is the key driver to achieve a good standard of living. The productivity growth performance has not been encouraging in the last decade and this has raised concerns over long-term growth prospects.

Cabaran Malaysia untuk peningkatan produktiviti adalah terutamanya dalam memacu digitalisasi dan inovasi melalui kerjasama pintar, infrastruktur teknologi yang sesuai, e-dagang dan penggunaan teknologi inovasi merentas sektor. Cabaran lain adalah membina tenaga

Malaysia's challenge to increase productivity is primarily to drive digitalisation and innovation through smart cooperation, appropriate technology infrastructure, e-commerce and the use of innovation technology across sectors. Other challenges are to build a future workforce to meet dynamic industry

kerja masa depan untuk memenuhi keperluan industri yang dinamik, mengukuhkan produktiviti dan daya saing PKS dan meningkatkan kesedaran tentang keprihatinan ke atas alam sekitar untuk kemampanan jangka panjang.

needs, strengthen SME productivity and competitiveness and raise awareness of environmental concerns for long-term sustainability.

Kemunculan Revolusi Perindustrian Keempat pada masa ini menyebabkan industri berada di dalam fasa penyesuaian yang mana fasa ini merupakan satu fasa yang sukar untuk negara menyesuaikan diri dan Malaysia adalah tidak berkecuali dalam perkara ini. Penggabungan automasi dan digitalisasi telah mencipta revolusi dalam sektor pembuatan dan perkhidmatan di mana proses ini akan meningkatkan kecekapan, mengoptimumkan logistik, harga yang lebih telus dan persaingan yang lebih berdaya saing.

The emergence of the Fourth Industrial Revolution is currently causing the industry to be in a phase of adaptation, which is a difficult phase for countries to adjust to and Malaysia is no exception. The integration of automation and digitalisation has created a revolution in the manufacturing and services sectors where these processes will improve efficiency, optimise logistics, provide more transparent pricing and enhance competitiveness.

Malaysia diketengahkan dalam banyak laporan antarabangsa seperti *Economic Freedom 2018, Global Services Location Index 2018, Global Peace Index 2018 dan Human Capital Report 2018* yang menunjukkan faktor-faktor yang membantu di dalam meningkatkan ekonomi negara. Malaysia dilaporkan sebagai antara 27 negara teratas yang memiliki daya saing digital dalam IMD *World Digital Competitiveness Ranking 2018* dan menjadi 5 negara teratas seperti dilaporkan dalam *World Best Places to Retire 2018.*

Malaysia has been featured in numerous international reports such as Economic Freedom 2018, Global Services Location Index 2018, Global Peace Index 2018 and Human Capital Report 2018 which highlight factors contributing to the country's economic growth. Malaysia is reported to be among the top 27 countries with digital competitiveness in the IMD World Digital Competitiveness Ranking 2018 and top 5 as reported in the World's Best Places to Retire 2018.

Malaysia terus mengukuhkan kedudukannya dalam kalangan 25 negara paling berdaya saing dalam tiga laporan utama daya saing antarabangsa. Malaysia berada di kedudukan ke-25 daripada 140 ekonomi dan kekal sebagai yang kedua paling berdaya saing dalam sembilan ekonomi ASEAN dalam *Global Competitiveness Report* (GCR) 2018 yang diterbitkan oleh *World Economic Forum* (WEF). Sementara itu, *World Year Competitiveness Yearbook* (WCY) 2018 telah melaporkan Malaysia sebagai ekonomi ke-22 yang paling berdaya saing di antara 63 ekonomi oleh *World Competitiveness Center of the Institute for Management Development* (IMD), manakala *Doing Business 2019* oleh *World Bank* melaporkan kedudukan Malaysia di tangga ke-15 daripada 190 ekonomi dan ini menjadikan Malaysia termasuk dalam 10% peratus negara paling mudah di dunia untuk manjalankan ekonomi perniagaan.

Malaysia continues to strengthen its position among the 25 most competitive countries in three major international competitiveness reports. Malaysia ranks 25th out of 140 economies and remains the second most competitive in the nine ASEAN economies in the Global Competitiveness Report (GCR) 2018 published by the World Economic Forum (WEF). Meanwhile, the World Competitiveness Yearbook (WCY) 2018 ranked Malaysia as the 22nd most competitive economy among 63 economies by the World Competitiveness Center of the Institute for Management Development (IMD), while the World Bank's Doing Business 2019 ranked Malaysia 15th out of 190 economies, making it among 10% percent of the world's easiest countries to carry out a business.

Pada tahun 2018, sebanyak lima siri bengkel mengenai *Competitiveness Champion Programme* telah diadakan untuk menyebarkan maklumat berhubung dengan prestasi daya saing negara, inisiatif kerajaan, pembangunan ekonomi semasa dan perkongsian amalan terbaik organisasi. Bengkel ini dijalankan di seluruh negara untuk mengumpulkn data yang tepat bagi menggambarkan situasi sebenar Malaysia dan dalam masa yang sama memberikan pemahaman

In 2018, a series of five workshops on Competitiveness Champion Programmes were held to disseminate information on national competitiveness, government initiatives, current economic development and organisational best practices. The workshop was conducted throughout the country to collect precise data that would reflect the real situation of Malaysia while providing an insight into the importance for accuracy of data to produce reliable and consistent reports.

tentang pentingnya ketepatan data untuk menghasilkan laporan yang boleh dipercayai dan digunakan tanpa ragu-ragu.

Dari segi *hard data*, sesi penerangan melalui *Repository of Competitiveness Data* telah diadakan dengan pelbagai kementerian dan agensi untuk menentukan kementerian dan agensi yang bertanggungjawab kepada data yang akan dilaporkan dalam laporan GCR dan WCY yang dipantau oleh MPC. Sesi ini turut membincangkan pemahaman umum tentang definisi dan keperluan data serta mengenal pasti bidang yang dapat dilakukan penambahbaikan dan cabaran ke arah menyediakan data yang berkualiti kepada badan peringkat antarabangsa. Sesi penerangan juga diadakan dengan I*nter Agency Planning Group* (IAPG) yang menyediakan platform untuk semua kementerian mengumpulkan, membincangkan dan meluluskan data yang kemudiannya akan diserahkan kepada IMD untuk menghasilkan laporan *World Competitiveness Yearbook*.

In terms of hard data, information sessions through the Repository of Competitiveness Data were held with various ministries and agencies to determine which ministries and agencies were responsible for the data to be reported in the GCR and WCY reports monitored by MPC. These sessions also discussed the general understanding of data definitions and requirements as well as identified areas for improvement and challenges faced when providing quality data to international bodies. A briefing session was also held with the Inter Agency Planning Group (IAPG) which provided a platform for all ministries to collect, discuss and approve data that would then be submitted to IMD to produce the World Competitiveness Yearbook report.

Untuk tahun 2018, MPC telah mengadakan beberapa sesi perbincangan dengan pelbagai kementerian dan agensi dalam usaha untuk meneroka peluang produktiviti yang berpotensi dalam negara. Salah satu sesi perbincangan yang telah dilakukan adalah dengan Unit Perancang Ekonomi (EPU) berkaitan dengan *The Subnational Ease of Doing Business* di Malaysia (SNDB). Kajian SNDB akan melakukan penandaarasan ke atas 3 indikator yang diguna pakai dalam laporan *Doing Business oleh World Bank* di 5 negeri di Malaysia iaitu Johor Bahru (Johor), Kota Kinabalu (Sabah), Kuantan (Pahang), Kuching (Sarawak) dan Pulau Pinang selain dari Kuala Lumpur. Kajian ini akan dijalankan bersama dengan *World Bank* dengan bantuan dari penguat kuasa negeri yang berkaitan misalnya, Jabatan Kastam Diraja Malaysia, Majlis Bandaraya, dan Jabatan Ketua Pengarah Tanah & Galian (JKPTG). Laporan kajian ini dijangka akan diterbitkan pada tahun 2020 dan diharapkan agar laporan ini dapat membantu pembaharuan kepada negeri yang terlibat, perkongsian amalan terbaik dan membina pembangunan diri dalam memahami metodologi penyediaan *Doing Business Subnational*.

For the year 2018, MPC had held several sessions with various ministries and agencies in an effort to explore potential productivity opportunities in the country. One of the discussion sessions were held with the Economic Planning Unit (EPU) in connection with The Subnational Ease of Doing Business in Malaysia (SNDB). The SNDB study will benchmark 3 indicators used in the World Bank's Doing Business report in 5 Malaysian states: Johor Bahru (Johor), Kota Kinabalu (Sabah), Kuantan (Pahang), Kuching (Sarawak) and Penang apart from Kuala Lumpur. The study will be conducted in collaboration with the World Bank and with assistance from the relevant state enforcement agencies, for example, the Royal Malaysian Customs Department, the City Council, and the Director General of Land & Mines (JKPTG). The report of the study is expected to be published in 2020 and will enable affected states to share best practices as well develop their own self-awareness and understanding of the methodology that is required for Doing Business Subnational.

Untuk penyebaran informasi 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 hubungan media secara aktif digunakan untuk memaklumkan kepada orang ramai dan industri mengenai inisiatif Kerajaan untuk menggalakkan daya saing. Pada tahun 2018, sebanyak 10 penerbitan telah diterbitkan yang terdiri daripada *Competitiveness Booklets*

To ensure that information on competitiveness is widely distributed and effective it is also transmitted to the public and industry through print and electronic publications using MPC websites, social media and MPC publications. Communication through media relations is actively used to inform the public and industry about Government initiatives to promote competitiveness. In 2018, a total of 10 publications were released comprising Competitiveness Booklets containing information on Malaysia's competitive position in the World

yang mengandungi maklumat kedudukan daya saing Malaysia dalam *World Competitiveness Yearbook* 2018 dan *Global Competitiveness Report* 2018 dan kompilasi ringkasan *topline* untuk pelbagai laporan antarabangsa.

Competitiveness Yearbook 2018 and Global Competitiveness Report 2018 as well as a compilation of topline reports based on various international reports.

Kajian Pengukuran Produktiviti Sektoral Dalam Perkhidmatan Awam (PPPA)

Sectoral Productivity Measurement Studies In The Public Sector (PPPA)

Pengukuran Produktiviti Perkhidmatan Awam (PPPA) adalah satu pengukuran prestasi sektor atau organisasi perkhidmatan awam dalam penggunaan sumber-sumber (kewangan, tenaga kerja, modal) untuk menghasilkan barangan dan perkhidmatan. Ia bermaksud menghasilkan prestasi yang cekap dan berkesan dari sumber yang terhad. Dari segi teknikal, ianya fokus kepada penggunaan sumber kewangan yang efisien dan keberkesanan (kualiti) dalam penghasilan output dengan setiap input yang digunakan. Secara amnya, ia adalah untuk memastikan penggunaan peruntukan wang yang cekap kerana sebahagian besar sumber kewangan awam datang daripada hasil pembayaran cukai kepada kerajaan.

Public Sector Productivity Measurement (PPPA) is a measure of the performance of the public sector or service organisation in relation to the use of resources (finance, labour, capital) to produce goods and services. This means producing efficient and effective performance from limited resources. Technically, it focuses on the efficient use of financial resources and the effectiveness (quality) in producing output with each input used. Generally, this is to ensure efficient utilisation of finances since most of the public finances come from tax revenues to the government.

Pelaksanaan Pengukuran Produktiviti Sektoral dalam Perkhidmatan Awam

Implementation of Sectoral Productivity Measurement in the Public Sector

Pada tahun 2015, Jabatan Perkhidmatan Awam (JPA) bersama-sama dengan MPC telah diarahkan oleh Jawatankuasa Transformasi Perkhidmatan Awam (JKK-TPA) untuk menjalankan kajian rintis prestasi perkhidmatan awam negara. Kajian telah dijalankan dengan penglibatan 2 agensi di bawah Kementerian Pendidikan iaitu sekolah dan universiti awam, 2 agensi di bawah Kementerian Kesihatan iaitu primary healthcare services dan secondary healthcare services dan 5 agensi lain iaitu Jabatan Imigresen, Jabatan Bomba dan Penyelamat, Jabatan Penjara, Jabatan Pertahanan Awam, Polis Diraja Malaysia. Hasil kajian telah dibentangkan dalam mesyuarat JKK-TPA pada 21 Ogos 2015 dan mesyuarat telah memutuskan agar kajian ini diteruskan di bawah RMKe-11.

In 2015, the Public Service Department (PSD) together with MPC was directed by the Public Service Transformation Committee (JKK-TPA) to conduct a nationwide public service performance pilot study. The study was conducted with the involvement of 2 agencies under the Ministry of Education namely schools and public universities, 2 agencies under the Ministry of Health namely primary healthcare services and 5 other agencies namely the Immigration Department, Fire and Rescue Department, Prison Department, Civil Defence Department, and Royal Malaysian Police. The findings of the study were tabled at the JKK-TPA meeting on 21 August, 2015 and the meeting decided that the study should be continued under the 11th Plan.

Pendekatan sistematik ke arah peningkatan produktiviti sektor awam di Malaysia menjadi salah satu agenda dalam RMKe-11 2016-2020. RMKe-11 menyasarkan agensi kerajaan untuk lebih berorientasikan rakyat dan meningkatkan kecekapan serta produktiviti perkhidmatan awam. Antara inisiatif dalam RMKe-11 adalah untuk menstruktur semula institusi sektor awam ke arah peningkatan prestasi dan produktiviti. Ini dapat dilaksanakan melalui pengukuran produktiviti di mana langkah-langkah penambahbaikan yang lebih strategik dan efektif dapat dilaksanakan serta menjadi input dalam proses penilaian dasar.

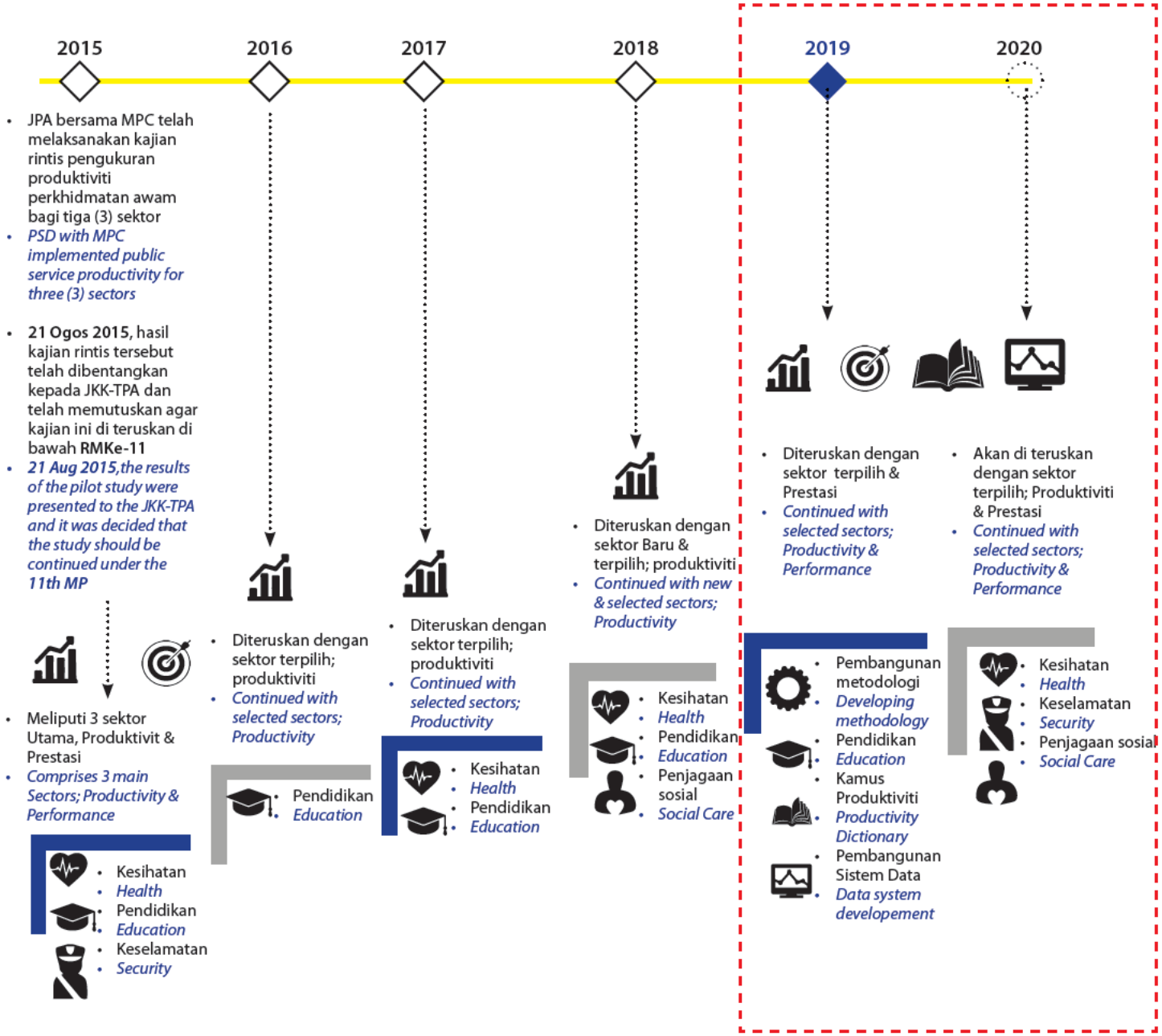
A systematic approach to improving public sector productivity in Malaysia is one of the agendas in the 11MP 2016-2020. The 11MP Plan targets government agencies to be more citizen-oriented and improve efficiency and productivity of the public sector. One of the initiatives in the 11th Plan is to restructure public sector institutions towards improved performance and productivity. This can be achieved through productivity measurement where more strategic and effective improvement measures can be implemented and be provided as inputs for the process of policy evaluation.

Pada tahun 2016 dan 2017, kajian pengukuran indeks produktiviti diteruskan dan diperkasa secara berperingkat iaitu bermula dengan kajian pengukuran indeks produktiviti sektor pendidikan dan kesihatan yang melibatkan agensi di bawah Kementerian Pendidikan dan Kementerian Kesihatan. Pada tahun 2018, kajian pengukuran produktiviti diteruskan dengan penambahbaikan kajian bagi 2 sektor terdahulu dan sektor sosial. Rajah 1 di bawah menunjukkan hala tuju Pengukuran Produktiviti Sektoral Dalam Perkhidmatan Awam (PPPA).

In 2016 and 2017, the productivity index measurement study was carried out and completed gradually, beginning with a study of the productivity index of education and health sectors involving agencies under the Ministry of Education and the Ministry of Health. In 2018, productivity measurement research on the two studies continued with improvements to the 2 previous sectors and social sector. Figure 1 below shows the direction of Measuring Productivity in the Public Sector (PPPA).

Rajah 1: Hala Tuju Pengukuran Produktiviti Sektoral Dalam Perkhidmatan Awam (PPPA)

Figure 1: Roadmap for Measuring Sectoral Productivity in Public Services (PPPA)



Kajian Lanjutan Pengukuran Produktiviti Sektoral Dalam Perkhidmatan Awam

Dalam mengorak langkah mentransformasikan Perkhidmatan Awam untuk produktiviti, Kajian Separuh Penggal RMKe-11 dalam Tonggak 1 iaitu Mereformasi Tadbir Urus ke arah meningkatkan ketelusan dan kecekapan perkhidmatan awam, pihak JPA telah meneruskan kerjasama dengan MPC untuk melaksanakan kajian pengukuran produktiviti sektoral dalam perkhidmatan awam pada tahun 2019 dan 2020.

Bagi tahun 2019, beberapa kajian akan dilaksanakan seperti berikut:

i. pembangunan metodologi pengukuran produktiviti perkhidmatan awam;
ii. pengukuran indeks produktiviti bagi sektor pendidikan;
iii. pembangunan kamus produktiviti; dan
iv. pembangunan sistem data produktiviti.

Justeru itu, bagi memperkukuh penyampaian perkhidmatan awam, jentera perkhidmatan awam akan diperkemas ke arah meningkatkan kecekapan dan produktiviti melalui adaptasi model kecemerlangan perniagaan (rangka kerja) sebagai instrumen analisis prestasi kementerian dan agensi.

Pemantapan Pelaksanaan Sistem Upah Yang Dikaitkan Dengan Produktiviti (PLWS)

Sistem Upah Berkaitan Produktiviti (PLWS) telah dikenal pasti sebagai salah satu initiatif di bawah Teras 1: Menghasilkan Tenaga Kerja Masa Hadapan dalam Blueprint Produktiviti Malaysia (Malaysia Productivity Blueprint - MPB). Selaras dengan matlamat kerajaan untuk mencapai negara maju pada tahun 2020, PLWS memastikan pertumbuhan upah selaras dengan pertumbuhan produktiviti yang akan meningkatkan daya saing syarikat. Pada penghujung RMKe-11, adalah disasarkan sebanyak 85,000 syarikat akan melaksanakan PLWS berbanding 84,477 dan memanfaatkan 4,115,741 juta pekerja pada tahun 2018. MPC dan Kementerian Sumber Manusia telah memulakan usaha untuk mempromosikan PLWS melalui seminar dan dialog, penerbitan serta bantuan kepada syarikat dalam melaksanakan PLWS. PLWS akan memastikan kestabilan pekerjaan melalui struktur upah yang fleksibel untuk menyesuaikan diri dengan keperluan industri dan ekonomi.

Oleh yang demikian, MPC akan terus mempergiatkan usaha menjalinkan kerjasama bersama industri agar PLWS dapat dipacu oleh persatuan industri, perusahaan besar dan

Advance Research on Sectoral Productivity Measurement in the Public Sector

In the pursuit to transform Public Sector productivity, the Mid-Term Review of the 11th MP namely Transforming Governance towards improving transparency and efficiency of public services, the PSD has continued to work with MPC to conduct a sectoral productivity measurement study in the public sector in 2019 and 2020.

For the year 2019, several studies will be conducted as follows:

i. Developing methodology for measuring public sector productivity;
ii. Productivity measurement index for the education sector;
iii. Developing a productivity dictionary; and
iv. Developing productivity data system.

Therefore, to strengthen the delivery of the public sector, the civil service machinery will be streamlined to enhance efficiency and productivity by adapting the business model of excellence (framework) as a tool for analysis of the performance of ministries and agencies.

Enhancing the Implementation of The Productivity – Linked Wage System (PLWS)

The Productivity-Linked Wage System (PLWS) has been identified as one of the initiatives under Thrust 1: Building Workforce of the Future in the Malaysia Productivity Blueprint (MPB). In line with the government's goal to reach developed status by 2020, PLWS will ensure that wage growth commensurate with growth in productivity ultimately enhancing competitiveness of companies. By the end of the 11MP, it is projected that 85,000 companies would have implemented PLWS compared to 84,477 and will benefit 4,115,741 million workers by 2018. MPC and the Ministry of Human Resources have begun efforts to promote PLWS through seminars and dialogues, publications and assist companies to implement PLWS. The PLWS will ensure job stability through flexible wage structures that are able to adapt to industry and economic needs.

In view of this, MPC will continue to intensify efforts to develop industry partnerships to enable PLWS to be led by industry associations, large as well as small and medium enterprises

perusahaan kecil dan sederhana (PKS) di peringkat sektor. Pada tahun 2018, MPC dengan kerjasama Kementerian Sumber Manusia telah menganjurkan dua program pembangunan kapasiti iaitu *Master Trainer on PLWS* (program asas) dan *Champion on PLWS* yang melibatkan seramai 60 orang daripada Kementerian Sumber Manusia. Selain daripada itu, program pembangunan kapasiti PLWS turut dianjurkan kepada 14 orang konsultan yang terlibat dalam pengukuran produktiviti dan projek PLWS. Ianya untuk membangunkan juara PLWS dalam kalangan pemain industri.

(SMEs) at the sectoral level. In 2018, MPC in collaboration with the Ministry of Human Resources had organised two capacity development programmes namely Master Trainer on PLWS (basic program) and Champion on PLWS involving 60 people from the Ministry of Human Resources. In addition, the PLWS capacity development program was also organised for 14 consultants involved in PLWS productivity measurement and projects. This is to develop PLWS champions among industry players.

Pada 18 Oktober 2018, MPC turut menganjurkan Seminar Amalan Terbaik PLWS yang melibatkan dua organisasi pemenang anugerah PLWS bagi kategori PKS pada Pertandingan Anugerah PLWS Piala Sumber Manusia tahun 2017 untuk berkongsi amalan terbaik PLWS yang telah diamalkan di syarikat masing-masing. Terdapat 100 peserta daripada pelbagai industri hadir ke seminar tersebut. Selain daripada itu, sebanyak 13 sesi penerangan PLWS telah dijalankan oleh MPC pada 2018 yang melibatkan syarikat dan persatuan seperti *Malaysian Trades Union Congress* (MTUC). Sebagai mengiktiraf syarikat yang mengamalkan PLWS, Hari Anugerah PLWS 2018 Piala Menteri Sumber Manusia anjuran Kementerian Sumber Manusia dengan kolaborasi MPC, Pembangunan Sumber Manusia Berhad (PSMB) dan *SME Corporation Malaysia* telah diadakan pada 27 September 2018. Majlis ini telah dihadiri oleh 300 peserta dari syarikat PKS, besar dan sederhana. Sebanyak 10 syarikat kecil dan 8 syarikat sederhana telah membuat persembahan di peringkat akhir anugerah ini.

On 18 October, 2018, MPC also hosted the PLWS Best Practice Seminar involving two PLWS award-winning organisations for the SME category at the 2017 Human Resource PLWS Awards to share their best practices on PLWS as practiced in their respective companies. About 100 participants from various industries attended the seminar. In addition, a total of 13 PLWS information sessions were conducted by MPC in 2018 involving companies and associations such as the Malaysian Trades Union Congress (MTUC). In recognition of companies adopting PLWS, the "PLWS 2018 Awards Day-Human Resources Minister's Cup" organised by the Ministry of Human Resources in collaboration with MPC, Human Resource Development Berhad (PSMB) and SME Corporation Malaysia was held on 27 September 2018. The event was attended by 300 participants from SMEs, including large and medium sized companies. A total of 10 small and 8 medium sized companies presented their best practices at the end of the award session.

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:

i. membantu firma menentukan objektif strategik yang berkaitan dengan produktiviti;

ii. membolehkan firma mengekalkan tahap prestasi seiring dengan objektif-objektif strategik yang khusus;

iii. mengenal pasti pelbagai masalah dan peluang penambahbaikan;

iv. mengukur peningkatan prestasi produktiviti firma sebelum dan selepas pelaksanaan projek intervensi; dan

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

Productivity Gain Measurement (PGM)

Productivity Gain Measurement (PGM) is a systematic approach in measuring and managing productivity to evaluate a firm's productivity performance. Among the benefits that can be gained from using PGM are:

i. assist firms to determine strategic objectives related to productivity;

ii. enable firms to maintain high level of performance in line with its specific strategic objectives;

iii. identify various problems and opportunities for improvement;

iv. measure the firm's productivity improvement before and after the implementation of the intervention project; and

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

Pada tahun 2018, pengukuran penilaian PGM diperkukuhkan lagi pelaksanaannya menerusi:

i. pengukuran produktiviti syarikat-syarikat di bawah 9 Nexus Produktiviti iaitu Peruncitan dan Makanan dan Minuman (F&B), Elektrik dan Elektronik, Kimia dan Produk Kimia, Mesin dan Peralatan, Pelancongan, Agro-Makanan, Teknologi, Maklumat dan Komunikasi (ICT), Perkhidmatan Profesional dan Penjagaan Kesihatan Swasta. Sehingga 31 Disember 2018, sebanyak 360 buah syarikat telah mendaftar menerusi *eProductivity Gain Measurement* (ePGM) di dalam pelbagai sektor;

ii. pemberian latihan ePGM kepada pegawai-pegawai MPC dan rakan kerjasama MPC. Tiga sesi latihan telah dijalankan melibatkan seramai 42 orang pegawai MPC dan 25 orang rakan kerjasama *(associate)* yang telah dilatih bagi menggunakan sistem yang telah dibangunkan;

iii. program promosi ePGM dan membudayakan self assessment secara meluas melalui engagement dengan pemain industri *(industry associations)* menerusi 9 Nexus Produktiviti, program dan seminar anjuran MPC dan rakan kerjasama, promosi di media sosial *(Facebook dan Youtube)*, pameran dan sebagainya. Secara keseluruhan, sebanyak 25 siri seminar/taklimat, 8 latihan serta 10 pameran berkaitan ePGM melibatkan pemain industri menerusi program- program anjuran Nexus telah dilaksanakan sepanjang tahun 2018;

iv. penerbitan *ePGM User Guidebook* iaitu buku panduan teori dan praktikal penggunaan sistem sebagai rujukan kepada pengguna. Selain daripada itu, pautan kepada buku tersebut juga turut dimuat naik di laman sesawang MPC sebagai rujukan secara online; dan

v. penambahbaikan sistem ePGM di mana ia mempunyai versi Bahasa Melayu dan menambah indikator pengukuran fizikal *(lead measures)* yang berkaitan dengan 9 Nexus Produktiviti ke dalam sistem tersebut.

In 2018, PGM assessment measures were strengthened through:

i. productivity measurement of companies under the 9 Nexus Productivity namely Retail and Food & Beverage (F&B), Electrical and Electronics, Chemicals and Chemical Products, Machinery and Equipment, Tourism, Agro-Food, Information Communication and Technology (ICT), Professional Services and Private Health Care. As of December 31, 2018, a total of 360 companies have registered through eProductivity Gain Measurement (ePGM) across various sectors;

ii. providing ePGM training to MPC officers and MPC partners. Three training sessions were conducted involving 42 MPC officers and 25 associates who were trained to use the system that was developed;

iii. ePGM promotion programmes and broadening self-assessment through engagement with industry players (industry associations) through 9 Nexus Productivity, programmes and seminars orgnanised by MPC and partners, social media (Facebook and Youtube) promotions, exhibitions and more. In total, 25 series of seminars / briefings, 8 workshops and 10 ePGM-related exhibitions involving industry players through programmes organised by the Nexus were implemented throughout 2018;

iv. the publication of the ePGM User Guidebook which is a reference handbook for the user on the theory and practice of implementing the system. In addition, links to the book are also posted on the MPC website for online reference; and

v. improvement to the ePGM system in which the Malay version was added on and additional physical "lead measures" related to the 9 Productivity Nexus were incorporated to the system.

Malaysia berada di landasan betul

Malaysia capai pertumbuhan produktiviti 3.7 peratus setahun menjelang 2020

FOTO: BERNAMA



Mustapa (kiri) melihat barang yang dipame
somalam.

KUALA LUMPUR

Malaysia berada di landasan yang betul untuk mencapai sasaran pertumbuhan produktiviti buruh sebanyak 3.7 peratus setahun yang bernilai tidak melebihi RM92,300 setiap pekerja menjelang 2020.

Menteri Perdagangan Antarabangsa dan Industri Datuk Seri Mustapa Mohamed berkata negara telah mencatatkan pertumbuhan produktiviti buruh sebanyak 3.6 peratus pada 2016, mencapai 87.8 peratus atau nilai produktiviti sebanyak RM81,039, berbanding sasaran yang ditetapkan pada 2020.

"Dengan sembilan inisiatif Nexus Produktiviti yang diterajui oleh industri dan disokong oleh kerajaan dan ahli akademik (yang dilantik), kami percaya produktiviti negara akan dipertingkatkan lagi.

"Tahun ini, Nexus telah merancang lebih 42 projek, antaranya dokumentasi amalan terbaik, profil industri dan pembangunan kit produktiviti dalam talian," katanya kepada pemberita selepas merasmikan pameran Innovasi bagi Produktiviti (SHIP) 2018, di sini semalam.

Nexus Produktiviti merupakan sebuah pusat kecemerlangan yang berkaitan dengan produktiviti dan menjadi pemangkin dalam me-

Konvensyen jimatkan kos RM206 juta

KUANTAN 8 Julai – Pelaksanaan Konvensyen Team Excellence di seluruh negara oleh Perbadanan Produktiviti Malaysia (MPC) berjaya menjimatkan kos sebanyak RM206 juta tahun lalu.

Timbalan Ketua Pengarah MPC, Ab. Rahim Yusoff berkata, penjimatan itu membabitkan sebanyak 309 kumpulan daripada pelbagai organisasi termasuk sektor awam dan swasta.

"Daripada jumlah tersebut, sebanyak RM30 juta daripada pembentangan kumpulan yang bertanding di peringkat Wilayah Pantai Timur.

"Konvensyen siri pertama tahun ini dimulakan di Wilayah Pantai Timur dengan mencatatkan peningkatan membangkitkan apabila hasil perbentangan 43 buah kumpulan berjaya mengurangkan kos produktiviti sebanyak RM83,5 juta," katanya kepada pemberita selepas menutup Konvensyen Team Excellence Wilayah Timur 2018 di Bukit Gambang Resort City di sini, baru-baru ini.

Seramai 340 peserta daripada 22 organisasi terlibat dalam siri pertama itu yang melibatkan 12 sektor awam dan 10 swasta.

Empat lagi siri konvensyen membabitkan Wilayah Selatan pada 10 hingga 11 Julai ini, Wilayah Utara (17-18 Julai), Wilayah Tengah (24-25 Julai) dan Sabah/Sarawak (1-2 Ogos).

Menurut Ab. Rahim, konvensyen penganjuran MPC sejak 1980-an itu yang bersifat pertandingan mampu meningkatkan penjimatan hingga mencecah tiga kali ganda berbanding tahun terdahulu.

"Ia bertepatan dengan matlamat MPC iaitu menggalakkan budaya produktiviti di samping menambah baik kualiti produk dan perkhidmatan.

"Dengan kejayaan ini, saya berharap agar lebih banyak kumpulan daripada pelbagai organisasi mengambil inisiatif melakukan penjimatan dan beroperasi secara efisien," jelasnya.

Tambah beliau, kumpulan yang menyertai konvensyen pula berpeluang mewakili negara di peringkat antarabangsa untuk menerima penghi-



AB. RAHIM YUSOFF (tengah) beramah mesra dengan dua peserta dalam majlis penutup Konvensyen Team Excellence Peringkat Wilayah 2018 di Bukit Gambang Resort City, Kuantan, Pahang, baru-baru ini

> **"Penjimatan itu membabitkan sebanyak 309 kumpulan daripada pelbagai organisasi termasuk sektor awam dan swasta."**
>
> **AB. RAHIM YUSOFF**
> **Timbalan Ketua Pengarah MPC**

MPC optimistic of achieving 3.7 pct productivity growth

KOTA KINABALU: The Malaysian Productivity Corp (MPC) is optimistic of achieving the government's target of 3.7 percent productivity growth by 2020, said Deputy Director, Dr Shaik Roslinah Bux.

Shaik Roslinah said the target could be achieved through the support of all parties, including increasing production and performance of nine productivity nexus - products and chemicals; machinery and equipment; electrical and electron-

MPC to include foreign workers' contribution to productivity performance

KUALA LUMPUR: The Malaysia Productivity Corporation (MPC) will include foreign workers' contribution to productivity performance beginning in 2018 to measure real labour productivity, says Director-General Datuk Mohd Razali Hussain.

"We are going to the heart of this, in terms of identifying what is the real productivity coming from our local employees as well as those from the foreign side.

"Going ahead is more in terms of making sure that we are efficient and effective. We really need to look at the issues in terms of the utilisation of innovation and workforce," he told reporters after the launch of Productivity Report 2017/2018 by International Trade and Industry Minister Darell Leiking yesterday.

In 2017, Malaysia registered a labour productivity growth of 3.8 per cent at a productivity level of RM81,268 as against RM78,294 or an increase of 3.5 per cent in 2016, which contributed to a higher economic growth of 5.9per cent while employment grew 2.0 per cent.

The labour productivity growth performance has exceeded the national target of 3.7 per cent under the 11th Malaysia Plan. In terms of value level, it attained 88.0 per cent of the 2020 target of RM92,300.

According to the report, the mining sector recorded the strongest performance with growth in labour productivity at 6.8 per cent, followed by services (5.0 per cent), manufacturing (4.3 per cent), construction (2.4 per cent) and agriculture (1.4 per cent).

Among selected Asian countries, Malaysia is at US$64,259 in terms of labour productivity per person employed, ahead of Thailand at US$31,515, China (US$30,099), Indonesia (US$26,336) and the Philippines (US$20,696).

However, Malaysia's productivity growth lagged behind that of China's 7.1 per cent, India's 4.3 per cent and the Philippines' 3.9 per cent.

Moving forward, Malaysia's labour productivity is anticipated to expand between three per cent and four per cent in 2018 and will benefit from the positive economic growth, which is estimated at between 5.5 per cent and 6.0 per cent this year.

Darell said Malaysia must continue to pursue further improvements in productivity across all economic sectors, in order to retain its global competitiveness.

"This requires a holistic transformation, requiring productivity improvements to be charted differently, not only in terms of technology, regulations, industry structure, talent and skills, and productivity drive but more importantly in terms of mindset at all levels," he noted.

Darell said the government would ensure the economy is driven by innovation by introducing policies that encourage businesses, especially small and medium enterprises, to succeed.

He pointed out that policies geared towards a competitive open economy, investment and productivity will be strengthened to ensure Malaysia continues to record sustainable growth.

— Bernama



KECEMERLANGAN PERNIAGAAN

BUSINESS EXCELLENCE



KECEMERLANGAN PERNIAGAAN
BUSINESS EXCELLENCE

Kecemerlangan Perniagaan (BE) merujuk kepada standard amalan pengurusan yang komprehensif yang dibangunkan untuk membantu syarikat menilai kesediaan dan pematuhan kepada amalan kecemerlangan dalam usaha mereka untuk meningkatkan prestasi perniagaan. Pendekatan ini telah digunakan oleh banyak organisasi antarabangsa untuk menggalakkan pencapaian amalan bertaraf dunia yang menyumbang kepada penyampaian nilai yang sentiasa bertambah baik kepada pelanggan dan pihak berkepentingan, menyumbang kepada kemampanan organisasi, peningkatan keberkesanan dan keupayaan organisasi keseluruhan; dan pembelajaran organisasi dan peribadi. Rangka Kerja Kecemerlangan Perniagaan Malaysia (MBEF) menekankan tujuh kriteria utama iaitu kepimpinan, perancangan, informasi, pelanggan, modal insan, proses dan hasil pencapaian.

Business Excellence (BE) refers to a comprehensive standard of management practice developed to help companies evaluate their readiness and compliance with excellent practices in their efforts to improve business performance. This approach has been adopted by many international organisations to encourage excellent world-class business practices for the benefit of customers and stakeholders, promote organisational sustainability, enhance overall organisational effectiveness and capabilities; and for personal and organisational learning. The Malaysian Business Excellence Framework (MBEF) emphasises seven key criteria: leadership, planning, information, customers, human capital, processes and achievement.

Bagi memastikan MBEF relevan dengan industri semasa, MPC telah menjadi ahli *Global Excellence Model (GEM) Council* bermula pada tahun 2014 sebagai Ahli Bersekutu dan seterusnya pada tahun 2016 MPC telah diterima sebagai ahli penuh. *GEM Council* merupakan badan yang mengawal selia negara-negara yang mempunyai Rangka Kerja Kecemerlangan Perniagaan dan dianggotai oleh 11 organisasi dari 10 negara. Mesyuarat GEM diadakan secara bergilir disetiap negara ahli GEM bagi membincangkan kemajuan dan trend baru yang akan memberi kesan terhadap kemapanan dan penanda aras terbaik dalam penggunaan rangka kerja BE.

To ensure MBEF is always relevant and current to the industry, MPC attained Associate Membership to the Global Excellence Model (GEM) Council in 2014 and has since been granted full membership status in 2016. GEM Council is a governing body for countries that adopt the Business Excellence Framework and comprises 11 organisations from 10 countries. GEM meetings are rotated among GEM member countries to discuss new developments and trends that will impact sustainability and identify the best benchmarks in the application of the BE framework.

Bagi menggalakkan penggunaan MBEF di Malaysia, MPC akan memberikan pengiktirafan kepada syarikat yang mendapat markah 400 dan ke atas sebagai ahli *Malaysia Productivity and Innovation Class* (MPIC). Pengiktirafan MPIC ini telah bermula pada tahun 2014 dan sehingga 2018 sebanyak 375 syarikat telah menjadi ahli MPIC. Antara kelebihan yang ahli MPIC terima adalah diskaun untuk latihan sebanyak 20% serta platform untuk syarikat berkongsi amalan terbaik BE untuk dijadikan tanda aras. Salah satu program yang telah dijalankan untuk ahli MPIC adalah AKI *BE Breakfast Talk* 2018 yang telah dihadiri seramai 103 peserta.

To promote the use of MBEF in Malaysia, MPC will recognise companies with a score of 400 and above as members of the Malaysia Productivity and Innovation Class (MPIC). Recognition of the MPIC began in 2014 and as of 2018, 375 companies are members of the MPIC. Among the advantages received by MPIC members are 20% training discounts and attaining a platform for companies to share BE best practices for benchmarking. One of the programme that was conducted for MPIC members was AKI BE Breakfast Talk 2018 that was attended by 103 participants.

Program Pembangunan Kapasiti, Pengiktirafan dan Penilaian

Bagi menggalakkan lebih ramai lagi pengamal BE, beberapa program pembangunan kapasiti BE telah dilaksanakan pada tahun 2018. Antaranya adalah latihan untuk Pengamal. Penilai serta Perunding BE yang masing-masing adalah seramai 80, 45 dan 40 peserta yang diharapkan menjadi pemangkin BE. Bermula dari tahun 2014 hingga 2018, seramai 1,268 orang telah dilatih melalui program pembangunan kapasiti BE dan 452 orang telah diiktiraf sebagai *Productivity Champion* pada tahun 2018.

MBEF merupakan satu alat bagi mengukur kecemerlangan perniagaan yang digunakan oleh pengendali program pengiktirafan atau anugerah di peringkat kebangsaan dan negeri di Malaysia. Untuk anugerah peringkat kebangsaan, anugerah berprestij yang menggunakan MBEF adalah Anugerah Kecemerlangan Industri (AKI) anjuran Kementerian Perdagangan Antarabangsa dan Industri. Sebanyak 9 anugerah utama dipertandingkan dan telah menerima sebanyak 84 penyertaan dimana 61 syarikat telah disenarai pendek untuk dinilai menggunakan MBEF. Pemenang utama anugerah ini akan menerima trofi Anugerah Perdana Menteri beserta wang tunai sebanyak RM500,000.

Bermula 2017, MBEF turut digunakan sebagai kriteria dalam Pengiktirafan Perusahaan Berproduktiviti Tinggi (HPE). Objektif program ini adalah untuk mengiktiraf perusahaan-perusahaan di Malaysia yang mencapai kadar pertumbuhan produktiviti yang tinggi untuk dijadikan model dan rujukan amalan terbaik kepada perusahaaan lain, meningkatkan kesedaran mengenai kepentingan peningkatan produktiviti bagi pertumbuhan ekonomi dan menggalakkan perusahaan mengurangkan kebergantungan terhadap tenaga buruh asing berkemahiran rendah. 13 perusahaan telah diberikan pengiktirafan dalam satu majlis pada 22 Mac 2018. Sijil pengiktirafan HPE yang ditandatangani oleh YAB Perdana Menteri merupakan satu pengiktirafan tertinggi dari Kerajaan Malaysia kepada syarikat yang menerima pengiktirafan.

Selain itu, pada tahun 2018 MBEF juga diguna pakai dalam beberapa anugerah lain iaitu seperti FMM *Icon Award* anjuran *Federation of Malaysian Manufacturers* (FMM), *Malaysia Franchise Award* anjuran *Malaysia Franchise Association* (MFA), *Agrobank Agropreneurs Business Award* dan HRD *Awards oleh Human Resource Development Fund* (HRDF).

Capacity Building, Recognition and Evaluation Program

To encourage more BE practitioners, several BE capacity building programmes had been implemented in 2018. Among them are training for Practitioners, Assessors and Consultants comprising 80, 45 and 40 participants respectively who are expected to be the catalyst for BE. From 2014 to 2018, 1,268 participants were trained through the BE capacity development program and 452 of them were recognised as Productivity Champions in 2018.

MBEF is a tool for measuring business excellence that is used by national or state level programme assessors for assessing and rewarding companies in Malaysia. At national level, the prestigious award using MBEF criteria is the Industry Excellence Award (AKI) organised by the Ministry of International Trade and Industry. A total of 9 major awards were contested while 84 entries were received of which 61 companies were shortlisted for evaluation using MBEF. The winner of the award will receive the Prime Minister's Award trophy and RM500,000 cash.

