



MEMACU PRODUKTIVITI NEGARA

DRIVING PRODUCTIVITY OF THE NATION

LAPORAN TAHUNAN 2019 ANNUAL REPORT





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Hakcipta Terpelihara

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PERUTUSAN PENGURUSI

CHAIRMAN'S STATEMENT

Prestasi Produktiviti Negara

Pada tahun 2019, walaupun berlaku ketidakpastian ekonomi global, Malaysia mencapai pertumbuhan produktiviti buruh setiap pekerja sebanyak 2.2% kepada RM93,909 daripada RM91,932 pada tahun 2018. Pertumbuhan produktiviti ini menyumbang kepada pertumbuhan Keluaran Dalam Negara Kasar (KDNK) sebanyak 3.6% kepada RM1,420.5 bilion.

Kedudukan Daya Saing Negara di Peringkat Global

Malaysia terus mengukuhkan kedudukannya di antara 25 negara paling berdaya saing dalam 3 laporan utama daya saing antarabangsa. Malaysia berada di tangga ke-27 daripada 141 ekonomi dalam Laporan *Global Competitiveness Report* (GCR) 2019 yang diterbitkan oleh *World Economic Forum* (WEF). Sementara itu, *World Competitiveness Yearbook* (WCY) 2019 terbitan *Institute for Management Development* (IMD) merekodkan Malaysia kekal selama 2 tahun berturut-turut menduduki tangga ke-22 dalam kalangan 63 ekonomi. Seterusnya, *Doing Business* (DB) 2020 terbitan Bank Dunia pada tahun 2019 telah melaporkan Malaysia berada di tangga ke-12 dalam kalangan 190 ekonomi, melonjak 2 tahun berturut-turut iaitu dari tangga ke-24 dalam DB2018 dan ke-15 dalam DB2019. Ini menjadikan Malaysia di antara 10% dari negara-negara paling mudah di dunia untuk menjalankan perniagaan.

Penambahbaikan dan Inisiatif Baharu dalam Meningkatkan Produktiviti dan Daya Saing Negara

Tahun 2019 menyaksikan 9 Nexus Produktiviti yang ditubuhkan di bawah MPB mula bergerak aktif dan rancak dalam melaksanakan 43 inisiatif yang telah dikenal pasti bagi meningkatkan produktiviti dan daya saing di peringkat sektoral. Inisiatif kerjasama yang diterajui oleh pihak industri ini berupaya mengenal pasti isu dan cabaran sebenar yang dihadapi oleh industri dan seterusnya meneliti langkah-langkah penyelesaian atau penambahbaikan yang diperlukan.

National Productivity Performance

In 2019, despite global economic uncertainty, Malaysia recorded labour productivity growth per employee of 2.2% to RM93,909 from RM91,932 in 2018. This productivity growth had contributed to the growth in Gross Domestic Product (GDP) of 3.6% to RM1,420.5 billion.

National Competitiveness at the Global Level

Malaysia continued to strengthen its position among the 25 most competitive countries in 3 major international competitiveness reports. Malaysia ranked 27th out of 141 economies in the 2019 Global Competitiveness Report (GCR) published by the World Economic Forum (WEF). Meanwhile, the World Competitiveness Yearbook (WCY) 2019 published by the Institute for Management Development (IMD) ranked Malaysia 22nd among 63 economies for the past 2 consecutive years. Furthermore, the Doing Business (DB) 2020 issued by the World Bank in 2019 reported that Malaysia ranked 12th among 190 economies, soaring in rank for 2 consecutive years from 24th in DB2018 to 15th in DB2019. This places Malaysia among 10% of the easiest countries in the world to do business with.

Improvements and New Initiatives in Enhancing Productivity and Competitiveness of the Nation

The year 2019 had seen 9 Productivity Nexus established under MPB, begin to move actively and dynamically in implementing 43 initiatives that had been identified to increase productivity and competitiveness at sectoral level. This collaborative initiative led by the industry was able to identify real issues and challenges faced by the industry and further evaluate required solutions or improvements that were needed.



PERUTUSAN Pengerusi

CHAIRMAN'S STATEMENT

PEMUDAH yang ditubuhkan sejak tahun 2007 telah diaktifkan semula pada tahun 2019 dengan penambahbaikan ke atas fungsi, organisasi dan operasinya. PEMUDAH mengetuai inisiatif pembaharuan kawal selia peraturan perniagaan melalui jalinan kerjasama erat antara ksektor awam dan swasta. Pengukuhan PEMUDAH menyumbang kepada ekosistem yang lebih mesra perniagaan, seterusnya menyokong kepada pertumbuhan produktiviti dan daya saing negara. PEMUDAH turut melancarkan inisiatif penambahbaikan secara konsisten untuk menggalakkan kesan positif kepada urusan menjalankan perniagaan dengan mempromosikan kecekapan, produktiviti dan tadbir urus yang baik.

Pelancaran Portal Konsultasi Awam Berpusat (UPC) yang dibangunkan dengan kerjasama Bank Dunia pada tahun 2019 adalah sebahagian daripada inisiatif bagi meningkatkan kualiti peraturan. Portal ini membolehkan cadangan-cadangan peraturan baharu dikemukakan secara atas talian dan memudahkan pihak berkepentingan untuk merujuk dan memberi maklum balas konsultasi berkaitan polisi dan peraturan tersebut. Pada tahun 2019, Portal ini telah diguna pakai oleh 31 kementerian dan agensi dan merekodkan seramai 6,285 pengguna berdaftar. Sebanyak 53 dokumen konsultasi telah dimuat naik ke Portal UPC bagi mendapatkan maklum balas dari pihak-pihak berkepentingan.

Sejajar dengan pelancaran Dasar Kebangsaan Industry4WRD pada 31 Oktober 2018, MPC telah dilantik sebagai sekretariat Penilaian Kesiediaan (*Readiness Assessment*) Industry4WRD dalam mengurus pemilihan industri PKS yang layak untuk menjalani program ini dengan pembiayaan Kerajaan. Program ini bertujuan membantu PKS menilai kesiediaan mereka untuk mendepani Industri 4.0. Pada tahun 2019, Kerajaan telah memperuntukkan RM15 juta untuk program Penilaian Kesiediaan RA ini dan sebanyak 508 PKS telah dipilih untuk menjalani program ini daripada 849 permohonan yang diterima.

Penciptaan Nilai Melalui Peningkatan Produktiviti

Penjimatan kos sudah tentunya dapat menyumbang kepada peningkatan produktiviti. Hasil dari projek semakan dan penambahbaikan peraturan sepanjang tahun 2019 telah mencatatkan penjimatan kos pematuhan berjumlah RM1.41 bilion berbanding sasaran RM1 bilion. Penjimatan ini direkodkan hasil dari projek-projek seperti *Cutting Red Tape* (MyCURE), Mengurangkan Beban Peraturan Tidak Wajar (RURB), Berurusan dengan Permit Pembinaan (DCP) dan Langkah-langkah Bukan Tarif (NTM). Selain itu, projek inisiatif penambahbaikan produktiviti dan inovasi di peringkat enterprais telah merekodkan penjimatan kos sebanyak RM1.4 bilion berbanding sasaran RM700 juta. Penciptaan nilai ini direkodkan dari pelbagai sumber seperti projek penambahbaikan dalam bidang *Innovative and Creative Circle* (ICC), Persekitaran Berkualiti, Pengurusan Lean dan program penambahbaikan berterusan yang dijalankan.

PEMUDAH which was established since 2007 was revived in 2019 with improvements to its functions, organisation and operations. PEMUDAH is the leader in business regulatory reform initiatives through close collaboration between the public and private sectors. The strengthening of PEMUDAH contributes to a more business-friendly ecosystem, ultimately supporting the country's productivity growth and competitiveness. PEMUDAH also launched consistent improvement initiatives to encourage positive impact on business operations by promoting efficiency, productivity and good governance.

The launch of the Unified Public Consultation Portal (UPC) developed in collaboration with the World Bank in 2019 is part of an initiative to improve the quality of regulations. This portal allows new regulatory proposals to be submitted online and facilitates stakeholders to refer and provide consultative feedback on these policies and regulations. In 2019, this Portal was adopted by 31 ministries and agencies and recorded a total of 6,285 registered users. A total of 53 consultation documents have been uploaded to the UPC Portal to get feedback from stakeholders.

In line with the launch of Industry4WRD National Policy on 31 October 2018, MPC has been appointed as Industry4WRD Readiness Assessment Secretariat to manage the selection of eligible SME's to undergo this programme with funding from the Government. This programme aims to help SMEs assess their readiness to face Industry 4.0. In 2019, the Government had allocated RM15 million for the Readiness Assessment (RA) programme and out of 849 applications received, a total of 508 SMEs had been selected to undergo this programme.