Effective 2017, MBEF is also used as a recognition criterion for High Productivity Enterprises (HPE). The objectives of this programme are to recognise companies in Malaysia who have achieved high productivity growth and identify them as models and best practice companies so that other companies can emulate and realise the importance of increasing productivty for enhancing economic growth as well as encourage enterprises to reduce dependence on low-skilled foreign labour. 13 companies were given recognition at a ceremony on March 22, 2018. The HPE recognition certificate signed by the Prime Minister is the highest recognition from the Government of Malaysia to the companies receiving the recognition.

In addition, the MBEF will also be used in several other awards such as the FMM Icon Award organised by the Federation of Malaysian Manufacturers (FMM), the Malaysia Franchise Award organised by the Malaysia Franchise Association (MFA), the Agrobank Agropreneurs Business Award and the HRD Awards by Human Resource Development Fund (HRDF).

MPC juga mendapat kepercayaan dari agensi-agensi kerajaan bagi menjalankan penilaian menggunakan MBEF sebelum program intervensi dibuat ke atas syarikat yang terlibat. Antara program yang dinilai menggunakan MBEF pada tahun 2018 ialah Projek Skim Peningkatan Produktiviti Enterprais (SPPE – EPU), Program Pembangunan Kapasiti Vendor (PPKV - MITI) dan Projek Jawatankuasa Keselamatan dan Kesihatan Pekerja (JKKP – PERKESO). Secara keseluruhannya, sebanyak 214 syarikat telah menggunakan MBEF sepanjang tahun 2018 bagi penilaian anugerah dan penilaian sebelum intervensi.

MPC has also gained the trust of government agencies to carry out the evaluation using MBEF criteria prior to the intervention program of companies involved. Among the programs evaluated using MBEF in 2018 are the Enterprise Productivity Improvement Scheme (SPPE - EPU) Project, Vendor Capacity Development Program (PPKV - MITI) and the Occupational Safety and Health Committee (JKKP - SOCSO) Project. In total, 214 companies had used MBEF throughout the year for awards and pre-intervention evaluations.

Perkongsian Amalan Terbaik

Bagi mempromosikan MBEF kepada organisasi yang berpotensi, MPC telah memperkenalkan seminar *BE CEO Forum* bermula dari tahun 2014 untuk berkongsi amalan terbaik BE yang dijalankan di Malaysia. Antara objektif program yang dijalankan secara tahunan ini ialah menyebarkan amalan terbaik BE kepada organisasi di Malaysia, mewujudkan lebih banyak organisasi cemerlang yang melaksanakan BE sebagai strategi perniagaan dan mengukuhkan jalinan kerjasama dalam kalangan pengamal BE yang meliputi *Practitioner, Assessor dan Consultant* (PAC). Untuk tahun 2018, BE CEO Forum telah menjemput panelis dari Malaysia, Singapura dan Thailand yang diihadiri oleh 350 peserta dari 233 organisasi. Selain itu, antara platform-platform perkongsian lain adalah melalui TQM *Case book, Community of Practice* (CoP), *Benchmarking Online Network Database* (BOND), video amalan terbaik dan *eBenchmark* di mana perkongsian amalan terbaik secara digital ini memudahkan orang ramai mendapatkan maklumat berkaitan BE secara maya.

Sharing of Best Practices

To promote MBEF to potential organisations, MPC introduced the BE CEO Forum Seminar beginning in 2014 to share BE best practices conducted in Malaysia. Among the objectives of this annual program are to disseminate BE best practices to organisations in Malaysia, create more outstanding organisations that implement BE as a business strategy and strengthen collaboration among BE practitioners including Practitioners, Assessors and Consultants (PAC). For the year 2018, the BE CEO Forum had invited panelists from Malaysia, Singapore and Thailand and was attended by 350 participants from 233 organisations. In addition, among other sharing platforms are the TQM Case Book, Community of Practice (CoP), Benchmarking Online Network Database (BOND), best practice videos and eBenchmark where best practices are shared digitally making it easier for the public to access BE related information in virtual form.



Baitulmal aims for business excellence

"OUR GOAL IS TO CULTIVATE AND STIMULATE THE ELEMENTS AND ALSO THE ATTITUDE OF BUSINESS EXCELLENCE FOR US TO PROVIDE EXCELLENCE TO EVERY ORGANISATION. AND WE ISLAMIC AGENCIES HAD BEEN ENTRUSTED TO LEAD ON HOW WE

KUCHING: Islamic agencies and organisations in the Sarawak really need to have excellence business methodology in providing excellence service.

Tabung Baitulmal Sarawak's general manager, Datu Abang Mohd Shibli Abang Mohd Naille said Sarawak is a huge state but if the people can do something excellent, God willing, Sarawak can become a developed state that can provide the best service to its people.

"A developed state can provide the best service to its people and the people will continue to develop and God willing, we will live in peace, tolerance and harmony that can bring us forward to become the leading state in Malaysia," he said.

Abang Mohd Shibli said this when officiating at the opening of Business Excellence Workshop for Islamic Agencies in Sarawak at Tabung Baitulmal Sarawak, Jalan Bau Kuba here on Wednesday.

The one-day workshop attended by about 40 staff of Tabung Baitulmal Sarawak and representatives from Islamic agencies in Sarawak was organised by Tabung Baitulmal Sarawak and Malaysian Productivity Corporation (MPC) Sarawak Region.

Abang Mohd Shibli said the workshop on Business Excellence is one of the strategic approach that TBS has with MPC.

"Our goal is to cultivate and stimulate the elements and also the attitude of business excellence for us to provide excellence to every organisation. And we at Tabung Baitulmal as part in the Islamic agencies had been entrusted to lead on how we can improve the system of our services.

And how we can improve the quality of our service so that excellence service can be delivered not only to ourselves as staff but as organisation can be improved from the aspect of image.

At the same time, our clients will get the best delivery of services, he said, adding that if we observed what are currently happening in the world today, "whoever is fast will get it first."

"Fast here meaning how we can place certain service of excellence. If the service is not excellence, people will not want to use our services, and what is more, in the case of the products provided by Tabung Baitulmal Sarawak, which are intangible.

You cannot see products that are intangible. How do you see intangible product. The only best way is to show them you can do it and you can deliver it in an excellent manner. That is why we believe what has been done by MPC is a very good initiative where they try to promote the business excellence methodologies and God willing, if it is really done, it can be an effective methodology, he said.

Abang Mohd Shibli thanked MPC Sarawak for working together with TBS. He hoped MPC will continue to have cooperation with TBS.

This year, the Islamic agencies in Sarawak will have an Quality Award in the use of Business Excellence Methodology.

If we can use this excellence methodology, it is sometime that is extra ordinary in the present situation because we are using methodology that are used by the Fortune 500 companies and I believe this is the best basis why we push ourselves to the limit where we never thought that we can go that far.

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and God willing this
assist in explaining
business excellence



TABUNG: Baitulmal Sarawak (TBS) General Manager, Datu Abang Mohd Shibli Abang Mohd Naille (seat
Azmi Tengku Majid (seated 2nd left) and other officials having a photograph taken with participants of t
Kawah Kuching. PHOTO: RAMIDI JUBARI



Deputy Prime Minister Datuk Seri Dr Wan Azizah Wan Ismail at the launch of the Good Regulatory Practices National Convention 2018 in Putrajaya recently. With her are Deputy International Trade and Industry Minister Dr Ong Kian Ming (second from right), secretary-general Datuk Isham Ishak (third from right), MPC director-general Datuk Mohd Razali Hussain (second from left) and chairman Tan Sri Azman Hashim (third from left). PIC BY MOHD FADLI HAMZAH

He said it would allow regulators to receive feedback from stakeholders in a more comprehensive manner.

discussions
made with the
on the infor-
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Analysis (RIA) by respective ministries and agencies.

He said representatives from OECD and Asean countries, such as Canada and South Korea, shared their experience with GRP implementation at the event.

He said unnecessary regulatory
t be minimised, which
by public

boost the nation's productivity and competitiveness.

At the event, Dr Wan Azizah launched the Report on Modernisation of Regulations 2018 that showcased 32 projects under the Cutting Red Tape programme in 2016 and last year, which resulted in potential cost savings of RM1.18 billion (2016) and RM1.2 billion (last year).

MPC to implement 56 programmes in 2018

BY NUR AIN OTHMAN

KUCHING: The Malaysia Productivity Corporation (MPC) Sarawak Regional Office plans on implementing 56 capacity building programmes throughout the year.

It will involve 10 series that have already been planned and will be held outside of Kuching such as in Sibu, Bintulu and Miri.

Board Member of MPC, Datuk Abang Abdul Karim Tun Openg revealed that in the efforts of building up excellence within an organisation, it was important for the workforce to increase their competency levels through the appropriate programmes.

"The MPC has been given the responsibility to increase expertise and capabilities in regards to productivity and quality," he said during the launching ceremony of 'BE101: Bengkel Kecemerlangan Perniagaan Sebagai Medium untuk Kelestarian Organisasi Siri 1/2018' which was held at the Sarawak Regional Office here yesterday.

"This programme is the first step for the organisation to implement business excellence programmes.

"In the not-too-distant future, hopefully more companies can be seen as examples to Malaysia and I hope this momentum continues," said Karim.



BOARD Member of Malaysia Productivity Corporation (MPC), Datuk Abang Abdul Karim Tun Openg speaking during the launching ceremony of 'BE101: Bengkel Kecemerlangan Perniagaan Sebagai Medium untuk Kelestarian Organisasi Siri 1/2018' at Sarawak Regional Office in Kuching.



TUN ABDUL RAHMAN ABBAS (dua dua (kanan) menyampaikan sijil kepada wakil salah sebuah masjid dalam Majlis Penutupan Konvensyen Pengurusan Berkualiti QE 5S di Bertam, Kepala Batas, Pulau Pinang, semalam. - UTUSAN / SAZALI CHE DIN

20 masjid terima pensijilan 5S

Oleh AZELI ALI

■ KEPALA BATAS 15 NOV.

BERMULA dengan hanya dua buah masjid yang memperoleh pensijilan 5S di Pulau Pinang pada 2014, kini sebanyak 18 lagi masjid menerima pensijilan itu bagi tempoh yang sebelas tahun ini.

Ini membuktikan kesemua masjid terbabit komited ke arah transformasi pengurusan, pentadbiran dan perkhidmatan mereka ke arah ekosistem yang lebih produktif dan berkualiti.

Setiausaha Kerajaan Negeri, Datuk Seri Farizan Darus berharap usaha tersebut dapat memberi impak yang dinamik hasil daripada proses pengauditan itu serta meningkatkan kualiti kerja berpasukan dan kepimpinan, meningkatkan kecekapan pengurusan pentadbiran, memperkukuh elemen pasukan stor serta banyak lagi.

"Program ini bukan sahaja memberikan manfaat kepada pengurusan masjid malah memperlihatkan imej institusi itu sebagai pusat ibadat Muslim serta menjadi contoh kepada masjid-masjid lain di Pulau Pinang.

"Pada masa sama, amalan 5S ini juga akan diperluaskan ke masjid lain di negeri-negeri lain seperti Perak, Kedah dan Perlis di bawah seliaan Perbadanan Produktiviti Malaysia (MPC) Wilayah Utara" katanya.

Beliau berucap pada Konvensyen Pengurusan Berkualiti (QE-5S) masjid-masjid peringkat negeri di sini hari ini.

Majlis penutupan Konvensyen ini dipengerusikan Ketua Pengarah MPC, Datuk Mohd. Razali Hussain.

Pada majlis itu, enam wakil masing-masing satu masjid Umar Ibnu Al-Khattab, Bayan Baru; Masjid Al-Ishtiaah, Simpang Ampat; Masjid Jamek Sungai Gelugor; Masjid Mahbul Qariyah, Teluk Kumbar; Masjid Al-Mahir Khalid, Universiti Sains Malaysia dan Masjid Lahar Tabot, Penaga.

Selain itu, sebanyak enam buah masjid juga berjaya mengamalkan QE-5S pada keseluruhan iaitu melibatkan kategori 5S; Masjid Kariah 5S; Masjid Negeri 5S; Masjid Pelancongan 5S; Pengurusan Kubur; Pengimarahan Masjid serta Pengurusan Masjid.

Sementara itu, Mohd. Razali berkata, sehingga September lalu, sebanyak 819 organisasi merata dipersijilkan di seluruh negara dengan 414 daripadanya dari sektor awam manakala 419 dari sektor swasta.

"Daripada jumlah tersebut, sebanyak 118 organisasi adalah dari sektor awam dan ini membuktikan wujudnya budaya kerja yang lebih produktif serta persekitaran yang lebih kondusif dalam kalangan organisasi mereka," ujarnya.

Agensi kerajaan, swasta dipelawa sertai 'Business Excellence Exposition 2018'

KUCHING: Agensi kerajaan dan swasta di Sarawak dipelawa menyertai persidangan 'Business Excellence Exposition 2018' anjuran Perbadanan Produktiviti Malaysia (MPC) Wilayah Sarawak di Pusat Konvensyen Borneo Kuching (BCCK) pada 24 dan 25 Oktober depan.

Ahli Lembaga Pengarah MPC Wilayah Sarawak Datuk Abang Abdul Karim Tun Openg berkata, tujuan persidangan itu diadakan adalah untuk memberi peluang kepada organisasi terbabit mempraktikkan amalan operasi semasa dan menyelaraskannya dengan Rangka Kerja Kecemerlangan Perniagaan Malaysia (MBEF).

Selain itu katanya, ia bertujuan berkongsikan amalan terbaik dalam perjalanan transformasi ke arah kecemerlangan mampan dan meningkatkan lagi peluang rangkaian perniagaan dalam kalangan mereka.

"Justeru, kita menyasarkan seramai 200 peserta daripada agensi kerajaan dan swasta akan menyertai persidangan ini dengan kumpulan sasarannya terdiri daripada kalangan Ketua Pegawai Eksekutif, Ketua Pegawai Operasi, ahli akademik, pengamal kecemerlangan perniagaan dan sebagainya dari dalam dan luar negara.

"Tetamu kehormat yang dijangka akan merasmikan persidangan ini ialah Menteri Muda Industri dan Pelaburan Malcolm Mussen Lamboh," katanya pada sidang media selepas merasmikan program '1N-101: Workshop On Effective Communication For Business Excellence 2018' yang disertai sektor kerajaan termasuk pihak berkuasa tempatan di sebuah hotel terkemuka di sini, semalam.

Abang Abdul Karim menambah, persidangan itu akan merangkumi banyak acara termasuk pameran perniagaan, pembentangan kertas kerja utama daripada penceramah dari dalam dan luar negara serta perbincangan bersama panel.

"Sebanyak 11 penceramah



TERIMA KASIH: Abang Abdul Karim
Korporat dan Komunikasi Universiti
celaku penceramah pada program '
Excellence 2018' pada satu majlis di

SunCon meterai MoU dengan MPC

KUALA LUMPUR – Sunway Construction Group (SunCon) memeterai memorandum persefahaman (MoU) dengan Malaysia Productivity Corporation (MPC) untuk membangunkan Manual dan Kriteria 5S bagi tujuan menyediakan standard baharu dalam industri pembinaan negara.

Ketua Pengarah MPC, Datuk Mohd. Razali Hussain berkata, kriteria berkenaan akan membentuk garis panduan bagi pendekatan 5S (*sort, set-in-order, shine, standardize* dan *sustain*) untuk dilaksanakan di tempat kerja.

"Ia juga mewujudkan kriteria yang perlu dipenuhi organisasi pembinaan di seluruh negara bagi mendapatkan pensijilan Kualiti Alam Sekitar (QE) atau 5S.

"Ini telah dibangunkan oleh MPC sejajar dengan Rangka Kerja Kecemerlangan Perniagaan Malaysia," katanya menerusi satu kenyataan bersama yang dikeluarkan sempena pemeteraian MoU berkenaan di sini semalam.

Dokumen tersebut ditandatangani Mohd. Razali yang mewakili MPC, manakala SunCon diwakili Pengarahnya, Datuk Dr. Johari Basri.

Turut hadir Timbalan Menteri Perdagangan Antarabangsa dan Industri, Dr. Ong Kian Ming dan Pengarah Urusan SunCon, Chung Soo Kiong.

Mohd. Razali memaklumkan, sebelum ini pensijilan QE atau 5S yang diterbitkan MPC hanya melibatkan industri pengeluaran.

"SunCon merupakan sebuah syarikat yang terkemuka dalam industri pembinaan dan telah mengamalkan pendekatan 5S dalam operasinya.

"Kami berharap peralatan penilaian ini akan menjadi batu loncatan dalam meningkatkan produktiviti dan keberkesanan bagi industri ini, sekali gus mewujudkan sebuah tempat kerja yang sistematik, selamat dan sihat bagi semua pihak," katanya.

Sementara itu, Chung Soo Kiong berkata, pihaknya telah melaksanakan pendekatan 5S sejak tahun 2008.



MOHD. RAZALI (kiri) bertukar dokumen perjanjian dengan Johari (dua dari kanan) di Kuala Lumpur semalam.



INOVASI ENTERPRAIS

ENTERPRISE INNOVATION



INOVASI ENTERPRAIS
ENTERPRISE INNOVATION

Blueprint Produktiviti Malaysia (MPB) telah menggariskan Enterpraise Productivity Programme (EPP) sebagai kerangka peningkatan produktiviti pada peringkat enterprais. Inovasi Enterprais ini akan menyokong pelaksanaan EPP melalui inisiatif peningkatan produktiviti khusus dalam aktiviti "operational excellence" dalam kerangka tersebut. Inovasi enterprais dilaksanakan melalui tiga program utama berikut:

i. Program Pembangunan Sistem Intervensi Inovasi Enterprais (EIIP);
ii. Program Pembangunan Kapasiti; dan
iii. Program Perkongsian Amalan Terbaik.

The Malaysia Productivity Blueprint (MPB) has outlined the Enterprise Productivity Programme (EPP) as the framework that will boost productivity at enterprise level. Enterprise innovation will support the implementation of the EPP through special productivity improvement initiatives in operational excellence activities as specified in the framework. Enterprise innovation is implemented through the following three main programmes:

i. Enterprise Innovation Intervention System Development (EIIP);
ii. Capacity Building Programme; and
iii. Sharing Best Practices Programme.

Program Pembangunan Sistem Intervensi Inovasi Enterprais (EIIP)

Program pembangunan sistem EIIP adalah kerangka kerja yang dibangunkan oleh MPC sebagai inisiatif peningkatan produktiviti dan kualiti di peringkat enterprais. Pendekatan program ini adalah membantu enterprais secara "hands-on" dan membuat intervensi kepada amalan sedia ada untuk menyelesaikan masalah produktiviti dan kualiti. Penyelesaian masalah yang disarankan adalah unik dan berbeza di antara enterprais. Skop utama program pembangunan sistem EIIP adalah:

i. Penambahbaikan kawasan tempat kerja dan meningkatkan kecekapan operasi atau penyampaian perkhidmatan yang merangkumi aspek-aspek kesihatan & keselamatan dan kawalan kendiri terhadap barangan guna-sama seperti amalan-amalan persekitaran berkualiti (5S), *visual management, autonomous maintenance* dan Kaizen;
ii. Penambahbaikan dan meningkatkan kecekapan operasi pengeluaran atau penyampaian perkhidmatan melalui penglibatan pekerja berdasarkan pemerhatian dan pengalaman kerja mereka setiap hari dan ia dilakukan secara berpasukan; dan
iii. Penambakbaikan dan meningkatkan kecekapan operasi pengeluaran atau penyampaian perkhidmatan melalui penghapusan/pengurangan pembaziran atau aktiviti yang tiada nilai tambah.

Enterprise Innovation Intervention System Development (EIIP)

The EIIP system development programme is a framework developed by the MPC as an initiative to increase productivity and quality at the enterprise level. The approach of this program is to help enterprises with a "hands-on" approach and provide intervention in existing practices to solve productivity and quality problems. The suggested solutions are unique and differ between enterprises. The main areas of EIIP system development programs are:

i. Improvement at the workplace and improved operational or service delivery that includes aspects of health & safety and self-control over common and shared goods through quality environment (5S) practices, visual management, autonomous maintenance and Kaizen;
ii. Improvement and enhancing efficiency of production operations or service delivery through employee engagement based on daily observations and work experience which is carried out through teamwork; and
iii. Improvement and enhancing the efficiency of production operations or service delivery through the elimination/ reduction of waste of non-value-added activities.

Pada tahun 2018, sebanyak 295 organisasi dengan peserta seramai 10,592 orang terlibat dalam program pembangunan sistem EIIP. Bidang utama yang menjadi pilihan enterprais

In 2018, a total of 295 organisations comprising 10,592 participants had participated in the EIIP System Development Programme. The main areas of choice for enterprises were

ialah pengurusan *Lean* (44%), pengurusan 5S (21%), pengurusan kualiti (13%) dan lain-lain (22%). MPC juga telah bekerjasama dengan beberapa rakan strategik bagi melaksanakan program EIIP berikut:

Lean management (44%), 5S management (21%), quality management (13%) and others (22%). MPC had also collaborated with several strategic partners to implement the following EIIP programmes:

i. Program Transformasi *Lean* bagi Perusahaan Kecil dan Sederhana (PTL-PKS)

Program PTL-PKS dilaksanakan dengan kerjasama bersama SME Corp. untuk tempoh 3 tahun dari tahun 2016 hingga 2018. Pada tahun 2018, sebanyak 55 enterprais telah menjalani program pembangunan sistem EIIP dengan tumpuan kepada pengurusan Lean;

i. The Lean Transformation Programme for Small and Medium Enterprises (PTL-PKS)

The PTL-SME program was implemented in collaboration with SME Corp. for a period of 3 years from 2016 to 2018. In 2018, 55 enterprises underwent EIIP system development programmes that focused on Lean management;

ii. Program Pembangunan Kapasiti Vendor (PPKV-MITI/MED)

Program ini dilaksanakan dengan kerjasama Kementerian Perdagangan Antarabangsa dan Industri dan syarikat anchor yang berdaftar dengan MITI untuk membangunkan kapasiti vendor mereka. Matlamat program ini adalah untuk meningkatkan produktiviti dan daya saing vendor tersebut agar mampu bersaing di peringkat antarabangsa. Pada tahun 2018, sebanyak 14 enterprais telah menjalani Program Pembangunan Kapasiti Vendor dalam bidang pengurusan Lean;

ii. Vendor Capacity Building Programme (PPKV-MITI/MED)

The programme is being developed in collaboration with the Ministry of International Trade and Industry and anchor companies registered with MITI to develop vendor capacity. The goal of the programme is to increase productivity and competitiveness of these vendors to enable them to compete internationally. In 2018, a total of 14 enterprises entered the Vendor Capacity Building Programme on Lean Management;

iii. Program Skim Peningkatan Produktiviti Enterprais (SPPE)

Program ini dijalankan dengan kerjaama Kementerian Hal Ehwal Ekonomi dan bertujuan untuk meningkatkan produktiviti dan daya saing enterprais. Pada 2018, sebanyak 151 enterprais telah melaksanakan pelbagai bidang intervensi. Butiran lanjut adalah seperti di Jadual 1;

iii. Enterprise Productivity Improvement Scheme (SPPE)

This programme is being conducted in collaboration with the Ministry of Economic Affairs and is aimed at increasing productivity and competitiveness of enterprises. In 2018, a total of 151 enterprises had implemented various areas of intervention. Further details are shown in Table 1;

Jadual 1: Pecahan Projek SPPE Mengikut Lokasi dan Jenis Intervensi

Table 1: Breakdown of SPPE Projects by Location and Type of Intervention

Lokasi *Location*	LEAN	5S	ISO9001	Halal Pharmapreneur Programme	Sistem IT/ *IT System*	Persijilan Halal *Halal Certification*	Kecemerlangan Perniagaan *Business Excellence*	GMP/HACCP/ISO 22000	ISO45001		Jumlah *Total*
Tengah/ *Central*	16	16	13	10	11	2	-	4	1	4	77
Selatan/ *South*	3	2	5	-	-	-	-	3	-	3	16
Utara/ *North*	3	2	5	-	3	1	-	3	-	-	17
Pantai Timur/ *East Coast*	5	2	4	-	-	-	1	1	-	1	14
Sabah	6	2	3	-	-	-	-	3	-	3	17
Sarawak	3	6	1	-	-	-	-	-	-	-	10
Jumlah/*Total*	**36**	**30**	**31**	**10**	**14**	**3**	**1**	**14**	**1**	**11**	**151**

i. **Program Pengurusan *Lean* 5S (PPL-5S)**
Program ini dijalankan dengan kerjasama PERKESO dan Jabatan Keselamatan dan Kesihatan Pekerjaan (JKKP), Kementerian Sumber Manusia yang bermatlamat untuk meningkatkan produktiviti enterprais dengan mewujudkan persekitaran tempat kerja yang bersih dan selamat. Dalam tahun 2018, sebanyak 20 enterprais telah diberi bimbingan dan melayakkan mereka mendapat sijil pengiktirafan Amalan Persekitaran Berkualiti (5S); dan

ii. **Program Pengurusan *Lean* untuk Nexus Produktiviti Kimia dan Produk Kimia**
Pada 2018, sebanyak 5 syarikat berasaskan bahan kimia di bawah Nexus Produktiviti Kimia telah menjalani program pengurusan *Lean*.

Program pembangunan sistem EIIP juga ditawarkan secara terbuka kepada PKS yang berminat dan sebanyak 39 buah syarikat telah diberi bimbingan dalam bidang pengurusan *Lean*, pengurusan 5S dan pengurusan kualiti. Ringkasan pelaksanaan program pembangunan sistem EIIP sepanjang tahun 2018 adalah seperti di Jadual 2.

i. ***Lean Management Programme 5S (PPL-5S)***
This program was organised in collaboration with SOCSO and the Department of Occupational Safety and Health (JKKP), Ministry of Human Resources, which aims to increase enterprise productivity by creating a clean and safe work environment. In 2018, a total of 20 enterprises were given guidance and were qualified to receive the Quality Environment Practice Certification (5S); and

ii. ***Lean Management Programme for Chemical and Chemical Products Productivity Nexus***
In 2018, a total of 5 chemical-based companies under the Chemical Productivity Nexus underwent a Lean Management Programme.

The EIIP system development programme was also offered to SMEs that were interested and a total of 39 companies were trained in Lean Management, 5S Management and Quality Management systems. A summary of the implementation of the EIIP System Development Programmes during 2018 are shown in Table 2.

Jadual 2: Pecahan Keseluruhan Program Pembangunan Sistem Mengikut Jenis Intervensi
Table 2: Overall Breakdown of System Development Programme by Type of Intervention

Bil *No*	Program / *Programme*	Bilangan Keseluruhan Projek / *Number of Projects*							
		Lean	QE/5S	ISO	Halal	GMP	ICC	Lain - Lain *Others*	Jumlah / *Total*
1	SPPE	36	30	31	10	14		30	151
2	PTL-PKS (Tahap 1 / *Level 1*)	55							55
3	PTL-PKS (Tahap 2 / *Level 2*)	10						1	11
4	PPKV-MED	14							14
5	5S-JKKP		20						20
6	EIIP	12	18				4	5	39
7	Nexus Produktiviti Kimia & Produk Kimia *Productivity Nexus Chemical & Chemical Products*	5							5
	Jumlah / *Total*	**132**	**68**	**31**	**10**	**14**	**4**	**36**	**295**

Program Pembangunan Kapasiti

Program pembangunan kapasiti produktiviti dan inovasi (P&I) meliputi program yang berkaitan dengan ceramah dan latihan untuk meningkatkan produktiviti enterprais. Kebanyakan organisasi bersaiz sederhana lebih memilih untuk melaksanakan program ini secara in-house bagi disesuaikan dengan budaya kerja masing-masing. Kebaikan mengadakan program secara in-house ialah para peserta boleh berbincang masalah yang dihadapi mereka secara lebih terbuka dan aktiviti "gemba" boleh dilaksanakan dengan lebih berkesan.

Pada tahun 2018, sebanyak 458 program pembangunan kapasiti telah dijalankan dengan bilangan peserta seramai 7,732 orang dari 643 organisasi. Bidang pembangunan kapasiti yang menjadi keutamaan pelanggan ialah, *Innovative and Creative Circle* (ICC) (49%), pengurusan 5S (20%), Kaizen dan *problem solving techniques* (13%), pengurusan produktiviti (10%) dan selebihnya dalam lain-lain bidang (8%).

Capacity Building Programme

The Productivity and Innovation Capacity Building (P&I) programmes included talks and training sessions to enhance productivity of the enterprise. Most medium-sized organisations prefer to implement these programs in-house in order to customise their work culture. The advantage of having an in-house programme is to enable participants to discuss work related issues more openly and ensure that the "Gemba" activity can be implemented more effectively.

In 2018, a total of 458 Capacity Building Programmes were conducted with a total of 7,732 participants from 643 organisations. The areas of Capacity Building which were selected by customers are: Innovative and Creative Circle (ICC) (49%), 5S Management (20%), Kaizen and Problem-Solving Techniques (13%), Productivity Management (10%) as well as other areas (8%).

Program Perkongsian Amalan Terbaik

Program perkongsian amalan terbaik merangkumi dua aktiviti utama iaitu Konyensyen Team Excellence (TE) dan Misi Pembelajaran.

a. Konvensyen *Team Excellence* (TE)

i. Dalam Negara

Konyensyen ini merupakan platform untuk organisasi berkongsi amalan terbaik masing-masing supaya dapat dijadikan tanda aras untuk dimanfaatkan oleh organisasi lain. Kategori projek penambahbaikan yang dikongsikan adalah seperti Pengurusan *Lean*, ICC, *Six Sigma*, TRIZ dan amalan persekitaran berkualiti (5S). Pada tahun 2018, sebanyak 15 program Konvensyen TE dalam negara telah dijalankan dan dihadiri oleh 6,443 peserta dari 538 organisasi awam dan swasta;

ii. Program TE Peringkat Antarabangsa

MPC telah berjaya membawa amalan terbaik dari organisasi terpilih untuk dikongsikan di peringkat antarabangsa dengan menguruskan 3 program seperti di Jadual 3. Program-program tersebut melibatkan sebanyak 75 kumpulan dari 63 organisasi dari Malaysia untuk berkongsi amalan terbaik masing-masing;

Sharing of Best Practices

The best practice sharing programmes included two major activities namely the Team Excellence (TE) Convention and Study Mission.

a. Team Excellence (TE) Convention

i. National Programmes

The convention serves as a platform for organisations to share their best practices so that they can serve as benchmarks for other organisations to adopt. The categories of improvement projects that were shared are Lean Management, ICC, Six Sigma, TRIZ and 5S environment quality practices. In 2018, a total of 15 TE National Convention Programmes were carried out and attended by 6,443 participants from 538 public and private organisations.

ii. International TE Programmes

MPC has been able to bring best practices from selected organisations to be shared internationally by organising 3 programmes as shown in Table 3. The programmes involved 75 groups of 63 organisations from Malaysia to share their best practices:

Jadual 3: Butiran Program TE Peringkat Antarabangsa

Table 3: Details of International TE Programmes

Bil. *No*	Konvensyen TE/ *TE Convention*	Tarikh & Tempat *Date & Venue*	Bil. Kumpulan/ *No. of Teams*	Bil. Organisasi/ *No. of Organisations*	Pencapaian *Achievement*
1.	*International Conference of Quality Control Circle (ICQCC) 2018*	22-25 Okt. 2018 Singapura/ *22-25 Oct 2018, Singapore*	44	42	42 Emas/*Gold* 2 Perak/*Silver*
2.	*International Quality & Productivity Convention (IQPC) 2018*	26 Nov. – 1 Dis/ *Dec* 2018 Indonesia	25	17	1 Diamond 5 Platinum 19 Emas/*Gold*
3.	*Asia Pacific Quality Conference (APQC) 2018*	9-12 Dis./ *Dec* 2018 Abu Dhabi, UAE	6	4	6 Emas/ *Gold* (3 bintang)/ *3 star*

iii. Penciptaan Nilai

Dalam tahun 2018, MPC telah merekodkan penjimatan kos sebanyak RM1.09 billion iaitu hasil dari pelaksanaan inisiatif penambahbaikan produktiviti di peringkat enterprais. Penciptaan nilai ini direkodkan dari pelbagai sumber seperti projek penambahbaikan dalam bidang ICC, Persekitaran Berkualiti, dan Pengurusan Lean.

b. Misi Pembelajaran

Misi Pembelajaran merupakan program pengukuhan amalan terbaik secara pakej pembelajaran melalui sesi latihan, perbincangan dengan pakar, lawatan ke organisasi terpilih untuk melihat amalan terbaik mereka dan menghayati budaya kerja organisasi dan persekitaran tempat kerja mereka. Konsep misi pembelajaran ini ialah *"seeing is believing"* iaitu untuk menerapkan keyakinan industri dalam melaksanakan penambahbaikan di tempat kerja.

Program yang dilaksanakan ini terbuka kepada semua pelanggan sama ada syarikat PKS, syarikat multi-nasional (MNC) mahupun organisasi awam untuk mempelajari dan berkongsi pengetahuan dalam bidang tersebut. Ianya boleh dijadikan platform kolaborasi di antara peserta dan pakar di negara yang dipilih untuk membantu meningkatkan lagi operasi dan menambah baik proses organisasi.

Dalam tahun 2018, sebanyak 14 program misi pembelajaran telah dilaksanakan dengan penyertaan seramai 142 orang dari 110 organisasi. Bidang keutamaan yang dijadikan sebagai tanda aras ialah Pengurusan *Lean, Productivity Linked Wage System* (PLWS) dan Industri 4.0. Antara negara yang dilawati adalah seperti Jepun, Vietnam, Indonesia dan beberapa negara Eropah seperti dalam Jadual 4.

iii. Value Creation

In 2018, MPC recorded cost savings of RM1.09 billion as a result of implementing productivity improvement initiatives at the enterprise level. Value creation had been recorded from various sources namely, improvement projects in the field of ICC, Quality Environment, and Lean Management.

b. Study Mission

Study Mission is a programme to strengthen best practices through learning packages that encompass training sessions, discussions with experts, visits to selected organisations to view their best practices and understand their work culture and environment. The concept of the study mission is "seeing is believing" which is aimed at instilling confidence among industries in implementing improvements at the workplace.

The program is open to all customers, whether SMEs, multi-national corporations (MNCs) or public organisations, to learn and share knowledge in the respective field. It can be a collaborative platform among participants and experts in selected countries to help improve operations and organisational processes.

In 2018, a total of 14 study mission programmes were conducted comprising 142 participants representing 110 organisations. The priority areas for benchmarking are Lean Management, Productivity-Linked Wage System (PLWS) and Industry 4.0. Among the countries visited were Japan, Vietnam, and Indonesia as well as a few European countries as in Table 4.

Jadual 4: Butiran Program Misi Pembelajaran
Table 4: Details of Study Mission Programmes

Bil./ *No.*	Bidang/*Field*	Negara/*Country*	Bil. Organisasi/ *No. of Organisations*	Bil. Peserta *No. of Participants*
1	Lean & Industri 4.0/ *Industry 4.0*	Jepun, Vietnam & Indonesia *Japan, Vietnam & Indonesia*	38	45
2	*Productivity- Linked Wage System*	Jepun/ *Japan*	19	19
3	Lean	Jepun/ *Japan*	15	17
4	Kecemerlangan Perniagaan/ *Business Excellence*	New Zealand, Taiwan & Indonesia	38	61



KERJASAMA ANTARABANGSA

INTERNATIONAL PARTNERSHIP





KERJASAMA ANTARABANGSA
INTERNATIONAL PARTNERSHIP

***Asian Productivity Organization* (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, adalah penting untuk MPC mengekalkan hubungan dengan APO bagi memperluaskan asas pengetahuan/sumber berkenaan topik-topik penting yang terkini melalui pertukaran maklumat, persidangan antarabangsa dan misi lawatan untuk melihat kemajuan dan amalan terbaik yang terkini. Disamping itu, platfom yang tersedia ini juga mengeratkan hubungan dan rangkaian yang terjalin di antara Malaysia dengan negara anggota yang lain.

Sebanyak 3 program berbentuk latihan dan seminar telah dianjurkan di Malaysia pada tahun 2018. Ringkasan program-program APO tersebut adalah seperti berikut:

Asian Productivity Organization (APO)

APO is an intergovernmental regional organisation established in 1961. Malaysia has been a member of the APO since 1983 and has benefited significantly from its membership and bilateral relations with APO's 19 member countries.

As a national productivity and quality institution, MPC acknowledges the importance of sustaining the relationship with APO by expanding its knowledge base/resources on the latest and important topics through information sharing, international conferences, and study missions for the latest advancements and best practices. In addition, this available platform also strengthens ties and networks between Malaysia and other member countries.

A total of 3 training programmes and seminars were organised in Malaysia in 2018. Summary of the APO programmes are as follows:

Bil. / *No*	Program / *Programme*	Objektif / *Objective*
1	*e-Learning Course on Management Innovation in* SMEs 15-18 Januari 2018, Petaling Jaya *15-18 January 2018,*	Untuk meningkatkan pemahaman tentang konsep dan prinsip-prinsip asas inovasi pengurusan dalam PKS untuk produktiviti yang lebih tinggi dan meningkatkan keupayaan PKS untuk mencapai kemampanan jangka panjang melalui penggunaan model inovasi pengurusan yang sesuai *To enhance understanding of the fundamental concepts and principles of management innovation in SMEs for higher productivity and enhance SMEs' ability to achieve long-term sustainability through the applications of appropriate management innovation models.*
2	*Training of Trainers in Lean Manufacturing Systems* 9-13 Julai 2018, Petaling Jaya *9-13 July 2018,*	• Melengkapkan peserta dengan pengetahuan terkini tentang *'Lean Manufacturing'* dan implikasinya ke atas Revolusi Perindustrian Keempat/ • *Equip participants with the latest knowledge of 'Lean Manufacturing' and its implications on the Fourth Industrial Revolution*

Bil. / *No*	Program / *Programme*	Objektif / *Objective*
2		• Membolehkan jurulatih kurus untuk menyambung konsep dan kaedah *'Lean Manufacturing'* ke Revolusi Perindustrian Keempat dan memperkenalkan teknik dan pengetahuan ini kepada PKS dan pengeluar; dan • *Enables the trainer to link 'Lean Manufacturing' concepts and methods to the Fourth Industrial Revolution and introduce these techniques and knowledge to SMEs and manufacturers; and* • Menggalakkan penggunaan *'Lean Manufacturing'* dan pendigitan untuk meningkatkan produktiviti dalam mengejar kecemerlangan pembuatan • *Encourage the use of 'Lean Manufacturing' and digitisation to increase productivity in pursuit of manufacturing excellence*
3	*Training of Trainers on Industry Productivity Specialists* 15–26 Oktober 2018, Petaling Jaya *15–26 October 2018,*	Menyediakan *"value added information"* mengenai produktiviti, inovasi, daya saing dan amalan terbaik melalui aktiviti penyelidikan dan pangkalan data *Provide "value added information" on productivity, innovation, competitiveness and best practices through research and database activities*

MPC juga turut menerima misi-misi lawatan dari negara-anggota APO di bawah program *Bilateral Cooperation between NPOs* (BCBN) dan *Strengthening the Programs of the Center of Excellence* (COE) *on Green Productivity* (GP) yang berobjektifkan perkongsian amalan terbaik di antara negara anggota. Ringkasan misi-misi lawatan APO untuk tahun 2018 adalah seperti berikut:

MPC also received study missions from APO member countries under the Bilateral Cooperation Programme between NPOs (BCBN) and Strengthening the Programmes of the Centre of Excellence (COE) on Green Productivity (GP) that aims to share best practices between member countries. A summary of the APO study missions for 2018 are as follows:

Bil. *No*	Tema Lawatan *Theme of Study Mission*	Tarikh *Date*	Negara Terlibat *Countries*
1	*Bilateral Cooperation Between NPOs (BCBN): Productivity Promotion in the APO Member Countries*	9–10 Ogos/ *August* 2018	Fiji
2	*Strengthening the Programs of the Center of Excellence (COE) on Green Productivity (GP)*	12-16 *November* 2018	Taiwan

Malaysia juga telah menggunakan platform APO dibawah program *Technical Expert Scheme* (TES) bagi mendapatkan perkhidmatan pakar-pakar berikut sepanjang tahun 2018:

Malaysia has also used the APO platform under the Technical Expert Scheme (TES) programme to obtain the following expert services throughout 2018:

Bil. *No*	Program *Programme*	Nama Pakar *Name of Expert*	Jumlah Peserta *No. of Participants*
1	*Training of Trainers on Industry Productivity Specialists* 15–26 Oktober/ *October* 2018, Petaling Jaya	i. Mr. Kazuteru Kuroda (Jepun/*Japan*) ii. Mr. Tomoo Aoki (Jepun/*Japan*)	34

Selain daripada menerima pakar dari luar negara, Malaysia juga menghantar pakar/tenaga pengajar berikut bagi berkongsi pengetahuan ke negara anggota APO pada tahun 2018:

Apart from receiving experts from overseas, Malaysia also sent the following experts / trainers to share their knowledge with APO member countries in 2018:

Bil / *No.*	Program / *Programme*	Pakar dari Malaysia/ *Expert from Malaysia*
1.	*TES on the Tools and Techniques to Measure Productivity Level at Sector and National Level* 23 Julai/ *July* - 3 Ogos/ *August* 2018, Dhaka, Bangladesh	i. Encik/*Mr.* Zafrulla Hussein ii. Encik/ *Mr.* S.Sugumar
2.	*Workshop on Productivity Measurement in SMEs* 3-7 September 2018, Nadi, Fiji	Puan/*Madam* Mazuin Dahlan

Keseluruhannya, sejumlah 106 orang peserta tempatan telah menyertai program APO di dalam dan luar negara. Seramai 38 orang (36%) adalah warga MPC, manakala 68 orang (64%) adalah gabungan peserta yang terdiri daripada agensi-agensi kerajaan dan industri seperti pertanian, elektrikal & elektronik, perundingan, industri kecil dan sederhana, pembuatan, makanan dan kejuruteraan. Selain itu, 3 orang warga MPC dihantar sebagai tenaga pengajar atau pakar-pakar TES yang menjalankan latihan di negara anggota APO dan 30 orang peserta antarabangsa dari 18 buah negara anggota APO yang terlibat dengan program di Malaysia.

Overall, a total of 106 local participants attended APO programmes locally and abroad. Out of this, 38 (36%) of the participants were from MPC while 68 (64%) were participants from government agencies and industries namely agriculture, electrical & electronics, consultancy, small and medium industries, manufacturing, food and engineering. In addition, 3 MPC officers were sent as trainers or TES experts who conducted training in APO member countries while 30 international participants from 18 APO member countries were involved in the programme in Malaysia.

Japan International Cooperation Agency (JICA)

Malaysia menyokong 144 negara-negara membangun di bawah rangka kerja Usaha Sama Selatan-Selatan sejak 1980 melalui Program Kerjasama Teknikal Malaysia (PKTM). Pada tahun 1983, *Third Country Training Programme* (TCTP) telah mula diperkenalkan di Malaysia oleh JICA dalam membantu negara-negara membangun di bawah program TCTP dengan kerjasama PKTM. Dari 2011 hingga 2018, semua program TCTP adalah berlandaskan tiga bidang teras iaitu *Kaizen, Total Quality Management* (TQM) dan Produktiviti dan Inovasi.

Japan International Cooperation Agency (JICA)

Malaysia has supported 144 developing countries under the South-South Cooperation framework since 1980 through the Malaysian Technical Cooperation Program (MTCP). In 1983, the Third Country Training Programme (TCTP) was first introduced in Malaysia by JICA to assist developing countries under the TCTP programme in cooperation with MTCP. From 2011 to 2018, all TCTP programmes were based on three core areas namely Kaizen, Total Quality Management (TQM) and Productivity and Innovation.

Sebanyak 3 program berbentuk latihan berjadual dan program permintaan dari luar negara telah dianjurkan di Malaysia pada tahun 2018. Program tersebut adalah seperti berikut:

A total of 3 scheduled training programmes and special request programmes from other countries had been organised in Malaysia in 2018. The programmes are as follows:

Bil./ *No.*	Program / *Programme*	Tarikh / *Date*
1.	*Third Country Training Programme on Enhancing Productivity Improvements through Kaizen and TQM for African Countries* (Kerjasama dengan Malaysia Technical Cooperation Programme (MTCP)/JICA) *(Collaboration with the Malaysia Technical Cooperation Programme (MTCP) / JICA)*	22 Oktober/*October* – 2 November 2018
2.	*Lean Management Training for Egypt*	26 Februari / *February*– 16 Mac/*March* 2018
3.	*Capacity Development for Kaizen Implementation for Quality and Productivity Improvements and Competitiveness Enhancement for Ethiopia*	16–27 Julai /*July* 2018

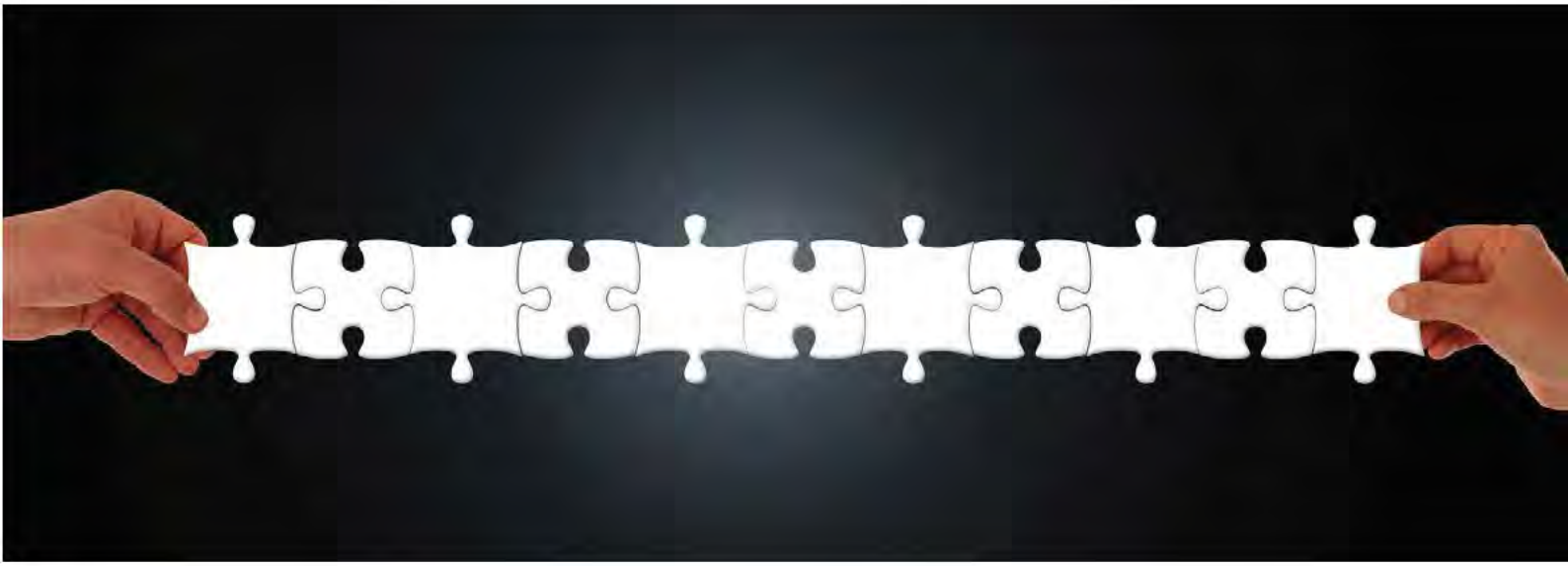
Sepanjang tahun 2018, seramai 40 orang dari 12 negara telah menyertai program TCTP dan program permintaan di Malaysia. Antara negara-negara yang terlibat menyertai program ini adalah seperti berikut:

During 2018, 40 people from 12 countries participated in the TCTP and special request programmes held in Malaysia. Among the countries involved in the programmes are as follows:

Bil. / *No.*	Negara / *Country*	Bilangan Peserta / *No. of Participants*
1.	Botswana	1
2.	Cameroon	1
3.	DRC Congo	1
4.	Ethiopia	18
5.	Egypt	10
6.	Ghana	1
7.	Kenya	2
8.	Malawi	1
9.	Republic of Senegal	1
10.	Tanzania	2
11.	Uganda	1
12.	Zambia	1
Jumlah / *Total*		**40**

Pada tahun 2018 juga, pihak JICA dengan kerjasama MPC telah melaksanakan Kajian Sejarah Pembangunan Produktiviti di Malaysia dan Jepun. Kajian ini bertujuan untuk membangunkan satu modul sejarah pembangunan produktiviti bagi berkongsi pengalaman bersama peserta program TCTP. Dana bagi kajian ini ditaja sepenuhnya oleh JICA. Hasil kajian ini telah dibentangkan dan laporan ini telah diserahkan secara rasminya kepada MPC oleh pihak JICA pada 29 Ogos 2018 di Bengkel Pemantauan MTCP-JICA 2018.

In 2018, JICA in collaboration with MPC conducted a Study on the history of Productivity Development in Malaysia and Japan. This study was aimed at developing a module on the history of productivity development where experiences will be shared with participants of the TCTP programme. Funding for this study was fully sponsored by JICA. The results of this study were presented and the report was formally submitted to the MPC by JICA on August 29, 2018 at the MTCP-JICA Monitoring Workshop 2018.



PENGURUSAN SUMBER DAN ORGANISASI

RESOURCE AND ORGANISATION MANAGEMENT




ACCOUN
NETWORK
APPLICATIO
NICATION
MONITORING

PENGURUSAN SUMBER DAN ORGANISASI
RESOURCE AND ORGANISATION MANAGEMENT

Pengurusan dan Pembangunan Sumber Manusia

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

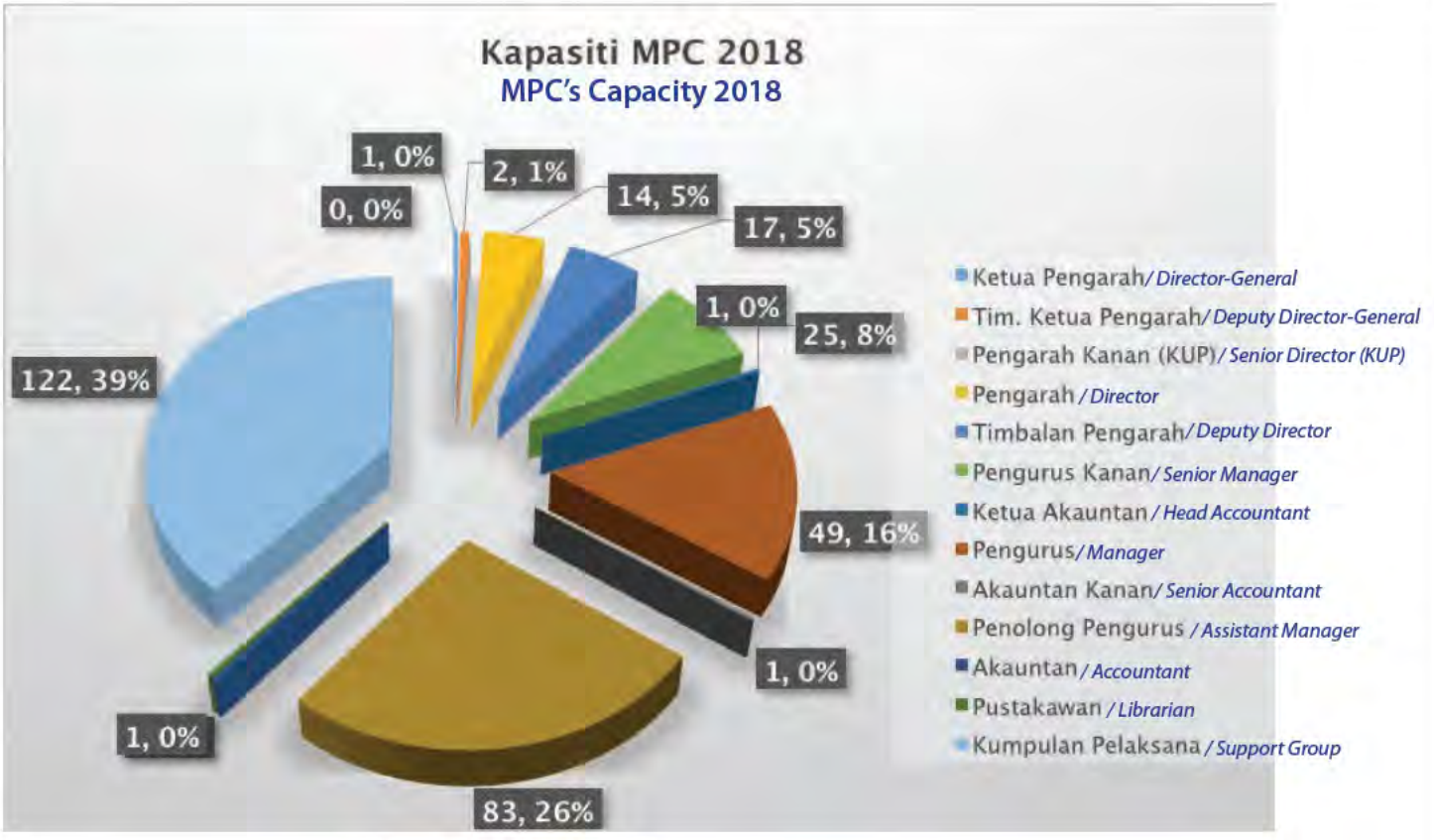
Sebagai Rakan Strategik, Unit HRMD menjalinkan kerjasama dengan bahagian-bahagian dan wilayah-wilayah untuk memastikan cara, proses kerja dan dasar yang ada melengkapi strategi organisasi dan kapasiti sentiasa tersedia untuk melaksanakan sebarang strategi.

Human Resource Management and Development (HRMD)

Human capital is the most strategic asset of an organisation that acts as a catalyst for utilisation of other capital in the organisation towards efficient and effective services. In this regard, the role of Human Resource Management and Development Unit (HRMD) requires transformation from a purely operational perspective towards a more strategic one. The diversity of these roles is classified into 4 areas namely Strategic Partner, Agent of Change, Administrative Expert and Employee Champion.

1. Strategic Partner

As a Strategic Partner, the HRMD Unit works closely with the various divisions and regional offices to ensure that existing processes, and policies complements the organisation's strategies and that it has the capacity to implement these strategies.



2. Agen Perubahan

Sebagai Agen Perubahan, Unit HRMD telah membangunkan Pelan Laluan Kerjaya yang jelas dan fleksibel agar lebih mudah difahami dan diikuti oleh pekerja dalam membangunkan 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).

Agent of Change

As an Agent of Change, the HRMD Unit has developed clear and flexible Career Path Planning to make it easier for employees to understand and follow through in advancing their respective careers. Career advancement opportunities have also been shortened and are now based on merit or performance as outlined in the Guideline on Career Advancement Criteria for Management and Professionals (P&P).

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 telah berjaya dibangunkan bagi mengurangkan bebanan kerja pentadbiran secara manual ke arah perkhidmatan yang lebih mesra pengguna dan bebas kertas.

Administrative Expert

To improve efficiency in human resource management, the HRMD Unit has implemented the HRMIS System and MyHRMIS Cuti Mobile Apps for employees. In addition, the Time Attendance Management System (TAMS) and Training Management System (MyLearning) have also been successfully developed to reduce administrative workloads which were once done manually toward more user-friendly and paperless services.

4. Juara Pekerja

HRMD berperanan sebagai champion dalam meningkatkan keberhasilan dan kecemerlangan organisasi melalui pekerja yang berdedikasi, komited dan bermotivasi. HRMD menjadi peneraju untuk memastikan pelaksanaan urusan-urusan berkaitan sumber manusia dijalankan. Antaranya adalah:

Employee Champion

HRMD acts as champion to enhance the success and excellence of the organisation through dedicated, committed and motivated employees. HRMD as the leader ensures the implementation of human resource related matters. These include:

a. Pembangunan Organisasi
b. Pengurusan Bakat
c. Pengurusan Kemudahan
d. Pengurusan Rekod
e. Pembangunan dan Latihan
f. Penjawatan
g. Anugerah dan Insentif

a) Organisational Development
b) Talent Management
c) Facilities Management
d) Records Management
e) Development and Training
f) Employment
g) Awards and Incentives

Pembangunan Modal Insan

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

As Employee Champion, the HRMD Unit has conducted Human Capital Development programmes to meet MPC's strategic needs. These programmes continue to enhance creativity and innovation, as well as knowledge among MPC employees, ultimately producing human capital with first class mentality.

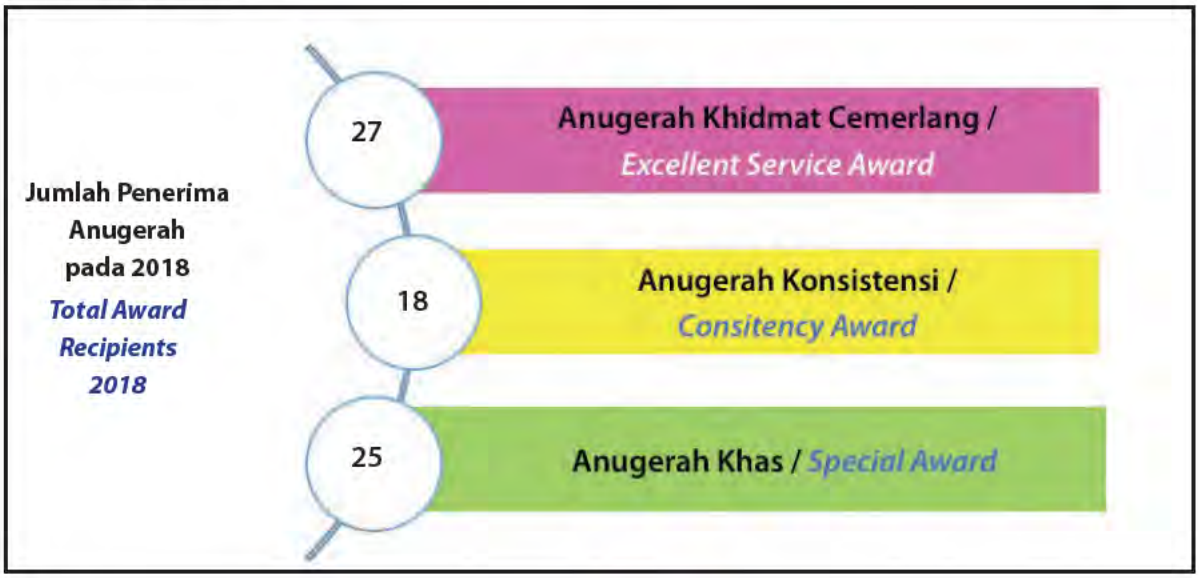


Anugerah

Anugerah Perkhidmatan Cemerlang, Anugerah Khas dan Anugerah Konsistensi, diberikan sebagai tanda penghargaan kepada warga yang cemerlang dalam perkhidmatan. Pecahan jumlah penerima mengikut anugerah adalah seperti berikut:

Awards

The Excellent Service Award, Special Award and the Consistency Award, were presented in recognition of outstanding employees currently in service. The breakdown of the number of recipients by awards is as follows:



HR Fiesta

HR Fiesta telah diadakan dengan kerjasama Bahagian Khidmat Pengurusan & Kewangan (MSF) iaitu dijenamakan sebagai MSF-HRMD Fiesta. Malaysia Automotive, Robotics & IoT Institute (MARii), Pusat Zakat Selangor dan Klinik Qualititas telah dijemput bagi menjayakan MSF-HRMD Fiesta pada kali ini. MSF-HRMD Fiesta 2018 bertujuan memberi pendekatan kepada warga MPC tentang sistem

HR Fiesta

The HR Fiesta was held in collaboration with the Management Services and Finance Division (MSF), and branded as MSF-HRMD Fiesta. Malaysia Automotive, Robotics & IoT Institute (MARii), Selangor Zakat Center and Clinic Qualititas were invited to make this occasion a success. The MSF-HRMD Fiesta 2018 was aimed at educating MPC employees with systems such as HRMIS and Training Management System (MyLearning) as well as providing

HRMIS dan Sistem Pengurusan Latihan *(MyLearning)* serta memberi pendedahan kepada warga mengenai aktiviti di HRMD seperti proses Persaraan, *Job Rotation* dan semakan kadar ganjaran dan Gantian Cuti Rehat (GCR). Warga juga berpeluang memberi cadangan dan aduan melalui kotak cadangan dan aduan. Dengan adanya aktiviti seperti ini, selain dapat mengeratkan hubungan dengan warga, ia juga dapat memberi maklumat serta meningkatkan pengetahuan tentang aktiviti-aktiviti di HRMD.

Sistem Pengurusan Latihan *(MyLearning)*

Sistem *MyLearning* memudahkan pemantauan latihan dilakukan termasuk warga di wilayah. Penggunaan sistem ini dapat memantau setiap latihan yang telah dihadiri oleh warga. Sistem ini memudahkan Unit HRMD untuk memastikan warga menyempurnakan 10 jam latihan dalam setahun seperti yang telah ditetapkan oleh pihak pengurusan.

Lawatan HRMD ke Wilayah

Lawatan ke wilayah-wilayah MPC dijalankan untuk memberi pendedahan serta taklimat berkenaan penggunaan sistem HRMIS dan Sistem Pengurusan Latihan *(MyLearning)* kepada warga di wilayah.

HR Day Out

Program ini dijalankan untuk menjadikan organisasi-organisasi yang dilawati sebagai penanda aras amalan terbaik untuk MPC. Selain itu, program ini juga membantu agar Unit HRMD dapat memperbaiki kelemahan yang ada dan menjadikan organisasi-organisasi tersebut sebagai penanda aras.

updates to employees pertaining to HRMD activities namely Retirement Process, Job Rotation and information on Gratuity Calculation as well Cash Award in lieu of Accumulated Leave (GCR). Employees also had the opportunity to make suggestions and complaints through the suggestions and complaints box. With such activities being organised, apart from strengthening the relationship with employees, it can also provide information and increase knowledge of HRMD activities.

Training Management System (MyLearning)

The MyLearning system facilitates monitoring of training including that conducted by officers at regional level. This system can keep track of each training programme attend by the employees. It also facilitates the HRMD Unit to ensure its employees complete 10 hours of training a year as determined by management.

HRMD Visit to Regional Offices

Visits to MPC regional offices were conducted to provide exposure and briefings on the use of HRMIS system and the Training Management System (MyLearning) to employees at regional offices.

HR Day Out

The programme was conducted to identify benchmarks and best practices among organisations visited for MPC to emulate. In addition, the programme also enabled the HRMD Unit to improve weaknesses and identify best practice organisations as benchmarks.

Laporan Unit Audit Dalam

1. Pengauditan Tahun 2018

Secara umumnya Audit yang dijalankan di MPC adalah berkaitan kecekapan dan keberkesanan pengurusan kewangan, pengurusan aset & stor, pengurusan perolehan serta keberkesanan pengurusan kualiti di MPC. Berikut adalah aktiviti pengauditan yang telah dijalankan di MPC:

i. 4 Audit telah dijalankan oleh Unit Audit Dalam (UAD) MPC;
ii. 8 Audit telah dijalankan oleh Unit Audit Dalam MITI;
iii. 1 Audit Penyata Kewangan MPC telah dijalankan oleh Tetuan Wan Nadzir & Co.
iv. 1 Audit MS ISO 9001:2015 telah dijalankan oleh SIRIM QAS Sdn. Bhd.

Internal Audit Unit Report

1. Audit for Year 2018

In general, the Audit conducted by MPC is related to efficiency and effectiveness of financial management, asset & store management, procurement management and the effectiveness of quality management in MPC. The following are the audit activities that were conducted at MPC:

i. 4 Audits conducted by the Internal Audit Unit (UAD) of MPC;
ii. 8 Audits conducted by Internal Audit Unit of MITI;
iii. 1 Audit on MPC's Financial Statements by Messrs Wan Nadzir & Co; and
iv. 1 Audit on MS ISO 9001:2015 conducted by SIRIM QAS Sdn. Bhd.

2. Pencapaian Audit 2018

Pada tahun 2018 sebanyak 14 aktiviti audit telah dilaksanakan di Ibu Pejabat dan Wilayah MPC. Empat audit telah dijalankan oleh UAD MPC, manakala 10 audit adalah daripada audit luar. Carta berikut adalah perbandingan jumlah aktiviti pengauditan tahun 2017 dan 2018.

2. Audit Achievement 2018

In 2018, a total of 14 audit activities were conducted at MPC's Headquarters and Regional Offices. Four audits were conducted by the Internal Audit Unit (UAD) of MPC, while 10 were carried out by external auditors. The following chart shows a comparison of audit activities for 2017 and 2018.



3. Komitmen dan Kecekapan

Kursus dan seminar yang telah dihadiri juruaudit pada tahun 2018 bagi meningkatkan pengetahuan dan mendapat perkembangan terkini adalah seperti berikut:

3. Commitment and Efficiency

The courses and seminars attended by auditors in 2018 to improve their knowledge and remain up-to-date on developments are as follows:

Bil *No*	Kursus *Courses*	Anjuran *Organiser*
1.	Kursus Audit Dalaman ISO 9001:2015 *Internal Audit Programme for ISO 9001:2015*	MPC
2.	Bengkel Klasifikasi Fail MPC *Workshop on File Classification by MPC*	MPC
3.	*Training on MyPortFolio*	MPC
4.	Bengkel Final Acceptance Test (FAT) Pembangunan Semula Sistem e-Benchmark *Workshop on Final Acceptance Test (FAT) Development of e-Benchmark System*	MPC
5.	Kursus Leadership *Leadership programme*	MPC
6.	*Strategic Foresight in Public Se*ctor	IIM
7.	Bengkel Semakan Manual Prosedur Perakauanan, Tatacara Pengurusan Aset & Stor dan Pengurusan Perolehan *Workshop on Manual Procedures for Accounting, Asset & Store Management and Procurement Management*	MPC

Agenda Transformasi MPC 2018

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

Sesi Transformasi MPC

Bagi memastikan fokus MPC sentiasa sejajar dengan hasrat Kerajaan, MPC telah mengendalikan Sesi Transformasi secara berkala sepanjang tahun 2018. Tujuan utama sesi ini adalah untuk membincangkan perancangan dan merangka strategi perniagaan 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 2018 meliputi empat siri Makmal Strategik Mencapai Kecemerlangan Melalui Pelaksanaan (AEE), satu Sesi Strategik Esekutif (ESS), dua sesi dialog bersama Kumpulan Pengurusan dan Profesional serta dua sesi bersama Kumpulan Pelaksana.

Sistem Pengurusan Kualiti MPC

Laporan Audit Pemantauan MS ISO 9001:2015 bagi Tahun 2018

Audit Pemantauan ISO MPC yang berasaskan MS ISO 9001:2015 telah berlangsung pada 30 Mei hingga 1 Jun 2018. Pada tahun 2018, pihak SIRIM telah memilih Pejabat MPC Wilayah Sarawak dan Wilayah Utara sebagai lokasi yang diaudit selain dari Ibu Pejabat. Aktiviti audit telah dilaksanakan dengan baik seperti mana perancangan. Tiada ketidak-akuran pada Sistem MS ISO 9001:2015 yang dikenal pasti oleh pihak SIRIM pada audit kali ini. Walaubagaimanapun, terdapat 3 peluang penambahbaikan telah dicadangkan oleh pihak SIRIM untuk diberi perhatian bagi memastikan pelaksanaan Sistem MS ISO 9001:2015 di MPC sentiasa berada di tahap yang baik dan memuaskan.

MPC's Transformation Agenda 2018

MPC's transformation process was implemented in line with the country's national development aspirations. The latest modification is based on the 11th Malaysia Plan (11MP) which promotes productivity as one of the drivers of change that will drive the country's economic growth.

MPC's Transformation Sessions

To ensure MPC's focus is consistent with the Government's intentions, MPC conducted regular Transformation Sessions throughout 2018. The main purpose of these sessions was to have discussions on planning and formulating MPC's business strategies, monitoring quarterly performance and making necessary adjustments from time to time. MPC's Transformation Sessions also included a series of communications between MPC Management and employees. It's aim was to ensure that MPC's transformation agenda is communicated and appreciated by all levels of employees so that organisational plannning can be realised and achieved.

The Transformation Sessions which were implemented in 2018 included four series of Strategic Labs on Achieving Excellence through Execution (AEE), an Executive Strategic Session (ESS), two sessions with Management and the Professional Group and two sessions with the Implementing Group.

MPC's Quality Management System

MS ISO 9001:2015 Surveillance Audit Report for 2018

The MS ISO 9001: 2015 surveillance audit was conducted from May 30 to June 1, 2018. In 2018, SIRIM selected MPC Sarawak and the Northern Region Office to be audited apart from MPC Headquarters. The audit activity was carried out as planned. There were no irregularities in the MS ISO 9001: 2015 System identified by SIRIM during this audit. However, 3 improvement opportunities had been suggested by SIRIM to ensure that implementation of MS ISO 9001: 2015 MSC System in MPC is always good and satisfactory.

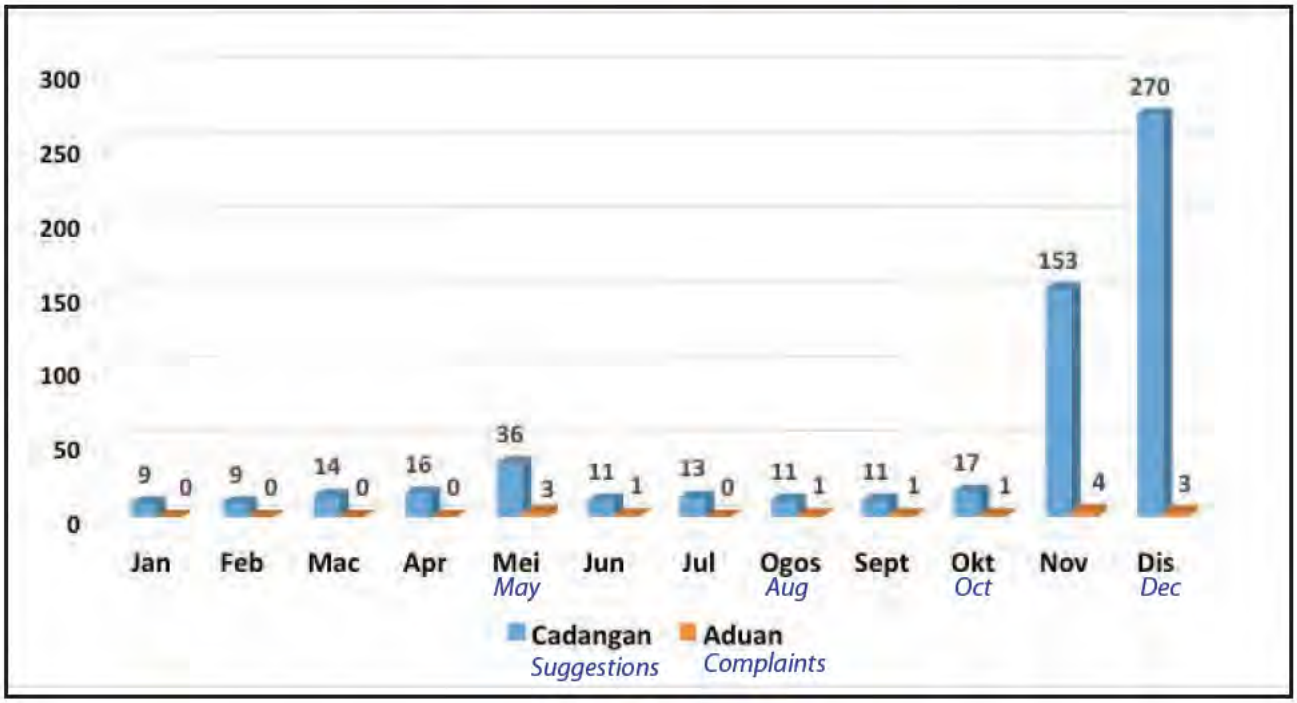
Laporan Sistem Cadangan Q & Inovasi MPC 2018

Sistem Cadangan Q & Inovasi merupakan satu medium komunikasi bagi pekerja untuk menyumbangkan idea yang bernas ke arah kecemerlangan organisasi. Sepanjang tahun 2018, sebanyak 570 cadangan serta 14 aduan telah dikemukakan oleh 88 orang pekerja. Tren cadangan adalah lebih tinggi pada penghujung tahun dengan bulan Disember mencatatkan jumlah cadangan terbanyak iaitu sebanyak 270 cadangan atau 47% daripada jumlah cadangan yang diterima sepanjang tahun. Bilangan cadangan terendah yang diterima adalah pada bulan Januari dan Februari dengan hanya 9 cadangan. Berdasarkan laporan aduan pula, aduan tertinggi telah direkodkan dalam bulan November sebanyak 4 aduan diikuti bulan Mei dan Disember sebanyak 3 aduan. Manakala tiada aduan diterima pada bulan Januari, Februari, Mac, April dan Julai.

MPC Q Suggestion & Innovation Suggestion Scheme Report 2018

The Quality & Innovation Suggestion Scheme is a medium of communication for employees to contribute their ideas towards enhancing organisational excellence. During the year 2018, 570 suggestions and 14 complaints were submitted by 88 employees. The proposal trend was higher at the end of the year with December recording the highest number of proposals at 270 or 47% of total proposals received during the year. The lowest number of proposals received was in January and February with only 9 proposals. According to the complaints report, the highest number of complaints were recorded in November where 4 complaints were received followed by May and December, 3 complaints. However, no complaints were received in January, February, March, April and July.

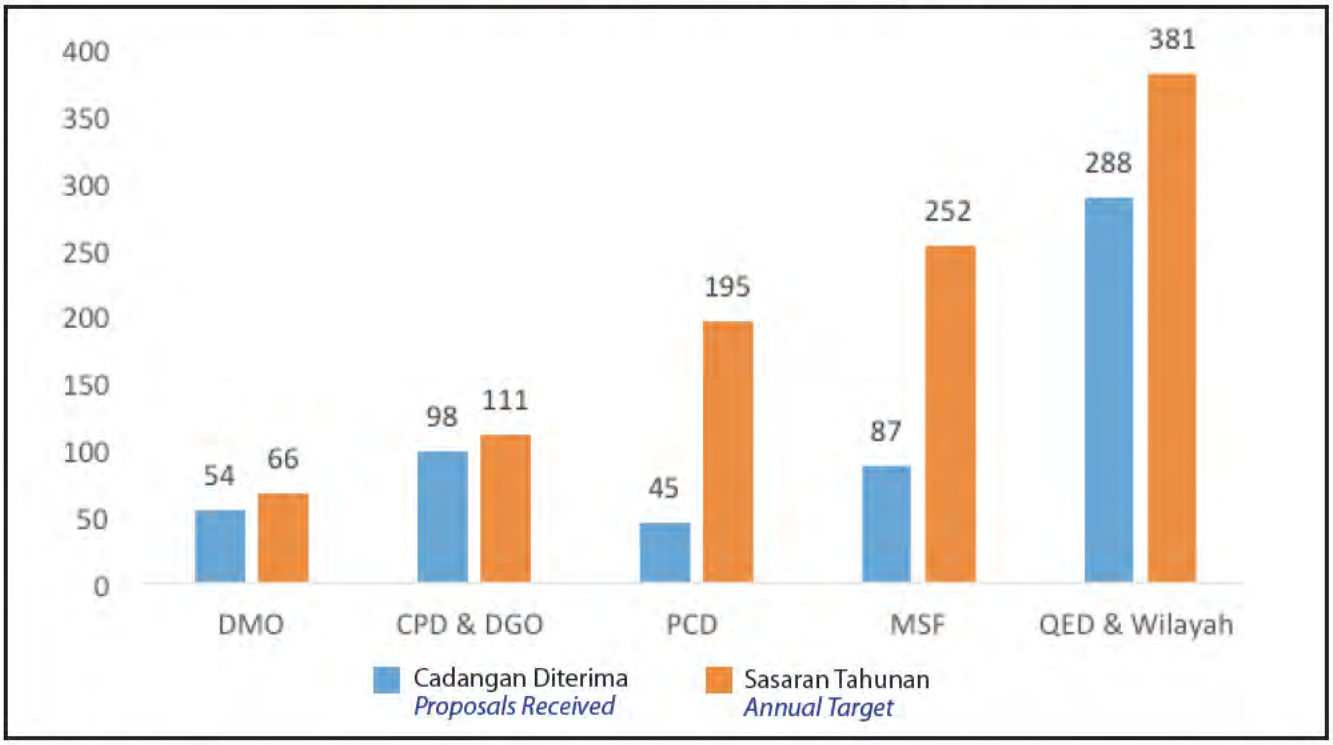
Jumlah Cadangan dan Aduan Bagi Tahun 2018
Number of Proposals and Complaints for 2018



Dari segi penglibatan mengikut Bahagian, Bahagian Pembangunan Kualiti & Kecemerlangan (QED) yang turut merangkumi Pejabat-pejabat Wilayah MPC, telah menyumbangkan jumlah cadangan tertinggi iaitu sebanyak 288 (50%) cadangan. Ianya diikuti oleh Bahagian Perancangan dan Pembangunan Korporat (CPD) & Pejabat Ketua Pengarah (DGO) dengan 98 (17%) cadangan. Seterusnya Bahagian Khidmat Pengurusan dan Kewangan (MSF) dengan 87 (15%) cadangan.

In terms of engagement by Division, the Quality & Excellence Development Division (QED), which also includes MPC Regional Offices, contributed the highest number of proposals at 288 (50%). This was followed by the Corporate, Planning and Development Division (CPD) and Office of the Director General (DGO) with 98 (17%) recommendations. Next is Management Services and Finance Division (MSF) with 87 (15%) proposals.

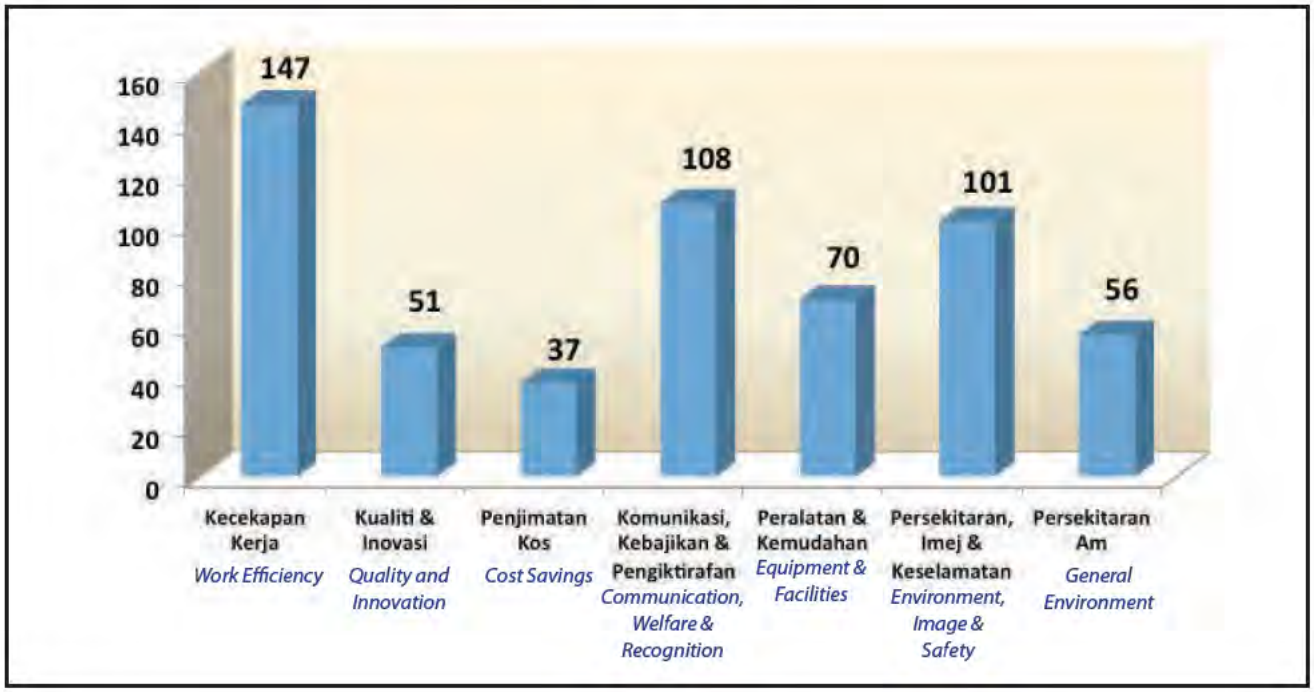
Jumlah Cadangan Mengikut Jabatan Berbanding Sasaran Tahunan
Number of Proposals by Department versus Annual Target



Cadangan Q yang diterima juga diklasifikasikan berdasarkan 7 kategori. Cadangan tertinggi adalah bagi kategori meningkatkan 'Kecekapan Kerja' sebanyak 147 (26%) cadangan, diikuti 'Komunikasi, Kebajikan & Pengiktirafan' 108 (19%) dan 'Persekitaran, Imej & Keselamatan' 101 (18%) cadangan.

The Q suggestions received were classified into 7 categories. The highest number of suggestions were in the category of 'Improve Job Performance' amounting to 147 (26%) suggestions, followed by 'Communication, Welfare & Recognition' 108 (19%) and 'Environment, Image & Safety' 101 (18%).

Jumlah Cadangan Q Bagi Setiap Kategori 2018
Total Q Suggestions by Category 2018



Pada tahun 2018, sebanyak 228 (40%) cadangan telah dilaksanakan dan mempunyai potensi untuk dilaksanakan.

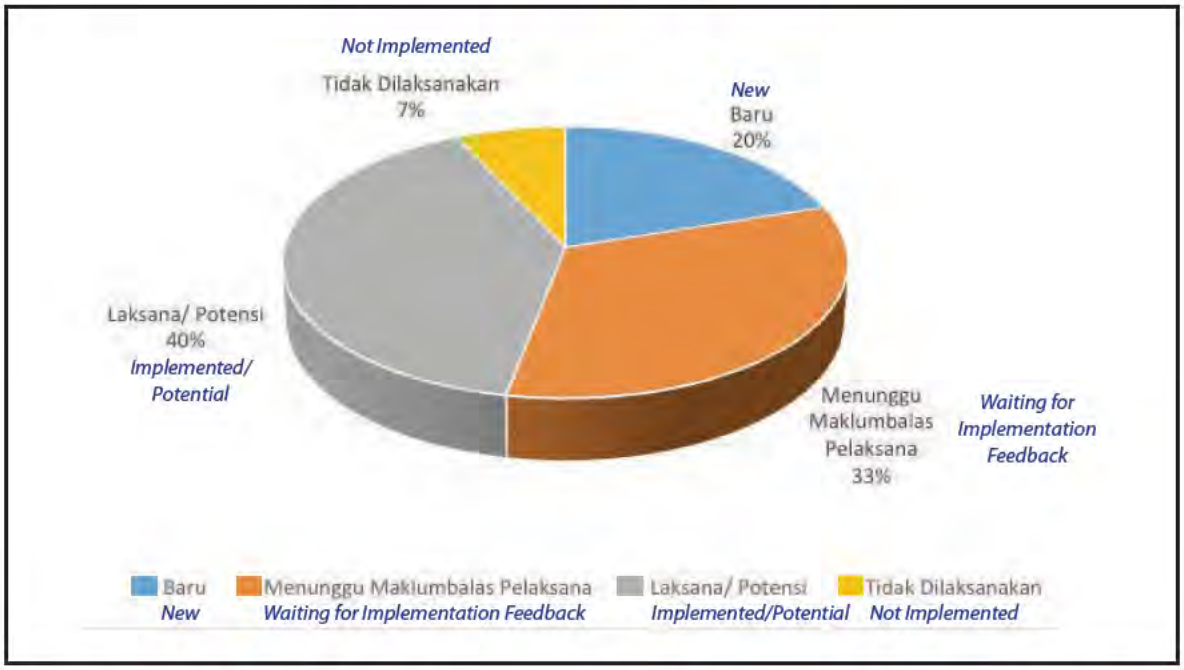
In 2018, a total of 228 (40%) proposals were implemented or have the potential of being implemented.

Manakala 33% cadangan berstatus 'Menunggu Maklumbalas Pelaksana' dan 20% cadangan berstatus 'Baru' disebabkan kebanyakan cadangan diterima pada penghujung tahun dan Bahagian/Unit Pelaksana dalam proses untuk memberikan maklum balas ke atas cadangan yang diterima.

However, 33% of the proposals were in the category of 'Pending Feedback from the implementor ' and 20% of the suggestions were under 'New' status as most of the proposals were received at the year end and the Implementing Division / Unit was in the process of providing feedback on proposals received.

Status Perlaksanaan Cadangan Q 2018

Implementation Status of Q Suggestions 2018



Secara keseluruhannya, Warga MPC lebih cenderung memberikan cadangan dan aduan pada penghujung tahun. Ini adalah kerana Warga MPC inginkan perubahan dan penambahbaikan menjelang tahun baru yang akan bermula.

Overall, MPC employees are more likely to provide suggestions and complaints at the end of the year. This is because MPC employees are looking for change and improvement by the start of the new year.

Laporan Majlis Bersama Jabatan (MBJ) Tahun 2018

Joint Departmental Council (MBJ) 2018

Mesyuarat MBJ 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 di mana Pihak Pekerja diberi saluran untuk berkomunikasi dengan Pihak Pengurusan atau Pihak Pegawai dalam menyuarakan pendapat, pandangan serta menyumbang idea-idea yang bernas demi kepentingan dan kebaikan warga MPC.

The Joint Departmental Council (MBJ) was established based on Service Circular No. 3 of 2002. The Service Circular outlines key areas such as rules for establishing the MBJ, roles and methods of management of MBJ at the Ministry / Departmental / Statutory Authority / Local Authorities level. One of the important functions of establishing MBJ is to maintain harmonious relationship between employer and employee whereby the employees are given the opportunity to communicate with Management or the employee representative to express their opinions, views and contribute ideas that are for the benefit of MPC.

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. Perbincangan tersebut adalah tertumpu kepada perkara-perkara yang melibatkan masalah bersama.

The jurisdiction and functions of the MBJ include all matters relating to the terms of service and functions of the organisation concerning administration except those affecting government policy or personal matters. All MBJ members can participate in discussions and share ideas in finding solutions to issues. The discussion will focus on issues related to mutual problems.

Bagi sesi tahun 2018, Ketua Pengarah MPC telah berperanan sebagai Pengerusi Bersama pada setiap mesyuarat MBJ yang dijalankan. Seramai 27 orang warga MPC telah dilantik sebagai Ahli MBJ MPC yang terdiri daripada 11 ahli bagi Pihak Pegawai dan 16 ahli bagi Pihak Pekerja termasuk wakil pekerja Pejabat Wilayah. Bagi 4 sesi mesyuarat MBJ yang telah diadakan, purata kehadiran adalah 78%.

For the 2018 session, the Director General of MPC served as Co-Chair at each of the MBJ meetings. A total of 27 MPC staff had been appointed as MBJ members comprising 11 officers and 16 members from the workers group including employee representatives form Regional Offices. For the 4 MBJ meetings that were held, average attendance was 78%.

Pengerusi Bersama atau Pengerusi Pihak Pekerja iaitu En. Eamizan Hasim yang telah dilantik pada 1 Mac 2018 bagi sesi tahun 2018 & 2019, telah memainkan peranan penting penyampaian dan menyokong usul yang ditimbulkan oleh Pihak Pekerja bagi mendapatkan kelulusan ahli mesyuarat dan perhatian pihak Pengurusan MPC.

Joint Chairman or Chairman of the Workers' En. Eamizan Hasim, who was appointed on March 1, 2018 for the 2018 & 2019 session, played a key role in delivering and supporting the proposals raised by employees for the approval of members and to bring it to the attention of MPC Management.

Sebagai mematuhi pelaksanaan MBJ di peringkat jabatan berdasarkan pekeliling perkhidmatan, dokumen mesyuarat pada setiap sesi mesyuarat telah dimajukan kepada Majlis Bersama Jabatan, Jabatan Perkhidmatan Awam (JPA) dan Kementerian Perdagangan Antarabangsa dan Industri (MITI). Laporan tersebut telah dibuat secara atas talian melalui portal Sistem Pengurusan Maklumat Sumber Manusia (HRMIS).

In accordance with the implementation of the MBJ at departmental level and based on the service circular, meeting documents of each meeting session were forwarded to the Joint Council, Public Service Department (PSD) and Ministry of International Trade and Industry (MITI). The reports were also made available online through the Human Resources Management Information System (HRMIS) portal.

Perkara yang dibincangkan di dalam mesyuarat MBJ MPC telah 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.

The issues discussed during the MBJ-MPC meetings were categorised as follows;

a. Allowance and Facilities;
b. Finance;
c. Services;
d. Service and Employment Scheme;
e. Welfare;
f. Administration; and
g. Other matters.