Value Creation Through Increased Productivity

Cost savings can certainly contribute to increased productivity. The result of the review and regulatory improvement project throughout 2019, had recorded compliance costs of RM1.41 billion compared to the RM1 billion target. These savings are recorded as a result of projects such as *Cutting Red Tape* (MyCURE), Reducing Unnecessary Regulatory Burdens (RURB), Dealing with Construction Permits (DCP) and Non-Tariff Measures (NTM). In addition, project initiatives to improve productivity and innovation at the enterprise level have recorded cost savings of RM1.4 billion compared to the target of RM700 million. The value creation was recorded from various sources namely improvement projects in the area of *Innovative and Creative Circle* (ICC), Quality Environment, Lean Management and ongoing improvement programmes that are carried out.

Penglibatan MPC Dalam Badan Antarabangsa

Sebagai institusi produktiviti dan kualiti negara, adalah penting untuk MPC mengekalkan hubungan dengan *Asian Productivity Organisation* (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. Dua program APO berbentuk latihan dan seminar telah dianjurkan di Malaysia pada tahun 2019. MPC juga turut menerima misi lawatan pembelajaran dari Filipina, salah sebuah negara anggota APO di bawah program *Individual-country Observational Study Mission* (IOSM). Selain itu, sebanyak 3 program berbentuk latihan dan misi pembelajaran telah dianjurkan di Malaysia pada tahun 2019 di bawah kolaborasi bersama *Japan International Cooperation Agency* (JICA).

MPC juga meneruskan hubungan kerjasama dan penglibatan bersama pihak-pihak antarabangsa lain seperti Bank Dunia dan *Organisation for Economic Co-operation and Development* (OECD) dalam mengukuhkan kedudukan daya saing Malaysia di peringkat dunia.

Prestasi Kewangan

Pendapatan MPC telah menunjukkan peningkatan 9% dari RM70,219,872 pada tahun 2018 kepada RM76,192,032 pada tahun 2019. Peningkatan ini adalah disebabkan pertambahan geran pembangunan sebanyak 28% kepada RM34,382,548 dan juga peningkatan hasil dalaman MPC sebanyak 16% kepada RM16,809,484. Peningkatan hasil dalaman disumbangkan oleh peningkatan peserta program konvensyen dan peningkatan hasil dari yuran perundingan & penyelidikan.

Perbelanjaan bagi tahun 2019 mencatatkan peningkatan sebanyak RM9,672,131 (13%) berbanding tahun 2018. Peningkatan perbelanjaan yang ketara disebabkan perbelanjaan geran pembangunan yang meningkat 28% kepada RM34,382,548 pada tahun 2019 berbanding tahun sebelumnya. Ini adalah disebabkan peningkatan pemberian geran pembangunan tersebut. Perbelanjaan mengurus pula meningkat sebanyak 5% kepada RM48,096,842 berbanding RM45,845,999 pada tahun 2018 disebabkan pertambahan perbelanjaan penganjuran konvensyen, peningkatan sewaan komputer dan penyelenggaraan bangunan pejabat.

MPC's Collaboration with International Organisations

As the national productivity and quality institution, it is important for MPC to maintain its relationship with the Asian Productivity Organisation (APO) to expand its knowledge base/resources on current and important topics through information sharing, international conferences and study missions to evaluate progress and best practices. Two APO programmes in the form of training and seminars were organised in Malaysia in 2019. MPC also received a study mission from the Philippines, which is one of the APO member countries under the Individual-country Observational Study Mission (IOSM) programme. In addition, a total of 3 programmes in the form of training and learning missions were organised in Malaysia in 2019 under collaboration with the Japan International Cooperation Agency (JICA). MPC also continued its cooperation and involvement with other international organisations, namely the World Bank and the Organisation for Economic Co-operation and Development (OECD) to strengthen Malaysia's competitive position internationally.

Financial Performance

MPC's income increased by 9% from RM70,219,872 in 2018 to RM76,192,032 in 2019. This increase is due to an increase in the development grant of 28% to RM34,382,548 and also an increase in MPC's internal revenue of 16% to RM16,809,484. The increase in internal revenue was contributed by the increase in number of participants at convention programmes and the increase in revenue from consultancy & research fees.

Expenditure for 2019 recorded an increase of RM9,672,131 (13%) compared to 2018. Significant increase in expenditure was due to development grant expenditure which increased by 28% to RM34,382,548 in 2019 compared to the previous year. This was due to an increase in allocation of the development grant. Operating expenses increased by 5% to RM48,096,842 compared to RM45,845,999 in 2018 due to increased spending in organising conventions, higher computer rental and maintenance of office buildings.

PERUTUSAN Pengerusi
CHAIRMAN'S STATEMENT**Prospek 2020**

MPC tidak dapat bergerak sendiri tanpa jalinan kerjasama yang baik antara sektor awam dan swasta dalam merangka inisiatif peningkatan produktiviti dan memastikan pelaksanaannya berjalan lancar. Usaha ini turut memerlukan perubahan dalam minda rakyat untuk menerima produktiviti sebagai sebahagian daripada budaya hidup. Pemikiran baru ini akan membantu memacu ekonomi Malaysia ke hadapan, membolehkannya berkembang lebih pantas dan menjadi lebih kompetitif di arena global. Bagi menghadapi tahun 2020 yang pastinya lebih mencabar, MPC telah memperkemas rancangannya agar penglibatan holistik semua pihak dapat direalisasikan dan seterusnya melonjakkan lagi tahap produktiviti negara. Pelbagai inisiatif baru telah dirancang untuk dilaksanakan sepanjang tahun 2020, terutamanya yang melibatkan digitalisasi dan perkembangan teknologi semasa.

Penghargaan

Setinggi-tinggi penghargaan saya tujukan kepada Ahli Lembaga Pengarah, pihak pengurusan dan warga kerja MPC yang telah memberikan komitmen dan dedikasi dalam memastikan kejayaan pelaksanaan aktiviti-aktiviti yang telah dirancang. Saya juga ingin merakamkan ucapan terima kasih kepada pihak-pihak yang telah berganding bahu bersama-sama MPC seperti kementerian dan agensi, Nexus Produktiviti dan pasukan petugas khas yang telah ditubuhkan untuk menggerakkan inisiatif peningkatan produktiviti negara. Sudah semestinya penghargaan juga ditujukan kepada Kementerian Perdagangan Antarabangsa dan Industri (MITI) yang sentiasa memberikan sokongan padu kepada MPC. Semoga penglibatan dan sumbangan semua pihak ini dapat diteruskan bagi memacu MPC sebagai sebuah organisasi cemerlang dalam meningkatkan produktiviti negara.

Prospects for 2020

MPC would not have been able to move on its own without good cooperation from the public and private sectors in formulating productivity improvement initiatives and ensuring their smooth implementation. This effort requires a change in people's mindset to accept productivity culture as a way of life. This new way of thinking will drive the Malaysian economy forward, enabling it to grow faster and become more competitive in the global arena. To face the year 2020 which is definitely more challenging, MPC has streamlined its plan so that the holistic involvement of all parties can be realised to further boost the country's productivity level. Various new initiatives have been planned for implementation throughout 2020, especially those involving digitalisation and current technological advancements.

Appreciation

My sincere appreciation goes to the Board Members, management and staff of MPC who have given their commitment and dedication to ensure the successful implementation of activities that had been planned. I would also like to thank all parties concerned who have worked together with MPC namely the ministries and agencies, the Productivity Nexus and the special task force that has been set up to mobilise national productivity improvement initiatives. In this context, appreciation is also directed to the Ministry of International Trade and Industry (MITI) which has always provided strong support to MPC. It is hoped that the involvement and contribution of all parties involved, will further drive MPC towards being an excellent organisation in enhancing national productivity.

MAKLUMAT KORPORAT

CORPORATE INFORMATION

VISI, MISI DAN OBJEKTIF

VISION, MISSION AND OBJECTIVES

VISI / VISION

Organisasi utama dalam meningkatkan produktiviti untuk inovasi dan daya saing global

The leading organisation in productivity enhancement for global competitiveness and innovation

MISI / MISSION

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

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



OBJEKTIF / OBJECTIVES

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;

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;

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

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

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

LATAR BELAKANG

BACKGROUND



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

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

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

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

Malaysia Productivity Corporation (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.