Mesyuarat MBJ juga menjemput wakil-wakil yang berkaitan seperti Unit Pentadbiran, Unit Pengurusan dan Pembangunan Sumber Manusia, Kewangan, Persatuan Warga MPC (PWMPC) serta Koperasi MPC Berhad bagi bersama memberikan pendapat dan maklum balas terhadap isu serta usul yang berbangkit semasa mesyuarat.

The MBJ Meeting also invited relevant representatives such as those from the Administration Unit, Human Resource Management and Development Unit, MPC Association (PWMPC) and the MPC Cooperative Berhad to share their views and feedback on issues and proposals raised during the meeting.

Pada mesyuarat MBJ tahun 2018, sebanyak 21 perkara berbangkit dari usul Pihak Pekerja telah berjaya dilaksanakan dan sebanyak 7 usul baharu direkodkan pada tahun yang sama.

At the MBJ meeting in 2018, a total of 21 issues raised through proposals by employees were successfully implemented while *7 new proposals were recorded in the same year.*

MBJ-MPC telah menerima Sijil Penghargaan daripada JPA kerana berjaya melaksanakan mesyuarat dalam sukuan tahun dan melaporkan kepada pihak JPA, bagi aktiviti tahun 2017.

MBJ-MPC had also received a Certificate of Appreciation from the PSD for successfully conducting quarterly meetings and reporting to the PSD, for its 2017 activities.

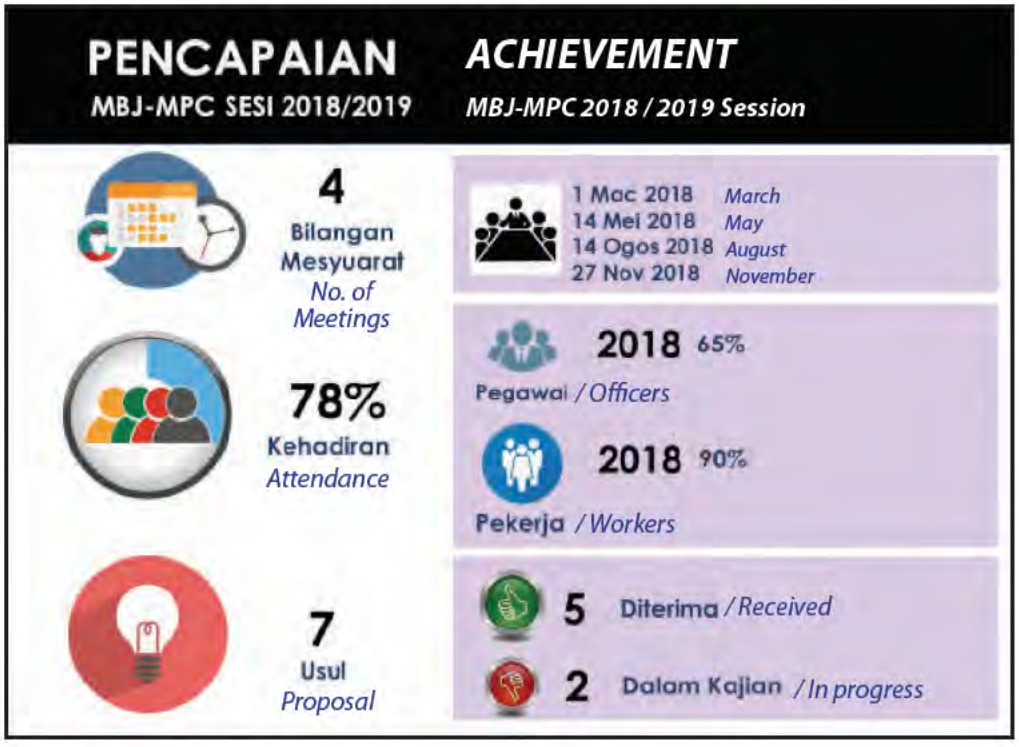
Berikut adalah beberapa usul daripada warga yang berjaya dilaksanakan melalui mesyuarat MBJ MPC:

The following are some of the proposals made by employees through the MBJ-MPC meeting:

i. Menyediakan tempat letak motosikal di lokasi yang lebih strategik dan selesa;
ii. Meletakkan kamera litar tertutup (CCTV) dan alat kebenaran masuk Taska Sudut Kenari MPC;
iii. Kenaikan bayaran anugerah kepada penerima Anugerah Khas; dan
iv. Mengadakan kembali majlis penghargaan kepada warga iaitu Majlis Terima Kasih Daun Keladi dengan nama baharu iaitu Malam Ini Kita Punya (MIKP).

i. Providing motorcycle parking in more strategic and convenient locations;
ii. Installing closed-circuit camera (CCTV) and provide access card for the Taska Sudut Kenari;
iii. Increase the amount of reward payment for Special Award recipients; and
iv. Revive the appreciation ceremony for employees namely the "Majlis Terima Kasih Daun Keladi" and to rename it as "Malam Ini Kita Punya (MIKP)".

Ringkasan Pencapaian MBJ-MPC Sesi 2018
Summary of Achievements MBJ-MPC 2018 Session





Deputy International Trade and Industry Minister Dr Ong Kian Ming (sixth from right) presenting the Team Excellence award to Malaysian Refining Co chief executive officer Hashim Majid at the APIC 2018 conference recently. PIC BY HAFIZ SOHAIMI

NATIONAL RECOGNITION

Malaysian Refining overall winner at APIC 2018

PETALING JAYA: Malaysian Refining Co Sdn Bhd (MRC) emerged as the overall winner of the Team Excellence National Convention, MITI Minister trophy organised by the Malaysia Productivity Corp (MPC) recently.

In a recent interview with the New Straits Times, MRC chief executive officer Hashim Majid spoke with pride about his team winning this trophy.

"This is the first time our team won the highest level of this competition by Malaysia Productivity Corp. I'm so proud and happy for my staff members," he said.

"All in eight teams, of about 50 staff took part this year. I must say, they have been preparing and rehearsing with many brainstorming sessions.

"It has been more than a year's effort," Hashim added.

Last week, some 2,200 people attended the Annual Productivity & Innovation Conference and Exposition (APIC) 2018 organised by the MPC.

Deputy International Trade and Industry Minister Dr Ong Kian Ming presented the awards to the winners.



Team Diamond from Petronas Gas Berhad clinched the Malaysia Productivity Corp Quality Environment (QE) award.

Top winners at APIC 2018



PLUS Berhad won the Malaysia Productivity Corp DG's Trophy.



Team Elite Gold from Yale Malaysia Minerals with the Malaysia Productivity Corp chairman's trophy.

PETALING JAYA

Staff at Yale Malaysia Minerals Sdn Bhd, Perak Laboratory Darussalam Bhd (PLUS) Berhad and Petronas Gas Bhd emerged as champions to clinch top awards at the recent Annual Productivity & Innovation Conference 2018 organised by the Malaysia Productivity Corp (MPC).

Yale Malaysia Minerals won the Malaysia Productivity Corp chairman's trophy having achieved the highest cost savings among other competitors.

In an interview with the New Straits Times, Yale Malaysia Minerals maintenance planner Nizad Zamrul Azwad Ismail said that the main driver for productivity solutions is to safeguard [illegible] as well as improve [illegible] safety.

"We, initially, have to carry out back breaking tasks using heavy tools that were very dangerous. My team and I brought about the whole process and came up with a portable rubberised [illegible] tool," he said.

This [illegible] is very useful. We were able to save as much as RM107 million per year.

More importantly, this [illegible] initiated the need for our men to continually carry heavy tools for extended time. So, that significantly reduced risks of occupational hazards at our workplace," Zamrul added.

PLUS Berhad clinched the Malaysia Productivity Corp director-general trophy as it emerged with the biggest number of participation, out of 285 projects competing in the APIC 2018.

PLUS defined champion of champion Zaharia Ahmad Zabidi spoke proudly of his teams. "This achieving time we are considering we have been actively participating for many years.

"So in, there were 11 teams participating, of which three teams achieved 3-star status.

Out of the 11 teams from PLUS, seven achieved 4-star and the remaining [illegible] 5-star status. Microsleep activities are approach of teamwork is improving efficiency and to achieve zero-accident excellence," Zahidi added.

Petronas Gas Berhad staff clinched the Malaysia Productivity Corp Quality Environment (QE) Award. It [illegible] new, senior general manager of gas processing & utilities division Mohd Nadzri Mokhtar explained further their recycling initiative.

"So it is an approach for five separate teams that are Sabi, Lawas, Tasik Gelugor and Sungai Udang Kabar regarding the drinking water for Quality Environment (QE) programme comes from the people and whatever is certain people accordingly within the work environment," he said.

My staff started actively in 2016 in finding various ways to recycle wastewater and thereby energy plant. Eventually my staff and I'm glad their efforts have translated to company cost savings of RM200,000 per year," he said.

As we adopt recycling habits, we [illegible] with this improvement of activities outcome. We want total more productive and progress for the next challenge next year," Nizad added.

At the APIC 2018, held here last week, Deputy Minister of International Trade and Industry Dr Ong Kian Ming presented the Team Excellence awards to the winners. Also present was MPC chairman Tan Sri Author Hashim.

Malaysian Refining Company Sdn Bhd was the overall winner of the Team Excellence National Convention and Administrative trophy.

MPC is an agency under the purview of the Ministry of International Trade and Industry (MITI).

The Annual Productivity & Innovation Conference and Exposition (APIC) series, since its inception in 2011, has been generating awareness and measures for higher workplace productivity.

This year's edition of the APIC series saw participation from 285 projects representing 17 organisations.

From that number, 36 per cent were from the private sector and 27 per cent from the public sector. The total number of participants amounted to 1,400.

The Malaysia Productivity Corporation Productivity Report 2017/2018 noted that Malaysia's labour productivity growth is expected to expand between three and four per cent this year from 2017.



World Bank country manager for Malaysia Faris Hadad Zarzosa (third from left), Pemudah chairman Tan Sri Saw Choo Boon (third from right) and other officials at the launch of World Bank's Doing Business 2019 Report in Kuala Lumpur PIC BY MOHD YUSNI ARIFFIN

Malaysia jumps to 15th spot in Doing Business 2019 Report

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WORLD BANK DOING BUSINESS 2019 REPORT

MALAYSIA JUMPS 9 SPOTS TO 15TH

Performance driven by govt-initiated reforms in 6 areas, says economist

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MALAYSIA has climbed nine spots to the 15th position among 190 economies in the World Bank Doing Business 2019 Report.

World Bank senior economist and statistician Arvind Jain said the jump came mostly on the back of government-initiated reforms in six areas.

These reforms were driven by the previous government but he expressed confidence they would continue.

"We saw continuous improvements in this environment and I am confident the new government will continue this pursuit, given Malaysia's status as a trading open economy."

The 190 economies are ranked annually on the ease of doing business through multiple indicators, namely Starting a Business, Dealing with Construction Permit, Getting Electricity, Registering Property, Getting Credit, Protecting Minority Investors, Paying Taxes, Trading Across Borders, Enforcing Contracts and Resolving Insolvency.

Jain said it was not possible to ascertain the impact of tax changes this year on the ease of doing business for next year.

"We know there will be an impact given the scraping of the Goods and Services Tax and the brief period of transition to the Sales and Services Tax but it is too soon to comment."



Arvind Jain

Malaysia is among top performers in several areas in the report.

The country is second to New Zealand in the area of Protecting Minority Investors, while a reform in the past year to improve construction permits helped advance Malaysia to third position in the area of Dealing with Construction Permits.

This is notable as it now takes 54 days to obtain a construction permit in Malaysia in comparison to 158 days globally and 133 days on average in the East Asia and Pacific region.

Malaysia is, however, still underperforming in the area of Starting a Business, with a ranking of 122.

M'sia is 15th-easiest place to do business

by DASHVEENJIT KAUR

MALAYSIA'S reforms undertaken over the past year saw it ranked 15th out of 190 countries by the World Bank in its latest report on the ease of doing business.

It was also among the world's top five performers in several areas, according to the report titled "Doing Business 2019" report.

Malaysia was second only to New Zealand in the area of protecting minority investors with its perfect score of 10 on the extent of disclosure index.

The reforms of the past year covered by the report include the ease of starting a business, dealing with construction permits, getting electricity, registering property, trading across borders and resolving insolvency.

The reforms reduced the time for registering a new business from 23.5 days to 13.5 days, following the introduction of an online tax registration system.

The process of obtaining a building permit was streamlined, reducing the time needed to complete all required procedures to build a warehouse from 78 days to 54 days.

World Bank Group country director for Malaysia Mara Warwick said the reforms to improve construction permitting helped advance Malaysia to a global rank of three in the area of dealing with construction permits.

"The 54 days it now takes to obtain a construction permit in Malaysia compares to 158 days globally and 133 days on average in the East Asia and Pacific region.

"The country's consistent effort to adopt international regulatory best practices has made this achievement possible," he told reporters at a media briefing after the report's launch yesterday.



(From left) **World Bank analyst Enrique Tamez, Malaysia Productivity Corp deputy DG Datuk Abdul Latif Abu Seman, Implementation Coordination Unit DG Tan Sri Ahmad Zaki Ansore Mohd Yusof, World Bank lead economist Richard Record, Arvind and Federation of Malaysian Manufacturers past president Tan Sri Saw Choo Boon at the launch of the report in Kuala Lumpur**

Warwick said the World Bank is committed to sustaining its support for this important reform agenda going forward, with a focus on areas where entrepreneurs still experience difficulties.

Getting electricity was also made easier by eliminating the site visit for new commercial electricity connections, reducing by seven days the time it takes for a business to obtain a permanent electricity connection and supply.

An online single window platform to carry out property searches was also implemented, making it easier to transfer property.

In terms of trading across borders, the time to complete border compliance requirements has been reduced from 45 to 26 hours for exporting, and from 69 to 36 hours for importing.

This is after the country had introduced electronic forms, enhanced its risk-based inspection system, and made importing and exporting easier by improving infrastructure and the port operation system at Port Klang for the second consecutive year.

However, its senior economist Arvind Jain said Malaysia continues to underperform in the area of starting a business, with a global ranking of 122.

"Despite the reforms of the past year and other reforms in earlier years, it takes 9.5 procedures and 13.5 days to register a new business in Malaysia, compared to two procedures and 1.5 days in Singapore and 3.5 procedures and 5.5 days in Brunei, the region's best performers.

"We hope the government will continue with their reform agenda to sustain the country's ranking in the top 20 economies in the world," Arvind said.

International Trade and Industry Minister Datuk Darell Leiking said in a statement yesterday the ranking upgrade is a significant improvement compared to the country's 24th ranking in the previous year.

"The government, through the Special Task Force to Facilitate Business (Pemudah), will undertake more reform initiatives to further enhance the ease of doing business in a new Malaysia that prospers through business competitiveness," he said.

Pemudah initiates and drives regulatory reforms and improvements within the Doing Business indicator areas and its new co-chairs are Leiking and Finance Minister Lim Guan Eng.

He said the structure of Pemudah will be strengthened to better address issues at the policy and execution levels.

"The membership is also being reviewed to bring greater depth of experience and more innovative (ideas) to problem-solving and the implementation and monitoring of regulatory reforms," he said, reflecting the government's focus on accelerating regulatory reforms to improve business competitiveness.

The Doing Business Report ranks economies based on their business regulations and the ease of doing business.

SEE ALSO P20



PERSATUAN DAN KOPERASI

SOCIETY AND COOPERATIVE



PERSATUAN DAN KOPERASI
SOCIETY AND COOPERATIVE

Persatuan Warga MPC (PWMPC)

Pada awal tahun 2018, tiga persatuan di MPC iaitu, Dayanita, Persatuan Kebajikan Muslim MPC (PKMMPC) dan PWMPC telah digabungkan kepada satu persatuan – PWMPC. Enam exco di bawah PWMPC diwujudkan bagi meneruskan dan menjalankan aktiviti-aktiviti sedia kala dan menambah baik pengurusan aktiviti-aktiviti bukan rasmi di MPC. Exco yang dinyatakan adalah:

i. Exco Keagamaan & Kerohanian;
ii. Exco Inovasi;
iii. Exco Wanita & Kebajikan;
iv. Exco Sosial & Program Khas;
v. Exco Sukan; dan
vi. Exco Penerangan.

Antara aktiviti persatuan yang dijalankan sepanjang tahun 2018 adalah:

MPC Staff Association (PWMPC)

At the beginning of 2018, three MPC associations namely, Dayanita, MPC Muslim Welfare Association (PKMMPC) and PWMPC were merged into one association - PWMPC. Six excos under the PWMPC were established to continue and carry out existing activities and improve the management of non-official activities in MPC. The excos comprise:

i. Religious & Spiritual Exco;
ii. Innovation Exco;
iii. Women & Welfare Exco;
iv. Social & Special Programme Exco;
v. Sports Exco; and
vi. Information Exco.

Among the activities of the association conducted during 2018 are:

Tarikh/*Date*	Aktiviti/ *Activity*	Lokasi/ *Location*
21 Februari 2018 / *February 21, 2018*	Aktiviti Taska Sudut Kenari MPC/Activities of MPC Taska Sudut Kenari • Meraikan anak-anak warga MPC serta Pengasuh Taska dengan kehadiran ibu dan bapa anak-anak serta aktiviti pemeriksaan gigi dari Klinik Kesihatan / *Acknowledging children of MPC staff and their caregivers of the Taska Sudut Kenari with the presence of parents and children and dental screening activities from the Health Clinic.*	Taska MPC / *MPC Taska*
17 Mei 2018 / *May 17, 2018*	Liga Badminton Ramadhan/ Ramadan Badminton League • Merapatkan silaturrahim warga MPC dan memupuk amalan bersukan dan menjaga kesihatan walaupun di bulan Ramadhan / *Strengthen friendship among MPC staff and to promote sports and healthcare even during the month of Ramadan.*	Dewan Produktiviti, MPC / *MPC's Dewan Produktiviti*
30 Mei 2018 / *May 30, 2018*	Majlis Iftar MPC/ MPC's Breaking of Fast Event • Merapatkan silaturrahim warga MPC dan keluarga sambil berbuka puasa dan solat terawih Bersama / *Strengthen friendship among MPC staff and their families during the breaking of fast and prayer function*	*Crystal Crown Hotel, Petaling Jaya*
31 Mei 2018 / *May 31, 2018*	Bicara Ilmu Ramadhan/Ramadan Talk on Knowledge "Nuzul Al-Quran & Kelebihannya" oleh YBhg. Ustaz Idzhar Jumali / *Talk on "Nuzul Al-Quran & Kelebihannya" by YBhg. Ustaz Idzhar Jumali.*	Bilik TQM, MPC / *TQM Room, MPC*

6 Julai 2018 / *July 6, 2018*	Majlis Riang Ria Potluck Raya / Riang Ria Potluck Event Setiap Bahagian di MPC diberikan gerai untuk menyajikan beraneka hidangan / *Each Division in the MPC was given a booth to serve a variety of dishes.*	Blok Produktiviti, MPC / *Productivity Block, MPC*
20 Julai 2018 / *July 22, 2018*	Majlis Bacaan Yasin, Doa Selamat dan Solat Hajat dipimpin oleh YBhg. Ustaz Zaidi, Imam Masjid Jamek Sultan Abdul Aziz, Petaling Jaya / • *Bacaan Yasin, Doa Selamat and Solat Hajat function conducted by YBhg. Ustaz Zaidi, Imam from Masjid Jamek Sultan Abdul Aziz, Petaling Jaya.* • Majlis bagi meraikan bakal-bakal Haji dan Hajah yang menunaikan Haji pada tahun 2018 serta solat hajat bagi kesihatan seluruh warga / *Ceremony for Haj Pilgrims in 2018 as well as prayers for the health of all MPC staff.*	Surau Produktiviti, MPC/ *MPC's Surau Produktiviti*
1 Ogos 2018 / *August 1, 2018*	Bicara Ilmu Tajwid: Bicara Ilmu Tajwid • "Mudahnya Belajar Al-Qur'an" oleh YBhg. Ustaz Hj. Masri Yusoff / *"Mudahnya Belajar Al-Qur'an" by YBhg. Ustaz Hj. Masri Yusoff*	Dewan Produktiviti MPC / *MPC's Dewan Produktiviti*
8 Ogos 2018 / *August 8, 2018*	Perlawanan Persahabatan Bola Sepak dengan guru Sekolah Kebangsaan Sri Petaling / *Friendly Football Match with teachers from Sri Petaling National School* • Persiapan pasukan Bola Sepak MPC bagi menghadapi cabaran bersempena Karnival Sukan MITI & Agensi 2019 / *Preparing MPC's football team for MITI Inter Agency Sports Carnival 2019.*	Padang SK Sri Petaling / *SK Sri Petaling Field*
13 Ogos 2018 / *August 13, 2018*	Perlawanan Persahabatan Futsal dengan Kawalan Mega / *Friendly Football Match with Kawalan Mega* • Persiapan pasukan Futsal MPC bagi mengekalkan kejuaraan Karnival Sukan MITI & Agensi pada tahun 2019 / *Preparing MPC's Futsal team to retain MITI Inter Agency Sports Carnival title 2019.*	*KSL Setapak*
14 Ogos 2018 / *August 14, 2018*	Perlawanan Persahabatan Bola Sepak dengan warga Maktab Koperasi Malaysia (MKM) / *Friendly Football Match with Maktab Koperasi Malaysia (MKM)* • Persiapan pasukan Bola Sepak MPC bagi menghadapi cabaran bersempena Karnival Sukan MITI & Agensi 2019 / *Preparing MPC's Football team for MITI Inter Agency Sports Carnival 2019*	Padang SK Sri Petaling / *SK Sri Petaling Field*
17 Ogos 2018 / *August 17, 2018*	Pertandingan Bowling Tertutup MPC / *Bowling Competition* • Mengeratkan silaturrahim warga MPC melalui aktiviti sukan dan mencungkil bakat baru dalam sukan bowling / *Strengthen friendship among MPC staff through sports activities and to discover new talent in bowling.*	*Sunway Mega lanes, Sunway Pyramid*

24 Ogos 2018 / *August 24, 2018*	Majlis Qurban MPC / *Qurban Ceremony* • Sebanyak dua ekor lembu telah disembelih, dilapah dan dimasak secara bergotong-royong oleh warga MPC. Sebahagian daging korban kemudiannya dibahagikan kepada fakir dan miskin di sekitar Petaling Jaya. / *Two cows were slaughtered, and mass cooking was conducted by MPC staff. Some of the meat was later distributed to the poor around Petaling Jaya.*	*MPC HQ*
September 21, 2018	*PinkFit@MPC – Zumba* • Memupuk amalan hidup gaya sihat dalam kalangan warga wanita MPC / *Foster healthy lifestyle practices among MPC women staff.*	*MPC's Dewan Produktiviti,*
	Perlawanan Persahabatan Futsal dengan Friends FC / *Friendly Futsal Match with Friends FC* • Persiapan pasukan Futsal MPC bagi mengekalkan kejuaraan Karnival Sukan MITI & Agensi pada tahun 2019 / *Preparing MPC's Futsal team for MITI Inter Agency Sports Carnival 2019.*	*KSL Setapak*
September 27, 2018	Aktiviti Taska Sudut Kenari MPC / *Taska Sudut Kenari Activities* • Meraikan anak-anak warga MPC serta Pengasuh Taska dengan kehadiran ibu dan bapa anak-anak serta aktiviti pemeriksaan gigi dari Klinik Kesihatan / *Acknowledging children of MPC staff and their caregivers of the Taska with the presence of parents and children and dental screening activities from the Health Clinic*	*MPC's Taska*
8 – 19 Oktober 2018 / *October 8-19, 2018*	Kejohonan Sukan Dalaman MPC – Legend vs. Legacy/ *MPC Internal Championships – Legend vs Legacy* • Merapatkan silaturrahim warga MPC dan platform untuk mencungkil bakat baru, memupuk kesungguhan dan semangat kesukanan antara warga MPC bagi sasaran ke Kejohanan Sukan Antara Agensi MITI tahun 2019 serta mewujudkan suasana kekitaan melalui kegiatan sukan / *Strengthen friendship among MPC staff and leverage on new talent, nurture enthusiasm and sportsmanship among MPC staff in preparation for MITI Inter Agency Sports Championship in 2019 as well as create a sense of belonging through sports activities.*	MPC dan sekitar Lembah Klang/ *MPC and Klang Valley*
19 Oktober 2018 / *October 19, 2018*	Program Kesedaran 'Recycle for Life'/ *Awareness Programme 'Recycle for Life'* • Melaksanakan inisiatif produktiviti dalam pengurusan sisa pepejal di Malaysia / I*mplementing productivity initiatives in solid waste management in Malaysia.*	Bilik TQM, MPC *TQM Room, MPC*
	PinkFit@MPC – Zumba / *PinkFit@MPC – Zumba* • Memupuk amalan hidup gaya sihat dalam kalangan warga wanita MPC / *Foster healthy lifestyle practices among MPC women staff.*	*Dewan Produktiviti, MPC*
November 30, 2018	Siri 2/2018 – Aktiviti Kitar Semula 'Recycle for Life' / *Series 2 – Recycle for Life Activity* • Menggalakkan amalan kitar semula di kalangan warga MPC dengan menyediakan lori kitar semula di MPC / *Promote recycling practices among MPC staff by providing recycling trucks in MPC.*	Blok Produktiviti, MPC/ *Productivity Block MPC*

18 Disember 2018 / *December 18, 2018*	Bertemakan 'Kesultanan Melayu' / *Tonight is our night themed 'Kesultanan Melayu'* • Merapatkan silaturrahim antara semua lapisan warga MPC dan juga sebagai penghargaan kepada warga MPC di atas segala sumbangan dan kejayaan yang telah sama-sama diusahakan pada tahun 2018 dalam memastikan MPC terus maju dan unggul sebagai satu agensi di bawah MITI / *Maintaining solidarity among all members of MPC as well as a tribute to MPC staff for their contributions and successes achieved in 2018 to ensure that MPC continues to thrive and excel as an agency under MITI.*	Produktiviti, MPC/ *Productivity Block MPC*
Setiap Hari Rabu (sepanjang tahun) / *Every Wednesday (throughout the year)*	Kelas Tajwid oleh YBhg. Ustaz Hj Masri Yusoff/ *Class on Tajwid by YBhg. Ustaz Hj Masri Yusoff* • Kelas ini terbuka kepada semua warga MPC untuk mempelajari kaedah Tajwid cara mudah yang diperkenalkan oleh Ustaz Masri. Kaedah ini mudah dan senang difahami kerana ia menggunakan Bahasa Malaysia untuk menerangkan cara membaca dan cara menghentikan bacaan berpandukan sistem pembarisan Rasm Uthmani. / *This class is open to all MPC staff to learn the Tajwid method by Ustaz Masri. The method is simple and easy to understand because it uses Bahasa Malaysia guided by Rasm Uthmani.*	Bilik TQM, MPC *TQM Room, MPC*

Koperasi MPC Berhad

Koperasi MPC Berhad terus aktif sepanjang tahun 2018 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

Koperasi MPC Berhad continues to be active throughout 2018 by organising activities that will benefit the Co-operative Board (ALK) members as well as other members of the cooperative. Among the activities carried out are as follows:

Tarikh / *Date*	Aktiviti / *Activity*
19 Jun / *June*	Mesyuarat Pra-AGM Koperasi MPC Berhad / *Koperasi MPC Berhad Pre-AGM Meeting*
27 Julai / *July*	Mesyuarat Agung Tahunan Yang ke–32 / *32nd Annual General Meeting*
27 Julai / *July*	Mesyuarat Bersama Wakil Suruhanjaya Koperasi Malaysia (SKM) / *Meeting with representative from Suruhanjaya Koperasi Malaysia (SKM)*
10 Ogos / *August*	Mesyuarat ALK Bil. 1 sesi 2018/2019 / *Board Members Meeting Session 1, 2018/2019*
16 Ogos / *August*	Mesyuarat Perbincangan Koperasi Bersama Pihak Pengurusan MPC / *Discussion between the cooperative together and MPC Management*
5 Oktober / *October*	Mesyuarat ALK Bil. 2 sesi 2018/2019 / *Board Members Meeting Session 2, 2018/2019*
15 Oktober / *October*	Aktiviti Jualan di UiTM Puncak Alam sempena Hari Produktiviti / *Sales activity at UiTM Puncak Alam in relation to Productivity Day*
14 Disember / *December*	Mesyuarat ALK Bil. 3 sesi 2018/2019 / *Board Members Meeting Session 3, 2018/2019*



DIARI KORPORAT

CORPORATE DIARY



DIARI KORPORAT
CORPORATE DIARY

Tarikh *Date*	Program *Programme*	Tempat *Venue*
5 Februari *5 February*	Sesi *Townhall* YB Datuk Seri Haji Ahmad bin Haji Maslan di MPC *YB Datuk Seri Haji Ahmad bin Haji Maslan's Townhall Session in MPC*	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*
6 Februari *6 February*	Majlis Ikrar Bebas Rasuah Bersama SPRM *Corruption-Free Pledge Ceremony with MACC*	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*
9 Februari *9 February*	*Sime Darby Plantation Operational & Productivity Excellence (OPEX) Summit*	Hotel Royale Chulan, Kuala Lumpur *Royale Chulan Hotel, Kuala Lumpur*
8 Mac *8 March*	Dialog Produktiviti Bersama Kumpulan Kejuruteraan *Productivity Dialogue with The Engineering Fraternity*	Menara MITI, Kuala Lumpur *MITI Tower, Kuala Lumpur*
9 Mac *9 March*	Mesyuarat Agung Luar Biasa/Khas PKMMPC *PKMMPC Special General Meeting*	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*
20 Mac *20 March*	Lawatan Pembelajaran oleh Pegawai Kerajaan dari Vietnam *Study Visit by Vietnamese Government Officials to Malaysia*	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*
22 Mac *22 March*	Pameran Inovasi Untuk Produktiviti (SHIP) *Showcase on Innovation for*	Menara MITI, Kuala Lumpur *MITI Tower, Kuala Lumpur*
29 Mac *29 March*	Mesyuarat Lembaga Pengarah MPC Bil. 1/2018 *MPC Board of Directors Meeting 1/2018*	MPC Wilayah Sarawak, Kuching, Sarawak *MPC Sarawak Region, Kuching, Sarawak*
3 April	Mesyuarat Agung Tahunan PWMPC Sesi 2017/2018 *PWMPC Annual General Meeting for the Session 2017/2018*	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*
12 April	Lawatan dari *National Academy for Planning & Development* (NAPD) Bangladesh *Visit from the National Academy for Planning & Development (NAPD) Bangladesh*	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*
7 Mei *7 May*	Majlis Perasmian Pejabat MPC Wilayah Tengah (CRO) *The Launching of MPC Central Regional Office (CRO)*	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*
14 Mei *14 May*	*Creanova Lean* 2018	Glenmarie Golf & Country Club
30 Mei *30 May*	Majlis Berbuka Puasa MPC 2018	Crystal Crown Hotel, Selangor
31 Mei *31 May*	Bicara Ilmu Bersama YBhg. Ustaz Idzhar Jumali *Knowledge Sharing with YBhg. Ustaz Idzhar Jumali*	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*
5 Jun *5 June*	Program Bubur Lambuk & Zakat Fitrah 2018	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*
28 Jun *28 June*	Lawatan daripada Delegasi Dewan Perniagaan Kerala, India *Visit from Delegation of Business Chambers, Kerala, India*	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*
4-5 Julai *4-5 July*	Konvensyen *Team Excellence* Peringkat Wilayah Pantai Timur 2018 *Regional Team Excellence for East Coast Region 2018*	Bukit Gambang Resort City, Kuantan, Pahang

Tarikh *Date*	Program *Programme*	Tempat *Venue*
6 Julai *6 July*	Lawatan Rasmi Menteri dan Timbalan Menteri MITI ke MPC *Official Visit by Minister and Deputy Minister of MITI to MPC*	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*
10-11 Julai *10-11 July*	Konvensyen *Team Excellence* Peringkat Wilayah Selatan 2018 *Regional Team Excellence for Southern Region 2018*	Holiday Villa Johor Bahru City Centre, Johor
17-18 Julai *17-18 July*	Konvensyen *Team Excellence* Peringkat Wilayah Utara 2018 *Regional Team Excellence for Northern Region 2018*	Bayview Beach Resort, Pulau Pinang
19 Julai *19 July*	Mesyuarat Lembaga Pengarah MPC Bil. 2/2018 *MPC Board of Directors Meeting 2/2018*	Menara AMBANK, Kuala Lumpur *AMBANK Tower, Kuala Lumpur*
24-25 Julai *24-25 July*	Konvensyen *Team Excellence* Peringkat Wilayah Tengah 2018 *Regional Team Excellence for Central Region 2018*	Royale Chulan Damansara, Selangor
26 Julai *26 July*	Pelancaran Laporan Produktiviti 2017/ 2018 *Launching of Productivity Report 2017/2018*	Menara MITI, Kuala Lumpur *MITI Tower, Kuala Lumpur*
27 Julai *27 July*	Mesyuarat Agung Tahunan Koperasi MPC Berhad ke-32 *Koperasi MPC Berhad 32nd Annual General Meeting*	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*
1-2 Ogos *1-2 August*	Konvensyen *Team Excellence* Peringkat Wilayah Sabah & Sarawak 2018 *Regional Team Excellence for Sabah & Sarawak Region 2018*	The Pacific Sutera Hotel, Sabah
9 Ogos *9 August*	Misi APO BCBN dari Fiji *APO BCBN Mission from Fiji*	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*
13 Ogos *13 August*	Lawatan Delegasi MTCP 2018 *Visit from MTCP Delegation 2018*	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*
25 September	Dialog Produktiviti Bersama Kumpulan Arkitek *Productivity Dialogue With The Architectural Fraternity*	Menara MITI, Kuala Lumpur *MITI Tower, Kuala Lumpur*
27 September	Mesyuarat Lembaga Pengarah MPC Bil. 3/2018 *MPC Board of Directors Meeting 3/2018*	MPC Wilayah Selatan, Johor Bahru, Johor *MPC Southern Region, Johor Bahru, Johor*
9-10 Oktober *9-10 October*	Mesyuarat ASEAN-OECD Kali ke-4 & Bengkel GRP ERIA 2018 *4th ASEAN-OECD MEETING & ERIA WORKSHOP GRP 2018*	Pullman Kuala Lumpur
11 Oktober *11 October*	Konvensyen Kebangsaan Amalan Baik Peraturan (GRP) 2018 *National Convention on Good Regulatory Practice (GRP) 2018*	Putrajaya Marriott Hotel
15 Oktober *15 October*	Hari Produktivti @ UiTM Puncak Alam *Productivity Day @ UiTM Puncak Alam*	UiTM Puncak Alam
22 Oktober *22 October*	Program TCTP Peningkatan Penambahbaikan Produktiviti TCTP Melalui Kaizen & TQM untuk Negara-negara Afrika *TCTP on Enhancement of Productivity Improvement Through Kaizen & TQM for African Countries*	Hotel Armada, Selangor

Tarikh *Date*	Program *Programme*	Tempat *Venue*
25 Oktober *25 October*	Forum CEO Kecemerlangan Perniagaan 2018 *Business Excellence CEO Forum 2018*	Menara MITI, Kuala Lumpur MITI Tower, Kuala Lumpur
26 Oktober *26 October*	APO *Train of Trainers* untuk Pakar Produktiviti Industri (IPS) *APO Train of Trainers on Industry Productivity Specialist (IPS)*	PJ Hilton, Selangor
15 November	Persidangan dan Eksposisi Tahunan Produktiviti & Inovasi (APIC) 2018 *Annual Productivity & Innovation Conference and Exposition (APIC) 2018*	Sunway Pyramid Convention Centre (SPCC), Selangor
23 November	Seminar Amalan Baik Peraturan (GRP) Wilayah Sabah *Seminar on Good Regulatory Practice (GRP) for Sabah Region*	Sutera Harbour Resort, Kota Kinabalu, Sabah
18 Disember *18 December*	Malam Ini Kita Punya 2018	Ibu Pejabat MPC, Selangor *MPC Headquarters, Selangor*



Sesi Townhall YB Datuk Seri Haji Ahmad Bin Haji Maslan



Sime Darby Plantation Operational & Productivity Excellence (OPEX) Summit



Majlis Ikrar Bebas Rasuah Bersama SPRM 6 Februari 2018



Mesyuarat Agung Luar Biasa/Khas PKMMPC



Productivity Dialogue with The Engineering Fraternity



Lawatan Pembelajaran oleh Pegawai Kerajaan dari Vietnam



Lawatan dari *National Academy for Planning & Development* (NAPD) Bangladesh



Majlis Perasmian Pejabat MPC Wilayah Tengah (CRO)



Mesyuarat Agung Tahunan PWMPC Sesi 2017/2018



Showcase on Innovation for Productivity (SHIP) 2018



Showcase on Innovation for Productivity (SHIP) 2018



Creanova Lean 2018



Bicara Ilmu Bersama YBhg. Ustaz Idzhar Jumali



Program Bubur Lambuk & Zakat Fitrah 2018



Lawatan daripada Delegasi Dewan Perniagaan Kerala, India



Lawatan Rasmi Menteri dan Timbalan Menteri MITI ke MPC



Lawatan Rasmi Menteri dan Timbalan Menteri MITI ke MPC



Konvensyen Team Excellence Wilayah Tengah 2018



Pelancaran Laporan Produktiviti 2017/2018



Pelancaran Laporan Produktiviti 2017/2018



Mesyuarat Agung Tahunan Koperasi Mpc Berhad Ke 32



Misi APO BCBN dari Fiji



Lawatan Delegasi MTCP 2018



Productivity Dialogue With The Architectural Fraternity



4TH ASEAN-OECD Meeting & ERIA Workshop GRP 2018



4TH ASEAN-OECD Meeting & ERIA Workshop GRP 2018



Mesyuarat Lembaga Pengarah MPC Bil. 3/2018



Hari Produktivti @ UiTM Puncak Alam



TCTP *on Enhancement Productivity Improvement through KAIZEN & TQM* for African Countries



BE CEO Forum 2018



APO *Train of Trainers on Industry Productivity Specialist (IPS)*



APO *Train of Trainers on Industry Productivity Specialist* (IPS)



Seminar Amalan Baik Peraturan (GRP) Wilayah Sabah



Annual Productivity & Innovation Conference and Exposition (APIC) 2018



Malam Ini Kita Punya 2018



Konvensyen Kebangsaan Amalan Baik Peraturan (GRP) 2018

HOME / MALAYSIA

MPC-World Bank collab for public consultation portal in the works, DPM says

Published 1 day ago on 11 October 2018



Wan Azizah stressed that a regulatory governance system that is robust, accountable and transparent is an important building block in sustaining a dynamic and resilient economy in the face of a rapidly changing marketplace. — Picture by Yusof Mat Isa

PUTRAJAYA, Oct 11 — A public consultation portal through a collaboration between the World Bank and the Malaysia Productivity Corporation (MPC) is in the pipeline to provide a tracking tool for better monitoring and evaluation of evidence-based and quality rule-making, said Deputy Prime Minister Datuk Seri Dr Wan Azizah Wan Ismail.

"Enhancement of public consultation and citizen engagement across the regulatory cycle for a wider outreach to stakeholders and affected parties will boost transparency, inclusiveness and trust in government rule-making processes," she said at the opening of the National Convention on Good Regulatory Practices (GRP) 2018 here today.

She stressed that a reg latory governance system that is robust, accountable and transparent is an important building block in susta ning a mic and resilient economy in the face of a rapidly changing

MPC unveils public consultation guidelines

KUALA LUMPUR: Public consultation is key to the development and implementation of good regulations, said Malaysia Productivity Corp (MPC) director-general Datuk Mohd Razali Hussain.

He said public consultations involving stakeholders and the public in policy and decision-making processes were necessary to ensure that the economy stayed competitive.

He added that this would reflect the government's commitment to transparency and accountability.

"The challenges in administration are getting more difficult, especially with the digital economy.

"MPC has developed the 'Guidelines on Public Consultation Procedure' as a reference for ministries and agencies in conducting public consultations," he said after the Asia-Pacific Economic Cooperation (Apec) Workshop on Public Consultation Review in Kuala Lumpur yesterday.

"The guidelines define the role of stakeholders involved in consultation process and provide the public with

derstanding of the processes involved in developing regulations that will affect them."

eral Datuk Norazman Ayob.

MPC, supported by Apec, has organised a workshop on Apec

served as an important milestone for Apec economies to discuss and explore the way forward on governance, strategies and niques in implementing effe public consultations.



International Trade and Industry Ministry deputy secretary-general Datuk Norazman Ayob (right) meeting participants of the Asia-Pacific Economic Cooperation Workshop on Public Consultation Review in Kuala Lumpur yesterday. BERNAMA PIC





MUST IN POPULAR Wan Azizah delivers her opening speech during the National Convention on Good Regulatory Practices (GRP) 2018 yesterday. — Bernama photo

CIDB – MPC partnership to enhance construction industry productivity for industry 4.0

Posted on February 7, 2018 | 618 views | Topic : Featured, News & Articles, Property News.

Partnership to generate highly-skilled talent pool in Industrialised Building Systems (IBS) and Building Information Modelling (BIM) construction technologies.



Public consultation portal between World Bank, MPC in pipeline

PUTRAJAYA: A public consultation portal through a collaboration between the World Bank and the Malaysia Productivity Corporation (MPC) is in the pipeline to provide a tracking tool for better monitoring and evaluation of evidence-based and quality rule-making, said Deputy Prime Minister Datuk Seri Dr Wan Azizah Wan Ismail.

"Enhancement of public consultation and citizen engagement across the regulatory cycle for a wider outreach to stakeholders and affected parties will boost transparency, inclusiveness and trust in government rule-making processes," she said at the opening of the National Convention on Good Regulatory Practices (GRP) 2018 yesterday.

She stressed that a regulatory governance system that is robust, accountable and transparent is an important building block in sustaining a dynamic and resilient economy in the face of a rapidly changing marketplace.

Dr Wan Azizah said that as promised in Buku Harapan, which contains the Pakatan Harapan election manifesto, the MPC and the Special Task Force to Facilitate Business (Pemudah) will be given more authority and provisions to conduct a comprehensive study on regulatory burdens faced by the industries.

Stressing that Malaysia is still business-friendly even after a 60-year-old government has changed, Dr Wan Azizah said she conveyed this message to Indonesia during her one-day visit to the republic last Tuesday.

The Deputy Prime Minister said the government will continue to focus on reforming the country's economic structure so that Malaysia's productivity improves.

"In this regard, we (Malaysia) need to ensure our competition policy framework is robust through an effective regulatory governance infrastructure," she said.