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

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

The National Productivity Corporation (Incorporation) 1966 Act was amended once again as the Malaysia Productivity Corporation (Incorporation) Act 1966. The new name was 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:

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

-  **Menerajui pengalakkan dan penyebaran maklumat dan isu-isu yang berhubungan dengan Produktiviti;**
To lead in the promotion and dissemination of productivity related information and issues;
-  **Menubuhkan satu pusat maklumat dan rujukan bagi indeks Produktiviti bagi negara dan bagi sistem-sistem pengurusan dan kajian kes;**
To establish an information and reference centre for productivity indices for the country and for management systems and case studies;
-  **Mengeluarkan pakar dan kepakaran tempatan dalam bidang Produktiviti, Kualiti, Pengurusan dan Keusahawanan;**
To generate local expertise in the field of productivity, quality, management and entrepreneurship;
-  **Mempertingkatkan pembangunan sumber manusia pada peringkat penyeliaan dan peringkat pengurusan kedua-duanya dalam negara;**
To enhance the development of human resource both at the supervisory and management levels in the country;
-  **Menasihati dan menyelaraskan pelaksanaan program-program dan aktiviti-aktiviti yang berhubungan dengan Produktiviti dan Kualiti;**
To advise on and coordinate the implementation of programmes and activities related to productivity and quality;
-  **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;**
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;
-  **Menjalankan latihan atau program-program lain yang berhubungan dengan Produktiviti, Kualiti, Pengurusan dan Keusahawanan;**
To conduct training or other programmes relating to productivity, quality, management and entrepreneurship;

FUNGSI MPC DI BAWAH AKTA
FUNCTION OF MPC UNDER ACT



Mengadakan perkhidmatan rundingan yang berhubung dengan Produktiviti, Kualiti, Pengurusan dan Keusahawanan;

To provide consultancy services relating to productivity, quality, management and entrepreneurship;



Mengumpul, mengeluarkan dan menerbit maklumat mengenai Produktiviti, Kualiti, Pengurusan, Keusahawanan dan hal-hal lain yang berhubung;

To collect, produce and publish information on productivity, quality, management and entrepreneurship and other related matters;



Menjalankan usaha-usaha perniagaan bagi maksud menunaikan kerja-kerjanya di bawah Akta ini dengan kelulusan Menteri;

To carry out business undertakings for the purpose of the discharge of its functions under this Act with the approval of the Minister;



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

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



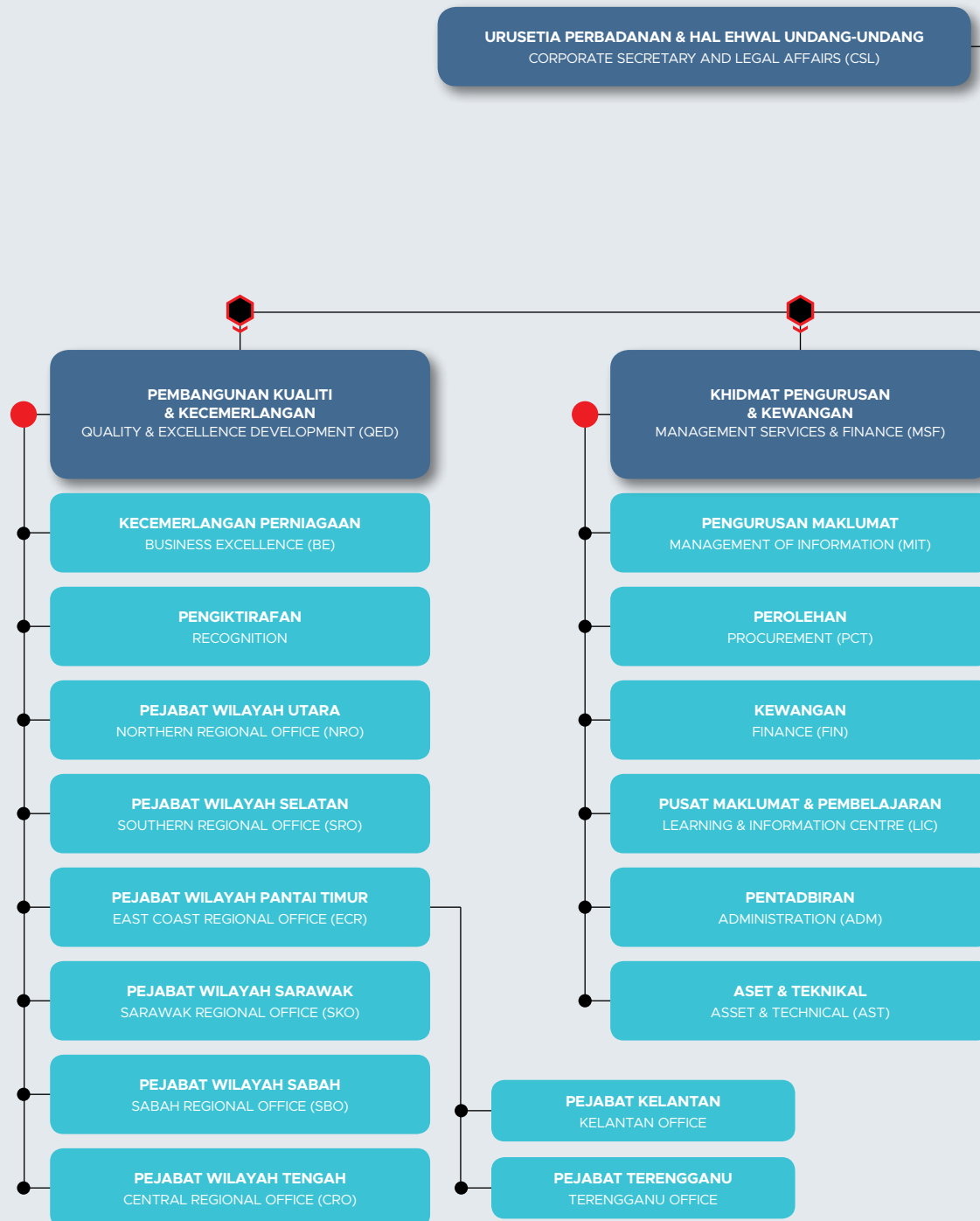
Membuat semua perkara dan benda yang bersampingan dengan atau berbangkit daripada penunaian kerja-kerjanya di bawah Akta ini.

To perform all matters and things as may be incidental to or consequential upon the discharge of its functions under the Act.

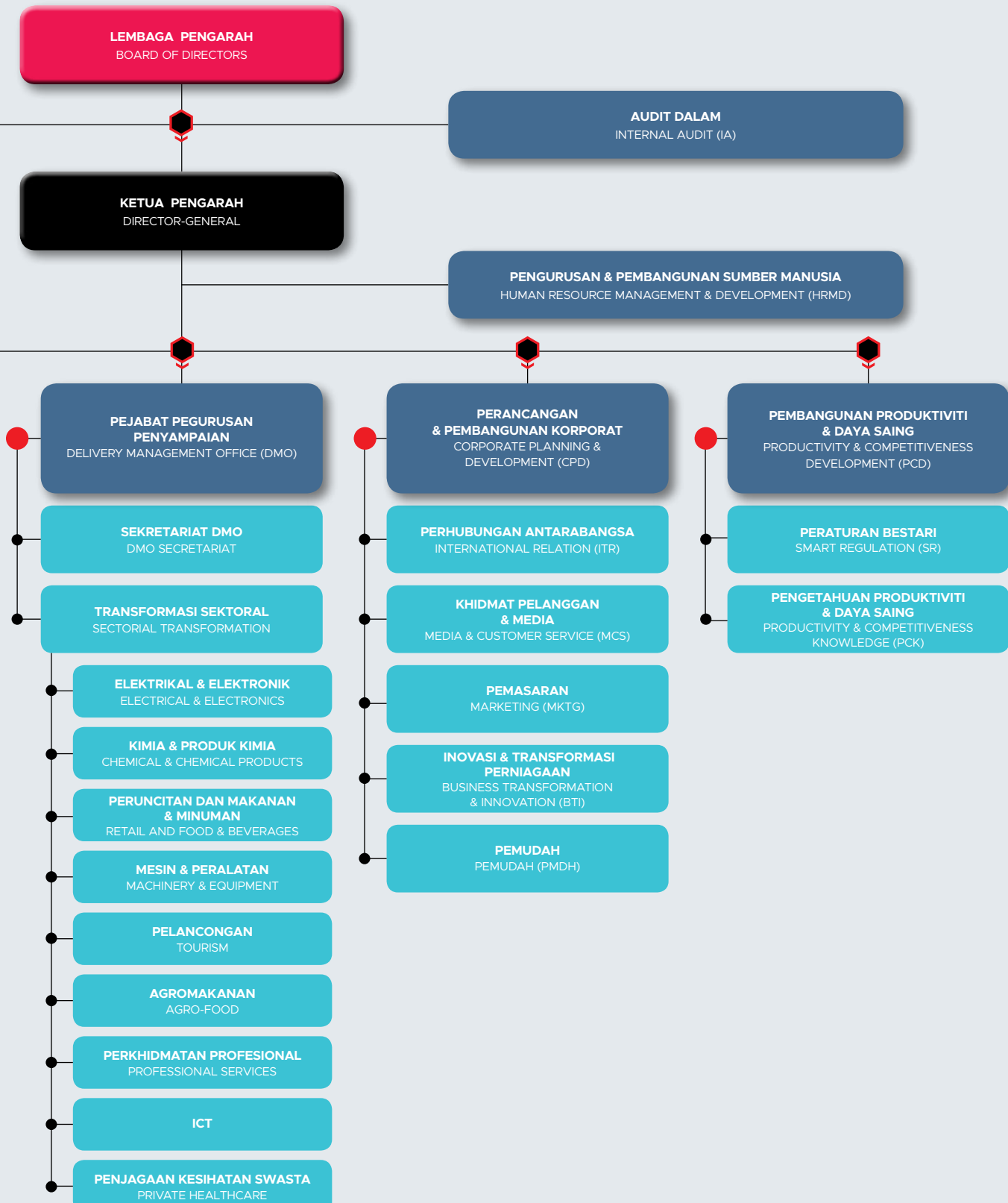


STRUKTUR ORGANISASI

ORGANISATIONAL STRUCTURE



STRUKTUR ORGANISASI
ORGANISATIONAL STRUCTURE



LEMBAGA PENGARAH

BOARD OF DIRECTORS



**TUAN CHUA TIAN CHANG
(TIAN CHUA)**

Pengerusi
Chairman



**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



DATUK KUA ABUN

Timbalan Ketua Setiausaha
(Dasar & Antarabangsa)
Kementerian Sumber Manusia
Deputy Secretary-General
(Policy & International)
Ministry of Human Resources