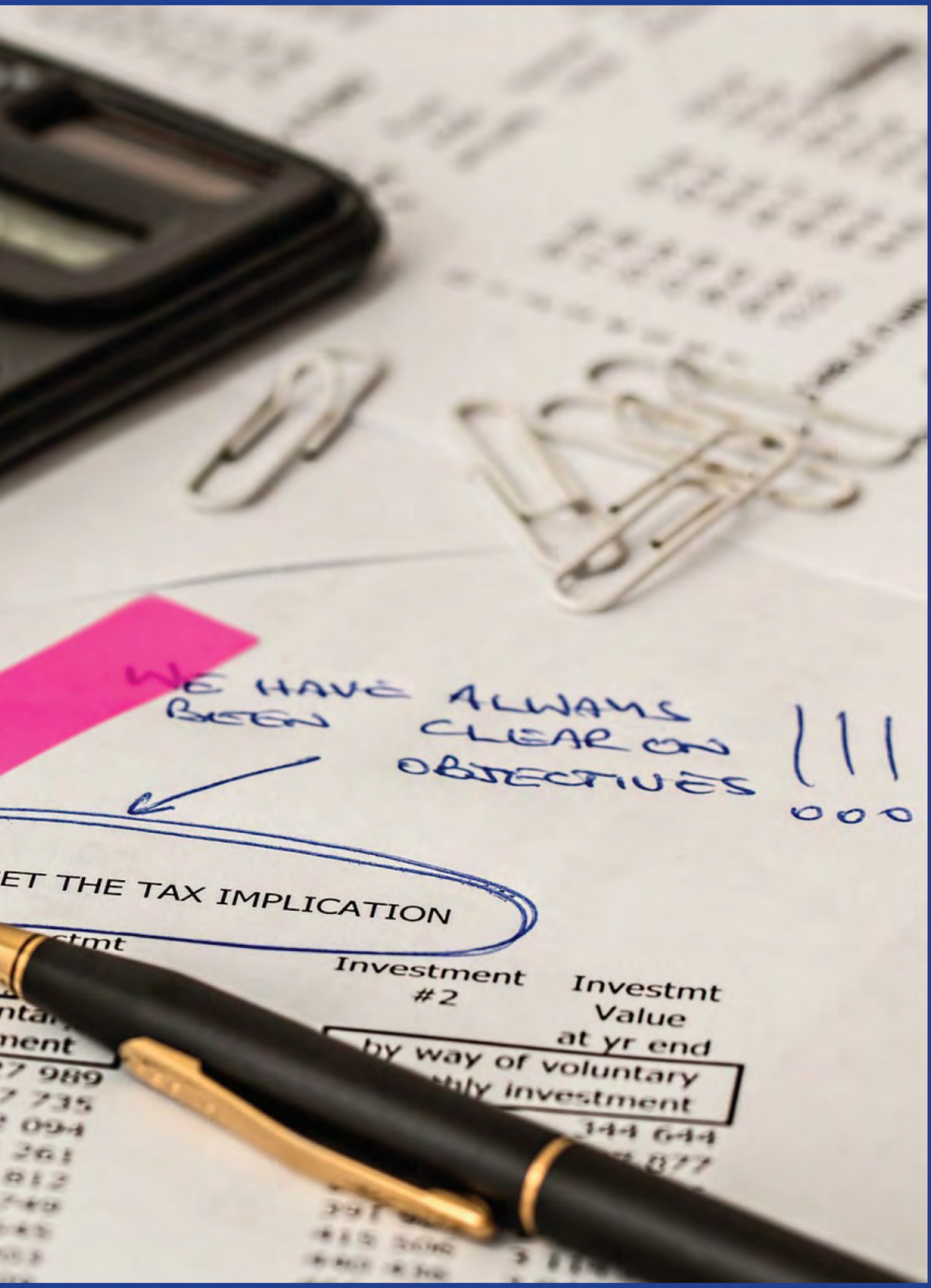
At the event, Dr Wan Azizah also launched the Report on Modernisation of Regulations 2018, the second biennial report since 2016 to inform stakeholders on the improvements and progress achieved in the implementation of GRP.

The one-day convention, on the theme 'Better Regulations, Enhance Productivity', attracted 1,500 participants, including members of the trade industries, government officials and foreign delegates. — Bernama



LAPORAN KEWANGAN

FINANCIAL REPORT


WE HAVE ALWAYS BEEN CLEAR ON OBJECTIVES
ET THE TAX IMPLICATION
Investment #2
Investmt Value at yr end
by way of voluntary

Peruntukan Geran Mengurus dan Pembangunan Tahun 2014-2018

Pada tahun 2018, MPC telah menerima Geran Mengurus sebanyak RM28,736,000 dan Geran Pembangunan sebanyak RM29,000,000.

Provision of Management and Development Grants for the Year 2014-2018

In 2018, MPC received a Management Grant of RM28,736,000 and a Development Grant of RM29,000,000.

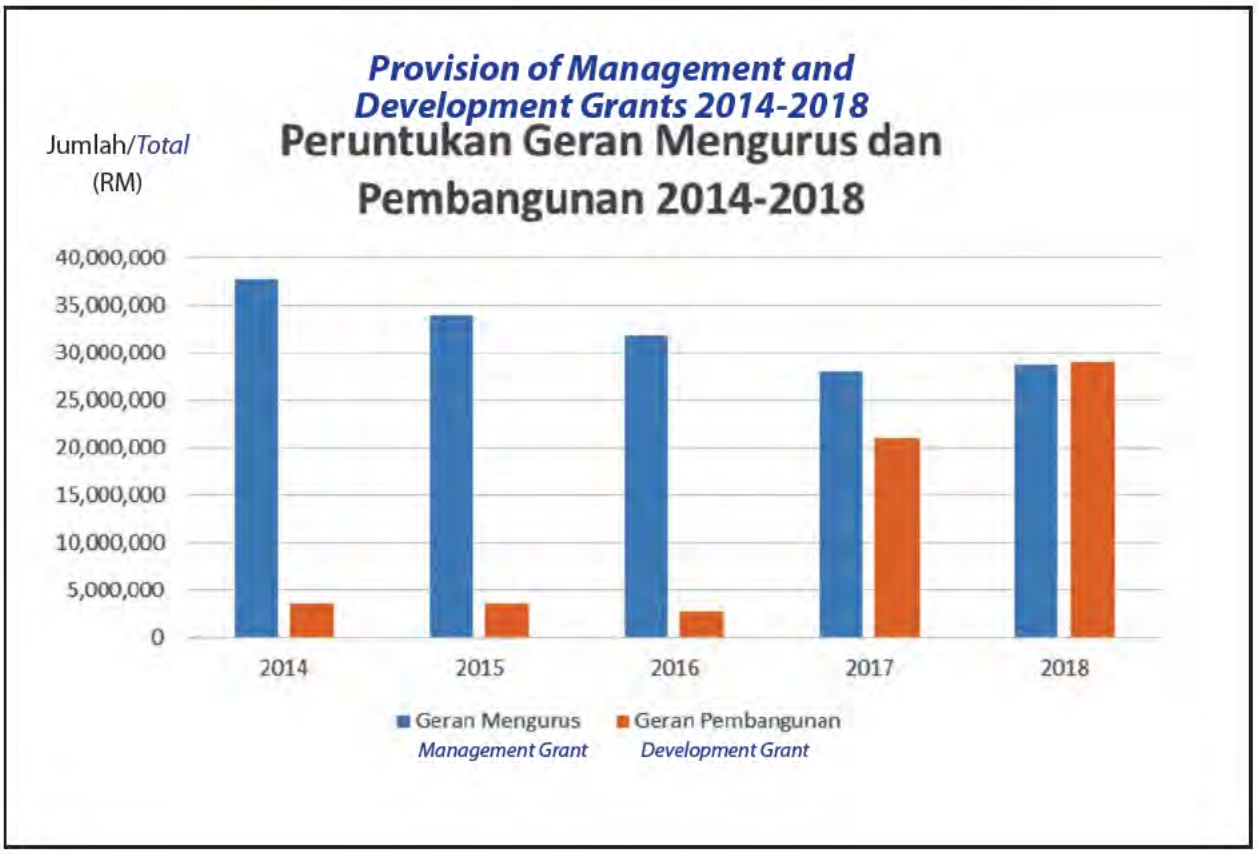
Jadual 1: Peruntukan Geran Mengurus dan Pembangunan 2014-2018

Table 1: Provision of Management and Development Grants 2014-2018

Program *Programme*	2014	2015	2016	2017	2018
Geran Mengurus *Management Grant*	37,706,680	33,952,800	31,779,800	27,933,000	28,736,000
Geran Pembangunan *Development Grant*	3,500,000	3,500,000	2,677,672	21,020.511	29,000,000
Jumlah *Total*	**41,206,680**	**37,452,800**	**34,457,472**	**48,953,511**	**57,736,000**

Rajah 1: Peruntukan Geran Mengurus dan Pembangunan 2014-2018

Figure 1: Provision of Management and Development Grants 2014-2018



Peruntukan Geran Pembangunan mengikut program adalah seperti di Jadual 2.

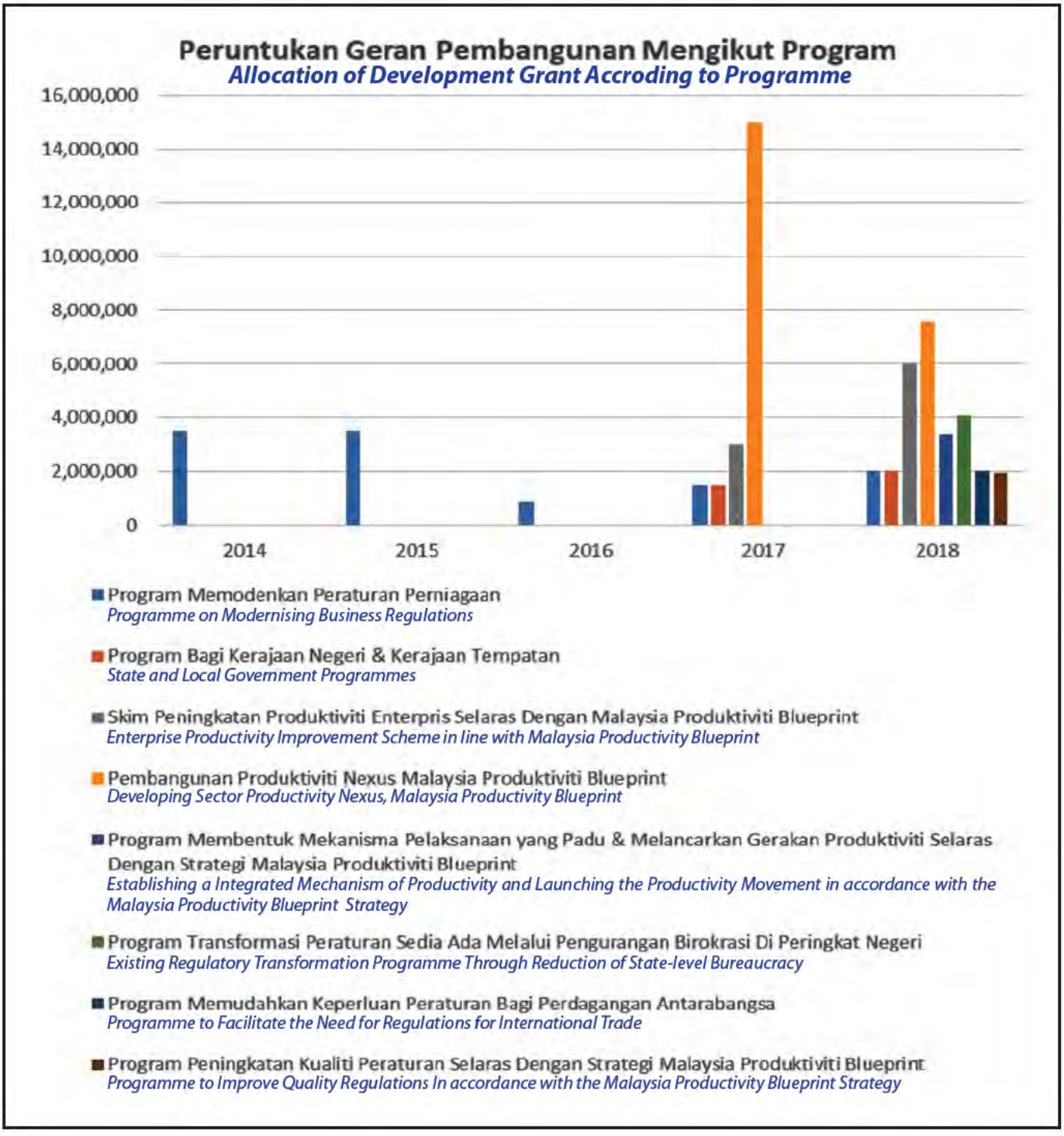
Allocation of Development Grant according to programme is shown in Table 2.

Jadual 2: Peruntukan Geran Pembangunan Mengikut Program

Table 2: Allocation of Development Grant by Programme

Program / *Programme*	2014	2015	2016	2017	2018
Program Memodenkan Peraturan Perniagaan (MBR) *Modernising Business Regulations Programme (MBR)*	3,500,000	3,500,000	892,672	1,500,000	2,000,000
Pelaksanaan NPDIR bagi Kerajaan Negeri dan Kerajaan Tempatan (NPDIR) *Implementation of NPDIR for State and Local Government (NPDIR)*			1,785,000	1,500,000	2,000,000
Skim Peningkatan Produktiviti Enterpris Selaras Dengan Malaysia Produktiviti Blueprint (SPPE-MPB) *Enterprise Productivity Improvement Scheme in line with Malaysia Productivity Blueprint (SPPE-MPB)*				3,020,511	5,999,600
Membentuk Mekanisma Pelaksanaan Yang Padu dan Melancarkan Gerakan Produktiviti Selaras Dengan Strategi Malaysia Produktiviti Blueprint (T5-MPB) *Establishing an Integrated Mechanism of Productivity and Launching the Productivity Movement in accordance with the Malaysia Productivity Blueprint Strategy (T5-MPB)*					3,397,500
Program Transformasi Peraturan Sedia Ada Melalui Pemgurangan Birokrasi Di Peringkat Negeri (PTPS) *Existing Regulatory Transformation Programme Through Reduction of State-level Bureaucracy (PTPS)*					4,080,900
Memudahkan Keperluan Peraturan Bagi Perdagangan Antarabangsa (NTM) *Facilitating the Need for Regulations for International Trade (NTM)*					2,000,000
Peningkatan Kualiti Peraturan Selaras Dgn Strategi Malaysia Produktiviti Blueprint (PKP) *Improving Quality Regulations In accordance with the Malaysia Productivity Blueprint Strategy (PKP)*					1,944,000
Pembangunan Produktiviti Nexus Malaysia Produktiviti Blueprint *Developing Sector Productivity Nexus under the Malaysia Productivity Blueprint*				15,000,000	7,578,000
Jumlah/*Total*	**3,500,000**	**3,500,000**	**2,677,672**	**21,020,511**	**29,000,000**

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



Prestasi Perbelanjaan Mengurus MPC Tahun 2014-2018

Perbelanjaan Mengurus MPC pada tahun 2018 adalah RM45,765,317 berbanding RM47,796,993 pada tahun 2014 dan RM45,037,172 pada tahun 2017. Peratus perbelanjaan adalah 89%. Tiada perbezaan yang ketara berbanding perbelanjaan mengurus tahun 2016 dan tahun 2017. Perbelanjaan mengurus adalah dalam lingkungan RM45 juta

MPC's Management Expenditure Performance for Year 2014-2018

MPC's Management Expenditure in 2018 was RM45,765,317 compared to RM47,796,993 in 2014 and RM45,037,172 in 2017. The percentage of expenditure was 89%. There was no significant difference between management expenses in 2016 and 2017. Management expenses were in the range of RM45 million.

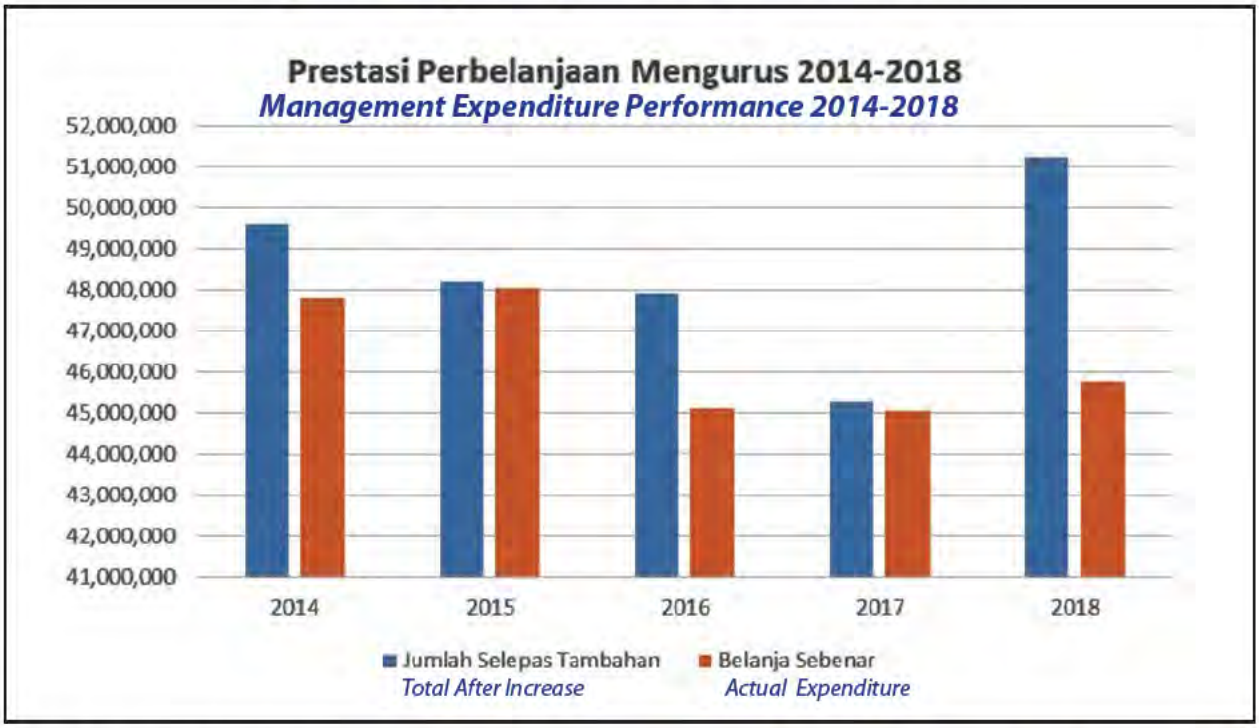
Jadual 3: Prestasi Perbelanjaan Mengurus 2014-2018

Table 3: Management Expenditure Performance 2014-2018

	2014	2015	2016	2017	2018
Geran Kerajaan *Government Grant*	37,706,680	33,952,800	31,779,800	27,933,000	28,736,000
Hasil Dalaman *Internal Revenue*	10,000,000	12,000,000	15,928,200	17,313,872	22,504,000
Tambahan Peruntukan *Increase in allocation*	1,892,177	2,239,819	207,200	-	
Jumlah Selepas Tambahan Total after increase	49,598,857	48,192,619	47,915,200	45,246,872	51,240,000
Belanja Sebenar *Actual Expenditure*	47,796,993	48,022,825	45,106,591	45,037,172	45,765,317
Peratus *Percentage*	96%	100%	94%	99%	89%

Rajah 3: Prestasi Perbelanjaan Mengurus 2014-2018

Figure 3: Management Expenditure Performance 2014-2018



Prestasi Perbelanjaan Pembangunan MPC Tahun 2014-2018

Pada tahun 2018, terdapat empat program pembangunan yang diperuntukkan kepada MPC iaitu Membentuk Mekanisma Pelaksanaan Yang Padu dan Melancarkan Gerakan Produktiviti Selaras Dengan Strategi Malaysia Produktiviti Blueprint (T5-MPB), Program Transformasi Peraturan Sedia Ada Melalui Pengurangan Birokrasi Di Peringkat Negeri (PTPS), Memudahkan Keperluan Peraturan Bagi Perdagangan Antarabangsa (NTM) dan Peningkatan Kualiti Peraturan Selaras Dengan Strategi Malaysia Produktiviti Blueprint (PKP). Prestasi perbelanjaan Program-program Pembangunan adalah seperti di Jadual 4.

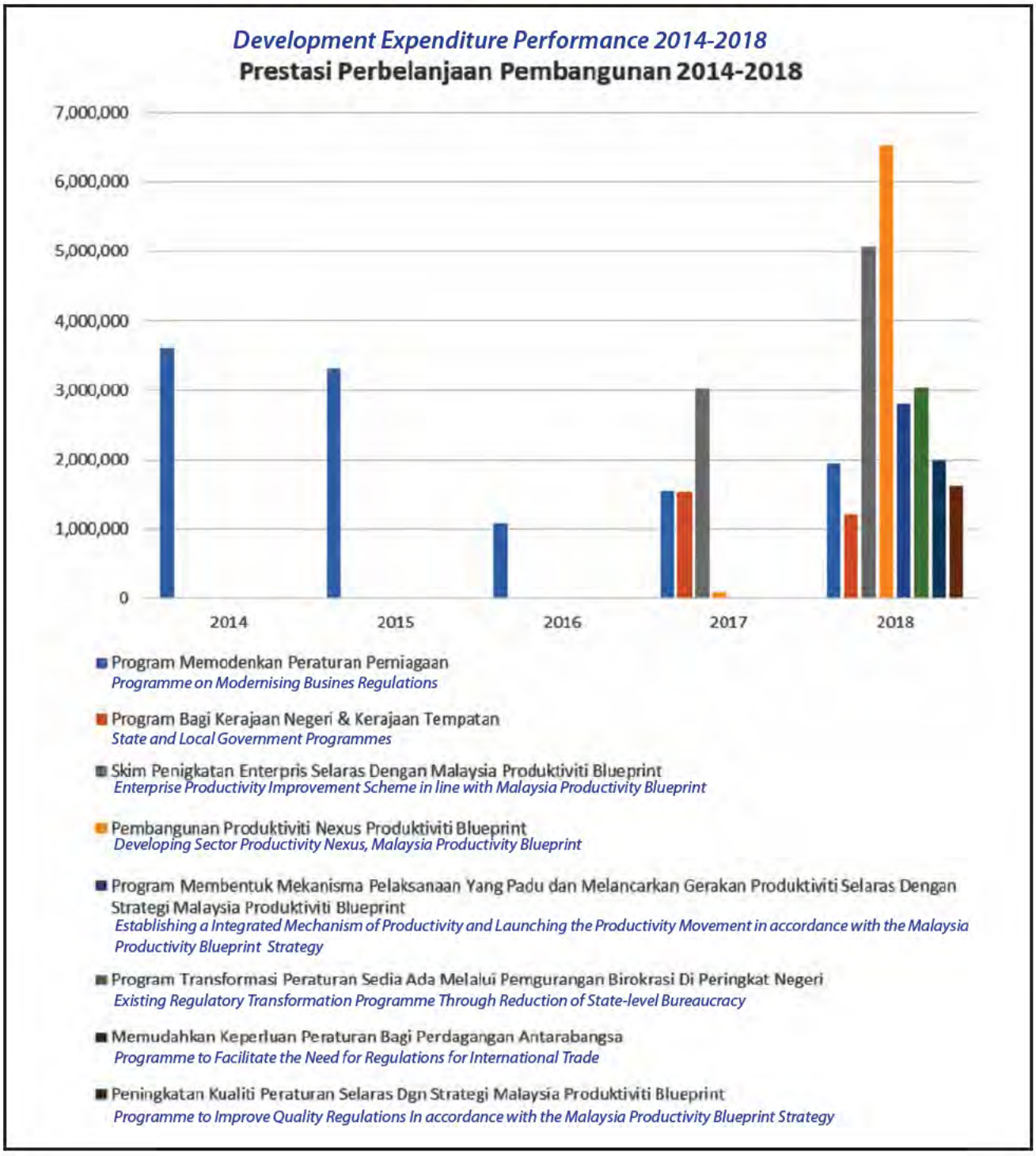
MPC's Development Expenditure Performance for Year 2014-2018

In 2018, there were four development programs assigned to MPC, namely Establishing an Integrated Mechanism of Productivity and Launching the Productivity Movement in accordance with the Malaysia Productivity Blueprint Strategy (T5-MPB), Existing Regulatory Transformation Programme Through Reduction of State-level Bureaucracy (PTPS), Facilitating the Need for Regulations for International Trade (NTM) and Improving Quality Regulations In accordance with the Malaysia Productivity Blueprint Strategy (PKP). Development Expenditure Performance by programme is shown in Table 4.

Jadual 4: Prestasi Perbelanjaan Pembangunan 2014-2018
Table 4: Development Expenditure Performance 2014-2018

	2014	2015	2016	2017	2018
Program Memodenkan Peraturan Perniagaan (MBR) *Modernising Business Regulations Programme (MBR)*	3,605,393	3,310,171	1,083,697	1,543,350	1,954,803
Pelaksanaan NPDIR bagi Kerajaan Negeri dan Kerajaan Tempatan (NPDIR) *Implementation of NPDIR for State and Local Government (NPDIR)*			1,752,971	1,534,378	1,222,035
Skim Peningkatan Produktiviti Enterpris Selaras Dengan Malaysia Produktiviti Blueprint (SPPE-MPB) *Enterprise Productivity Improvement Scheme in line with Malaysia Productivity Blueprint (SPPE-MPB)*				3,010,131	5,068,483
Membentuk Mekanisma Pelaksanaan Yang Padu dan Melancarkan Gerakan Produktiviti Selaras Dengan Strategi Malaysia Produktiviti Blueprint (T5-MPB) *Establishing an Integrated Mechanism of Productivity and Launching the Productivity Movement in accordance with the Malaysia Productivity Blueprint Strategy (T5-MPB)*					2,807,857
Program Transformasi Peraturan Sedia Ada Melalui Pemgurangan Birokrasi Di Peringkat Negeri (PTPS) *Existing Regulatory Transformation Programme Through Reduction of State-level Bureaucracy (PTPS)*					3,029,877
Memudahkan Keperluan Peraturan Bagi Perdagangan Antarabangsa (NTM) *Facilitating the Need for Regulations for International Trade (NTM)*					1,989,641
Peningkatan Kualiti Peraturan Selaras Dgn Strategi Malaysia Produktiviti Blueprint (PKP) *Improving Quality Regulations In accordance with the Malaysia Productivity Blueprint Strategy (PKP)*					1,624,024
Pembangunan Produktiviti Nexus Malaysia Produktiviti Blueprint *Developing Sector Productivity Nexus under the Malaysia Productivity Blueprint*				91,299	6,519,833
Jumlah / *Total*	**3,605,393**	**3,310,171**	**2,836,668**	**6,179,158**	**24,216,553**
Peruntukan Diterima *Allocation Received*	3,500,000	3,500,000	2,677,672	21,020,511	29,000,000
Peratus *Percentage*	103%	95%	106%	15%	84%

Rajah 4: Prestasi Perbelanjaan Pembangunan 2014-2018
Figure 4: Development Expenditure Performance 2014-2018



Prestasi Pengurusan Kewangan MPC 2014-2018

Penyata kewangan 2018 disediakan mengikut piawaian Malaysian Public Sector Accounting Standard (MPSAS). MPC menggunakan piawaian MPSAS ini mulai 1 Januari 2016.

MPC's Financial Management Performance 2014- 2018

The 2018 financial statements are prepared in accordance with the Malaysia Public Sector Accounting Standard (MPSAS). MPC adopted the MPSAS standard from 1 January 2016.

PENYATA KEDUDUKAN KEWANGAN PADA 31 DISEMBER 2016-2018

1. Kedudukan aset bersih pada tahun 2018 adalah RM34,468,774 berbanding RM34,437,901 pada tahun 2016 dan RM37,056,161 pada tahun 2017

2. Peningkatan jumlah aset sebanyak RM11,474,936 berbanding tahun 2017 disebabkan:
   i. baki di bank dan deposit tetap meningkat sebanyak RM12,349,112;
   ii. penghutang perniagaan menurun sebanyak RM216,528 dan deposit diberi & prabayar menurun sebanyak RM41,669; dan
   iii. aset bukan semasa menurun sebanyak RM624,878 disebabkan susut nilai dan penurunan penghutang pinjaman kenderaan.

3. Jumlah liabiliti meningkat sebanyak RM14,062,323 berbanding tahun 2017. Ini disebabkan:
   i. pemiutang terakru meningkat sebanyak RM7,813,319 disebabkan inbois-inbois pembekal yang masih belum diterima. Ini berikutan dengan peningkatan peruntukan perbelanjaan pembangunan. Pelbagai pemiutang pula berkurang sebanyak RM235,110;
   ii. kumpulan wang amanah usahasama meningkat sebanyak RM4,424,598 disebabkan pemberian geran SME Corp yang masih berbaki RM2.965 juta pada 31 Disember 2018. MPC juga menerima geran AKI sebanyak RM1 juta dari MITI dan geran Kajian Impak Pelaksanaan Inisiatif Public (PPRN dan HICOE) dari Kementerian Pendidikan Malaysia sebanyak RM810,000, untuk pelaksanaan pada tahun 2019;
   iii. pertambahan empat program baru pembangunan seperti NTM, PKP, PTPS dan T5-MPB meningkatkan baki geran tertunda sebanyak RM2,038,740; dan
   iv. manfaat kakitangan menurun sebanyak RM120,114.

STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2016-2018

1. *Net assets in 2018 amounted to RM34,468,774 compared to RM34,437,901 in 2016 and RM37,056,161 in 2017.*

2. *The increase in total assets of RM11,474,936 compared to 2017 was due to:*
   i. the increase in bank balance and fixed deposit by RM12,349,112;
   ii. business debtors decreased by RM216,528 and deposits received & prepayments decreased by RM41,669;
   iii. Non-current assets decreased by RM624,878 as a result of depreciation and a reduction of vehicle loan debtors.

3. *Total liabilities increased by RM14,062,323 compared to the year 2017. This was due to:*
   i. Increase of accrued creditors by RM7,813,319 due to invoices not received from suppliers. This was due to the increase in development expenditure. Other creditors also declined by RM235,110;
   ii. Joint trust funds increased by RM4,424,598 due to a grant from SME Corp that had a balance of RM2.965 million as at 31 December 2018. MPC also received RM1 million AKI grant from MITI and Public Initiative Impact Study (PPRN and HICOE) grants from the Ministry of Education amounting to RM810,000, for implementation in 2019;
   iii. an addition of four new development programs namely NTM, PKP, PTPS and T5-MPB increased the balance of deferred grant by RM2,038,740; and
   iv. employee benefits had decreased by RM120,114.

Jadual 5: Penyata Kedudukan Kewangan 2016-2018

Table 5: Statement of Financial Position 2016-2018

	2016	2017	2018
ASET /*ASSETS*			
Aset Semasa/ *Current Assets*			
Baki bank dan wang tunai / *Cash and Bank Balance*	9,862,531	9,226,827	15,245,466
Deposit tetap di institusi kewangan / *Fixed Deposits at Financial Institutions*	29,036,274	37,499,384	43,829,857
Urusniaga pertukaran belum terima / *Exchange transactions receivable*	2,487,047	3,850,585	3,601,287
Jumlah Aset Semasa / *Net Current Assets*	**41,385,852**	**50,576,796**	**62,676,610**
Aset Bukan Semasa / *Non-Current Assets*			
Urusniaga pertukaran belum terima / *Exchange transactions receivable*	339,780	396,426	344,009
Hartanah, loji dan peralatan / *Property, plant and equipment*	16,965,291	22,530,387	21,617,426
Aset tidak ketara / *Intangible assets*			340,500
Jumlah Aset Bukan Semasa / *Total Non-Current Assets*	**17,305,071**	**22,926,813**	**22,301,935**
JUMLAH ASET / *TOTAL ASSETS*	**58,690,923**	**73,503,609**	**84,978,545**
LIABILITI */ LIABILITIES*			
Liabiliti Semasa */ Current Liabilites*			
Urusniaga pertukaran belum bayar / *Exchange transactions not paid*	2,801,378	3,315,577	10,887,638
Peruntukan manfaat kakitangan */ Allocation for employee benefits*	240,455	290,232	437,270
Jumlah Liabiliti Semasa / *Total Current Liabilities*	**3,041,833**	**3,605,809**	**11,324,908**
Liabiliti Bukan Semasa / *Non-Current Liabilites*			
Peruntukan Manfaat Kakitangan */ Allocation for employee benefits*	3,171,108	3,343,409	3,223,295
Kumpulan wang amanah usahasama / *Joint Trust Funds*	2,850,129	539,677	4,964,274
Geran tertunda/*Accrued Grant*	15,189,952	28,958,554	30,997,294
Jumlah Liabiliti Bukan Semasa / *Total Non-Current Liabilities*	**21,211,189**	**32,841,639**	**39,184,863**
JUMLAH LIABILITI / *TOTAL LIABILITIES*	**24,253,022**	**36,447,448**	**50,509,771**
JUMLAH ASET BERSIH */TOTAL NET ASSETS*	**34,437,901**	**37,056,161**	**34,468,774**
ASET BERSIH/ *NET ASSETS*			
Kumpulan wang pengurusan / *Management Fund*	32,137,901	34,756,161	32,168,774
Kumpulan wang pinjaman kenderaan / *Vehicle Loan Fund*	2,000,000	2,000,000	2,000,000
Kumpulan wang pinjaman computer / *Computer Loan Fund*	300,000	300,000	300,000
JUMLAH ASET BERSIH / *TOTAL NET ASSETS*	**34,437,901**	**37,056,161**	**34,468,774**

Penyata Prestasi Kewangan Bagi Tahun Berakhir Pada 31 Disember 2014-2018

Pendapatan MPC telah menunjukkan peningkatan sebanyak 43% iaitu dari RM49,108,593 pada tahun 2017 kepada RM70,219,872 pada tahun 2018. Ini disebabkan peningkatan geran yang diterima sebanyak RM20,512,350 dan peningkatan hasil dalaman sebanyak RM598,928.

Statement of Financial Performance for the Year Ended 31 December 2014-2018

MPC's revenue had shown an increase of 43% from RM49,108,593 in 2017 to RM70,219,872 in 2018. This was due to an increase in grants received totalling RM20,512,350 and an increase in internal revenue amounting to RM598,928.

Berbanding tahun 2014, pendapatan telah meningkat sebanyak 19%. Peningkatan ini disebabkan pertambahan pemberian geran kerajaan untuk program pembangunan. Pemberian geran telah meningkat dari RM44,048,218 pada tahun 2014 kepada RM55,697,260 pada tahun 2018. Pendapatan hasil dalaman telah berkurang sebanyak 2%.

Compared to 2014, revenue increased by 19%. This increase was a result of increase in government grants for development programmes. The provision of grants had increased from RM44,048,218 in 2014 to RM55,697,260 in 2018. Internal revenue had decreased by 2%.

Perbelanjaan bagi tahun 2018 telah menunjukkan peningkatan sebanyak 37% iaitu pertambahan RM19,629,403 berbanding tahun 2017. Peningkatan perbelanjaan disebabkan pertambahan geran pembangunan. Perbelanjaan pembangunan pada tahun 2018 adalah RM26,426,617 berbanding RM6,714,483 pada tahun 2017. Ini sejajar dengan peruntukan geran pembangunan yang berjumlah RM29,000,000 bagi tahun 2018. Walau bagaimanapun, perbelanjaan mengurus telah berkurang sebanyak 7% iaitu RM1,164,957 berbanding tahun 2017. Ini disebabkan pelaksanaan penjimatan perbelanjaan. Lain-lain perbelanjaan yang meningkat adalah emolumen (RM307,499, 1.2%) dan konvensyen (RM843,650, 5%). Peningkatan emolumen adalah disebabkan kenaikan gaji tahunan dan pemberian bantuan khas kewangan kepada kakitangan awam. Perbelanjaan konvensyen pada tahun 2018 hanya 93% dari jumlah hasil konvensyen yang diperolehi, berbanding 83% pada tahun 2017. Ini disebabkan perbelanjaan yang tinggi pada konvensyen antarabangsa iaitu IQPC dan APQC. Kedua-dua program ini tiada pada tahun 2017.

Expenditure for 2018 showed an increase of 37% to RM19,629,403 compared to 2017. The increase in expenditure was due to an increase development grants. Development expenditure in 2018 was RM26,426,617 compared to RM6,714,483 in 2017. This was in line with the development grant amounting to RM29,000,000 for 2018. However, management expenditure decreased by 7% to RM1,164,957 compared to 2017. This was due to the implementation of cost savings measures. Other expenses that increased were emoluments (RM307,499, 1.2%) and conventions (RM843,650, 5%). The increase in emoluments was due to the increase in annual salaries and the provision of special financial assistance to civil servants. Expenses for Conventions in 2018 accounted for only 93% of total convention revenue, compared to 83% in 2017. This was a result of high spending at the international conventions namely IQPC and APQC. Both pf these programmes were not carried out in 2017.

Berbanding tahun 2014, jumlah perbelanjaan telah meningkat sebanyak 25% iaitu RM14,637,681. Ini disebabkan peningkatan perbelanjaan pembangunan, sejajar dengan peningkatan pemberian geran pembangunan. Pada tahun 2014, perbelanjaan pembangunan hanya berjumlah RM5,780,609. Ianya meningkat kepada RM6,714,483 pada tahun 2017 dan melonjak kepada RM26,426,617 pada tahun 2018.

Compared to 2014, total expenditure increased by 25% to RM14,637,681. This was due to the increase in development expenditure, in line with increase in the amount of development grant allocated. In 2014, development expenditure amounted to only RM5,780,609. It rose to RM6,714,483 in 2017 and surged to RM26,426,617 in 2018.

Perbelanjaan mengurus pula menunjukkan penurunan dari tahun ke tahun. Ianya berkurang dari RM26,950,594 pada tahun 2014 kepada RM20,698,360 (23%) pada tahun 2016. Pada tahun 2018, ianya menurun kepada RM19,289,622 (penurunan berbanding tahun 2014 adalah 28%). Perbelanjaan susut nilai kekal dalam linkungan RM1,450,000.

Operating expenses also showed a decline over the years. It decreased from RM26,950,594 in 2014 to RM20,698,360 (23%) in 2016. In 2018, it decreased to RM19,289,622 (the amount of decrease since 2014 was 28%). Depreciation expenses remained in the range of RM1,450,000.

Defisit pendapatan MPC pada tahun 2018 berjumlah RM2,587,387 berbanding RM4,069,263 pada tahun 2017. Pengurangan defisit pendapatan sebanyak RM1,113,943 disebabkan penurunan perbelanjaan mengurus, peningkatan hasil dalaman dan pertambahan pemberian geran mengurus.

MPC's income deficit for 2018 amounted to RM2,587,387 compared to RM4,069,263 in 2017. The reduction in income deficit of RM1,113,943 was due to lower operating expenses, increased internal revenue and increased provision for management grants.

Jadual 6: Penyata Pendapatan MPC dari tahun 2014-2018
Table 6: MPC's Income Statement from 2014-2018

	2014	2015	2016	2017	2018
PENDAPATAN / *INCOME*					
Pemberian Kerajaan Persekutuan/ *Federal Government Grant*	44,048,218	38,479,836	35,345,650	35,184,909	55,697,260
Pelbagai pendapatan/ *Miscellaneous Income*	14,841,450	13,588,154	11,833,302	13,923,684	14,522,612
	58,889,668	**52,067,990**	**47,178,952**	**49,108,593**	**70,219,872**
PERBELANJAAN / *EXPENSES*					
Emolumen *Emoluments*	23,989,311	24,174,397	24,918,944	25,326,034	25,633,533
Pelbagai perbelanjaan mengurus *Miscellaneous management expenses*	26,950,594	23,390,746	20,698,360	19,610,929	19,289,622
Perbelanjaan pembangunan *Development Expenditure*	5,780,609	3,971,747	3,017,838	6,714,483	26,426,617
Susut nilai *Depreciation*	1,449,064	1,475,093	1,499,130	1,526,410	1,457,487
	58,169,578	**53,011,983**	**50,134,272**	**53,177,856**	**72,807,259**
LEBIHAN PENDAPATAN SEBELUM CUKAI *NET INCOME BEFORE TAX*	720,090	(943,993)	(2,955,320)	(4,069,263)	(2,587,387)
Cukai / *Tax*					
LEBIHAN PENDAPATAN SELEPAS CUKAI *NET INCOME AFTER TAX*	**720,090**	**(943,993)**	**(2,955,320)**	**(4,069,263)**	**(2,587,387)**

Penyata Aliran Tunai Bagi Tahun Berakhir 31 Disember 2014-2018

Jumlah wang tunai dan deposit tetap pada tahun 2018 adalah sebanyak RM59,075,323 berbanding RM46,726,211 pada tahun 2017. Peningkatan sebanyak 26% adalah disebabkan pertambahan geran kerajaan, peningkatan hasil dalaman dan program usaha sama. Berbanding tahun 2014, jumlah wang tunai dan deposit meningkat sebanyak 38% disebabkan pertambahan geran kerajaan sebanyak RM16,529,320 dan pertambahan terimaan tunai pelbagai hasil sebanyak RM3,580.834. Penyata aliran tunai bagi tahun 2014-2018 adalah seperti di Jadual 7.

Cash Flow Statement For The Year Ended 31 December 2014-2018

Total cash and fixed deposits in 2018 amounted to RM59,075,323 compared to RM46,726,211 in 2017. The 26% increase was due to increase in government grants, increase in internal revenue and joint collaborative programmes. Compared to 2014, total cash and deposits increased by 38% due to an increase in government grants of RM16,529,320 and an increase in cash receipts of RM3,580,834. The cash flow statement for 2014-2018 is shown in Table 7.

Jadual 7: Penyata Aliran Tunai 2014-2018
Table 7: Cash Flow Statement 2014-2018

	2014	2015	2016	2017	2018
ALIRAN TUNAI DARI AKTIVITI OPERASI ***CASH FLOW FROM OPERATIONAL ACTIVITIES***					
Terimaan tunai dari kerajaan persekutuan *Cash received from federal government*	41,206,680	37,452,800	34,457,472	48,953,511	57,736,000
Terimaan tunai pelbagai hasil *Cash received from various sources*	9,704,342	9,647,273	11,086,496	11,272,153	13,285,176
Bayaran tunai kepada pekerja dan pembekal *Cash payment to employees and suppliers*	(47,885,360)	(46,056,028)	(52,058,909)	(53,149,358)	(59,474,686)
TUNAI BERSIH DIJANA DARI AKTIVITI OPERASI / *NET CASH FROM OPERATING ACTIVITIES*	**(3,025,662)**	**(1,044,045)**	**(6,514,941)**	**7,076,306**	**11,546,490**
ALIRAN TUNAI DARI AKTIVITI PELABURAN ***CASH FLOW FROM INVESTMENT ACTIVITIES***					
Pembelian hartanah,loji dan peralatan *Purchase of property, plant and equipment*	(782,853)	(470,053)	(350,430)	(403,991)	(974,937)
Faedah diterima / *Interest received*	1,098,136	991,647	1,286,483	1,116,816	1,687,111
Terimaan dari jualan hartanah, loji dan peralatan *Receipts from sales of property, plant and equipment*				38,275	90,448
TUNAI BERSIH DIJANA DARI AKTIVITI PELABURAN / *NET CASH GENERATED FROM INVESTMENT ACTIVITIES*	**315,283**	**521,594**	**936,053**	**751,100**	**802,622**
PERTAMBAHAN BERSIH TUNAI & SETARA TUNAI / *SURPLUS NET CASH AND CASH EQUIVALENT*	3,340,945	1,565,639	(5,578,888)	7,827,406	12,349,112
TUNAI DAN SETARA TUNAI PADA AWAL TAHUN / *CASH AND CASH EQUIVALENT AT BEGINING OF THE YEAR*	39,571,109	42,912,054	44,477,693	38,898,805	46,726,211
TUNAI DAN SETARA TUNAI PADA AKHIR TAHUN / *CASH AND CASH EQUIVALENT AT YEAR END*	**42,912,054**	**44,477,693**	**38,898,805**	**46,726,211**	**59,075,323**
TUNAI DAN SETARA TUNAI / *CASH AND CASH EQUIVALENT*					
Wang tunai di tangan dan baki bank *Cash in hand and bank balance*	14,702,457	9,775,571	9,862,531	9,226,827	15,245,466
Deposit tetap di institusi kewangan *Fixed deposit with financial institutions*	28,209,597	34,702,122	29,036,274	37,499,384	43,829,857
Tunai dan setara tunai pada akhir tahun ***Cash and cash equivalent at year end***	**42,912,054**	**44,477,693**	**38,898,805**	**46,726,211**	**59,075,323**

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 2018 berjumlah RM14,522,612, meningkat sebanyak 4% berbanding tahun 2017. Ini disebabkan peningkatan yuran latihan, yuran konvensyen dan faedah simpanan tetap. Walau bagaimanapun, berbanding tahun 2014, pendapatan MPC menurun sebanyak 2%. Prestasi hasil dalaman MPC adalah seperti di Jadual 8.

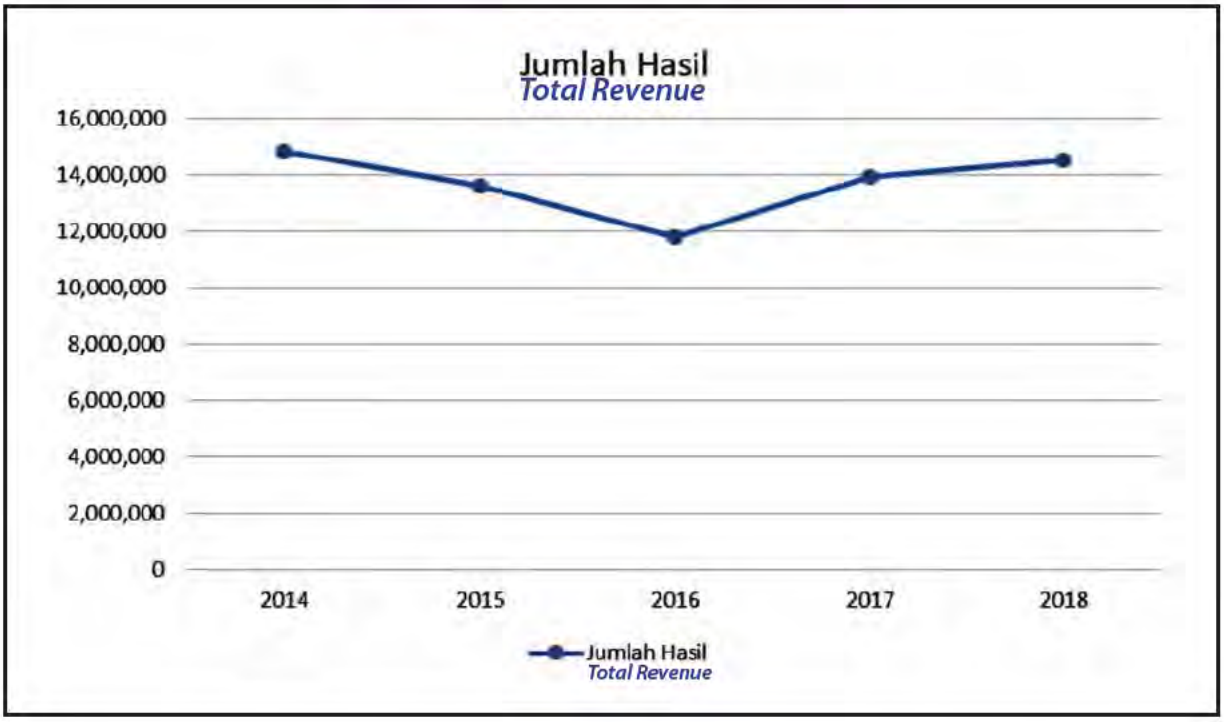
MPC's Internal Revenue Information

MPC's main internal revenue comprises programme fees for Statutory Bodies, Local Authorities and the private sector. MPC's internal revenue in 2018 amounted to RM14,522,612, recording an increase of 4% compared to 2017. This was due an increase in training fees, convention fees and interest from fixed deposits. However, compared to 2014, MPC's revenue declined by 2%. The performance of MPC's internal revenue is as shown in Table 8.

Jadual 8: Hasil Dalaman MPC 2014-2018
Table 8: MPC's Internal Revenue 2014-2018

Tahun / *Year*	2014	2015	2016	2017	2018
Hasil Yang Dikutip ***Revenue Collected***					
Yuran Program *Programme Fees*	13,074,770	12,094,381	10,050,583	11,742,536	12,237,261
Faedah Atas Pinjaman Komputer & Kenderaan *Interest on Computer and Vehicle Loans*	28,442	23,135	23,652	24,663	24,617
Faedah Bank & faedah deposit tetap *Bank interest and fixed deposit interest*	1,038,922	956,415	1,262,831	1,523,383	1,881,222
Sewaan / *Rentals*	575,558	414,757	385,464	471,723	325,241
Pelbagai Pendapatan *Miscellaneous Income*	123,758	97,466	55,552	161,379	54,271
Jumlah Hasil ***Total Revenue***	**14,841,450**	**13,588,154**	**11,778,082**	**13,923,684**	**14,522,612**
% Kenaikan Kutipan Hasil *% Increase in Revenue*	1.50	-8.44	-13.32	18.22	4.30

Rajah 5: Hasil Dalaman MPC 2014-2018
Figure 5: MPC's Internal Revenue 2014-2018



Penyumbang Hasil Dalaman MPC

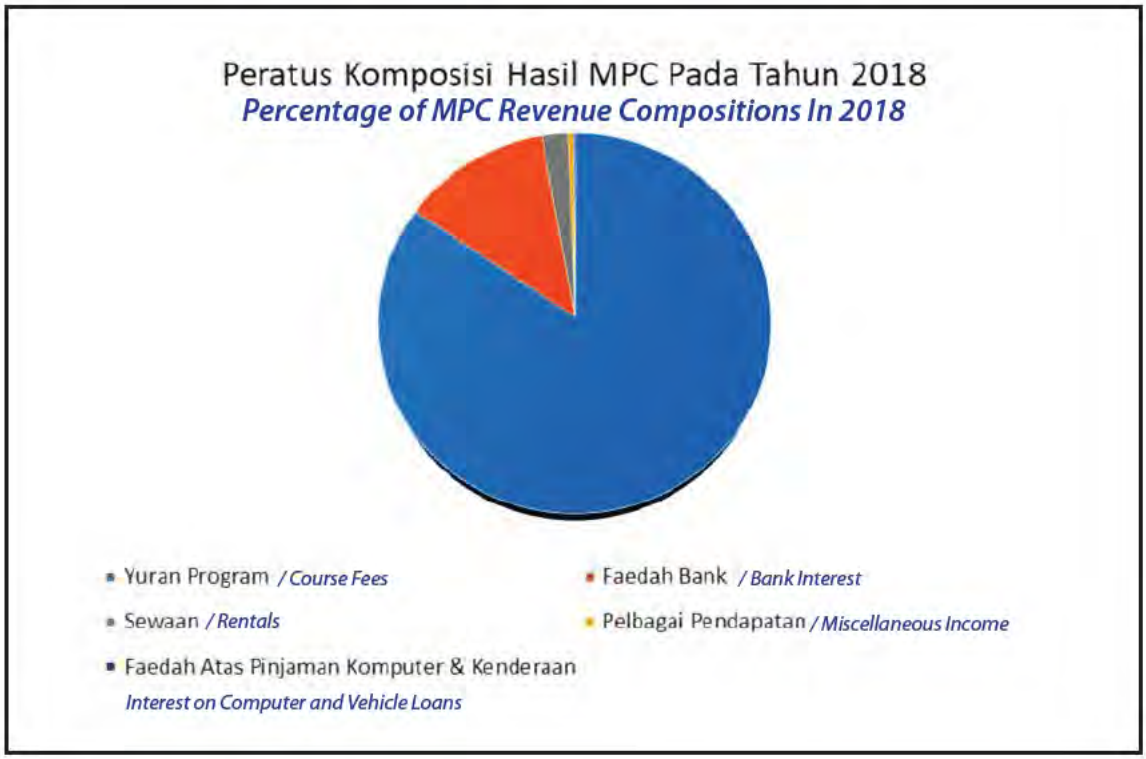
Yuran program merupakan penyumbang hasil dalaman MPC yang terbesar iaitu sebanyak 84.26%. Ini diikuti oleh faedah simpanan tetap/bank 12.61%, sewaan dewan dan asrama 2.24%, lain-lain pendapatan 0.37%, faedah bank 0.34% dan faedah atas pinjaman kenderaan dan komputer 0.17%. Yuran program adalah terdiri dari yuran kursus, yuran perundingan dan pembangunan sistem, yuran konvensyen, yuran pensijilan dan yuran penyelidikan. Rajah 6 menunjukkan pecahan komposisi hasil dalaman MPC pada tahun 2018.

MPC Internal Revenue Contributions

Programme fees was the largest contributor to MPC's internal revenue of 84.26%. This was followed by fixed deposit / bank interest of 12.61%, rental of halls and hostels 2.24%, other income 0.37%, bank interest of 0.34% and interest on vehicle and computer loans of 0.17%. Programme fees include course fees, consultancy and systems development fees, convention fees, certification fees and research fees. Figure 6 shows the breakdown of MPC's internal revenue composition in 2018.

Rajah 6: Peratus Komposisi Hasil MPC Pada Tahun 2018

Figure 6: Percentage of MPC's Revenue Composition 2018



LAPORAN KETUA AUDIT NEGARA MENGENAI PENYATA KEWANGAN PERBADANAN PRODUKTIVITI MALAYSIA BAGI TAHUN BERAKHIR 31 DISEMBER 2018

Laporan Mengenai Penyata Kewangan

Pendapat

Penyata Kewangan Perbadanan Produktiviti Malaysia telah diaudit oleh wakil saya yang merangkumi Penyata Kedudukan Kewangan pada 31 Disember 2018, 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 bagi tahun berakhir pada tarikh tersebut dan nota kepada penyata kewangan seperti dinyatakan pada muka surat 3 hingga 36.

Pada pendapat saya, penyata kewangan ini memberikan gambaran yang benar dan saksama mengenai kedudukan kewangan Perbadanan Produktiviti Malaysia pada 31 Disember 2018 dan prestasi kewangan serta aliran tunai bagi tahun berakhir pada tarikh tersebut selaras dengan Piawaian Perakaunan Sektor Awam Malaysia (MPSAS) dan Akta (Memperbadankan) Majlis Daya Pengeluaran Negara Bil. 19 1966 (pindaan 1975 "Akta 305 1975" dan pindaan 1991 "Akta A801 1991").

Asas Kepada Pendapat

Pengauditan telah dilaksana berdasarkan Akta Audit 1957 dan *The International Standards of Supreme Audit Institutions*. Tanggungjawab saya dihuraikan 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

Ahli 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 Ahli Perbadanan Terhadap Penyata Kewangan

Ahli Perbadanan bertanggungjawab terhadap penyediaan penyata kewangan Perbadanan Produktiviti Malaysia yang memberi gambaran benar dan saksama selaras dengan Piawaian Perakaunan Sektor Awam Malaysia (MPSAS) dan Akta (Memperbadankan) Majlis Daya Pengeluaran Negara Bil. 19 1966 (pindaan 1975 "Akta 305 1975" dan pindaan 1991 "Akta A801 1991"). Ahli Perbadanan juga bertanggungjawab terhadap penetapan kawalan dalaman yang perlu bagi membolehkan penyediaan penyata kewangan Perbadanan Produktiviti Malaysia adalah bebas daripada salah nyata yang ketara sama ada disebabkan fraud atau kesilapan.

Semasa penyediaan penyata kewangan Perbadanan Produktiviti Malaysia, Ahli Perbadanan 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. Mengenal pasti dan menilai risiko salah nyata ketara dalam penyata kewangan Perbadanan Produktiviti Malaysia, sama ada disebabkan fraud atau kesilapan, merangka dan melaksanakan prosedur audit 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, kemunasabahan anggaran perakaunan dan pendedahan yang berkaitan oleh Ahli Perbadanan.

d. Membuat kesimpulan terhadap kesesuaian penggunaan asas perakaunan untuk usaha berterusan oleh Ahli Perbadanan dan berdasarkan bukti audit yang diperoleh, 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 diperoleh 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 Ahli Perbadanan, 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) Majlis Daya Pengeluaran Negara Bil. 19 1966 (pindaan 1975 "Akta 305 1975" dan pindaan 1991 "Akta A801 1991"), 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

Laporan ini dibuat untuk Ahli Perbadanan dan bukan untuk tujuan lain. Saya tidak bertanggungjawab terhadap pihak lain bagi kandungan laporan ini.

(ZIRAWATI BINTI KADIR)
b.p. KETUA AUDIT NEGARA
MALAYSIA

PUTRAJAYA
8 OGOS 2019

PERBADANAN PRODUKTIVITI MALAYSIA

Penyata Pengerusi dan Seorang Ahli Lembaga Pengarah

Kami, Encik Chua Tian Chang dan Puan Roszanina binti Wahab 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, Penyata Perbandingan bajet Mengurus serta Pembangunan dan Amaun Sebenar 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 2018 dan hasil kendaliannya serta aliran tunainya bagi tahun berakhir pada tarikh tersebut.

Ditandatangani bagi pihak Lembaga Pengarah:

.....

CHUA TIAN CHANG
Pengerusi

.....

ROSZANINA BINTI WAHAB
Ahli Lembaga Pengarah

Tarikh: 4 APR 2019

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, Penyata Perbandingan Bajet Mengurus serta Bajet Pembangunan dan Amaun Sebenar dalam kedudukan kewangan yang berikut ini berserta dengan nota-nota kepada Penyata Kewangan di dalamnya mengikut sebaik-baik pengetahuan dan kepercayaan saya, adalah betul dan saya membuat ikrar ini dengan sebenarnya mempercayai bahawa ia adalah benar dan atas kehendak-kehendak Akta Akuan Berkanun, 1960.

Sebenarnya dan sesungguhnya)

diakui oleh penama di atas)

di PETALING JAYA)
4 APR 2019

pada .....haribulan .... 2019)

.....
DATO' MOHD. RAZALI HUSSAIN

Di hadapan saya,

PESURUHJAYA SUMPAH
No P 459
Nama GUNALAN
.....
PESURUHJAYA SUMPAH
MALAYSIA

NO: 13, (TINGKAT 1) JALAN 52/10
PJ NEW TOWN
46200 PETALING JAYA, SELANGOR.

Penyata Kedudukan Kewangan
Pada 31 Disember 2018

Statement of Financial Position
As at 31 December 2018

	Nota / *Notes*	2018 RM	Sepert yang dinyatakan semula *As restated 2017* 2017 RM
ASET SEMASA / *CURRENT ASSETS*			
Baki bank dan wang tunai / *Cash and bank balances*		15,245,466	9,226,827
Deposit tetap di institusi kewangan / *Fixed deposits at financial institutions*		43,829,857	37,499,384
Urusniaga pertukaran belum terima / *Exchange transactions receivable*	4	3,601,287	3,850,585
		62,676,610	50,576,796
ASET BUKAN SEMASA / *NON-CURRENT ASSETS*			
Urusniaga pertukaran belum terima / *Exchange transactions receivable*	4	344,009	396,426
Hartanah, loji dan peralatan / *Property, plant and equipment*	5	21,617,426	22,530,387
Aset tidak ketara / *Intangible assets*	6	340,500	-
		22,301,935	22,926,813
JUMLAH ASET / *TOTAL ASSETS*		**84,978,545**	**73,503,609**
LIABILITI SEMASA / *CURRENT LIABILITIES*			
Urusniaga pertukaran belum bayar / *Exchange transactions not paid*	7	10,887,638	3,315,577
Peruntukan manfaat kakitangan / *Provision for employee benefits*	8	437,270	290,232
		11,324,908	3,605,809
LIABILITI BUKAN SEMASA / *NON-CURRENT LIABILITIES*			
Peruntukan manfaat kakitangan / *Provision for employee benefits*	8	3,223,295	3,343,409
Kumpulan wang amanah usahasama / *Joint Trust Fund*	9	4,964,274	539,676
Geran tertunda / *Outstanding grants*	10	30,997,294	28,958,554
		39,184,863	32,841,639
JUMLAH LIABILITI / *TOTAL LIABILITIES*		**50,509,771**	**36,447,448**
JUMLAH ASET BERSIH / *TOTAL NET ASSETS*		**34,468,774**	**37,056,161**
ASET BERSIH / *NET ASSETS*			
Kumpulan wang pengurusan / *Management fund*	11	32,168,774	34,756,161
Kumpulan wang pinkaman kenderaan / *Vehical loan fund*		2,000,000	2,000,000
Kumpulan wang pinjaman komputer / *Computer loan fund*		300,000	300,000
JUMLAH ASET BERSIH / *TOTAL NET ASSETS*		**34,468,774**	**37,056,161**

Nota-nota yang dilampirkan adalah sebahagian dari penyata kewangan ini. / *The accompanying notes are an integral part of these financial statements.*

Penyata Prestasi Kewangan

Bagi Tahun Kewangan Berakhir 31 Disember 2018

Statement of Financial Performance

For The Financial Year Endes 31 December 2018

	Nota / *Notes*	2018 RM	Sepert yang dinyatakan semula *As restated* 2017 RM
Hasil Daripada Urusniaga Bukan Pertukaran / *Revenue From Non-Exchange Transactions*			
Geran Kerajaan Persekutuan / *Federal Government Grant*	12	55,697,260	35,184,909
Hasil Daripada Urusniaga Pertukaran / *Revenue from Exchange transactions*			
Yuran latihan, perundingan dan pensijilan / *Training, consultancy & Certification fees*		7,454,843	7,381,259
Yuran Konvensyen / *Convention fees*		4,782,418	4,361,277
Faedah deposit tetap / *Interest earned from fixed deposit*		1,831,595	1,450,435
Sewaan / *Rental*		325,241	471,723
Faedah bank / *Bank interest*		49,627	72,948
Faedah atas pinjaman komputer & kenderaan / *Interest earned from computer & vehical loans*		24,617	24,663
Pelbagai pendapatan / *Miscellaneous income*		53,735	90,401
Keuntungan jual hartanah, loji dan peralatan / *Profit from sale of property, plant & equipment*		536	38,268
Pemulihan hutang ragu / *Recoverable doubtful debts*		-	32,710
JUMLAH HASIL / *TOTAL REVENUE*		**70,219,872**	**49,108,593**
Perbelanjaan Pengurusan / *Management / Operational Expenditure*			
Emolumen / *Emoluments*	13	25,633,533	25,326,034
Perjalanan dan sara hidup / *Travel and subsistance*		969,066	1,069,788
Pengangkutan barang-barang / *Transportation of goods*		96,957	27,261
Perhubungan / *Communication*		373,931	345,369
Utiliti / *Utilities*		1,024,443	1,159,814
Sewaan / *Rental*		1,264,444	1,657,794
Perkhidmatan percetakan / *Printing Services*		555,637	469,116
Bekalan dan alatan / *Supplies and Equipment*		570,891	601,971
Penyenggaraan dan pembaikan yang di beli / *Maintenance and repairs purchased*		2,055,797	2,139,000
Perkhidmatan ikhtisas dan hospitaliti / *Professional services and hospitality*		6,047,615	6,639,163
Bayaran juruaudit / *Payment to auditors*		30,125	30,125
Yuran Keahlian / *Membership fees*		1,071,799	1,155,125
Manfaat kakitangan / *Employee benefits*		571,869	476,860
Hutang lapuk dilupuskan / *Bad debts written off*		42,884	76,263
Cukai barang dan perkhidmatan / *Goods and services tax*		7,406	172
Taksiran dan cukai tanah / *Assessment and Quit Rent*		159,743	159,743
Perbelanjaan konvensyen / *Convention expenditure*		4,447,015	3,603,365
Susutnilai hartanah, loji dan peralatan / *Depreciation of property, plant and Equipment*		1,457,487	1,526,410
Perbelanjaan Pembangunan / *Development Expenditure*	14	26,426,617	6,714,483
JUMLAH PERBELANJAAN / *TOTAL EXPENDITURE*		**72,807,259**	**53,177,856**
DEFISIT TAHUN SEMASA / *CURRENT YEAR DEFICIT*		**(2,587,387)**	**(4,069,263)**

Nota-nota yang dilampirkan adalah sebahagian dari penyata kewangan ini. / *The accompanying notes are an integral part of these financial statements.*

Penyata Perubahan Dalam Aset Bersih/Ekuiti

Bagi tahun kewangan berakhir 31 Disember 2018

Statement of Changes In Net Assets / Equity

For The Financial Year Ended 31 December 2018

	Kumpulan Wang Pengurusan RM	Kumpulan Wang Pinjaman kenderaan RM	Kumpulan Wang Pinjaman Komputer RM	Jumlah RM
Pada 31 Disember 2016, seperti yang dinyatakan sebelum / *As at 31 December 2016, as stated before*	32,137,901	2,000,000	300,000	34,437,901
Kesan penggunaan MPSAS / *the Effect of the adoption of MPSAS*	6,687,523	-	-	6,687,523
Pada 31 Disember 2016, seperti yang dinyatakan semula / *As at 31 December 2016, as restated*	33,825,424	2,000,000	300,000	41,125,424
Defisit tahun semasa / *Deficit for the current year*	(4,069,263)	-	-	(4,069,263)
Pada 31 Disember 2017 / *As at 31 December 2017*	**34,756,161**	**2,000,000**	**300,000**	**37,056,161**
Pada 31 Disember 2017, seperti dinyatakan sebelum / *As at 31 December 2017, as stated before*	28,068,638	2,000,000	300,000	30,368,638
Kesan penggunaan MPSAS / *the Effect of the adoption of MPSAS*	6,687,523	-	-	6,687,523
Pada 31 Disember 2016, seperti yang dinyatakan semula / *As at 31 December 2016, as restated*	34,756,161	2,000,000	300,000	37,056,161
Defisit tahun semasa / *Deficit for the current year*	(2,587,387)	-	-	(2,587,387)
Pada 31 Disember 2018 / *As at 31 December 2018*	**32,168,774**	**2,000,000**	**300,000**	**34,468,774**

Nota-nota yang dilampirkan adalah sebahagian dari penyata kewangan ini. / *The accompanying notes are an integral part of these financial statements.*

Penyata Aliran Tunai

Bagi tahun kewangan berakhir 31 Disember 2018

Cash Flow Statement

For the Financial Year Ended 31 December 2018

	2018 RM	2017 RM
ALIRAN TUNAI DARI AKTIVITI OPERASI / *CASH FLOW FROM OPERATING ACTIVITIES*		
Terima tunai dari Kerajaan Persekutuan / *Cash received from the Federal Government*	57,736,000	48,953,511
Terima tunai pelbagai hasil / *Cash received from various sources*	13,285,176	11,272,153
Bayaran tunai kepada pekerja dan pembekal / *Cash payment to employees and suppliers*	(59,474,686)	(53,149,358)
Tunai bersih dijana dari aktiviti operasi / *Net cash generated from operating activities*	**11,546,490**	**7,076,306**
ALIRAN TUNAI DARI AKTIVITI PELABURAN / *CASH FLOW FROM INVESTMENT ACTIVITIES*		
Pembelian hartanan, loji dan peralatan / *Purchase of property, plant and equipment*	(974,937)	(403,991)
Faedah diterima / *Interest received*	1,687,111	1,116,816
Terimaan dari jualan hertanah, loji dan peralatan / *Receipts from sales of property, plant and equipment*	90,448	38,275
Tunai bersih dijana dari ativiti pelaburan / *Net cash generated from investment activities*	**802,622**	**751,100**
Pertambahan bersih tunai dan setara tunai / *Increase in cash and cash equivalents*	12,349,112	7,827,406
Tunai dan setara tunai pada awal tahun / *Cash and cash equivalents at the beginning of the year*	46,726,211	38,898,805
Tunai dan setara tunai pada akhir tahun / *Cash and cash equivalents at the end of the year*	59,075,323	46,726,211
TUNAI DAN SETARA TUNAI / *CASH AND CASH EQUIVALENTS*		
Wang tunai ditangan dan baki bank / *Cash in hand and bank balance*	15,245,466	9,226,827
Deposit tetap di institusi kewangan / *Fixed deposits at financial institutions*	43,829,857	37,449,384
Tunai dan setara tunai pada akhir tahun / *Cash and cash equivalents at the end of the year*	**59,075,323**	**46,726,211**

Nota-nota yang dilampirkan adalah sebahagian dari penyata kewangan ini. / *The accompanying notes are an integral part of these financial statements.*

Penyata Perbandingan Bajet Mengurus dan Amaun Sebenar

Bagi tahun kewangan berakhir 31 Disember 2018

Statement of Comparison Operational budget and Actual Amount

For the financial year ended 31 December 2018

	BAJET ASAL *PROPOSED BUDGET* RM	BAJET AKHIR *ACTUAL BUDGET* RM	TERIMAAN / BELANJA SEBENAR *RECEIPTS / ACTUAL EXPENDITURE* RM	VARIAN BAJET *BUDGET VARIANCE* RM
BELANJA MENGURUS / *OPERATING EXPENSES*				
Gaji dan Upah / *Salary and wages*	20,023,800	18,173,800	17,604,200	569,600
Elaun Tetap / *Fixed allowance*	4,822,000	4,672,000	4,402,120	269,880
Sumbangan Berkanun untuk kakitangan / *Statutory contribution for staff*	3,413,800	3,263,800	3,056,700	207,100
Elaun lebih masa / *Overtime allowance*	275,000	375,000	270,057	104,943
Faedah-faedah kewangan yang lain / *Other financial benefits*	201,900	351,900	300,456	51,444
EMOLUMEN / *EMOLUMENTS*	**28,736,500**	**26,836,500**	**25,633,533**	**1,202,967**
Perjalanan dan sara hidup / *Travel and subsistence*	1,337,740	1,137,740	969,066	168,674
Pengangkutan barang-barang / *Transportation of goods*	57,300	157,300	96,957	60,343
Perhubungan dan utiliti / *Communication and utilities*	1,613,500	1,613,500	1,398,374	215,126
Sewaan / *Rental*	2,106,100	2,436,100	1,264,444	1,171,656
Bahan-bahan penyelenggaraan / *Maintenance materials*	85,800	135,800	46,169	89,631
Bekalan dan bahan-bahan lain / *Supplies and other materials*	764,960	764,960	524,722	240,238
Penyelenggaraan dan pembaikan kecil / *Maintenance and repairs*	2,502,100	2,502,100	2,055,797	446,303
Perkhidmatan ikhtisas / *Professional services*	11,145,100	12,592,501	11,080,392	1,512,109
PERKHIDMATAN DAN BEKALAN / *SERVICES AND SUPPLIES*	**19,612,600**	**21,340,001**	**17,435,921**	**3,904,080**
Bangunan dan pembaikan bangunan / *Building and repairs of building*	200,000	-	-	-
Kemudahan dan pembaikan kemudahan / *Facilities and repairs of facilities*	15,000	55,000	8,390	46,610
Kenderaan dan jentera / *Vehicles and machinery*	350,000	-	-	-
Harta modal yang lain / *Other capital assets*	929,500	1,109,000	876,656	232,344
ASET / *ASSET*	**1,494,500**	**1,164,000**	**885,046**	**278,954**
Pemberian dalam negeri / *Domestic contributions*	5,000	5,000	-	5,000
Pemberian luar negeri / *Foreign contributions*	1,218,700	1,071,799	1,071,799	-
Ganjaran cuti rehat / *Cash award in lieu of accumulated leave*	-	650,000	571,869	78,131
SUMBANGAN / *CONTRIBUTIONS*	**1,223,700**	**1,726,799**	**1,643,668**	**83,131**
Cukai dan pelbagai / *Taxes and miscellaneous*	172,700	172,700	167,149	5,551
PERBELANJAAN LAIN / *OTHER EXPENSES*	**172,700**	**172,700**	**167,149**	**5,551**
JUMLAH PERBELANJAAN / *TOTAL EXPENDITURE*	**51,240,000**	**51,240,000**	**45,765,317**	**5,474,683**
SUMBER DALAMAN / *NTERNAL SOURCES*	22,504,000	22,504,000	17,029,317	5,474,683
PEMBERIAN KERAJAAN *I GOVERNMENT CONTRIBUTION*	28,736,000	28,736,000	28,736,000	-
JUMLAH / *TOTAL*	**51,240,000**	**51,240,000**	**45,765,317**	**5,474,683**

Nota-nota yang dilampirkan adalah sebahagian dari penyata kewangan ini. / *The accompanying notes are an integral part of these financial statements.*

Penyata Perbandingan Bajet Pembangunan dan Amaun Sebenar

Bagi tahun kewangan berakhir 31 Disember **2018**

Statement of Comparison Development Budget and Actual Amount

For the financial year ended 31 December 2018

	BAJET ASAL *PROPOSED BUDGET* RM	BAJET AKHIR *ACTUAL BUDGET* RM	ERIMAAN / BELANJA SEBENAR *RECEIPTS / ACTUAL EXPENDITURE* RM	VARIAN BAJET *BUDGET VARIANCE* RM
BELANJA PEMBANGUNAN / *DEVELOPMENT EXPENSES*				
Pelaksanaan NPDIR bagi Kerajaan Negeri dan Kerajaan Tempatan (NPDIR) *Implementation of NPDIR for State and Local Government (NPDIR)*	2,000,000	2,000,000	1,222,035	777,965
Memodenkan Peraturan Perniagaan (MBR) *Modernising Business Regulations (MBR)*	2,000,000	2,000,000	1,954,803	45,197
Skim Peningkatan Produktiviti Enterprise Selaras Dengan Malaysia Produktiviti Blueprint (SPPE - MPB) *Scheme for Enhancing Enterprise Productivity in line with the Malaysia Productivity Blueprint (SPPE-MPB)*	6,000,000	5,999,600	5,068,483	931,117
Membentuk Mekanisma Perlaksanaan Yang Padu dan Melancarkan Gerakan Produktiviti Blueprint (T5-MPB) *Establishing an Integrated Mechanism and Launching of the Productivity Movement in accordance with the Malaysia Productivity Blueprint Strategy (T5-MPB)*	5,000,000	3,397,500	2,807,857	589,643
Program Transformasi Peraturan Sedia Ada Melalui Pengurangan Birokrasi Di peringkat Negeri (PTPS) *Programme on Existing Regulatory Transformation Through the Reduction of State-level Bureaucracy (PTPS)*	5,000,000	4,080,900	3,029,877	1,051,023
Memudahkan Keperluan Peraturan Bagi Perdagangan Antarabangsa (NTM) *Facilitating the Need for International Trade Regulations (NTM)*	2,000,000	2,000,000	1,989,641	10,359
Peningkatan Kualiti Peraturan Selaras Dengan Strategi Malaysia Produktiviti Blueprint (PKP) *Improving Quality Regulations in accordance with the Malaysia Productivity Blueprint Strategy (PKP)*	2,000,000	1,944,000	1,624,024	319,976
Melaksanankan Inisiatif Produktiviti Nexus Peringkat Sektor (SPC) *Implementing Sector Level Productivity Nexus Initiatives (SPC)*	15,000,000	7,578,000	6,519,833	1,058,167
JUMLAH PERBELANJAAN / *TOTAL EXPENDITURE*	**39,000,000**	**29,000,000**	**24,216,553**	**4,783,447**

	Operasi *Operations* RM	Pelaburan *Investment* RM	Jumlah *Total* RM
Amaun sebenar pada asas boleh banding / *Actual amount based on actual comparison*	69,096,824	885,046	69,981,870
Perbezaan asas / *Basic difference*	(57,550,334)	(82,424)	(57,632,758)
Seperti Penyata Aliran Tunai / *Cash Flow Statement*	**11,546,490**	**802,622**	**12,349,112**

Penyata Perbandingan Bajet Pembangunan dan Amaun Sebenar

Bagi tahun kewangan berakhir 31 Disember 2018

Nota kepada penyata perbandingan bajet dan amaun sebenar :-

1. Bajet diluluskan berdasarkan asas akruan mengikut klasifikasi fungsi yang terdiri daripada objek dan program. Bajet yang diluluskan adalah meliputi tempoh fiskal daripada 1 Januari 2018 sehingga 31 Disember 2018.

2. Yang Berhormat Perdana Menteri telah membentangkan bajet 2017 di Parlimen pada 27 Oktober 2017. Tiada pertambahan Bajet Mengurus dibuat pada tahun 2018.

3. Bajet Mengurus Perbadanan berjumlah RM51.240 juta bagi tahun 2018 berbanding RM45.247 juta pada tahun 2017.

4. Sebanyak RM28.736 juta dibiayai oleh Kementerian Kewangan manakala RM22.504 juta dibiayai dari hasil dalaman Perbadanan.

5. Perbadanan menggunakan sepenuhnya geran Mengurus pemberian Kerajaan yang berjumlah RM28.736 juta bagi membiayai perbelanjaan Mengurus pada tahun 2018.

6. Pemberian Kerajaan untuk Bajet Mengurus semakin berkurangan dari setahun ke setahun iaitu dari RM37.707 juta pada tahun 2014 kepada RM28.736 juta sahaja pada tahun 2018. Ini menyebabkan peningkatan penggunaan sumber dalaman Perbadanan, bagi membiayai perbelanjaan Mengurus iaitu dari RM9.920 juta pada tahun 2014 kepada RM17.666 juta pada tahun 2018.

7. Perbelanjaan sebenar Mengurus pada tahun 2018 adalah RM45.765 juta iaitu 90.6% dari Bajet Mengurus 2018. Pada tahun 2017, peratus perbelanjaan adalah 99.5%. Peratus perbelanjaan Mengurus 2018 lebih rendah berbanding tahun 2017 disebabkan sasaran peruntukan Mengurus 2018 yang dibuat lebih tinggi, iaitu RM51.240 juta berbanding RM45.247 juta sahaja pada tahun 2017.

8. Perbelanjaan sebenar Mengurus pada tahun 2017 adalah RM45.037 juta. Peningkatan perbelanjaan Mengurus sebanyak RM1.365 juta iaitu 3% berbanding tahun 2017 disebabkan:-

   a. Peningkatan pembelian harta modal sebanyak RM481,055 (54%) yang terdiri dari perisian komputer dan kelengkapan pejabat;

   b. Peningkatan perbelanjaan emolumen sebanyak RM307,499 (1%) bersesuaian dengan kenaikan gaji tahunan dan kenaikan pangkat kakitangan Perbadanan;

Statement of Comparison Development Budget and Actual Amount

For the financial year ended 31 December 2018

Notes to the budget comparison statement and actual amount :-

1. *The budget is approved on an accrual basis following the function classification of the object and programme. The approved budget covers the fiscal period from 1 January 2018 to 31 December 2018.*

2. *Budget in Parliament on 27 October, 2017. No increase in Operational Budget was made in 2018.*

3. *The Corporation's Operational Budget was RM51.240 million for 2018 compared to RM45.247 million in 2017.*

4. *RM28.736 million is funded by the Ministry of Finance while RM22.504 million is funded by the Corporation's internal revenue.*

5. *The corporation fully utilised the Government grant of RM28.736 million to finance operational expenditure in 2018.*

6. *Government Grants for the Operational Budget have steadily decreased from RM37.707 million in 2014 to only RM28.736 million in 2018. This has resulted in an increase in the utilisation of the Corporation's internal resources, to finance Operational expenditure of RM9.920 million a year in 2014 to RM17.666 million in 2018.*

7. *Actual Operating Expenditure in 2018 was RM45.765 million representing 90.6% of the 2019 Operational Budget. In 2017, the percentage of expenditure was 99.5%. The percentage of Operational Expenditure utilised in 2018 was lower than 2017 due to the higher target that had been set for operations in 2018 amounting to RM51.240 million compared to RM45.247 million in 2017.*

8. *Actual Operating Expenditure for 2017 was RM45.037 million. Increase in Operating Expenditure amounting by 3% to RM1.365 million compared to 2017 is due to: -*

   a. *Increase in purchase of capital assets of RM481,055 (54%) comprising computer software and office equipment;*

   b. *Increase in emoluments expenditure of RM307,499 (1%) in line with the annual salary increment and promotion of employees of the Corporation;*

Penyata Perbandingan Bajet Pembangunan dan Amaun Sebenar (Sambungan)

Bagi tahun kewangan berakhir 31 Disember 2018

Nota kepada penyata perbandingan bajet dan amaun sebenar (sambungan):-

c. Peningkatan perbelanjaan perkhidmatan dan bekalan sebanyak RM335,646 (2%).

Peningkatan berlaku pada perbelanjaan perkhidmatan ikhtisas sebanyak RM344,064 (3%) dan sewaan sebanyak RM243,700 (13%).

i. Konvensyen IQPC dan konvensyen APQC tidak diadakan pada tahun 2017 dan ini menyebabkan perbelanjaan perkhidmatan ikhtisas meningkat pada tahun 2018.

ii. Pengambilan pegawai sambilan (PSH) meningkatkan lagi sewaan komputer dengan kenaikan sebanyak RM306,533. Walaubagaimana pun, sewaan mesin fotostat menurun sebanyak RM69,664.

iii. Penurunan perbelanjaan ikhtisas berlaku pada utiliti sebanyak RM106,809 (8%) dan perjalanan & sara hidup sebanyak RM100,722 (10%).

d. Pembayaran ganjaran cuti rehat meningkat sebanyak RM317,087 (55%) disebabkan bilangan kakitangan yang bersara yang lebih ramai.

9. Lembaga Pengarah telah meluluskan agihan semula peruntukan mengurus pada mesyuarat BOD Bil 1/2019 disebabkan beberapa peruntukan Objek Sebagai telah melebihi peruntukan yang diagihkan pada awal tahun. Peratus perbelanjaan keseluruhan mengurus adalah 91%.

10. Perbadanan menggunakan sumber dalaman sebanyak RM17,029,317 dan pemberian kerajaan sebanyak RM28,736,000 bagi membiayai perbelanjaan mengurus.

11. Bajet Pembangunan yang diluluskan kepada MPC berjumlah RM39 juta. Program pembangunan yang baru adalah seperti berikut:-

a. Membentuk Mekanisma Pelaksanaan yang Padu dan Melancarkan Gerakan Produktiviti Selaras Dengan Strategi Malaysia Produktiviti Blueprint (T5-MPB). Program pembangunan T5-MPB adalah untuk menyokong Pelan Pembangunan Produktiviti Malaysia (Malaysia Productivity Blueprint) dalam memperkukuhkan strategi peningkatan produktiviti di pelbagai peringkat sektor ekonomi dan membangunkan mekanisme perlaksanaan yang padu dan melancarkan gerakan produktiviti selaras dengan MPB.

Statement of Comparison Development Budget and Actual Amount (Continued)

For the financial year ended 31 December 2018

Notes to the budget comparison statement and actual amount (continued):-

c. Increase in expenditure on services and supplies by RM335,646 (2%).

The increase was recorded in the expenditure of professional services of RM344,064 (3%) and rental of RM243,700 (13%).

i. The IQPC and APQC Conventions were not held in 2017 and this led to an increase in expenditure of professional services in 2018.

ii. Recruitment of part-time employees (PSH) increased computer rentals by RM306,533. However, rental of photostat machines decreased by RM69,664.

iii. The decrease in expenditure was due to decrease in utilities by RM106,809 (8%) and travel & subsistence expenses by RM100,722 (10%).

d. Cash award in lieu of accumulated leave increased by RM317,087 (55%) due to the increase in number of retirees.

9. The Board had approved the reallocation of operational budget at BOD meeting No. 1/2019 due to several provisions of the Object As which exceeded the allocation at the beginning of the year. Percentage of total operating expenses was 91%.

10. The corporation used internal resources of RM17,029,317 and government grants of RM28,736,000 to finance operating expenditure.

11. Development Budget approved for MPC amounted to RM39 million. The new development programmes are as follows: -

a. Establishing an Integrated Mechanism and Launching Productivity Movements in accordance with the Malaysian Productivity Blueprint (T5-MPB). The T5-MPB development programme is to support the development plan of the Malaysia Productivity Blueprint in strengthening productivity improvement strategies at various economic sector levels and developing an implementation mechanism and launching productivity movements in line with the MPB.

Penyata Perbandingan Bajet Pembangunan dan Amaun Sebenar (Sambungan)

Bagi tahun kewangan berakhir 31 Disember 2018

Nota kepada penyata perbandingan bajet dan amaun sebenar (sambungan):-

b. Program Transformasi Peraturan Sedia Ada Melalui Pengurangan Birokrasi Di Peringkat Negeri (PTPS) adalah berujuan untuk menambah baik peraturan sedia ada dan mewujudkan peraturan berkualiti melalui inisiatif Guillotine, MyCURE dan Penandaarasan/ Persekutuan dan Negeri. Antara objektif program ini adalah untuk menghapuskan karenah birokrasi dan keperluan peraturan sedia ada yang tidak wajar, dan memudahkan urusan perniagaan dengan mempermudahkan proses perlesenan perniagaan.

c. Memudahkan Keperluan Peraturan Bagi Perdagangan Antarabangsa (NTM) ialah salah satu program di bawah teras MPB yang memansuhkan Langkah-langkah Bukan Tarif dengan menghalang pertumbuhan perniagaan dan mempercepatkan kecekapan prestasi sektor logistik di Malaysia. Aktiviti ini tergolong dalam 6 aktiviti utama yang perlu diambil tindakan segera untuk mencapai peningkatan sasaran produktiviti bagi negara.

d. Peningkatan Kualiti Peraturan Selaras Dengan Strategi Malaysia Produktiviti Blueprint (PKP) melibatkan beberapa projek penting antaranya pembangunan sistem portal Unified Online Public Consultation dan Dashboard Development for Selected Federal Ministries. Program ini bertujuan mewujudkan mekanisma libat urus berinovasi untuk konsultasi awam di bawah Teras Empat MPB iaitu Membentuk Ekosistem yang Teguh.

e. Melaksanakan Inisiatif Produktiviti Nexus Peringkat Sektor (SPC) adalah bagi menjawab kepada Kertas Strategi 1 RMK11 iaitu Meningkatkan Potensi Produktiviti. Ia menekankan Pelan Pembangunan Produktiviti (Malaysia Productivity Blueprint) lima tahun yang memberikan keutamaan kepada pengukuhan produktiviti dalam agenda pembangunan negara.

f. Program pembangunan MPB ini digunapakai bagi melaksanakan initiatif dalam MPB bagi memastikan pencapaian sasaran produktiviti di peringkat sektor. 9 sektor telah dikenalpasti iaitu Agro-food, Chemical and Chemical Product, Electric & Electrical, Machinery & Equipment, Professional Services, Private Healthcare, ICT, Retail and F&B dan Tourism.

Statement of Comparison Development Budget and Actual Amount (Continued)

For the financial year ended 31 December 2018

Notes to the budget comparison statement and actual amount (continued):-

b. Existing Regulatory Transformation Programme through the Reduction of State-level Bureaucracy (PTPS) aims to improve existing regulations and create quality regulations through the Guillotine, MyCURE and Benchmarking / Federal and State level initiatives. Among the objectives of the programme are to eliminate bureaucratic hurdles and unnecessary regulatory requirements, and to improve business operations by simplifying business licensing processes.

c. Facilitating the Needs of Regulation for International Trade (NTM) is one of the programmes under MPB's thrust's that abolished Non-Tariff Measures which impeded business growth and accelerated the efficiency of the logistics sector performance in Malaysia. These activities are among the 6 main actions that need to be undertaken immediately to achieve the country's productivity targets.

d. Improving the Quality of Regulations in line with strategies under the Malaysia Productivity Blueprint (MPB) involves several important projects including the development of the Unified Online Public Consultation portal system and the Dashboard Development for Selected Federal Ministries. The programme aims to create an innovative governance mechanism for public consultation under the fourth thrust of the MPB namely Establishing a Strong Ecosystem.

e. Implementing the Sector Productivity Nexus (SPC) Productivity Initiative in response to Strategic Paper 1 under RMK 11, namely increasing Productivity Potential. It emphasised the development plan of the five-year Malaysia Productivity Blueprint, which prioritised strengthening productivity in the national development agenda.

f. The MPB development program is used to implement initiatives under the MPB to ensure the achievement of productivity targets at the sector level. 9 sectors have been identified namely Agro-food, Chemical and Chemical Products, Electric & Electrical, Machinery & Equipment, Professional Services, Private Healthcare, ICT, Retail and F&B and Tourism.

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

Notes to the Financial Statements
For the financial year ended 31 December 2018

Nota kepada penyata perbandingan bajet dan amaun sebenar (sambungan):-

g. Program pembangunan 2017 yang masih diteruskan lagi pada tahun 2018 :
- Memodenkan Peraturan Perniagaan (MBR). MBR merupakan program bagi mengurangkan beban peraturan yang tidak wajar kepada peniaga melalui kajian semula peraturan berdasarkan sektor dan subsektor yang telah dikenalpasti dalam Rancangan Pembangunan seperti Blueprint Produktiviti, Blueprint Sektor Perkhidmatan dan sebagainya.
- Pelaksanaan NPDIR bagi Kerajaan Negeri dan Kerajaan Tempatan (NPDIR) adalah bertujuan untuk menambah baik proses membuat peraturan di peringkat kerajaan negeri dan kerajaan tempatan.
- Skim Peningkatan Produktiviti Entepris Selaras Dengan Malaysia Productivity Blueprint (SPEE-MPB) adalah merupakan program yang disasarkan kepada PKS (Perusahaan Kecil dan Sederhana). Skim ini bertujuan membantu PKS melaksanakan inisiatif peningkatan produktiviti (dan kualiti) di syarikat masing-masing melalui pendekatan secara bimbingan dan tunjuk ajar oleh perunding yang dilantik.

12. Berdasarkan prestasi perbelanjaan pada suku ketiga tahun 2018, Bajet Pembangunan dikurangkan kepada RM29 juta pada akhir tahun 2018. Perbelanjaan sebenar pembangunan adalah 84%.

13. Justifikasi perbelanjaan pembangunan lebih rendah daripada peruntukan yang diberikan :

i. Bagi program pembangunan NPDIR, lebihan peruntukan tidak dibelanjakan adalah kerana penangguhan pelaksanaan di beberapa negeri seperti Negeri Sembilan, Melaka, Terengganu, dan Perak disebabkan perubahan kerajaan selepas pilihanraya. Inisiatif tersebut perlu dibentangkan semula kepada Majlis Mesyuarat Kerajaan Negeri (MMKN) bagi mendapatkan kelulusan daripada pentadbiran yang baru.

ii. Baki peruntukan T5-MPB bagi tahun 2018 adalah sebanyak RM468,188.89. Untuk makluman, baki tersebut adalah disebabkan oleh pembatalan program Capsule Video Productivity bersama pihak Astro (MEASAT Boardcast Network System Sdn Bhd) iaitu sebanyak RM544,840 (termasuk GST).