**DATO' MOHD SALLEHUDDIN
HASSAN**

Ketua Setiausaha
Kementerian Pertanian dan Industri Asas Tani
Secretary-General
Ministry of Agriculture and Agro-based Industry



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

Rektor
Universiti Islam Antarabangsa Malaysia (UIAM)
Rector
International Islamic University of Malaysia (IIUM)



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

Pengerusi
Persekutuan Majikan-Majikan Malaysia
Chairman
Malaysian Employers Federation (MEF)



**DATUK ABANG HAJI ABDUL KARIM
TUN ABANG HAJI OPENG**

Presiden
President
C/O Brooke Dockyard & Engineering
Works Corporation



DATO' MUHAMAD NOOR YACOB

Profesor Adjung
Institut Kajian Malaysia & Antarabangsa (IKMAS),
Universiti Kebangsaan Malaysia
Adjunct Professor
Institute of Malaysian and International Studies
(IKMAS), Universiti Kebangsaan Malaysia



**DATUK RUBEN EMIR GNANALINGAM
ABDULLAH**

Pengarah Urusan Kumpulan
Group Managing Director
Westports Holdings Berhad

LEMBAGA PENGARAH
BOARD OF DIRECTORS



DATO' JAMELAH JAMALUDIN

Pengerusi Eksekutif
Executive Chairman
Pergola Capital Sdn. Bhd.



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
Senior Deputy Director
Monitoring Sector, National Strategy Unit
Ministry of Finance



ENCIK A. BALASUBRAMANIAM

Timbalan Setiausaha Agung
Kongress Kesatuan Sekerja Malaysia
Deputy Secretary-General
Malaysian Trades Union Congress



IR. DANIEL LIM KIM CHUAN

Pengarah Urusan
Managing Director
AD Consultants (M) Sdn Bhd



**ENCIK MOHD SOFIYUDDIN AHMAD
TABRANI**

Rakan Kongsi
Partner
Zaid Ibrahim & Co (ZICO Law)



DATIN ROSELEENA HASHIM

Setiausaha Perbadanan
Perbadanan Produktiviti Malaysia
Corporate Secretary
Malaysia Productivity Corporation

AHLI-AHLI GANTI / ALTERNATE MEMBERS

- ENCIK JOHN PATRICK ANTONYSAMY**
Pengarah Kanan, Bahagian Perancangan Strategik
Kementerian Perdagangan Antarabangsa dan Industri
Senior Director, Strategic Planning Division
Ministry of International Trade and Industry
- ENCIK SURRENDREN A/L SATHASIVAM**
Pengarah (Bahagian Ekonomi Makro)
Kementerian Hal Ehwal Ekonomi
Director (Macroeconomics Division)
Ministry of Economic Affairs
- PUAN BETTY HASSAN**
Setiausaha Bahagian, Bahagian Dasar
Kementerian Sumber Manusia
Under Secretary, Policy Division
Ministry of Human Resources
- ENCIK AHMAD RIDZWAN ISHAK**
Ketua Penolong Pengarah Belanjawan Negara
Kementerian Kewangan
Head Assistant Director of National Budget
Ministry of Finance
- ENCIK SHAHRIL FAIZAL BIN ABDUL JANI**
Setiausaha Bahagian, Bahagian Industri Asas Tani
Kementerian Pertanian dan Industri Asas Tani
Under Secretary, Agro-based Industry Division
Ministry of Agriculture and Agro-based Industry

LEMBAGA PENGURUSAN

BOARD OF MANAGEMENT



**DATO' MOHD RAZALI
HUSSAIN**

Ketua Pengarah
Director-General



**DATO' ABDUL LATIF HAJI
ABU SEMAN**

Timbalan Ketua Pengarah
Pembangunan Produktiviti dan Daya Saing
Deputy Director-General
Productivity and Competitiveness Development



**TUAN HAJI AB. RAHIM
YUSOFF**

Timbalan Ketua Pengarah
Pembangunan Kualiti dan Kecemerlangan
Deputy Director-General
Quality and Excellence Development



**TUAN HAJI BURHANUDDIN
SAIDIN**

Pengarah
Khidmat Pengurusan dan Kewangan
Director
Management Services and Finance



ENCIK KAMARUDDIN MOHAMAD

Pengarah
Perancangan dan Pembangunan Korporat
Director
Corporate Planning and Development

SENARAI KETUA PENGARAH / LIST OF DIRECTOR-GENERALS

1963 – 1965

ENCIK S. S. ABISHEGAM

1965 – 1980

DATO' HAJI ABU KASSIM HAJI MOHAMED

1981 – 1994

TUAN IR. HAJI ARSHAD HAJI MARSIDI

1995 – 2000

TAN SRI ISMAIL ADAM

2000 – 2003

TUAN IR. HAJI MAH LOK ABDULLAH

2003 – 2009

DATO' NIK ZAINIAH NIK ABDUL RAHMAN

2009 - 2019

DATO' MOHD RAZALI HUSSAIN

2019 – KINI / PRESENT

DATO' ABDUL LATIF HAJI ABU SEMAN

PEJABAT PENGURUSAN PENYAMPAIAN

DELIVERY MANAGEMENT OFFICE

PEJABAT PENGURUSAN PENYAMPAIAN

DELIVERY MANAGEMENT OFFICE

Selaras dengan pelancaran *Blueprint* Produktiviti Malaysia (MPB), DMO telah diamanahkan untuk memastikan keberkesanan pelaksanaan MPB melalui penyelarasan, pemantauan dan penilaian inisiatif-inisiatif produktiviti. Terdapat 9 sub-sektor yang terdiri daripada 3 sektor utama iaitu sektor pembuatan, perkhidmatan dan pertanian telah dikenal pasti untuk melonjakkan produktiviti negara. Setiap sub-sektor tersebut diterajui oleh pihak industri dengan sokongan daripada pihak Kerajaan dan dikenali sebagai Nexus Produktiviti. Aktiviti dan pencapaian setiap Nexus Produktiviti adalah seperti berikut:

In line with the launch of the Malaysia Productivity Blueprint (MPB), the DMO has been entrusted to ensure effective implementation of the MPB through coordination, monitoring and evaluation of productivity initiatives. In this context, there are 9 sub-sectors comprising 3 major sectors namely manufacturing, services and agriculture which have been identified to boost national productivity. Each of these sub-sectors are led by the respective industry, supported by the Government and are known as Productivity Nexus. The activities and achievements of each Productivity Nexus are as follows:

**Terdapat
9 sub-sektor yang
terdiri daripada
3 sektor utama untuk
melonjakkan
produktiviti negara**

**There are 9 sub-sectors
comprising 3 major sectors
which have been identified to
boost national productivity**

1 »

Sektor Pembuatan
Manufacturing Sector

2 »

Sektor Perkhidmatan
Services Sector

3 »

Sektor Pertanian
Agriculture Sector

9 SUB-SEKTOR ADALAH / SUB-SECTORS ARE:

Nexus Produktiviti Elektrikal dan Elektronik (EENP)
Electrical and Electronics Productivity Nexus (EENP)

Nexus Produktiviti Kimia dan Produk Kimia (CPN)
Chemicals and Chemical Products Productivity Nexus (CPN)

Nexus Produktiviti Mesin dan Peralatan (MEPN)
Machinery and Equipment Productivity Nexus (MEPN)

Nexus Produktiviti Peruncitan dan Makanan & Minuman (RFBPN)
Retail and F&B Productivity Nexus (RFBPN)

Nexus Produktiviti Pelancongan (TPN)
Tourism Productivity Nexus (TPN)

Nexus Produktiviti ICT (ICTPN)
ICT Productivity Nexus (ICTPN)

Nexus Produktiviti Perkhidmatan Profesional (PSPN)
Professional Services Productivity Nexus (PSPN)

Nexus Produktiviti Penjagaan Kesihatan Swasta (PHPN)
Private Healthcare Productivity Nexus (PHPN)

Nexus Produktiviti Agro-Makanan (AFPN)
Agrofood Productivity Nexus (AFPN)

Nexus Produktiviti Elektrikal dan Elektronik (EEPN)

EEPN diterajui oleh YBhg. Dato' Seri Wong Siew Hai yang juga merupakan Pengerusi AMCHAM-MAEI. EEPN bertujuan untuk menangani cabaran yang dihadapi oleh industri seperti kekurangan jurutera disebabkan perhijrahan pakar, tumpuan yang terhad terhadap aktiviti nilai tinggi seperti reka bentuk dan pembangunan produk dan aktiviti R&D yang terhad terutamanya dalam kalangan PKS.