Notes to the budget comparison statement and actual amount (continued):-

g. Development programmes in 2017 which are still ongoing in 2018:
- *Modernising Business Regulations (MBR). MBR is a program to reduce unnecessary regulatory burdens on businesses through the review of regulations based on sectors and sub-sectors identified in Development Plans such as the Productivity Blueprint, and Service Sector Blueprint among others.*
- *Implementation of NPDIR for State and Local Governments are aimed at improving the regulatory processes at state and local government levels.*
- *Enterprise Productivity Improvement Scheme is in line with the Malaysia Productivity Blueprint (SPEE-MPB) programme targeted at SMEs (Small and Medium Enterprises). The scheme aims to help SMEs implement productivity (and quality) initiatives in their respective companies with the guidance and direction of consultants appointed.*

12. Based on expenditure performance in the third quarter of 2018, the Development Budget was reduced to RM29 million at the end of 2018. Development expenditure was 84%.

13. Justification for development expenditure was much lower than the allocation provided:

i. For the NPDIR development programmes, the excess allocation which was not utilised was the result of delay in implementation among some states such as Negeri Sembilan, Malacca, Terengganu and Perak due to the change of government after the elections. The initiative needs to be deliberated again at the State Executive Council Meeting (MMKN) for approval from the new administration.

ii. The remaining allocation for T5-MPB for 2018 is RM468,188.89. For information, the balance was due to the cancellation of the Capsule Video Productivity programme with Astro (MEASAT Broadcast Network System Sdn. Bhd.) of RM544,840 (including GST).

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

Nota kepada penyata perbandingan bajet dan amaun sebenar (sambungan):-

iii. Untuk makluman, lebihan peruntukan untuk bajet pembangunan Peningkatan Kualiti Peraturan (PKP) pada tahun 2018 adalah disebabkan kekangan masa yang dihadapi oleh pihak kami untuk menguruskan aktiviti-aktiviti seperti perancangan untuk perasmian Portal Unified Public Consultation (UPC), perancangan untuk melakukan roadtour UPC, perancangan untuk mempromosikan UPC, dan perancangan untuk penerbitan NPGRP 2.0.

iv. Bagi bajet projek pembangunan SPPE, lebihan peruntukan pada 2018 adalah disebabkan oleh walaupun sasaran bilangan syarikat sebanyak 150 buah berjaya dicapai, terdapat beberapa aktiviti tertentu seperti aktiviti (1) pra dan post diagnostik, (2) aktiviti intervensi (3) pemilihan syarikat contoh, dan (4) aktiviti tuntutan yuran pengurusan bagi sejumlah syarikat tertentu tidak dapat disempurnakan atau dilaksanakan pada tahun 2018 dan terpaksa dibawa untuk dilaksanakan pada 2019.

v. Duit pembangunan SPN digunapakai bagi melaksanakan inisiatif dalam Malaysia Produktiviti Blueprint (MPB) bagi memastikan pencapaian sasaran produktiviti di peringkat sektor. 9 sektor telah dikenalpasti iaitu Agro-Food, Chemical and Chemical Product, E&E, Machinery & Equipment, Profesional Services, Private Healthcare, ICT, Retail and F&B dan Tourism. Pada tahun 2018, perancangan telah dibuat oleh 9 Produktiviti Nexus bagi membelanjakan peruntukan yang telah diberi. Akan tetapi terdapat kekangan daripada segi masa dan kapasiti dalam melaksanakan rancangan tersebut.

vi. Baki peruntukan bagi bajet PTPS untuk 2018 yang tidak dapat dibelanjakan adalah kerana penangguhan pelaksanaan beberapa program disebabkan perubahan kerajaan selepas pilihanraya. Oleh sebab berlakunya kekangan daripada perkara tersebut, beberapa program yang sepatutnya berjalan mengikut jadual yang dirancang terpaksa ditunda dan telah mengakibatkan pelaksanaan program sehingga awal tahun 2019. Walaubagaimanapun, program telah dijalankan secara lancar pada suku tahun yang pertama dengan perbelanjaan yang sebanyak RM 992,926.60

Notes to the Financial Statements
For the financial year ended 31 December 2018

Notes to the budget comparison statement and actual amount (continued):-

iii. The excess allocation of Development Budget for Improved Quality Regulations 2018 (PKP) was due to time constraints faced by us in managing the activities as planned for the Unified Public Consultation Portal (UPC), UPC road tour planning, planning to promote UPCs, and planning for the publication of NPGRP 2.0.

iv. For the SPPE development budget project, the excess allocation in 2018 was due to the fact that although the target of 150 companies was successfully achieved, there were some specific activities namely (1) pre and post diagnostic, (2) intervention activities (3) selection of exemplary companies, and (4) claiming of management fee for certain companies that could not be completed or implemented in 2018 would be brought forward to 2019.

v. The SPN development fund was used to implement initiatives under the Malaysia Productivity Blueprint (MPB) to ensure the achievement of productivity targets at sectoral level. 9 sectors had been identified namely Agro-Food, Chemical and Chemical Products, E&E, Machinery & Equipment, Professional Services, Private Healthcare, ICT, Retail and F&B and Tourism. In 2018, plans were made by the 9 Productivity Nexus to utilise the allocation. However, there were limitations in terms of time and capacity in executing the plan.

vi. The remaining budget for PTPS for 2018 could not be utilised due to the delay in implementing some programmes as a result of change in government after the elections. Due to these constraints, some of the programmes that were supposed to be carried out according to a planned schedule had to be postponed including programmes that were to be implemented at the beginning of 2019. However, the programmes ran smoothly in the first quarter at a cost of RM 992,926.60

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

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:

- Menyediakan maklumat mengenai produktiviti, kualiti, daya saing dan amalan-amalan terbaik melalui aktiviti penyelidikan dan pembangunan pangkalan data.
- Membangunkan modal insan dan kecemerlangan organisasi bagi membentuk masyarakat berasaskan pengetahuan menerusi latihan, pembangunan sistem dan amalan-amalan terbaik.
- 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 2018 telah dibentang dan diluluskan pada Mesyuarat Lembaga Pengarah (BOD) Bil 1/2019 bertarikh 4 April 2019.

2. ASAS PENYEDIAAN PENYATA KEWANGAN

2.1. Asas Perakaunan
Penyata Kewangan Perbadanan telah disediakan menurut Piawaian Perakaunan Sektor Awam Malaysia (MPSAS - Malaysian Public Sector Accounting Standards).

2.2. Asas Pengukuran
Penyata kewangan ini telah disediakan dengan menggunakan asas kos sejarah melainkan dinyatakan sebaliknya di dalam Nota 3.

2.3. Matawang Persembahan dan Fungsian
Penyata kewangan ini dinyatakan pada Ringgit Malaysia (RM), iaitu matawang fungsian untuk Perbadanan.

2.4. Anggaran dan Pertimbangan Perakaunan Signifikan
Penyediaan penyata kewangan yang mematuhi MPSAS memerlukan pihak pengurusan membuat pertimbangan, anggaran dan andaian yang memberi kesan kepada penggunaan polisi perakaunan dan amaun aset, liabiliti,

Notes to the Financial Statements
For the financial year ended 31 December 2018

1. CORPORATE INFORMATION

Malaysian Productivity Corporation (MPC) which was formely known as the National Productivity Centre was incorporated under the National Productivity Council (Incorporation) Act No. 19 of 1966 (1975 amendment "Act 305 1975" and amendment "Act A801 1991"). It was known as the National Productivity Corporation since 1 December 1991. The National Productivity Corporation was officially renamed as Malaysian Productivity Corporation since 21 February 2008.

Objectives of the Corporation are:

- *Providing value-added information on productivity, quality, competitiveness and best practices through research activities and databases.*
- *Developing human capital and organisational excellence for building a knowledge-based society through training, systems development and best practices.*
- *Nurturing innovative and creative culture for productivity and competitiveness through partnership programmes.*

The Malaysian Productivity Corporation (MPC) Financial Statements for the year ended December 31, 2018 were tabled and approved at the Board of Directors (BOD) Meeting No. 1/2019 dated April 4, 2019.

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

2.1. Basis of Accounting
The Corporation's Financial Statements have been prepared in accordance with the Malaysian Public Sector Accounting Standards (MPSAS).

2.2. Basis of Measurement
The financial statements have been prepared using the historical cost basis unless otherwise stated in Note 3.

2.3. Functional and Presentation Currency
The financial statements are presented in Ringgit Malaysia (RM), which is the functional currency of the corporation.

2.4. Estimates and Significant Changes in Accounting
The preparation of financial statements that comply with MPSAS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Nota-nota kepada Penyata Kewangan

Bagi tahun kewangan berakhir 31 Disember 2018

2. ASAS PENYEDIAAN PENYATA KEWANGAN (SAMBUNGAN)

2.4. Anggaran dan Pertimbangan Perakaunan Signifikan (Sambungan)

pendapatan dan perbelanjaan. Keputusan sebenar mungkin berbeza daripada anggaran ini.

Anggaran dan andaian asas disemak secara berterusan. Semakan ke atas anggaran perakaunan diiktiraf dalam tempoh di mana anggaran tersebut disemak dan dalam mana-mana tempoh masa depan yang terlibat.

Tiada bahagian signifikan dalam ketidakpastian anggaran dan pertimbangan kritikal dalam mengguna pakai dasar perakaunan yang mempunyai kesan ketara ke atas amaun yang diiktiraf dalam penyata kewangan selain daripada yang dinyatakan dalam nota-nota kepada penyata kewangan.

3. POLISI PERAKAUNAN PENTING

Polisi-polisi perakaunan berikut telah digunakan secara konsisten dalam tempoh tahun kewangan yang dibentangkan di dalam penyata kewangan melainkan jika dinyatakan sebaliknya.

3.1. Instrumen Kewangan

3.1.1. Aset Kewangan

(a) Pengiktirafan dan Taksiran Awal

Aset kewangan diiktiraf dalam Penyata Kedudukan Kewangan apabila Perbadanan menjadi satu pihak kepada peruntukan kontrak instrumen berkenaan.

Aset-aset kewangan dikelaskan seperti berikut:-

- Aset kewangan pada nilai saksama melalui lebihan atau defisit;
- Pinjaman dan penghutang;
- Aset pelaburan dipegang sehingga matang.

Pengkelasan aset kewangan adalah bergantung kepada tujuan aset kewangan berkenaan diperolehi. Pembelian atau jualan aset kewangan yang memerlukan serahan aset dalam jangka masa yang ditetapkan oleh pasaran adalah diiktiraf di waktu komitmen pembelian dibuat.

Instrumen kewangan diiktiraf pada awalnya, pada harga transaksi (termasuk kos transaksi kecuali untuk kiraan awal bagi aset atau liabiliti kewangan yang saksama dicampur, dalam keadaan sesuatu instrumen kewangan tidak dikira pada nilai saksama melalui lebihan atau defisit). Pengiktirafan secara ini tidak termasuk transaksi pembiayaan.

Notes to the Financial Statements

For the financial year ended 31 December 2018

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS (CONTINUED)

2.4. Estimates and Significant Changes in Accounting (continued)

Basic estimates and assumptions are reviewed on a continuous basis. Revisions to accounting estimates are recognised in the period in which the estimates are reviewed and in any future periods involved.

There is no significant unreliable estimation and critical judgment in applying accounting policies that have a material impact on the amounts recognised in the financial statements other than those disclosed in the notes to the financial statements.

3. SIGNIFICANT ACCOUNTING POLICIES

The following accounting policies have been applied consistently during the financial year and are set out in the financial statements unless otherwise stated.

3.1. Financial Instruments

3.1.1. Financial Assets

(a) Recognition and Preliminary Assessment

Financial assets are recognised in the Statement of Financial Position when the Corporation becomes a party to the contractual provisions of the instrument.

Financial assets are classified as follows:

- *Financial assets at fair value through surplus or deficit;*
- *Loans and debtors;*
- *Investment assets are held to maturity.*

The classification of financial assets is dependent on the purpose of the financial asset being acquired. Purchases or sales of financial assets that require submission of the asset within the timeframe set by the market are recognised when the commitment to purchase is made.

Financial instruments are recognised initially, at transaction prices (including transaction costs except for initial calculations of fairly mixed financial assets or liabilities, in the event that a financial instrument is not measured at fair value through surplus or deficit). This recognition does not include financing transactions.

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

3. POLISI PERAKAUNAN PENTING (SAMBUNGAN)

3.1. Instrumen Kewangan (sambungan)

3.1.1. Aset Kewangan (sambungan)

(a) Pengiktirafan dan Taksiran Awal (sambungan)

Sekiranya urusan berkenaan melibatkan transaksi pembiayaan, aset atau liabiliti kewangan dikira pada nilai semasa bayaran hadapan didiskaunkan pada kadar faedah pasaran untuk instrumen hutang yang serupa.

(b) Penilaian Berikutan

Penilaian berikutan untuk aset-aset kewangan bergantung kepada klasifikasi masing-masing.

i. Aset Kewangan Pada Nilai Saksama melalui Lebihan atau Defisit

Aset Kewangan Pada Nilai Saksama melalui Lebihan atau Defisit termasuk aset kewangan dipegang untuk diniagakan dan aset kewangan yang ditetapkan di waktu pengiktirafan asalnya pada nilai saksama melalui lebihan atau defisit. Aset kewangan diklasifikasikan sebagai dipegang untuk diniagakan sekiranya diperolehi bagi tujuan jualan atau belian semula di masa terdekat. Aset kewangan pada nilai saksama melalui lebihan atau defisit dinyatakan ke Penyata Kedudukan Kewangan pada nilai saksama yang mana perubahan diiktiraf ke lebihan atau defisit.

ii. Pinjaman dan Penghutang

Instrumen Pinjaman, Pendahuluan dan Pembiayaan adalah aset kewangan yang mempunyai jadual bayaran yang telah ditetapkan atau ditentukan di mana aset kewangan ini tidak disenaraikan dalam pasaran aktif. Penilaian berikutnya bagi aset kewangan ini adalah pada kos terlunas menggunakan kaedah faedah efektif, selepas penjejasan nilai.

Instrumen pinjaman yang dikelaskan sebagai aset atau liabiliti semasa dinyatakan pada jumlah tunai tanpa didiskaunkan atau jumlah balasan yang akan diterima atau dibayar kecuali jika urusan berkenaan sebenarnya adalah transaksi pembiayaan.

iii. Aset Pelaburan Dipegang Sehingga Matang

Aset kewangan yang mempunyai ketetapan matang dan bayaran tetap (atau boleh ditentukan ketetapannya) dikelaskan sebagai dipegang sehingga matang apabila Perbadanan berhasrat positif dan berkemampuan untuk memegang aset berkenaan sehingga matang. Selepas taksiran awal, aset berklasifikasi begini akan ditaksir pada kos terlunas menggunakan kaedah faedah efektif selepas penjejasan nilai. Kos terlunas ditentukan dengan mengambil

Notes to the Financial Statements
For the financial year ended 31 December 2018

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.1. Financial Instruments (continued)

3.1.1. Financial Assets (continued)

(a) Recognition and Preliminary Assessment (continued)

Should the deal involve a financing transaction, the asset or financial liability is measured at the present value of payment discounted at the market interest rate for a similar debt instrument.

(b) Further Evaluation

Further evaluation for financial assets depends on their respective classifications.

i. Financial Assets at Fair Value Through Surplus or Deficit

Financial Assets at Fair Value through Surplus or Deficit include financial assets held for trading and financial assets that are designated at the time of initial recognition at fair value through surplus or deficit. Financial assets are classified as held for trading if acquired for sale or redemption purposes in the near future. Financial assets at fair value through surplus or deficit are recognised in the Statement of Financial Position at fair value where changes are recognised in surplus or deficit.

ii. Loans and Debtors

Loan, Advances and Financing Instruments are financial assets that have a fixed or determinable payment schedule where these financial assets are not listed in the active market. Subsequent ratings of these financial assets are at amortised cost using the effective interest method, after impairment.

The loan instrument classified as current assets or liabilities is stated at discounted cash or the amount of consideration to be received or paid unless the transaction is in fact a financing transaction.

iii. Investment Assets Held to Maturity

Monetary assets with maturity and fixed payments (or their determination) are classified as held-to-maturity when the Corporation intends to be positive and capable of holding the asset until maturity. After initial estimates, these classified assets will be estimated at amortised cost using the effective interest rate after impairment. The amortised cost is determined taking into account any premiums or discounts at the date of acquisition including fees and costs that are integrated as an

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

3. POLISI PERAKAUNAN PENTING (SAMBUNGAN)

3.1. Instrumen Kewangan (sambungan)

3.1.1. Aset Kewangan (sambungan)

(b) Penilaian Berikutan (sambungan)

kira sebarang premium atau diskaun pada tarikh perolehan termasuk fi dan kos yang bersepadu sebagai faedah efektif. Kerugian penjejasan nilai diiktiraf ke lebihan atau defisit.

(c) Penyahiktirafan

Aset kewangan atau sebahagian daripadanya dinyahiktiraf apabila, dan hanya apabila hak kontraktual kepada aliran tunai daripada aset kewangan itu luput atau aset kewangan dipindahkan kepada pihak lain tanpa mengekalkan kawalan atau risiko dan ganjaran atas aset tersebut pada kuantum yang signifikan. Pada penyahiktirafan aset kewangan, perbezaan di antara amaun dibawa dan jumlah ganjaran yang diterima (termasuk sebarang aset baru yang diperoleh tolak sebarang liabiliti baru diambil alih) diiktiraf ke lebihan atau defisit.

Liabiliti kewangan atau sebahagian daripadanya dinyahiktiraf apabila, dan hanya apabila, obligasi yang dinyatakan dalam kontrak tamat atau dibatalkan atau luput. Pada penyahiktirafan liabiliti kewangan, perbezaan di antara amaun dibawa liabiliti kewangan yang dihapuskan atau dipindahkan kepada pihak lain dan ganjaran yang dibayar, termasuk sebarang aset bukan tunai yang dipindahkan atau diambil alih liabilitinya, diiktiraf ke lebihan atau defisit.

(d) Penjejasan Nilai untuk Aset Kewangan

Penilaian dibuat pada setiap tarikh pelaporan untuk menentukan sama ada terdapatnya bukti yang objektif bahawa aset-aset kewangan mengalami penjejasan nilai. Aset kewangan dianggap mengalami penjejasan nilai apabila terdapat bukti objektif tentang penjejasan nilai disebabkan kejadian selepas tarikh taksiran awal yang memberi kesan kepada anggaran aliran tunai hadapan.

(e) Aset Pelaburan Dipegang Sehingga Matang

Untuk menentukan sama ada terdapatnya bukti yang objektif bahawa kerugian penjejasan nilai atas aset-aset kewangan telah ditanggung, pertimbangan dibuat ke atas faktor-faktor seperti kebarangkalian ketidakmampuan bayar atau kesukaran kewangan penghutang yang signifikan dan kemungkiran bayaran atau tundaan yang signifikan dalam pembayaran.

Notes to the Financial Statements
For the financial year ended 31 December 2018

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.1. Financial Instruments (continued)

3.1.1. Financial Assets (continued)

(b) Further Evaluation (continued)

effective benefit. Impairment losses are recognised in surplus or deficit.

(c) Derecognition

Financial assets or part thereof are derecognised when, and only when the contractual rights to the cash flows of the financial asset expires or the financial assets are transferred to another party without maintaining control or risk and rewards of the assets in significant quantities. On derecognition of financial assets, the difference between the carrying amount of a reward received (including any new assets acquired less any new liabilities acquired) is recognised as surplus or deficit.

Financial liabilities or part thereof are derecognised when, and only when, the obligations specified in the contract expire or are cancelled or expired. On the recognition of a financial liability, the difference between the carrying amount of a financial liability that is eliminated or transferred to another party and the remuneration paid, including any non-cash assets transferred or taken over for liability, is recognised as surplus or deficit.

(d) Impairment of Financial Assets

Evaluation is made at each reporting date to determine whether there is objective evidence that financial assets are impaired. Financial assets are deemed to be impaired when there is objective evidence of impairment as a result of the events after the initial assessment date affecting the estimated future cash flows.

(e) Investment Assets Held to Maturity

To ascertain whether there is objective evidence that the impairment loss on the financial assets has been incurred, the consideration is made on factors such as the probability of inability to pay or significant financial difficulty of the debtor and the breach of significant payment or delay in payment.

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

3. POLISI PERAKAUNAN PENTING (SAMBUNGAN)

3.1. Instrumen Kewangan (sambungan)

3.1.2 Liabiliti Kewangan

(a) Pengiktirafan dan Taksiran Awal

Liabiliti kewangan yang terkandung di dalam skop MPSAS 29 diklasifikasikan mengikut kesesuaian sebagai: -

- Liabiliti kewangan pada nilai saksama melalui lebihan atau defisit, atau
- Pinjaman dan pembiayaan.

Klasifikasi ini ditentukan semasa pengiktirafan awal.

Liabiliti kewangan termasuk pemiutang dagangan dan pemiutang lain, overdraf bank, pinjaman dan pembiayaan, dan kontrak jaminan kewangan.

Semua liabiliti kewangan asalnya diiktiraf pada nilai saksama dan untuk pinjaman dan pembiayaan, dicampur kos transaksi langsung berkaitan.

(b) Penilaian Berikutan

Penilaian berikutan untuk liabiliti kewangan bergantung kepada klasifikasi masing-masing.

i. Liabiliti Kewangan Pada Nilai Saksama melalui Lebihan atau Defisit

Liabiliti ini termasuk liabiliti kewangan dipegang untuk diniagakan dan liabiliti kewangan ditentukan di waktu pengiktirafan asalnya pada nilai saksama melalui lebihan atau defisit.

Liabiliti kewangan diklasifikasikan sebagai dipegang untuk diniagakan sekiranya diperoleh dengan tujuan untuk dijual dalam tempoh terdekat.

Keuntungan atau kerugian dari liabiliti dipegang untuk diniagakan diiktiraf ke lebihan atau defisit.

ii. Pinjaman dan Pembiayaan

Selepas pengiktirafan awal, pinjaman mengandungi faedah dan pembiayaan ditaksir pada kos terlunas menggunakan kaedah faedah efektif. Keuntungan dan kerugian diiktiraf ke lebihan atau defisit apabila liabiliti dinyahiktiraf dan juga melalui proses pelunasan berkaedah faedah efektif.

Kos pelunasan dibuat dengan mengambil kira sebarang diskaun atau premium semasa pengambilan dan fi atau kos yang berhubung dengan kadar faedah efektif.

Notes to the Financial Statements
For the financial year ended 31 December 2018

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.1. Financial Instruments (continued)

3.1.2. Financial Liabilities

(a) Recognition and Preliminary Assessment

Financial liabilities contained within the scope of MPSAS 29 are classified accordingly as: -

- *financial liability at fair value through surplus or deficit, or*
- *Loans and financing.*

This classification is determined during initial recognition.

Financial liabilities include trade creditors and other creditors, bank overdrafts, loans and financing, and financial guarantee contracts.

All financial liabilities originally recognised at fair value and for loans and financing, plus related direct transaction costs.

(b) Subsequent Evaluation

Subsequent evaluation of financial liabilities depends on their classification.

i. Financial liabilities at fair value through surplus or deficit

These liabilities include financial liabilities held for trading and financial liabilities determined at the time of their initial recognition at fair value through surplus or deficit.

Financial liabilities are classified as held for trading if acquired for the purpose of sale in the near future.

Gains or losses on liabilities held for trading are recognised as surplus or deficit.

ii. Loans and Financing

After initial recognition, loans bearing interest and financing are assessed at amortised cost using the effective interest method. Gains and losses are recognised in surplus or deficit when the liability is derecognised as well as through the effective interest-bearing amortisation process.

The amortisation costs are made in consideration of any discounts or premiums on the acquisition and fees or costs associated with effective interest rates.

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

3. POLISI PERAKAUNAN PENTING (SAMBUNGAN)

3.1. Instrumen Kewangan (sambungan)

3.1.2. Liabiliti Kewangan (sambungan)

(c) Penyahiktirafan

Liabiliti kewangan dinyahiktiraf apabila obligasi telah dipisah keluar, dibatal atau tamat.

Apabila liabiliti kewangan sedia ada ditukar dengan yang lain oleh pemiutang yang sama pada terma yang ketara perbezaannya, atau terma liabiliti sedia ada dimodifikasi secara ketara, pertukaran atau modifikasi berkenaan dikaedahkan sebagai penyahiktirafan liabiliti asal dan pengiktirafan liabiliti yang baru, dan perbezaan diantara nilai bawa diiktiraf ke lebihan atau defisit.

(d) Hapus silang (Offsetting) Instrumen Kewangan

Aset dan liabiliti kewangan dihapus silang dan nilai bersih dilaporkan di Penyata Kedudukan Kewangan sekiranya terdapat hak perundangan yang boleh dikuatkuasakan untuk menghapus silang amaun yang diiktiraf dan terdapat hasrat untuk menyelesaikan secara asas bersih, atau untuk merealisasikan aset dan liabiliti secara serentak.

3.2. Tunai dan Setara Tunai

Tunai dan setara tunai adalah tunai di tangan, baki dalam bank dan pelaburan jangka pendek cair yang boleh ditukarkan kepada jumlah tunai yang diketahui.

3.3. Hartanah, Loji dan Peralatan

(a) Pengiktirafan dan Ukuran

Hartanah, loji dan peralatan dinyatakan pada harga kos setelah ditolak susut nilai dan penjejasan nilai terkumpul.

Kos adalah termasuk kos perbelanjaan yang berkait secara terus semasa perolehan aset tersebut. Apabila terdapat bahagian penting sesuatu hartanah, loji dan peralatan mempunyai anggaran usia penggunaan yang berbeza, bahagian berkenaan akan dikaedahkan sebagai aset berasingan.

Sekiranya aset diperolehi melalui transaksi bukan pertukaran, tanpa sebarang kos atau balasan nominal, dan di mana nilai saksama boleh ditentukan, aset tersebut pada mulanya diiktiraf pada nilai saksama dan sebagai pendapatan di dalam penyata prestasi kewangan.

Kos berikutnya akan dimasukkan dalam nilai bawa aset tersebut atau diambil kira sebagai aset yang berasingan, sekiranya bersesuaian, hanya apabila faedah ekonomi masa hadapan berkaitan dengan aset itu, berkemungkinan

Notes to the Financial Statements
For the financial year ended 31 December 2018

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.1. Financial Instruments (continued)

3.1.2. Financial Liabilities (continued)

(c) Derecognition

Financial liabilities are derecognised when the obligation has been detached, cancelled or expired.

When existing financial liabilities are exchanged with others by the same creditors on substantially different terms, or the terms of the existing liabilities are substantially modified, the exchange or modification is disclosed as derecognition of the original liability and recognition of the new liability, and the difference between the carrying amount is recognised as excess or deficit.

(d) Offsetting Financial Instruments

Financial assets and liabilities are offset and their net values are reported in the Statement of Financial Position if there is a legally enforceable legal right to offset the recognised amounts and there is a desire to settle on a net basis, or to realise the assets and liabilities simultaneously.

3.2. Cash and Cash Equivalents

Cash and cash equivalents are cash in hand, bank balance and liquid short-term investments that can be converted to known cash flows.

3.3. Property, Plant and Equipment

(a) Recognition and Measurement

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

Cost includes costs directly attributable to the acquisition of the asset. Whenever a significant part of a property, plant and equipment have an estimated useful life that varies, that portion will be declared as a separate asset.

If assets are acquired through a non-exchange transactions, at no cost or nominal consideration, and where its fair value can be determined, the assets are initially recognised at fair value and as income in the financial performance statements.

Subsequent costs will be included in the carrying amount of the asset or accounted for as a separate asset, only when future economic benefits associated with the asset are recoverable and the cost can be reasonably estimated.

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

3. POLISI PERAKAUNAN PENTING (SAMBUNGAN)

3.3. Hartanah, Loji dan Peralatan (sambungan)

(a) Pengiktirafan dan Ukuran (sambungan)

boleh diperolehi dan kos tersebut boleh ditaksir dengan munasabah

Apabila hartanah, loji dan peralatan dijual, untung atau rugi hasil dari penjualan tersebut ditentukan dengan membandingkan harga jualan dengan nilai dibawa aset berkenaan dan akan dikredit atau didebitkan ke lebihan atau defisit, di mana berkenaan.

Kos penukaran komponen sesuatu aset diiktiraf ke dalam nilai bawaan aset berkenaan sekiranya terdapat manfaat ekonomi yang terkandung di dalam aset boleh dinikmati pada masa hadapan dan kos berkenaan boleh diukur dengan wajarnya. Nilai bawaan untuk komponen yang ditukar dinyahiktiraf ke lebihan atau defisit.

(b) Susutnilai

Komponen penting bagi sesuatu aset dipertimbangkan dan sekiranya mempunyai usia penggunaan berbeza, komponen berkenaan disusutnilaikan secara berasingan.

Tanah milikbebas tidak disusutnilaikan.

Semua hartanah, loji dan peralatan 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. Anggaran jangka hayat susutnilai tahunan adalah seperti berikut:

Tanah milik pajak	Sepanjang jangka pajak
Bangunan	50 tahun
Perabot, lengkapan dan kemudahan	10 tahun
Mesin, alat kelengkapan dan komputer	5 tahun
Kenderaan	5 tahun
Ubahsuai	10 tahun

Nilai bawaan aset akan dikaji semula apabila terdapat petanda yang menunjukkan nilai aset terjejas. Hartanah, loji dan peralatan akan dinyatakan ke nilai pulih semula kurang dari nilai bawaan. Nilai pulih semula adalah nilai yang lebih tinggi di antara nilai bersih boleh direalisasikan dan nilai penggunaannya.

Notes to the Financial Statements
For the financial year ended 31 December 2018

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.3. Property, Plant and Equipment (continued)

(a) Recognition and Measurement (continued)

When property, plant and equipment are sold, profit or loss arising from the sale is determined by comparing the selling price with the carrying value of the asset and are credited or debited as surplus or deficit, where applicable.

The cost of the conversion of components of an asset is recognised in the carrying amount of the asset if any economic benefits contained in the asset can be enjoyed in the future and the cost can be reasonably measured. The carrying amount of the converted component is derecognised as surplus or deficit.

(b) Depreciation

An important component of an asset is considered based on its useful life and the components are depreciated separately.

Freehold land is not depreciated.

All property, plant and equipment are stated at cost less accumulated depreciation or impairment loss (if any).

Depreciation is carried out on a straight-line basis to Disposal the cost, based on estimated useful life of each asset. Estimated annual depreciation over the years is as follows:

Leasehold land	*Tenure of lease*
Buildings	*50 years*
Furniture and Fixtures	*10 years*
Machinery, Fittings and Computers	*5 years*
Vehicles	*5 years*
Renovations	*10 years*

The carrying amount of an asset will be reviewed when there is an indication that the value of the asset is impaired. Property, plant and equipment will be stated at the recoverable amount less the carrying amount. The recoverable amount is the higher value between the realisable value of the asset and its value in use.

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

Notes to the Financial Statements
For the financial year ended 31 December 2018

3. POLISI PERAKAUNAN PENTING (SAMBUNGAN)

3.3. Hartanah, Loji dan Peralatan (sambungan)

(b) Susutnilai (sambungan)

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.3. Property, Plant and Equipment (continued)

(b) Depreciation (continued)

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.

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, which should be recognised as current liabilities.

Pembelian harta modal yang berharga RM2,000 dan ke atas bagi setiap unit akan dipermodalkan.

Purchase of capital assets of RM2,000 and above for each unit will be capitalised.

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.

If there is an impairment loss, total assets will be revalued and reduced immediately to the amount recoverable. The profit and loss on the sale will be determined by comparing the amount of the receivables with the book value of the assets and will be recognised in the Statement of Financial Performance.

(c) Aset yang diterima secara percuma (bukan pertukaran)

Aset yang diterima secara percuma hendaklah direkodkan pada nilai saksama aset pada masa aset itu diterima dan disebelah kredit dinyatakan sebagai hasil bukan tukaran. Entiti diberi masa tiga tahun bermula dari tahun kewangan pertama penggunaan MPSAS untuk mengiktiraf aset dan liabiliti berdasarkan keperluan MPSAS. Tahun in merupakan tahun kewangan ketiga penggunaan MPSAS.

(c) Assets accepted for free (non-exchangeable)

Assets accepted for free should be recorded at the fair value of the asset at the time the asset is received and credited as non-exchange revenue. Entities are given a three-year period beginning with the first financial year of using MPSAS to recognise assets and liabilities based on MPSAS requirements. This year marks the third financial year of the use of MPSAS.

3.4. Peruntukan

Peruntukan diiktiraf apabila Perbadanan mempunyai obligasi semasa (secara konstruktif dan perundangan), kesan daripada peristiwa lalu dan berkemungkinan bahawa aliran keluar sumber yang melibatkan manfaat ekonomi akan diperlukan untuk menyelesaikan obligasi tersebut dan amaun obligasi itu boleh dianggarkan dengan pasti.

3.4 Provisions

Provisions are recognised when the Corporation has current (both constructive and legal) obligations, the effects of past events and the possibility that outflows of resources affecting economic benefits will be required to settle those obligations and the amount of the obligation can be estimated reliably.

Peruntukan disemak pada setiap tarikh pelaporan dan diselaraskan untuk membayangkan anggaran semasa terbaik. Jika tiada lagi kemungkinan bahawa aliran keluar sumber ekonomi akan diperlukan untuk menyelesaikan obligasi berkenaan, peruntukan tersebut akan dibalikkan.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer possible that an outflow of economic resources will be required to settle the obligation, the allocation will be reversed.

3.5. Manfaat Kakitangan

(a) Manfaat Jangka Pendek

Manfaat pekerja berkenaan upah, gaji, bonus dan gantian cuti rehat dikira atas dasar tanpa diskaun dan diiktiraf sebagai perbelanjaan dalam tahun di mana perkhidmatan berkaitan diberikan oleh pekerja.

3.5. Employee Benefits

(a) Short Term Benefits

Employee benefits regarding wages, salaries, bonuses and paid annual leave are calculated on a non-discounted basis and are recognised as an expense in the year in which the related services are rendered by the employee.

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

3. POLISI PERAKAUNAN PENTING (SAMBUNGAN)

3.5. Manfaat Kakitangan (sambung)

(a) Manfaat Jangka Pendek (sambung)

Bayaran manfaat pekerja yang dibayar selepas persaraan diiktiraf dalam Penyata Prestasi Kewangan tahun semasa sebagai perbelanjaan manfaat pekerja dan di dalam Penyata Kedudukan Kewangan diiktiraf secara akruan sebagai liabiliti yang dikenali sebagai peruntukan manfaat kakitangan.

Pengiraan amaun tanggungan bagi bayaran award cuti gantian kepada staf yang bersara adalah berdasarkan angka sebenar pada tarikh Penyata Kedudukan Kewangan serta kelayakan mengikut terma dan syarat perkhidmatan. Kadar gaji semasa digunakan untuk mengira amaun tanggungan ini. Liabiliti diiktiraf pada nilai semasa obligasi manfaat yang dikira dengan mendiskaun anggaran aliran tunai keluar masa hadapan menggunakan kadar faedah bon korporat berkualiti tinggi yang didenominasikan dalam mata wang di mana manfaat tersebut akan dibayar.

(b) 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.

3.6. Transaksi Matawang Asing

Transaksi matawang asing dinyatakan asalnya menggunakan kadar tukaran terpakai pada tarikh transaksi berkenaan. Pemiutang atau penghutang dagangan berdominasikan matawang asing pada tarikh berakhir tahun kewangan dilaporkan dengan menggunakan kadar tukaran pada hari tersebut. Perbezaan tukaran hasil dari penyelesaian dengan pemiutang, atau dari pelaporan semula pemiutang pada kadar yang berbeza dari apa yang dilaporkan sebelumnya, diiktiraf sebagai pendapatan atau perbelanjaan dalam tempoh perbezaan berkenaan timbul.

3.7 Geran Kerajaan

Geran Kerajaan terbahagi kepada:-

(a) Geran Pengurusan

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

Notes to the Financial Statements
For the financial year ended 31 December 2018

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.5. Employee Benefits (continued)

(a) Short Term Benefits (continued)

Employee benefits paid after retirement are recognised in the current year's Financial Statements as an employee benefit expense and in the Statement of Financial Performance are recognised on an accrual basis as a liability known as employee benefit provision.

Calculation of the amount of liability for payment of cash award in lieu of accumulated leave is based on actual figures as at the Statement of Financial Performance date and eligibility in accordance with the terms and conditions of service. Current pay rate is used to calculate this amount of liability. Liabilities are recognised at the present value of the benefit obligation calculated by discounting the estimated future cash outflows using high quality corporate bond interest rates denominated in the currency in which the benefits are payable.

b) Fixed Contribution Plan

The Corporation makes contributions to the Employees Provident Fund (EPF) for employees who choose the EPF scheme and the Retirement Fund (Incorporated) (KWAP) scheme for officers who opt for pension schemes. Such contributions are accounted for as an expense in the Statement of Financial Performance when the expenditure is incurred.

3.6. Foreign Currency Transactions

Foreign currency transactions are stated using the exchange rate applicable on the date of the transaction. Creditors or trade receivables denominated in foreign currencies as at the end of the financial year are reported using the exchange rates at that date. Exchange differences arising from the settlement with creditors, or from the repayment of creditors at a rate different from that previously reported, are recognised as income or expense during the period in which the difference arises.

3.7 Government Grants

Government grants are divided into: -

(a) Management Grants

The annual Management Grants received for the purpose of financing operating expenses are recognised as income in the current annual Financial Statements.

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

3. POLISI PERAKAUNAN PENTING (SAMBUNGAN)
3.7 Geran Kerajaan (sambungan)

(b) 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.

3.8. 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.

3.9. Kumpulan Wang Pinjaman Komputer

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

3.10. Penjejasan Nilai untuk Aset Bukan Kewangan

Semakan dibuat sama ada terdapat petanda bahawa nilai bawaan aset bukan kewangan mengalami penjejasan nilai. Sekiranya ada, anggaran nilai boleh diperolehi aset berkenaan akan dilakukan.

Bagi tujuan menyemak penjejasan nilai, aset bukan kewangan dikumpulkan pada unit penjanaan tunai ("UPT"), iaitu tahap terendah di mana aliran tunai boleh dikenal pasti secara berasingan.

Nilai boleh pulih aset adalah nilai yang lebih tinggi di antara nilai saksama selepas kos untuk jualan dan nilai gunaan. Untuk mentafsir nilai gunaan, unjuran aliran tunai didiskaunkan pada kadar diskaun sebelum cukai yang berpandukan kepada taksiran pasaran semasa untuk aset atau UPT berkenaan.

Penjejasan nilai akan diiktiraf apabila nilai bawaan untuk aset atau UPT yang berkenaan melebihi jumlah boleh diperolehi.

Pertambahan seterusnya ke atas jumlah yang boleh diperolehi oleh sesuatu aset dikira sebagai pembalikkan kerugian atas sebab pengurangan kekal terdahulu dan diambilkira setakat nilai aset yang dibawa tersebut yang sepatutnya dikira (jumlah bersih perlunasan dan susutnilai)

Notes to the Financial Statements
For the financial year ended 31 December 2018

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)
3.7 Government Grants (continued)

(b) Development Grants

Development Grants are grants received for programmes that are subject to certain future performance requirements and are recognised as deferred grants and are amortised at the cost of completed projects.

3.8. Vehicle Loan Fund

Vehicle Loan Fund is the sum transferred from the Management Fund for the purpose of financing the Vehicle Loan. Grants incurred are considered as operating income.

3.9. Computer Loan Fund

Computer Loan Fund is the sum transferred from the Management Fund for the purpose of financing Computer Loans. Applicable grants are treated as operating income.

3.10. Impairment of Non-Financial Assets

A review is made of any indication that the carrying amount of the non-financial asset is impaired. If so, an estimate of the recoverable value of the asset will be made.

For the purpose of assessing impairment, non-financial assets are grouped into cash-generating units ("UPTs"), the lowest levels for which cash flows can be identified separately.

The recoverable amount of an asset is the higher of the fair value after the cost of sales and value in use. To interpret the applied value, cash flow projections are discounted at a discount rate before taxation based on the current market estimates for the asset or the relevant UPT.

Impairment is recognised when the carrying amount of the asset or the relevant UPT exceeds its recoverable amount.

The subsequent increase in the amount recoverable by an asset is recognised as a reversal of the loss on the basis of a permanent diminution in value and is accounted for to the extent that the asset's carrying amount should have been calculated (net of amortisation and depreciation) if the loss due to the reduction

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

3. POLISI PERAKAUNAN PENTING (SAMBUNGAN)

3.10. Penjejasan Nilai untuk Aset Bukan Kewangan

jika kerugian atas sebab pengurangan kekal tidak diambilkira. Nilai yang diterbalikkan ini diambilkira ke lebihan atau defisit bagi tahun semasa.

3.11. Pengiktirafan Hasil

Hasil daripada urusniaga bukan tukaran

i. Geran Kerajaan tanpa syarat perlaksanaan spesifik diakaunkan sebagai hasil apabila geran berkenaan dapat dipastikan penerimaannya.

ii. Geran Kerajaan dengan syarat perlaksanaan spesifik diakaunkan sebagai hasil apabila terlaksana syarat-syarat berkenaan.

Hasil daripada urusniaga tukaran

ii. Hasil daripada yuran kursus dan latihan diiktiraf apabila kursus dan latihan telah dijalankan.

iii. Hasil faedah dari simpanan dan deposit tetap mengikut asas akruan.

iv. Hasil dari kutipan sewaan adalah diiktiraf mengikut asas akruan.

v. Hasil dividen diiktiraf apabila hak untuk menerima pembayaran ditetapkan.

vi. Hasil jualan aset diiktiraf apabila risiko dan ganjaran signifikan telah beralih kepada pembeli.

3.12. 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.

Notes to the Financial Statements
For the financial year ended 31 December 2018

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.10. Impairment of Non-Financial Assets

is not included. These reversed values are accounted for over the current year deficit.

3.11. Revenue Recognition

Revenue from non-exchange transactions

i. Unconditional Government grants without specific stipulations are accounted for when there is confirmed acceptance of the grant.

ii. Government Grants with specific implementation requirements are accounted for when the conditions apply.

Revenue from exchange transactions

i. Proceeds from course fees and training are recognised when courses and training have been conducted.

ii. Proceeds from savings and fixed deposits are on an accrual basis.

iii. The proceeds from rental receivables are recognised on an accrual basis.

iv. Dividend revenue is recognised when the right to receive payment is established.

v. Revenue from sale of an asset is recognised when significant risks and rewards have been transferred to the buyer.

3.12. Taxation

The corporation is exempted from tax under section 127 (3) (b) of the Income Tax Act 1967, Ministry of Finance with effect from 2001 and from year of assessment 2002, exemption to the income of the Corporation is given by the Income Tax (Exemption) (No.4) 2003 and is replaced with Income Tax (Exemption) (No.22) Order 2006 with effect from year of assessment 2006.

4. URUSNIAGA PERTUKARAN BELUM TERIMA

4. EXCHANGE TRANSACTIONS NOT RECEIVED

	2018 RM	2017 RM
Penghutang perniagaan (Nota 4a) / *Business Debtors (Note 4a)*	2,338,328	2,554,856
Pelbagai penghutang / *Miscellaneous debtors*	738,966	721,795
Penghutang pinjaman kenderaan (Nota 4b) / *Vehicle loan debtors (Note 4b)*	330,918	429,621
Penghutang pinjaman komputer (Nota 4c) / *Computer loan debtors (Note 4c)*	166,135	138,725
Pelbagai pendahuluan / *Various advances*	23,414	12,810
Deposit diberi dan prabayar / *Deposits paid and prepaid*	347,535	389,204
	3,945,296	**4,247,011**
Ditera sebagai / *To be treated as:*		
Aset semasa / *Current Assets*	3,601,287	3,850,585
Aset bukan semasa / *Non-current assets*	344,009	396,426
	3,945,296	4,247,011

4(a) Penghutang Perniagaan / *4(a) Business Debtors*

Analisis pengumuran bagi penghutang perniagaan adalah seperti berikut / *Categorisation of analyses for business debtors is as follows:*

	2018 RM	2017 RM
Belum tertunggak dan tidak dijejasnilai / *Not overdue and not impaired*	1,911,033	2,234,895
1 hingga 4 tahun tertunggak dan tidak dijejasnilai / *1 to 4 years overdue and not impaired*	367,125	297,958
Lebih dari 4 tahun dan tidak dijejasnilai / *More than 4 years and not impaired*	60,170	22,003
	2,338,328	**2,554,856**

i. Penghutang yang belum tertunggak dan tidak dijejasnilai.