Dalam usaha membantu PKS mengadaptasi Revolusi Perindustrian 4.0 (I4.0), salah satu Strategi Utama EEPN ialah mengadakan kerjasama dengan Pusat Teknologi Strategik Wilayah dalam mencipta nilai ke arah persekitaran I4.0. Pada 7 November 2019, MPC telah menandatangani MoU bersama 8 pusat teknologi yang disaksikan oleh YB Datuk Darell Leiking, mantan Menteri MITI. Objektif MoU ini adalah untuk bekerjasama dalam:

Electrical and Electronics Productivity Nexus (EEPN)

EEPN is led by Dato' Seri Wong Siew Hai, who is also Chairman of AMCHAM-MAEI. The objective of EEPN is to address challenges faced by the industry, such as shortage of engineers due to brain drain, limited focus on high-value add activities, namely product design and development as well as limited R&D activities, especially amongst SMEs.

In an effort to assist SMEs adapt to the Industrial Revolution 4.0 (I4.0), one of the main strategies of the EEPN is to collaborate with the Strategic Regional Technology Centers in creating value towards the I4.0 ecosystem. On 7th November 2019, MPC signed an MoU with 8 technology centers witnessed by YB Datuk Darell Leiking, former Minister of MITI. The objective of the MoUs are to collaborate in:

1 »

Membangunkan rangkaian Pusat Teknologi I4.0 serantau;

Developing a network of regional I4.0 Technology Centres;

2 »

Mendorong penyertaan dan penggunaan I4.0 yang lebih tinggi dalam kalangan syarikat tempatan, terutama PKS; dan

Encouraging higher participation and adoption of I4.0 among local companies, particularly SMEs; and

3 »

Mewujudkan platform pembelajaran rakan sebaya dengan memberikan sokongan langsung untuk membantu PKS dalam pencapaian prestasi setelah melaksanakan I4.0.

Creating a peer learning platform by providing direct support to assist SMEs in performance breakthrough upon implementation of I4.0.

Pada 29 Februari 2020, EEPN dengan usaha sama Elliance Sdn. Bhd., telah berjaya menganjurkan upacara pelancaran Pusat Teknologi Elliance i4.0, hab teknologi berpusat di Wilayah Utara Malaysia yang mengkhususkan Industri 4.0 terutamanya dalam *Big Data Analytics*, *Internet of Things* (IoT) dan *Artificial Intelligence* (AI). Pelancaran ini telah disempurnakan oleh YBhg. Dato' Seri Wong Siew Hai, Pengerusi EEPN, Encik Zahid Ismail, Timbalan Ketua Pengarah MPC dan YBhg. Dato' Dr. Ooi Eng Hock, Pengerusi FMM Pulau Pinang.

On 29th February 2020, EEPN in partnership with Elliance Sdn. Bhd. successfully organised the launching ceremony of Elliance i4.0 Technology Centre, a centralised technological hub in the Northern Region of Malaysia that specialises in Industry 4.0, especially Big Data Analytics, Internet of Things (IoT) and Artificial Intelligence (AI). The launch was officiated by YBhg. Dato' Seri Wong Siew Hai, Chairman of EEPN, Encik Zahid Ismail, Deputy Director General of MPC and YBhg. Dato' Dr. Ooi Eng Hock, Chairman of FMM Penang.

PEJABAT PENGURUSAN PENYAMPAIAN

DELIVERY MANAGEMENT OFFICE

Pada tahun 2019 juga, EEPN telah menganjurkan 3 acara *IIOT Plugfest* iaitu di Selangor, Johor dan Sarawak. Acara Plugfest 3-hari EEPN ini merupakan program utama I4.0 untuk PKS, secara amnya adalah bengkel yang direka khas untuk para peserta bagi mengalami sendiri dan mengembangkan kemahiran dalam persekitaran pembelajaran secara langsung. Setiap peserta dilengkapi dengan alat IIOT dan *Node Red programming* untuk membantu memulakan perjalanan I4.0 mereka. Tahun ini pasukan EEPN berjaya melatih sejumlah 67 syarikat dari seluruh Malaysia.

Selain itu, EEPN dengan kerjasama MIMOS dan Kementerian Pendidikan Malaysia (MOE) telah mengembangkan Program Perantisan Struktur Industri (SIAP) untuk IC Design. Objektif SIAP adalah untuk memastikan bekalan jurutera reka bentuk bersiap siaga dengan persekitaran industri. Pada tahun 2020, sekurang-kurangnya empat (4) universiti awam akan melakukan kajian rintis program ini dan memasukkan SIAP dalam kurikulum mereka untuk pengambilan pelajar baru.

In 2019, EEPN had organised 3 IIOT Plugfest events in Selangor, Johor and Sarawak. The EEPN's 3-day Plugfest event is their flagship I4.0 programme for SMEs, comprising a specially designed workshop for participants to experience and co-develop skills in an applied learning environment. Each participant is equipped with an IIOT device and Node Red programming tool to help them embark on their I4.0 journey. This year the EEPN team had successfully trained 67 enterprises nationwide.

Apart from this, EEPN in collaboration with MIMOS and the Ministry of Education Malaysia (MOE) had developed the Structured Industry Apprenticeship Programme (SIAP) for IC Design. The objective of SIAP is to ensure the supply of industry ready design engineers. In 2020, at least 4 public universities will pilot this programme and embed SIAP into their curriculum for the new-intake of students.

Nexus Produktiviti Kimia dan Produk Kimia (CPN)

CPN diketuai oleh YBhg. Datuk Dr. Abd Hapiz Abdullah yang juga merupakan Pengerusi Majlis Industri Kimia Malaysia (CICM). Nexus ini bertujuan untuk menangani cabaran yang dihadapi oleh industri seperti isu aktiviti tambah nilai yang terhad, kekurangan bakat dan tenaga kerja kemahiran, kekurangan industri dalam mengadaptasi perubahan teknologi dan PKS yang tidak berkemampuan untuk mengembangkan perniagaan secara efektif di peringkat antarabangsa. Antara inisiatif yang dijalankan adalah:

Chemicals and Chemical Products Productivity Nexus (CPN)

CPN is led by YBhg. Datuk Dr. Abd Hapiz Abdullah, Chairman of Chemical Industries Council of Malaysia (CICM). The objective of this Nexus is to address challenges faced by the industry, namely the issue of limited presence in high value add segments, insufficient talent, inability of SMEs to adapt to technological changes and SMEs that are not equipped to effectively expand internationally. Among the initiatives that are being implemented are:

1 »

Menubuhkan Pusat Kecemerlangan Produk Kimia;

Establish Chemicals Centre of Excellence;

2 »

Mempererat kerjasama antara pemain industri dengan institusi pendidikan dalam menawarkan kursus kimia;

Deepen collaboration between industry players and educational institutions in offering chemical courses;

3 »

Memberi sokongan teknikal, digital dan pengurusan untuk meningkatkan keupayaan PKS;

Provide technical, digital and management support to enhance SME capabilities;

4 »

Membolehkan PKS bergerak ke arah komponen tambah nilai tinggi dalam rantai nilai kimia; dan

Enable SMEs to move towards high value add components in the chemical value chain; and

5 »

Memberi sokongan kepada PKS yang berpotensi tinggi untuk berkembang ke peringkat antarabangsa.

Provide support to high potential SMEs to expand internationally.

3 fokus utama

telah ditetapkan sebagai langkah seterusnya dalam membantu sektor kimia

3 focus areas

have been identified as the next step in assisting the chemical sector

1

Keselamatan
Security

2

Tenaga Kerja
Manpower

3

Perusahaan Kecil Sederhana
Small and Medium Enterprises

Pelaksanaan program *Responsible Care* (RC) dengan usaha sama CICM akan menjadi agenda utama CPN untuk memastikan syarikat kimia dapat meningkatkan prestasi keselamatan, kesihatan dan persekitaran operasi dan produk dengan memfokuskan kepada kesejahteraan awam.

Oleh itu, pada tahun 2019, CPN telah menjalankan sesi libat urus di seluruh negara untuk menjelaskan pentingnya elemen keselamatan dalam menjalankan operasi supaya tidak memberi kesan buruk terhadap keselamatan dan kesihatan pekerja dan orang awam serta bagi melindungi alam sekitar.

Pada bulan Oktober 2019, kertas strategi Operasi Keselamatan Pengangkutan Jalan PKS Berkaitan Produk Kimia dibangunkan dengan kerjasama CPN dan CICM bagi melihat dan mengkaji Operasi Keselamatan Pengangkutan Jalan untuk Produk Kimia (termasuk semua barangan kargo merbahaya) dalam mengurangkan jumlah kemalangan yang melibatkan kenderaan mengangkut bahan kimia, justeru dapat mengurangkan risiko dan pendedahan kepada kemalangan berkaitan produk kimia.

Implementation of the Responsible Care (RC) programme in collaboration with Chemical Industries Council of Malaysia (CICM) will be the primary agenda of CPN to ensure chemical companies improve continuously their safety, health and environmental performance of their operations and products in a manner responsible to the concerns of the public.

Therefore, in 2019, CPN conducted nationwide engagement sessions to explain the importance of safety elements in conducting operations so as not to adversely affect the safety and health of employees and the public as well as to protect the environment.

In October 2019, a strategy paper on “SMEs Safety of Road Transport Operations of Chemical Products” was developed in collaboration with CPN and CICM to review Safety of Road Transport Operations of Chemical Products (including all Dangerous Goods Cargo) with a view to reduce the number of road accidents involving chemical vehicles, thereby ultimately reducing road risk and exposure to chemical related incidents.

PEJABAT PENGURUSAN PENYAMPAIAN

DELIVERY MANAGEMENT OFFICE

Selama bertahun-tahun, para pemain industri kimia mengutarakan kesukaran untuk mengakses maklumat pakar dalam menyediakan penyelesaian teknikal dan aplikasi. Justeru, CPN dengan kerjasama institusi pendidikan telah membangunkan *database* profil pensyarah dari institusi pendidikan awam, swasta mahupun teknikal yang menawarkan kejuruteraan kimia, kejuruteraan kimia & proses, senarai R&D serta bidang kepakaran yang boleh dilayari melalui portal wayup.my.

Selain itu, bagi membolehkan PKS bergerak ke arah komponen tambah nilai yang tinggi dalam rantai nilai kimia, CPN juga bekerjasama dengan Institut Pembangunan Bioproduct (IBD), Universiti Teknologi Malaysia (UTM) dalam menjalankan kajian penyelidikan komprehensif mengenai ruang dan halangan yang kompetitif yang menghalang perusahaan bergerak ke arah nilai tambah tinggi melalui analisis jurang bekalan downstream. Usaha ini akan memberi faedah kepada lebih dari 1,000 PKS berkaitan bahan kimia dalam mengubah model perniagaan agar selari dengan Revolusi Perindustrian 4.0 (I4.0) yang menekankan peningkatan dan pembangunan inovasi, prestasi dan pengoptimuman kos serta kelestarian ekonomi.

Over the years, chemical industry players had expressed difficulties in accessing information on experts providing technical and application solutions. As a result, CPN in collaboration with educational institutions had established a registry of lecturers profiles from public, private and technical institutions that offer chemical engineering, chemical & process engineering, lists of R&D and areas of expertise that can be accessed through the wayup.my portal.

Furthermore, to enable SMEs move towards high value add components in the chemical value chain, CPN in collaboration with the Institute of Bioproducts Development (IBD), Universiti Teknologi Malaysia (UTM), conducted a comprehensive research study on competitive areas and barriers that prohibit enterprises from moving towards higher value add through the analysis of downstream supply gaps. This initiative will benefit over 1,000 chemicals and chemical-related SMEs in shifting their business models to be aligned with Industry Revolution 4.0 (I4.0) which emphasises on growth & innovation, performance & cost optimisation, as well as sustainability & circular economy.

Nexus Produktiviti Mesin dan Peralatan (MEPN)

MEPN diketuai oleh Encik Mac Ngan Boon, Presiden Persekutuan Industri Mesin dan Kejuruteraan (MEIF). Nexus ini bertujuan menangani cabaran produktiviti sektor Mesin dan Peralatan seperti kekurangan jurutera, penggunaan teknologi yang terhad dan peralihan pengetahuan yang terhad antara MNC dan PKS tempatan melalui pelaksanaan 4 inisiatif berikut:

Machinery and Equipment Productivity Nexus (MEPN)

MEPN is led by Mr. Mac Ngan Boon the President of Machinery and Engineering Industries Federation (MEIF). This nexus aims to address productivity challenges faced by the Machinery and Equipment sector such as, shortage of engineers, limited adoption of technology and limited knowledge transfer between MNCs and local SMEs through the implementation of 4 initiatives:

1 »

Menjalin perkongsian antara kerajaan dan persatuan industri untuk meningkatkan kemahiran pekerja sedia ada;

Establish partnerships between the government and industry associations to upskill existing employees;

2 »

Menubuhkan Pusat Kecemerlangan untuk profesional mahir berkongsi kepakaran industri dan mengembangkan teknologi baharu;

Set up Centres of Excellence for skilled professionals to share industry expertise and develop new technologies;

3 >>

Mengemas kini piawaian produk domestik agar setanding dengan standard antarabangsa dan penguatkuasaan pematuhan; dan

Update domestic product standards to be on par with international standards and enforce compliance; and

4 >>

Menyediakan lebih banyak kemudahan pengujian produk untuk memastikan standard dipenuhi.

Set up more product testing facilities to ensure standards are met.

Pada tahun 2019, MEPN telah memulakan jaringan kerjasama dan menandatangani MoU dengan Institusi TVET iaitu Universiti Teknikal Malaysia Melaka (UTEM), Institut Malaysia Jerman (GMI), Pusat Pembangunan Kemahiran Negeri Sembilan (NSSDC), Pusat Pembangunan Kemahiran dan Pengurusan Perindustrian Kedah (KISMEC) dan Pusat Pembangunan Sumber Manusia Selangor (SHRDC). MoU ini bertujuan untuk mewujudkan Rakan Strategik MEIF yang sedia berkolaborasi dengan industri dan mewujudkan program yang bersesuaian dengan keperluan industri dalam menangani jurang kemahiran teknikal dalam kalangan pelajar, pekerja sedia ada dan juga pelatih TVET.

Melalui perkongsian ini, MEPN dan HRDF telah membentuk Kerangka Kemahiran Industri untuk industri M&E. Rangka kerja yang merangkumi 38 bidang pekerjaan dan 138 nama jawatan memberikan rujukan umum untuk kemahiran dan kecekapan yang diperlukan dalam industri M&E. Rangka kerja ini juga akan membantu membimbing individu membuat keputusan yang tepat mengenai pengembangan kemahiran, membantu para majikan mengenali kemahiran dan melabur dalam latihan kemahiran untuk pekerjaannya dan membantu penyedia latihan untuk merancang program yang berkaitan permasalahan tenaga kerja sub-sektor dan kemahiran yang diperlukan.

Sejajar dengan inisiatif pertama untuk meningkatkan kemampuan pekerja sedia ada dan meningkatkan pelaksanaan Revolusi Industri 4.0 (I4.0), program Latihan Keberkesanan Keseluruhan (OEE) untuk *Smart Manufacturing* telah dirancang dan diperkenalkan kepada perusahaan. Program latihan selama 6 hari ini telah berjaya dilaksanakan pada bulan Disember 2019 di *Selangor Human Resource Development Centre* (SHRDC), yang telah dihadiri oleh 8 syarikat M&E. Satu set peralatan latihan (perkakasan dan laluan masuk) telah disediakan kepada syarikat-syarikat yang mengambil bahagian untuk projek peningkatan produktiviti di tempat kerja masing-masing.

In 2019, MEPN initiated networking and signed an MoU with TVET Institutions namely *Universiti Teknikal Malaysia Melaka* (UteM), German-Malaysian Institute (GMI), Negeri Sembilan Skills Development Centre (NSSDC), Kedah Industrial Skills and Management Development Centre (KISMEC) and Selangor Human Resource Development Centre (SHRDC). The MoU aims to establish MEIF's Strategic Partners who are willing to collaborate with the industry and develop programmes that are tailored to industry needs in addressing the technical skills gaps among students, existing employees and TVET trainers.

Through this partnership, MEPN in collaboration with HRDF have established an Industrial Skills Framework for the M&E industry. The framework which covers 38 job areas and 138 job titles provides a common reference for skills and competencies required in the M&E industry. This framework will also help guide individuals to make the right decisions on skills development, employers to recognise skills and invest in skills training for their employees and training providers to design programmes that address the sub-sector's manpower and skills requirements.

In line with the first initiative to upskill existing employees and enhance the implementation of Industry 4.0, Overall Equipment Effectiveness (OEE) for Smart Manufacturing training programme has been designed and introduced to the companies. This 6-Day training programme had been successfully conducted in December 2019 at the Selangor Human Resource Development Centre (SHRDC), attended by 8 M&E companies. The participating companies have been provided a set of training kits (hardware and gateway) for productivity improvement projects at their respective workplace.

PEJABAT PENGURUSAN PENYAMPAIAN
 DELIVERY MANAGEMENT OFFICE

MEPN dengan sokongan MISI4.0

menerbit dan mendokumentasikan

Directory of Malaysian System Integrators

 untuk menyatukan 19 pemain utama dalam kalangan *system integrator* tempatan

MEPN with the support of MISI4.0

has published and documented the

Directory of Malaysian System Integrators

to bring together 19 key players amongst local system integrators in the industry.

Direktori *Malaysian System Integrators* bertindak sebagai pemangkin promosi bagi pemain industri mencari system integrator yang berkualiti dan boleh dipercayai untuk penyelesaian menyeluruh dan perkhidmatan yang berkaitan. Ia diharap dapat membantu sekurang-kurangnya 100 PKS tempatan Malaysia untuk mencari rakan kongsi yang tepat dalam pelaksanaan Industri 4.0.