Penghutang yang belum tertunggak dan tidak dijejasnilai merupakan penghutang yang mempunyai kepercayaan kredit dan mempunyai rekod pembayaran yang baik dengan Perbadanan.

i. Business Debtors that are not overdue and not impaired

Debtors that are not overdue or not impaired are creditors with creditworthiness and have good payment records with the Corporation.

ii. Penghutang yang telah tertunggak tetapi tidak dijejasnilai.

Penghutang yang telah tertunggak tetapi tidak dijejasnilai merujuk kepada penghutang dengan corak pembayaran balik yang lebih perlahan. Berdasarkan pengalaman lalu, Perbadanan yakin dapat memungut hutang tersebut dan berpendapat bahawa tiada peruntukan untuk jejasnilai diperlukan bagi baki tersebut memandangkan baki dinilai sebagai boleh diperolehi semula sepenuhnya.

ii. Business Debtors that are overdue but not impaired

Debtors which are overdue but not impaired refer to debtors with a slower repayment pattern. Based on past experience, the Corporation is confident of collecting the debt and believes that no provision for impairment is required for the balance since the balance is assessed as fully recoverable.

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

Notes to the Financial Statements
For the financial year ended 31 December 2018

4. URUSNIAGA PERTUKARAN BELUM TERIMA (SAMBUNG)

iii. Penghutang yang dijejasnilai.

Penghutang yang dijejasnilai pada tarikh pelaporan dan pergerakan dalam akaun peruntukan kerugian jejasnilai penghutang adalah seperti berikut:

4. EXCHANGE TRANSACTIONS NOT RECEIVED (CONTINUED)

4. iii) Impairment of debtors

Receivables that are impaired at the reporting date and movements in the accounts receivable for impairment losses are as follows:

	2018 RM	2017 RM
Pada 1 Januari / *As at 1 January*	-	32,710
Pemulihan hutang ragu / *Recovery of doubtful debts*	-	(32,710)
Pada 31 Disember / *As at 31 December*	-	-

Penghutang ini telah dikenalpasti secara individu untuk dijejasnilai kerana, berdasarkan kepada penilaian pada tarikh pelaporan Perbadanan menganggarkan hutang ini tidak dapat dipungut semula.

This debtor has been individually identified for impairment because, based on the valuation at the date of the Corporation's estimate the debt cannot be recovered.

4(b) Penghutang Pinjaman Kenderaan

Penghutang pinjaman kenderaan terdiri daripada :-

4(b) Vehicle Loan Debtors

Debtors for vehicle loans comprise:

	2018 RM	2017 RM
Pinjaman yang perlu dibayar selepas 12 bulan / *Loans to be paid after 12 months*	240,406	313,130
Pinjaman yang perlu dibayar dalam masa 12 bulan / *Loans to be paid within 12 months*	90,512	116,491
	330,918	**429,621**

4(c) Penghutang Pinjaman Komputer

Penghutang pinjaman komputer terdiri daripada :-

4(c) Computer Loan Debtors

Debtors for computer loans comprise:

	2018 RM	2017 RM
Pinjaman yang perlu dibayar selepas 12 bulan / *Loans to be paid after 12 months*	103,603	83,296
Pinjaman yang perlu dibayar dalam masa 12 bulan / *Loans to be paid within 12 months*	62,532	55,429
	166,135	**138,725**

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

Notes to the Financial Statements
For the financial year ended 31 December 2018

5. HARTANAH, LOJI DAN PERALATAN

5. PROPERTY, PLANT AND EQUIPMENT

Kos	Tanah dan bangunan *Land and Buildings* RM	Perabot lengkapan dan kemudahan *Furniture, Fixtures and Facilities* RM	Mesin dan alat kelengkapan *Machinery and Equipment* RM	Kenderaan *Vehicles* RM	Ubahsuai *Renovation* RM	2018 RM	Seperti Dinyatakan semula *As restated* 2017 RM
Pada 1 Januari 2018 / *As at 1 January 2018*	34,135,453	5,819,925	13,474,735	1,869,693	2,433,420	57,733,226	50,861,177
Tambahan / *Additions*	-	21,040	244,328	-	365,689	631,057	7,091,514
Pelupusan / *Disposal*	-	(6,200)	(1,603,644)	-	(86,511)	**(1,696,355)**	(219,466)
Pada 31 Disember 2018 / *As at 31 December 2018*	**34,135,453**	**58,347,65**	**1,2115,419**	**1,869,693**	**2,712,598**	**56,667,928**	**57,733,225**
Susutnilai Terkumpul / *Accumulated Depreciation*							
Pada 1 Januari 2018 / *As at 1 January 2018*	13,814,655	54,44,489	13,044,465	1,188,246	1,710,984	35,202,839	33,895,887
Susutnilai tahun semasa / *Current Year Depreciation*	534,988	164,341	233,638	262,328	262,192	1,457,487	1,526,410
Perlupusan / *Disposal*	-	(6,200)	(1,603,624)	-	-	(1,609,824)	(219,459)
Pada 31 Disember 2018 / *As at 31 December 2018*	**14,349,643**	**5,602,630**	**11,674,479**	**1,450,574**	**1,973,176**	**35,050,502**	**35,202,838**
Nilai Bawa Bersih / *Net Carrying Value*							
Pada 31 Disember 2018 / *As at 31 December 2018*	19,785,410	232,135	440,940	419,119	739,422	21,617,426	-
Pada 31 Disember 2017 / *As at 31 December 2017*	20,320,798	375,436	430,270	681,447	722,436	-	22,530,387
Susutnilai dikenakan bagi tahun berakhir 31 Disember 2017 / *Depreciation for the year ended 31 December 2017*	534,989	165,689	267,630	315,766	242,336	-	1,526,410

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

Notes to the Financial Statements
For the financial year ended 31 December 2018

5. HARTANAH, LOJI DAN PERALATAN (SAMBUNGAN)
5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

a. Dana pengurusan
a. Management Fund

PENGURUSAN **Kos**	**Tanah dan bangunan** ***Land and Buildings*** **RM**	**Perabot lengkapan dan kemudahan am** ***Furniture, Fixtures and Facilities*** **RM**	**Mesin dan alat kelengkapan** ***Machinery and Equipment*** **RM**	**Kenderaan** ***Vehicles*** **RM**	**Ubahsuai** ***Renovation*** **RM**	**2018** **RM**	Seperti Dinyatakan semula ***As restated*** **2017** **RM**
Pada 1 Januari 2018 / *As at 1 January 2018*	6,697,290	3,501,548	6,480,562	1,869,693	2,433,420	20,982,513	14,101,914
Tambahan / *Additions*	-	21,040	244,328	-	365,689	631,057	7,091,514
Pelupusan / *Disposal*	-	-	(120,192)	-	(86,511)	(206,703)	(210,916)
Pada 31 Disember 2018 /*As at 31 December 2018*	**6,697,290**	**3,522,588**	**6,604,698**	**1,869,693**	**2,712,598**	**21,406,867**	**20,982,512**
Susutnilai Terkumpul / ***Accumulated Depreciation***							
Pada 1 Januari 2018 / *As at 1 January 2018*	14,762	3,126,283	6,050,434	1,188,246	1,710,984	12,090,709	11,312,633
Susutnilai tahun semasa / *Current Year Depreciation*	345	164,341	233,638	262,328	262,192	922,844	988,984
Perlupusan / *Disposal*	-	-	(120,184)	-	-	(120,184)	(210,909)
Pada 31 Disember 2018 / *As at 31 December 2018*	**15,107**	**3,290,624**	**6,163,888**	**1,450,574**	**1,973,176**	**12,893,369**	**12,090,708**
Nilai Bawa Bersih / ***Net Carrying Value***							
Pada 31 Disember 2018 / *As at 31 December 2018*	6,682,183	231,964	440,810	419,119	739,422	8,513,498	-
Pada 31 Disember 2017 / *As at 31 December 2017*	6,682,528	375,265	430,128	681,447	722,436	-	8,891,804
Susutnilai dikenakan bagi tahun berakhir 31 Disember 2017 / *Depreciation for the year ended 31 December 2017*	346	165,689	264,847	315,766	242,336	-	988,984

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

Notes to the Financial Statements
For the financial year ended 31 December 2018

5. HARTANAH, LOJI DAN PERALATAN (SAMBUNGAN)

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

b. Dana pembangunan

b. Development Fund

PEMBANGUNAN **Kos**	**Tanah dan bangunan** ***Land and Buildings*** **RM**	**Perabot lengkapan dan kemudahan am** ***Furniture, Fixtures and Facilities*** **RM**	**Mesin dan alat kelengkapan** ***Machinery and Equipment*** **RM**	**Kenderaan** ***Vehicles*** **RM**	**Ubahsuai** ***Renovation*** **RM**	**2018** **RM**	**Seperti Dinyatakan semula** ***As restated*** **2017** **RM**
Pada 1 Januari 2018 / *As at 1 January 2018*	27,438,163	2,318,377	6,994,174	-	-	36,750,713	36,759,263
Tambahan / *Additions*	-	-		-	-	-	-
Pelupusan / *Disposal*	-	(6,200)	(1,483,452)	-	-	(1,489,652)	(8,550)
Pada 31 Disember 2018 / *As at 31 December 2018*	**27,438,163**	**2,312,177**	**5,510,721**	**-**	**-**	**35,261,061**	**36,750,713**
Susutnilai Terkumpul / *Accumulated Depreciation*							
Pada 1 Januari 2018 / *As at 1 January 2018*	13,799,893	2,318,206	6,994,031	-	-	23,112,130	22,583,254
Susutnilai tahun semasa / *Current Year Depreciation*	534,643	-	-	-	-	534,643	537,426
Perlupusan / *Disposal*	-	(6,200)	(1,483,440)	-	-	(1,489,640)	(8,550)
Pada 31 Disember 2018 /	**14,334,536**	**2,312,006**	**5,510,591**	**-**	**-**	**22,157,133**	**23,112,130**
Nilai Bawa Bersih / *Net Carrying Value*							
Pada 31 Disember 2018 / *As at 31 December 2018*	13,103,627	171	130	-	-	13,103,928	-
Pada 31 Disember 2017 / *As at 31 December 2017*	13,638,270	171	142	-	-	-	13,638,583
Susutnilai dikenakan bagi tahun berakhir 31 Disember 2017 / *Depreciation for the year ended 31 December 2017*	534,643	-	2,783	-	-	-	537,426

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

Notes to the Financial Statements
For the financial year ended 31 December 2018

5. HARTANAH, LOJI DAN PERALATAN (SAMBUNGAN)

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

b. Tanah di pejabat MPC Wilayah Pantai Timur merupakan tanah pemberian kerajaan Negeri Pahang kepada Perbadanan Produktiviti Malaysia (MPC). Permohonan nilaian tanah tersebut telah dibuat oleh pihak Perbadanan kepada Jabatan Penilaian dan Perkhidmatan Harta (JPPH) Negeri Pahang. Nilai pasaran bagi tanah tersebut adalah RM6,680,000 (RM330 semeter persegi).

Merujuk kepada surat JPPH : COT 175/06/004/04/PT 14861 bertarikh 16 Julai 2018, nilaian ini adalah berdasarkan kepada perkara-perkara berikut :-

i. Pegangan selama-lamanya
ii. Kategori tanah bangunan
iii. Syarat Nyata Perniagaan
iv. Keluasan tanah 20,234.30 meter persegi
v. Rupabumi tanah berbukit-bukit dan tinggi rendah
vi. Luar Rezab Melayu
vii. Hak milik bebas dari segala ikatan dan bebanan
viii. Nilaian tanah adalah dengan pemilikan kosong

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

a. The land at MPC's Sarawak Regional Office is being leased for 60 years at a cost of RM115,606. The land has been depreciated for 44 years from 2012.

b. The land at MPC's East Coast Regional Office is land given by the Pahang state government to the Malaysian Productivity Corporation (MPC). The valuation of the land was made by Valuation and Property Services Department of Malaysia (JPPH) of Pahang. The market value of the land is RM6,680,000 (RM330 per square meter).

Referring to JPPH letter: COT 175/06/004/04 / PT 14861 dated July 16, 2018, the valuation is based on the following: -

i. Long term tenure
ii. Building land category
iii. Real terms of business
iv. Land area of 20,234.30 square meters
v. The land is hilly and low altitude
vi. Outside the Malay Reserve land
vii. Ownership is free from all liability and burden
viii. Land valuation is on empty ownership

6. ASET TIDAK KETARA

6. INTANGIBLE ASSETS

Kos / *Cost*	**2018 RM**	**2017 RM**
Pada 1 Januari 2018 / *As at 1 January 2018*	-	-
Tambahan / *Additions*	343,880	-
Pelupusan / *Disposal*	(3,380)	-
Pada 31 Disember 2018 / *As at 31 December 2018*	**340,500**	**-**
Nilai bawa Bersih / *Net Carrying Value*		
Pada 31 Disember 2018 / *As at 31 December 2018*	340,500	-

7. URUSNIAGA PERTUKARAN BELUM BAYAR

7. EXCHANGE TRANSACTIONS PAYABLE

	2018 RM	**2017 RM**
Pemiutang terakru / *Accrued creditors*	10,405,549	2,592,230
Pelbagai pemiutang / *Accrued debtors*	461,993	697,103
Deposit diterima / *Deposits received*	20,096	**26,244**
	10,887,638	**3,315,577**

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8. PERUNTUKAN MANFAAT KAKITANGAN

8. ALLOCATION FOR EMPLOYEE BENEFITS

	2018 RM	Seperti dinyata semula *As restated* 2017 RM
Pada awal tahun / *At the beginning of the year*	3,663,641	3,411,563
Peruntukan tahun semasa / *Current year allocation*	571,869	476,860
Pembayaran tahun semasa / *Current year payment*	(544,945)	(254,782)
	3,660,565	**3,633,641**
Ditera sebagai:- / *To be treated as:-*		
Liabiliti semasa / *Current liabilities*	437,270	290,232
Liabiliti bukan semasa / *Non-current liabilities*	3,223,295	3,343,409
	3,660,565	**3,633,641**

9. KUMPULAN WANG AMANAH USAHASAMA

9. JOINT TRUST FUNDS

	2018 RM	Seperti dinyata semula *As restated* 2017 RM
Baki pada 1 Januari / *Balance at 1 January*	539,676	2,850,129
Tambahan dalam tahun semasa */ Additions in the financial year*	9,190,401	1,018,216
Belanja dalam tahun semasa */ Expenses in the current financial year*	(4,765,803)	(3,328,669)
Baki pada 31 Disember */ Balance at 31 December*	**4,964,274**	**539,676**

	2018 RM	2017 RM
Program Usahasama / *Joint Venture Programmes*		
Program MTCP-JICA / *MTCP-JICA Programme*	-	2,121
Program Pembangunan Vendor MITI / *MITI Vendor Development Programme*	135,997	317,969
Program PEMANDU SRI-CSL / *PEMANDU SRI-CSL Programme*	53,190	57,649
Program SME Corp LEAN / *SME Corp LEAN Programme*	2,965,087	161,937
Program Kajian Impak-PPRN / *Impact Study Programme - PPRN*	460,000	-
Program Kajian Impak - HICOE / *Impact Study Programme - HICOE*	350,000	-
Program Anugerah Kecemerlangan Industri (AKI) / *Industry Excellence Award Programme (AKI)*	1,000,000	-
	4,964,274	**539,676**

Program MTCP-JICA

Program MTCP-JICA merupakan program kerjasama di antara Malaysian Technical Corporation Programme (MTCP) dan Japan International Cooperation Agency (JICA) bagi membantu negara-negara membangun dibawah Third Country Training Program (TCTP). Program ini berlandaskan tiga bidang teras iaitu KAIZEN, Total Quality Management (TQM) dan Produktiviti dan Inovasi.

MTCP-JICA Programme

The MTCP-JICA Program is a collaborative programme between the Malaysian Technical Corporation Programme (MTCP) and the Japan International Cooperation Agency (JICA) to assist developing countries under the Third Country Training Programme (TCTP). The programme is based on three core areas namely KAIZEN, Total Quality Management (TQM) and Productivity and Innovation.

Program PEMANDU SRI-CSL

Program Starategi Reform Initiative – Competition, Standards and Liberalisation (SRI-CSL) adalah program dibawah MITI dan Performance Management and Delivery Unit (PEMANDU) untuk mengurangkan beban peraturan perniagaan.

PEMANDU SRI-CSL Programme

The Strategy Reform Initiative - Competition, Standards and Liberalisation Programme (SRI-CSL) is a programme under MITI and Performance Management and Delivery Unit (PEMANDU) to reduce the burden of business regulations.

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9. KUMPULAN WANG AMANAH USAHASAMA (SAMBUNG)

Program Pembangunan Vendor (PPV) MITI

Program Pembangunan Vendor (PPV) merupakan program dibawah MITI. Program ini memfokuskan kepada Program Transformasi Lean. Program ini bertujuan untuk membangunkan perusahaan sederhana kecil (PKS) dengan meningkatkan produktiviti dan menambahbaik proses kerja PKS.

Program SME CORP LEAN

Program Transformasi Lean merupakan program kerjasama antara SME Corporation dan MPC yang memfokuskan kepada perusahaan kecil sederhana (PKS) bagi membantu meningkatkan kecekapan proses serta penggunaan tenaga kerja yang optimum dan membantu mengurangkan/ menyingkirkan pembaziran (waste).

Program Industri 4.0 (4WRD)

Pelan Tindakan Dasar Industri 4.0 atau Industry4WRD telah dilancarkan pada 31 Oktober 2018 berhasrat untuk menjadikan Malaysia sebagai destinasi utama untuk pelaburan industri berteknologi tinggi. Bagi menyokong visi ini, kerajaan telah memperuntukkan RM210 Juta bagi tahun 2019 hingga 2021 untuk menggalakkan peralihan kepada industri 4.0.

Program Kajian Impak – PPRN

Kajian Impak Pelaksanaan Inisiatif Public-Private Research Network (PPRN) bertujuan mengukur impak pelaksanaan inisiatif PPRN berdasarkan strategi di bawah Rancangan Malaysia ke-11 2016-2020 dan Pelan Pembangunan Pendidikan Malaysia 2015-2025 (Pendidikan Tinggi).

Program Kajian Impak – HICOE

Kajian Impak Pelaksanaan Higher Institutions Centre of Excellence (HICoE) bertujuan mengenalpasti impak pelaksanaan 18 buah pusat HICoE yang telah diwujudkan di 8 universiti awam dalam bidang penyelidikan nic masing-masing yang merangkumi 9 bidang keutamaan negara.

Program Anugerah Kecemerlangan Industri (AKI)

Program Anugerah Kecemerlangan Industri MITI merupakan program anjuran Bahagian AKI & Seranta, MITI dengan menggunapakai Rangka kerja Kecemerlangan Perniagaan(BEF). MPC telah dilantik selaku sekretariat bersama di mana MPC ditugaskan untuk menguruskan aktiviti-aktiviti berkaitan penilaian serta perkongsian amalan terbaik organisasi pengamal BE.

Notes to the Financial Statements
For the financial year ended 31 December 2018

9. JOINT TRUST FUNDS (CONTINUED)

MITI Vendor Development Programme (PPV)

The Vendor Development Programme (PPV) is a programme under MITI. This programme focuses on Lean Transformation. The programme aims to develop small-medium enterprises (SMEs) by increasing productivity and improving SMEs work processes.

SME CORP LEAN Programme

The Lean Transformation Programme is a collaborative programme between SME Corporation and MPC which focuses on medium-sized enterprises (SMEs) to help improve process efficiency and optimise the use of manpower as well as help reduce / eliminate waste.

Industry 4.0 Programme (4WRD)

National Policy on Industry 4.0 or Industry4WRD was launched on October 31, 2018 with the aim of making Malaysia a leading destination for high- technology industry investments. In support of this vision, the government has allocated RM210 Million for 2019 to 2021 to encourage the transition to industry 4.0.

Impact Study Programme - PPRN

Impact Study Programme of the Public-Private Research Network (PPRN) Initiative aims to measure the impact of implementation of PPRN initiatives based on strategies under the 11th Malaysia Plan 2016-2020 and the Malaysian Education Development Plan 2015-2025 (Higher Education).

Impact Study Programme – HICoE

The Impact Study Programme by Higher Institution Centre of Excellence (HICoE) aims to identify the impact of implementation of 18 HICoE centres established at 8 public universities in their respective niche research areas covering 9 national priority areas.

Industry Excellence Award (AKI) Programme

The MITI Industry Excellence Award Program is a program organised by the AKI & Outreach Division MITI, using the Business Excellence Framework (BEF). MPC has been appointed as joint secretariat where MPC has been assigned to oversee the evaluation process and best practices adopted by BE practitioner organisations.

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

Notes to the Financial Statements
For the financial year ended 31 December 2018

9. KUMPULAN WANG AMANAH USAHASAMA (SAMBUNG)

Program PPKV-MED 2018

Program Pembangunan Kapasiti Vendor atau PPKV merupakan satu program khusus di bawah Kementerian Pembangunan Usahawan (MED) yang bertujuan untuk membangun dan mewujudkan usahawan Bumiputera yang berjaya di dalam sektor pembuatan dan perkhidmatan. Di dalam program ini, MPC telah dilantik sebagai agensi teknikal bagi melaksanakan program Intervensi Pengurusan Lean terhadap syarikat PKS yang terpilih dengan menggunapakai rangka kerja Enterprise Innovation Intervention Programme (EIIP).

9. JOINT TRUST FUNDS (CONTINUED)

PPKV-MED 2018 Programme

The Vendor Capacity Development Programme or PPKV is a specialised programme under the Ministry of Entrepreneur Development (MED) aimed at developing and creating successful Bumiputera entrepreneurs in the manufacturing and services sectors. In this programme, MPC has been appointed as the technical agency to implement Lean Management Intervention programme for selected SMEs using the Enterprise Innovation Intervention Programme (EIIP) framework.

10. GERAN TERTUNDA / *10. ACCRUED GRANT*

	2018 RM	Seperti dinyatakan semula *As restated* 2017 RM
Baki pada 1 Januari / *Balance as at 1 January*	28,958,554	15,189,952
Pendapatan / *Income*		
Pemberian Kerajaan Persekutuan / *Federal Government Grant*	29,000,000	21,020,511
Jumlah Pendapatan / *Total Income*	**29,000,000**	**21,020,511**
Tolak: Perbelanjaan / *Less: Expenses*		
Pengiktirafan geran pembangunan (Nota 12) / *Recognition of Government Development Grant (Note 12)*	26,961,260	7,251,909
Jumlah perbelanjaan / *Total Expenditure*	**26,961,260**	**7,251,909**
Baki pada 31 Disember / *Balance as at 31 December*	**30,997,294**	**28,958,554**

11. KUMPULAN WANG PENGURUSAN / *11. MANAGEMENT FUND*

	2018 RM	2017 RM
Baki pada 1 Januari, seperti dinyatakan dahulu / *Balance as at 1 January, as restated before this*	34,756,161	32,137,901
Kesan penggunaan MPSAS / *Effect of MPSAS*	-	6,687,523
Baki pada 1 Januari, seperti dinyatakan semula / *Balance as at 1 January, as restated*	**34,756,161**	**38,825,424**
Pendapatan / *Income*		
Pemberian Kerajaan Persekutuan / *Federal Government Grant*	28,376,000	27,933,000
Pelbagai pendapatan / *Various Income*	14,522,612	13,890,974
	43,258,612	**41,823,974**
Tolak: Perbelanjaan / *Less: Expenses*		
Emolumen / *Emoluments*	25,633,533	25,326,034
Perbelanjaan pengurusan / *Management expenditure*	14,270,738	15,497,994
Perbelanjaan konvensyen / *Convention expenditure*	4,447,015	3,603,365
Pelarasan peruntukan GCR / *GCR allocation adjustment*	571,869	476,860
Susutnilai / *Depreciation*	922,844	988,984
	45,845,999	**45,893,237**
Defisit tahun semasa / *Current year deficit*	**(25,87,387)**	**(4,069,263)**
Baki pada 31 Disember / *Balance as at 31 December*	**32,168,774**	**34,756,161**

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

Notes to the Financial Statements
For the financial year ended 31 December 2018

12. GERAN KERAJAAN PERSEKUTUAN

12. FEDERAL GOVERNMENT GRANT

	2018 RM	Seperti dinyatakan semula *As restated* 2017 RM
Geran mengurus / *Management grant*	28,736,000	27,933,000
Pengiktirafan geran pembangunan / *Recognition of development grant*	26,961,260	7,251,909
	55,697,260	**35,184,909**

Geran Pembangunan sebenar yang diterima dari Kerajaan Persekutuan bagi tahun 2018 sebanyak RM29,000,000 (tahun 2017: RM21,020,511).

The actual Development Grants received from the Federal Government for the year 2018 amounted to RM29,000,000 (2017: RM21,020,511).

13. EMOLUMEN

13. EMOLUMENTS

	2018 RM	2017 RM
Gaji kakitangan / *Staff salaries*	17,604,200	17,188,915
Elaun tetap / *Fixed allowance*	4,402,120	4,394,810
Tambahan kos kakitangan / *Additional staff costs*	3,056,700	2,984,129
Elaun lebih masa / *Overtime allowance*	270,057	213,908
Pelbagai faedah kewangan / *Various financial benefits*	300,456	544,272
	25,633,533	**25,326,034**
Bilangan kakitangan / *Number of Employees*	318	331

14. PERBELANJAAN PEMBANGUNAN

14. DEVELOPMENT EXPENDITURE

	2018 RM	Seperti dinyatakan semula *As restated* 2017 RM
Lain-lain faedah kewangan / *Other financial benefits*	22,561	17,500
Perjalanan dan sara hidup / *Travelling and subsitence*	1,515,757	972,216
Pengangkutan barang-barang / *Transportation of goods*	1,000	-
Perhubungan / *Communications*	2,021	245
Sewaan / *Rental*	1,025,518	15,405
Perkhidmatan percetakan / *Printing Services*	813,781	203,116
Bekalan dan alatan / *Supplies and equipment*	471,370	59,689
Perkhidmatan iktisas dan perkhidmatan lain yang dibeli dan hospitaliti / *Professional and other services purchased and hospitality*	22,574,609	5,446,312
	26,426,617	**6,714,483**

15. KOMITMEN MODAL

15. CAPITAL COMMITMENT

	2018 RM	2017 RM
Diluluskan dan telah dikontrakkan / *Approved and contracted*	29,000,000	21,020,511

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

16. PENGURUSAN MODAL

Bagi tujuan pengurusan modal Perbadanan, modal merujuk kepada ekuiti, termasuk lebihan terkumpul dan segala rizab ekuiti. Ekuiti diwakili oleh aset bersih.

Perbadanan mengurus modal dengan mengikuti peruntukan di dalam Akta (Memperbadankan) Majlis Daya Pengeluaran Negara Bil. 19 pada tahun 1966.

Perbadanan sentiasa menyemak semula dan menguruskan modalnya untuk memastikan kecukupan bagi keperluan kendalian dan modal. Tiada perubahan dalam pendekatan Perbadanan untuk pengurusan modal dalam tahun kewangan semasa.

17. KAKITANGAN PENGURUSAN UTAMA

Lembaga Pengarah (BOD) MPC
Ahli Lembaga Pengarah (BOD) MPC adalah terdiri daripada 15 orang ahli tetap dan 5 orang ahli ganti. Jumlah keseluruhan bayaran elaun tetap bulanan dan elaun kehadiran mesyuarat adalah berjumlah RM377,400 bagi tahun 2018.

Lembaga Pengurusan (BOM) MPC
Ahli Lembaga Pengurusan (BOM) MPC terdiri daripada Ketua Pengarah MPC, 2 orang Timbalan Ketua Pengarah dan 2 orang Pengarah yang dilantik oleh Lembaga Pengarah MPC. Jumlah keseluruhan bayaran emolumen kepada ahli BOM adalah sebanyak RM1,345,588.55 pada tahun 2018.

Notes to the Financial Statements
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16. CAPITAL MANAGEMENT

For the purposes of the Corporation's capital management, capital refers to equity, including accumulated surplus and all equity reserves. Equity is represented by net assets.

The corporation manages its capital by complying with the provisions of the National Productivity Council (Incorporation) Act No. 19 which was passed in 1966.

The Corporation constantly reviews and manages its capital to ensure it has sufficient operational and capital requirements. There have been no changes in the Corporation's approach to capital management in the current financial year.

17. KEY MANAGEMENT PERSONNEL

MPC Board of Directors (BOD)
MPC's Board of Directors (BOD) comprises 15 permanent members and 5 alternate members. The total monthly fixed allowance and meeting attendance allowance amounted to RM377,400 for the year 2018.

MPC Board of Management (BOM)
MPC's Board of Management (BOM) comprises the Director General of MPC, 2 Deputy Director-Generals and 2 Directors appointed by the Board of Directors. The total amount of emoluments paid to BOM members amounted to RM1,345,588.55 in 2018.

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Bagi tahun kewangan berakhir 31 Disember 2018

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For the financial year ended 31 December 2018

18. INSTRUMEN KEWANGAN

Instrumen kewangan adalah sebarang kontrak yang menimbulkan aset kewangan bagi satu pihak perniagaan dan liabiliti kewangan atau instrumen ekuiti bagi satu pihak perniagaan yang lain.

18. FINANCIAL INSTRUMENTS

Financial instruments are any contracts that give rise to financial assets for one party of business and financial liabilities or equity instruments for another business entity.

18.1. Kategori Instrumen Kewangan

18.1 Financial Instrument Category

	Pinjaman dan belum terima *Loans and Receivables* RM	Liabiliti kewangan pada kos terlunas *Financial liabilities at amortised cost* RM	Jumlah *Total* RM
2018			
Aset kewangan / *Financial Assets*			
Baki bank dan wang tunai / *Bank and cash balance*	15,245,466	-	15,245,466
Deposit tetap di institusi kewangan / *Fixed deposits at financial institutions*	43,829,857	-	43,829,857
Urusniaga pertukaran belum terima / *Exchange transactions receivable*	3,945,296	-	3,945,296
	63,020,619	**-**	**63,020,619**
Liabiliti kewangan / *Financial Liability*			
Urusniaga pertukaran belum bayar / *Unpaid exchange transactions*	-	10,887,638	10,887,638
2017			
Aset kewangan / *Bank and cash balance*			
Baki bank dan wang tunai / *Bank and cash balance*	9,226,827	-	9,226,827
Deposit tetap di institusi kewangan / *Fixed deposits at financial institutions*	37,499,384	-	37,499,384
Urusniaga pertukaran belum terima / *Exchange transactions receivable*	4,247,011	-	4,247,011
	50,973,222	**-**	**50,973,222**
Liabiliti kewangan / *Financial Liability*			
Urusniaga pertukaran belum bayar / *Unpaid exchange transactions*	-	3,315,577	3,315,577

18.2. Objektif dan dasar pengurusan risiko kewangan

Perbadanan terdedah kepada risiko kewangan yang timbul daripada aktiviti operasi dan penggunaan instrumen kewangan. Polisi pengurusan risiko Perbadanan adalah memastikan sumber kewangan yang mencukupi bagi aktiviti operasi di samping menguruskan risiko kewangan, termasuk risiko kredit, kecairan dan pasaran.

18.2 Financial risk management objectives and policies

The Corporation is exposed to financial risks arising from the operations and use of financial instruments. The Corporation's risk management policy is to ensure sufficient financial resources for operating activities while managing financial risks, including credit, liquidity and market risk.

Nota-nota kepada Penyata Kewangan
Bagi tahun kewangan berakhir 31 Disember 2018

Notes to the Financial Statements
For the financial year ended 31 December 2018

18. INSTRUMEN KEWANGAN (SAMBUNGAN)

18.2. Objektif dan dasar pengurusan risiko kewangan (sambungan)

(a) Risiko kredit

Risiko kredit merupakan risiko kerugian yang timbul daripada instrumen kewangan tertunggak sekiranya pihak balas memungkiri obligasi mereka. Pendedahan maksimum kepada risiko kredit adalah diwakili oleh amaun bawaan setiap kelas aset kewangan.

(b) Penghutang daripada transaksi pertukaran

Penghutang daripada transaksi pertukaran majoritinya terdiri daripada penghutang konvensyen dan kursus. Baki penghutang dipantau secara berterusan supaya Perbadanan tidak terdedah kepada risiko hutang lapuk yang signifikan.

Pendedahan kepada risiko kredit

Perbadanan tidak terdedah kepada tumpuan risiko kredit yang ketara bagi penghutang daripada transaksi pertukaran.

Pinjaman kepada kakitangan

Perbadanan memberi pinjaman kenderaan dan komputer yang tidak bercagar kepada kakitangan.

Pendedahan kepada risiko kredit

Pendedahan maksimum kepada risiko kredit adalah diwakili oleh amaun bawaan di dalam Penyata Kedudukan Kewangan. Risiko kredit terhadap pinjaman kakitangan adalah tidak signifikan kerana baki pinjaman belum terima diperolehi setiap bulan melalui pemotongan gaji.

(c) Risiko kecairan

Risiko kecairan adalah risiko ketidakupayaan Perbadanan untuk memenuhi obligasi yang berkaitan dengan instrumen kewangan. Pendedahan Perbadanan kepada risiko kecairan timbul terutamanya daripada ketidaksepadanan kematangan aset dan liabiliti kewangan.

Objektif Perbadanan adalah untuk mengekalkan tahap aliran tunai dan setara tunai yang mencukupi untuk menampung keperluan modal kerjanya.

Analisis kematangan

Profil kematangan liabiliti kewangan Perbadanan pada akhir tempoh pelaporan berdasarkan kepada tanggungan bayaran balik yang tidak didiskaunkan mengikut kontrak adalah kurang daripada setahun atau atas permintaan.

18. FINANCIAL INSTRUMENTS (CONTINUED)

18.2 Financial risk management objectives and policies (continued)

(a) Credit Risk

Credit risk is the risk of loss arising from the arrears of financial instruments if the counterpart terminates their obligations. The maximum exposure to credit risk is represented by the carrying amount of each class of financial assets.

(b) Debtors from exchange transactions

Debtors from most transactions comprised those from conventions and courses. Debt balances are monitored regularly so that the Corporation is not exposed to significant bad debts risk.

Exposure to credit risk

The Corporation is not exposed to significant credit risk for debtors from exchange transactions.

Loans to staff

The corporation provides unsecured loans for vehicles and computers to its employees

Exposure to credit risk

The maximum exposure to credit risk is represented by the carrying amount in the Statement of Financial Position. Credit risk on employee loans is insignificant as the outstanding loan receivable is recovered through monthly salary deductions.

(c) Liquidity Risk

Liquidity risk is the risk of the Corporation's inability to meet its obligations associated with financial instruments. The Corporation's exposure to liquidity risks arises primarily from maturing financial assets and liabilities.

The objective of the Corporation is to maintain sufficient cash flow and cash equivalents to meet its working capital requirements.

Maturity analysis

The maturity profile of the Corporation's financial liabilities at the end of the reporting period is based on their contractual non-discounted repayment obligations which is less than one year or upon request.

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18. INSTRUMEN KEWANGAN (SAMBUNGAN)

18.2. Objektif dan dasar pengurusan risiko kewangan (sambungan)

18. FINANCIAL INSTRUMENTS (CONTINUED)

18.2 Financial risk management objectives and policies (continued)

(d) Risiko kadar faedah

Risiko kadar faedah merupakan risiko nilai saksama atau aliran tunai masa hadapan bagi Perbadanan akan menurun-naik disebabkan oleh perubahan dalam kadar faedah pasaran.

(d) Interest rate risk

Interest rate risk represents the fair value risk or future cash flows of the Corporation due to fluctuating changes in market interest rates.

Perbadanan terdedah kepada risiko kadar faedah dari simpanan tetap dengan institusi kewangan dan bank berlesen. Simpanan tetap diletakkan pada kadar kompetitif di bawah terma dan syarat yang paling menguntungkan.

The corporation is exposed to interest rate risk from fixed deposits with licensed financial institutions and banks. Fixed deposits are placed at competitive rates under the most favourable terms and conditions.

Analisis sensitiviti nilai saksama bagi instrumen berkadar tetap

Perbadanan tidak mengakaunkan aset dan liabiliti kewangan berkadar tetap pada nilai saksama melalui lebihan atau defisit. Oleh itu, perubahan kadar faedah pada akhir tahun pelaporan tidak akan menjejaskan lebihan atau defisit.

Fair value sensitivity analysis for fixed rate instruments

The Corporation does not account for fixed assets and financial liabilities at fair value through surplus or deficit. Therefore, changes in interest rates at the end of the reporting year will not affect the surplus or deficit.

18.3. Nilai saksama instrumen kewangan

18.3. Fair value of financial instruments

Hierarki nilai saksama

Semua aset dan liabiliti yang mana nilai saksama diukur atau dinyatakan di dalam penyata kewangan dikategorikan dalam hierarki nilai saksama, yang dinyatakan seperti berikut, berdasarkan input paras terendah yang ketara terhadap pengukuran nilai saksama secara keseluruhan:-

Fair value hierarchy

All assets and liabilities for which the fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the overall fair value measurement: -

Tahap 1: Tersiar harga (tidak dilaras) harga pasaran dalam pasaran aktif bagi aset atau liabiliti yang serupa.

Tahap 2: Teknik penilaian yang mana input paras terendah yang ketara terhadap pengukuran nilai saksama secara langsung atau tidak langsung yang boleh diperhatikan.

Tahap 3: Input bagi aset atau liabiliti yang berdasarkan data pasaran yang boleh diperhatikan (input tidak boleh diperhatikan)

Level 1: Quoted prices (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2: Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

Level 3: Inputs for the asset or liability based on observable market data (unobservable inputs).

Aset kewangan dinyatakan pada nilai saksama

Amaun dibawa urusniaga pertukaran belum terima dan urusniaga pertukaran belum bayar adalah anggaran munasabah bagi nilai saksama, disebabkan oleh sifat jangka pendeknya atau kesan pendiskaunan yang tidak ketara terhadap instrumen kewangan ini. Oleh itu, instrumen kewangan ini tidak dinyatakan pada nilai saksama.

Financial assets are stated at fair value

The carrying amount of the exchange receivable transaction and the unpaid exchange transaction are reasonable estimates of their fair value, due to their short-term nature or the significant discounting effects of these financial instruments. Therefore, these financial instruments are not stated at fair value.

Nota-nota kepada Penyata Kewangan
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For the financial year ended 31 December 2018

19. KESAN PENGGUNAAN MPSAS

MPSAS 17, Property, Plan and Equipment (PPE) memerlukan entiti yang menggunakan asas perakaunan akruan mengiktiraf aset yang diterima secara percuma, direkodkan pada nilai saksama aset pada masa aset itu diterima. Tanah dipejabat MPC Wilayah Pantai Timur telahpun dinilai semula oleh pihak JPPH Negeri Pahang. Nilai pasaran bagi tanah tersebut seperti dibawah:-

19. EFFECT OF MPSAS

MPSAS 17, Property, Plant and Equipment (PPE) requires that an entity using the accrual accounting basis to recognise an asset that is received free of charge, to be recorded at fair value at the time the asset is received. Land owned by MPC East Coast Regional Office has been revalued by the JPPH of Pahang. The market value of the land is as follows: -

Penyata kedudukan kewangan / *Statement of financial position*	**seperti dinyatakan sebelum / *As stated previously* RM**	**Pelarasan / *Adjustment* RM**	**seperti dinyatakan semula / *As restated* RM**
Hartanah, loji dan peralatan / *Property, Plant and Equipment*	15,842,864	6,687,523	22,530,387
Kumpulan wang pengurusan / *Management fund*	28,068,638	6,687,523	34,756,161

20. PELARASAN TAHUN LEPAS

Merujuk kepada persembahan tahun terdahulu, terdapat perubahan dalam jumlah Kumpulan Wang Amanah Usahasama dan Geran Tertunda. Perubahan ini merujuk kepada angka-angka perbandingan yang telah dibuat pelarasan tahun terdahulu agar selari dengan persembahan penyata kewangan tahun semasa. Keterangan terperinci seperti di bawah :-

20. PREVIOUS YEAR'S ADJUSTMENT

Based on the previous year's accounting presentation, there has been a change in the amount of the Joint Trust Fund and Deferred Grants. These changes refer to comparative figures that have been adjusted in the previous year to coincide with the presentation of the financial statements for the current year. The details are as follows:-

Penyata kedudukan kewangan

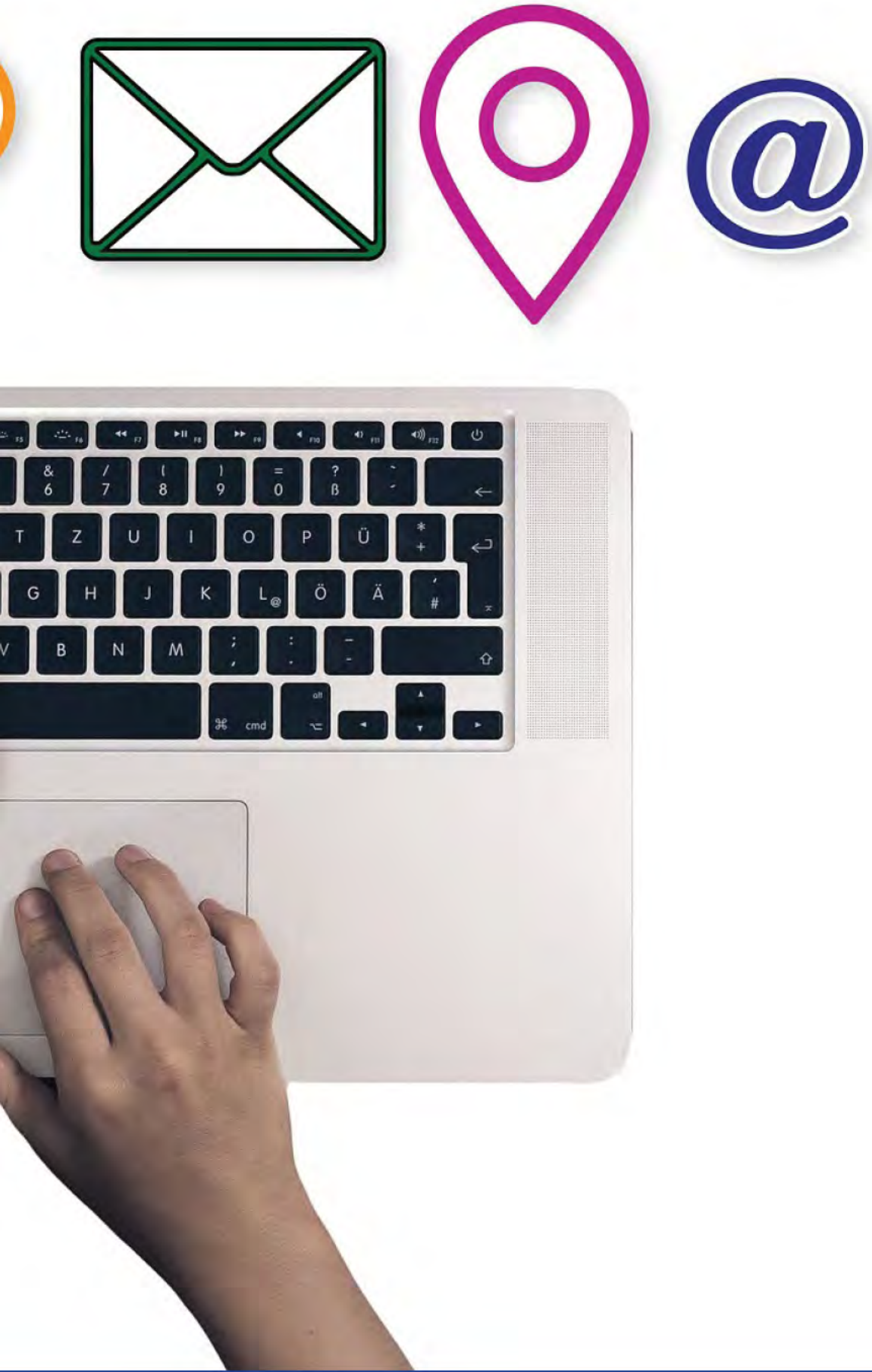
	seperti dinyatakan sebelum / *As stated previously* RM	**Pelarasan / *Adjustment* RM**	**seperti dinyatakan semula / *As restated* RM**
Kumpulan wang amanah udahasama/ *Joint Trust Fund*	539,677	(1)	539,676
Geran Tertunda / *Deferred Grant*	28,958,553	1	28,958,554



ALAMAT PEJABAT

COMPANY ADDRESS







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