MEPN juga telah melaksanakan kajian mengenai Semakan Standard dan Peraturan untuk Industri M&E. Hasil kajian menunjukkan bahawa Malaysia mempunyai tadbir urus peraturan yang memadai dan sesuai untuk industri M&E berkaitan keselamatan dan *fitness-for-use* di seluruh rantai nilainya dari input material - orang - proses hingga output. Terdapat cadangan agar semua Piawaian Standard Malaysia untuk mesin dan peralatan termasuk bahagian, komponen dan bahan untuk mengguna pakai standard antarabangsa bagi keselamatan dan kualiti melalui perjanjian pengiktirafan bersama (MRA) untuk melindungi industri domestik dan memudahkan eksport.

Directory of Malaysian System Integrators acts as a promotional catalyst for industry players searching for quality and reliable system integrators for total solutions and related services. It is expected to help at least 100 local Malaysian SMEs to find the right partners for implementation of Industry 4.0.

MEPN has also conducted a study on “Review Industry Standards and Regulations for the M&E Industry”. The study revealed that Malaysia has adequate and appropriate regulatory governance for the M&E industry with regards to safety and fitness for use by M&E throughout its value chain, namely from material inputs – people - process to output. It has been recommended that all Malaysian Standards for machinery and equipment, including parts, components and materials to adopt international standards on safety and quality through Mutual Recognition Agreements (MRAs) to safeguard domestic industries and facilitate exports.

Nexus Produktiviti Peruncitan dan Makanan & Minuman (RFBPN)

RFBPN diketuai oleh Encik Deric Yeo, Naib Presiden, Persatuan Francais Malaysia (MFA). RFBPN adalah ‘one-stop’ platform yang menyediakan bantuan kepada perusahaan peruncitan dan F&B untuk meningkatkan produktiviti, meningkatkan inovasi dan mendapatkan peluang kemajuan.

Retail and F&B Productivity Nexus (RFBPN)

RFBPN is led by Mr Deric Yeo, Vice President of the Malaysia Franchise Association (MFA). It is a one-stop platform which provides help to retail and F&B enterprises to boost productivity, increase innovation and capture growth opportunities.

PEJABAT PENGURUSAN PENYAMPAIAN
DELIVERY MANAGEMENT OFFICE

Peranan utama RFBPN adalah untuk meningkatkan kesedaran dan penerapan inisiatif di peringkat sektor, memperkasakan perusahaan dengan mengembangkan dan menyebarkan alat-alatan yang akan meningkatkan produktiviti dan memupuk perkongsian pengetahuan melalui pakar produktiviti yang dapat membantu perusahaan mengenal pasti cabaran produktiviti mereka dan berkongsi amalan terbaik dan penyelesaiannya. Empat inisiatif produktiviti utama RFBPN adalah:

The role of RFBPN is mainly to improve awareness and adoption of sector-level initiatives, empower enterprises by developing and disseminating tools that will boost productivity, and foster knowledge sharing through productivity experts who can help enterprises identify their productivity challenges and share best practices and solutions. The four main productivity initiatives by RFBPN are as follows:

R1 »

Memberi sokongan kepada PKS yang berpotensi tinggi untuk pendigitalan operasi perniagaan dan membina keupayaan e-Dagang;

Provide support to high potential SMEs for digitalisation of business operations and build e-Commerce capabilities;

R2 »

Menggalakkan peluang untuk ekonomi perkongsian;

Promote opportunities for the sharing economy;

R3 »

Memperkuhkan kompetensi Peruncitan dan F&B; dan

Strengthen Retail and F&B competencies; and

R2 »

Memberi bantuan kepada pemain industri Peruncitan dan F&B untuk berkembang di peringkat antarabangsa.

Provide assistance to Retail and F&B players to grow internationally.

Inisiatif di peringkat sektor yang telah dilaksanakan oleh RFBPN pada tahun 2019 adalah:
Sector-level initiatives that have been implemented by RFBPN in 2019 are:

1 »

Kajian penilaian ke atas inisiatif produktiviti R1. Penemuan dan bukti yang didapati dari kajian ini menunjukkan bahawa sub-inisiatif di bawah MPB-RFBPN R1 telah ditangani oleh *National eCommerce Strategic Roadmap* (NeSR) dan platform berasaskan pengetahuan e-dagang tersebut dikenali sebagai “Go-eCommerce”.

Assessment study on productivity initiative R1. The findings and evidence found in the study suggested that the sub-initiatives under the MPB-RFBPN R1 have been addressed by the National eCommerce Strategic Roadmap (NeSR) and the e-commerce knowledge-based platform known as “Go-eCommerce”.

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2 »

Program kesedaran bertajuk “*New Retail Digital Transformation Solution*” dengan kerjasama Senheng Electric (KL) Sdn. Bhd. pada 25 Oktober 2019 di Pusat Persidangan & Acara Connexion, Bangsar. Sejumlah 75 peserta dari 36 syarikat Peruncitan dan F&B turut serta dalam program ini. Pengasas *Senheng*, Encik KH Lim berkongsi 6 perjalanan transformasinya dan bagaimana Senheng melaksanakan model perniagaan yang lancar, menggabungkan platform dalam talian dan kedai luar talian untuk pengalaman pelanggan yang lebih baik.

Awareness programme entitled “*New Retail Digital Transformation Solution*” in collaboration with Senheng Electric (KL) Sdn. Bhd. on 25th October 2019, at the Connexion Conference & Event Centre (CCEC), Bangsar. A total of 75 participants from 36 Retail and F&B companies participated in the programme. Founder of Senheng, Mr. KH Lim shared his 6 transformation journeys and how Senheng implemented the seamless business model, combining the company's online platforms and offline stores for better customer experience.

3 »

Bengkel utama, “*Leveraging Enterprises with Digital Disruptors*” dengan kerjasama MDEC pada 12 Disember 2019 di Aloft Hotel KL Sentral dengan seramai 55 pemain industri menghadiri program ini. Terdapat 3 sesi pitching utama yang merangkumi topik-topik berikut:

A lead workshop, “*Leveraging Enterprises with Digital Disruptors*”, is a collaborative project with MDEC held on 12th December 2019, at Aloft Hotel, KL Sentral, with a total of 55 industry players attending this programme. There were 3 lead pitching sessions covering the following topics:

i
Tenaga Kerja dan Bakat Atas Permintaan oleh platform

Manpower and On-Demand Talent platforms by

- ↳ Fastjob
- ↳ Rtist
- ↳ Go Get
- ↳ SlingApp
- ↳ Cidekick

ii
Pemasaran, Pengiklanan dan Proses Perniagaan oleh platform

Marketing, Advertising and Business Process platforms by

- ↳ 123RF
- ↳ SushiVid
- ↳ Mybump
- ↳ CloudBreaker
- ↳ Glovis

iii
Logistik dan Penghantaran oleh platform

Logistics and Delivery platforms by

- ↳ DeliverEat
- ↳ Zepto Express
- ↳ TheLorry.com,
- ↳ ddExpress

4 »

Kajian mengenai Ekonomi Perkongsian dan Sub-sektor Peruncitan dan F&B . Objektif kajian ini adalah untuk menanda aras Ekonomi Perkongsian yang merangkumi amalan industri global dan amalan sektor lain dan menilai dan menganalisis kehendak pemain industri peruncitan dan F&B serta keperluan untuk menerapkan Ekonomi Perkongsian. Laporan kajian ini telah diedarkan kepada perusahaan-perusahaan yang mengambil bahagian.

A study on the Sharing Economy in Retail and F&B Sub-sector. Objectives of the study are to benchmark the Sharing Economy (SE) which includes global industry practices and other sectors' practices, and to assess and analyse the Retail and F&B industry players requirements including the need to adopt the Sharing Economy. Report of the study has been distributed to the participating enterprises.

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5 »

Penghasilan Buku Panduan Program Pembangunan Bakat untuk merekrut, mengekalkan dan meningkatkan kualiti modal insan yang sedia ada bagi Sub-sektor Peruncitan dan F&B bagi menangani inisiatif R3 di peringkat sektor. Projek ini berjaya disiapkan pada Jun 2019. Buku panduan ini mengandungi:

Development of a Guidebook on Talent Development Programmes to recruit, retain and improve the quality of existing human capital for Retail and F&B Sub-sector and to address sector-level initiatives of R3. The project was successfully completed in June 2019. The guidebook consists of the following:

i

Keutamaan laluan kerjaya untuk pekerjaan Peruncitan dan F&B

Career pathways for priority Retail and F&B jobs

ii

Program Pembangunan Bakat peringkat perusahaan yang disasarkan untuk pekerjaan Peruncitan dan F&B yang diutamakan

Targeted enterprise level Talent Development Programmes for priority Retail and F&B jobs

iii

Kajian kes mengenai amalan-amalan industri

Case studies on industry practices

iv

Pemantauan impak

Monitoring the impact

6 »

Bengkel pembangunan syarikat *Exporters' Microsite* dengan kerjasama *Malaysia External Trade Development Corporation* (MATRADE). Bengkel pertama telah diadakan di Pejabat MATRADE diikuti dengan bengkel di Pejabat MPC Wilayah Utara dan Pejabat MPC Wilayah Selatan. Seramai 100 pemain industri daripada sektor Peruncitan dan F&B telah menghadiri program ini dan 35 syarikat telah berjaya menerbitkan mikrosit syarikat mereka sendiri.

A series of workshops on developing company *Exporters' Microsite* in collaboration with Malaysia External Trade Development Corporation (MATRADE). The first workshop was held at MATRADE office followed by workshops at MPC Northern Regional Office and MPC Southern Regional Office. A total of 100 Retail and F&B industry players attended the programmes with 35 of them successfully publishing their company's microsite.

7 »

Projek inisiatif R4 dengan kerjasama Persatuan Francais Malaysia (MFA), sebuah persatuan yang mempromosikan keusahawanan melalui francais secara aktif. MFA bersetuju untuk membantu RFBPN mengembangkan alat penilaian "*Going International Readiness Evaluation* (GIRe)" untuk diguna pakai oleh persatuan industri lain ketika mereka merancang untuk mengatur misi perdagangan dan pepadanan perniagaan bersama pembeli atau rakan kongsi antarabangsa untuk ahli mereka. Alat penilaian akan membantu menunjukkan sama ada syarikat tersebut bersedia atau tidak untuk menceburi pasaran antarabangsa.

Project on R4 initiative in collaboration with The Malaysian Franchise Association (MFA), an association which actively promotes entrepreneurship through franchising. MFA has agreed to assist RFBPN develop the "*Going International Readiness Evaluation* (GIRe)" assessment tool to be also applied by other industry associations when they plan to organise trade missions and business matching with international buyers or partners for their members. The assessment tools will help to indicate whether the enterprise is ready or not to venture into the international market.

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Nexus Produktiviti Pelancongan (TPN)

TPN dipimpin oleh Encik Uzaidi Udanis, Presiden Persatuan Pelancongan Inbound Malaysia (MITA). TPN bertujuan untuk menangani cabaran yang dihadapi oleh industri seperti industri yang sangat berpecah-pecah dengan sebahagian besarnya ialah PKS, ruang untuk mengoptimumkan harga tarikan, laman-laman web, hotel dan lawatan, di samping kesedaran pemasaran dan penyelenggaraan dan kurangnya penglibatan industri dalam menghasilkan peraturan.

Pada tahun 2019, Malaysia Tourism Excellence (MaTEx) iaitu Program Pensijilan Industri Pelancongan telah diwujudkan, di mana terdapat 5 standard baharu peringkat industri untuk memenuhi keperluan agensi pelancongan, pengendali pelancongan pengembaraan, syarikat pengurusan acara, MICE (*meetings, incentives, conferencing, exhibitions*) dan lokasi acara dan pengendali produk dan laman web. Sebanyak 112 syarikat telah diperakui dan diberikan sijil dan plaque semasa pelancaran rasmi pada 27 November 2020.

Inbound Tourism Bootcamps (ITB) tahun 2019 telah berjaya mengumpul seramai 590 pemain industri pelancongan dari 12 buah negeri, di mana 500 pemain industri telah menyertai pemasaran dalam talian (*Tourplus, Showaround dan Lokalocal*). Mereka juga telah menghasilkan sebanyak 90 pakej baharu dan unik.

Tourism Productivity Nexus (TPN)

TPN is led by Mr. Uzaidi Udanis, President of Malaysian Inbound Tourism Association (MITA). The objective of TPN is to address challenges faced by the industries namely highly fragmented industries comprising large proportions of SMEs; room to optimise prices of attractions, sites, hotels and tours, along with marketing awareness and maintenance; and lack of industry engagement in formulating regulations.

In 2019, the Malaysia Tourism Excellence (MaTEx) Business Certification Programme had been developed, where 5 new industry level standards had been incorporated to meet the needs of travel agencies, adventure tourism operators, event management companies, MICE (meetings, incentives, conferencing, exhibitions), event venues and product operators and websites. A total of 112 companies have been certified and presented with certificates and plaques during its official launch on 27th November 2019.

Inbound Tourism Bootcamps (ITB) 2019 had gathered 590 tourism players from 12 states in which 500 players subscribed to online platform marketing (Tourplus, Showaround and Lokalocal). They also developed 90 new and unique star packages.

Nexus Produktiviti ICT (ICTPN)

Nexus Produktiviti ICT (ICTPN) diketuai oleh Encik Ganesh Kumar Bangah, Pengerusi Persatuan Industri Komputer dan Multimedia Malaysia (PIKOM). Nexus ICT diwujudkan bermatlamat untuk menangani cabaran yang dihadapi oleh sektor ICT bagi meningkatkan produktiviti seperti kurangnya kesedaran mengenai insentif yang sedia ada dalam penggunaan ICT, inisiatif dan program yang tidak sekata, kekurangan pakar ICT yang profesional dan kos jalur lebar yang agak tinggi melalui pelaksanaan 4 inisiatif berikut:

ICT Productivity Nexus (ICTPN)

The ICT Productivity Nexus (ICTPN) is led by Mr. Ganesh Kumar Bangah, Chairman of the National Tech Association of Malaysia (PIKOM). The ICTPN aims to address productivity challenges faced by the ICT sector such as lack of awareness on available incentives to adopt ICT, fragmented initiatives and programmes, shortage of ICT professionals and relatively high cost of broadband through the implementation of 4 initiatives:



Meningkatkan kesedaran mengenai insentif-insentif sedia ada bagi memastikan pemanfaatan dan penggunaan ICT

Raise awareness of available incentives to ensure proper utilisation and adoption of ICT



Menumpukan dan mengkoordinasi usaha-usaha agensi berkaitan bagi memastikan pemanfaatan inisiatif-inisiatif dan program-program

Centralised and coordinated efforts between relevant agencies to ensure proper utilisation of initiatives and programmes



Mengukuhkan kerjasama di antara industri dan ahli akademik untuk mengurangkan ketidaksepadanan di antara penawaran dan permintaan tenaga kerja

Strengthen collaboration between industry and academia to reduce mismatch of supply and demand of workforce



Menambahbaik *Access Pricing Framework* untuk penyedia perkhidmatan

Improving the Access Pricing Framework for providers

Antara inisiatif yang dapat membantu meningkatkan prestasi produktiviti adalah melalui peningkatan kesedaran mengenai insentif yang sedia ada dan memanfaatkan penggunaan ICT di kalangan industri. Inisiatif ini berupaya meningkatkan produktiviti, kelestarian dan kualiti ekosistem ICT itu sendiri.

Terdapat banyak agensi yang menyediakan platform untuk industri mendapatkan pelbagai insentif. Namun, disebabkan oleh beberapa cabaran yang dihadapi oleh industri dan agensi, terdapat jurang (*information asymmetry*) yang cukup besar mengenai kesedaran memanfaatkan insentif untuk penggunaan ICT di kalangan pemain industri itu sendiri.

Pada tahun 2019, ICTPN telah menganjurkan sebanyak tiga siri program Hari Bersama Industri dengan kerjasama persatuan dan pemain industri seperti PIKOM, Gabungan Komputer Nasional Malaysia (MNCC) dan Persatuan Usahawan Internet Malaysia (PUIM). Program Hari Bersama Industri ini bertujuan untuk mendapatkan maklumat secara langsung mengenai insentif yang ditawarkan oleh Kerajaan, syarat-syarat untuk memohon dan peserta program juga terlibat dengan sesi dialog bagi meningkatkan pemahaman tentang insentif tersebut.

Among the initiatives that might help increase productivity performance is through increased awareness on available incentives to ensure proper utilisation and ICT adoption among industries. This initiative will impact the productivity, sustainability and quality of ICT ecosystem itself.

There are many agencies that provide numerous platforms for the industries in getting various incentives. However, due to several challenges faced by industries and agencies, there is a considerable gap (information asymmetry) on the awareness among the industry players in applying the incentives on ICT adoption.

In 2019, ICTPN has organised three series of Industry Day in collaboration with associations and industry players such as PIKOM, Malaysia National Computer Confederation (MNCC) and Persatuan Usahawan Internet Malaysia (PUIM). The Industry Day aims to obtain first-hand information on the incentives offered by the Government, to learn how to qualify and apply for the incentives as well as to participate in the dialogue to increase understanding of the incentives.

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Hari Bersama Industri juga menggalakkan industri mencari penyelesaian untuk meningkatkan produktiviti organisasi masing-masing melalui kolaborasi pintar, lebih berdaya saing dan bekerjasama dengan agensi Kerajaan dan memanfaatkan faedah yang ditawarkan oleh Kerajaan dengan lebih bijak dan produktif.

The Industry Day encourages the industry to find ways of enhancing productivity through smart collaboration, healthy competitiveness and working closely with government agencies as well as to utilise the benefits offered by the Government wisely and productively.

Nexus Produktiviti Perkhidmatan Profesional (PSPN)

PSPN diketuai oleh Ts. Choo Kok Beng, Ketua Pegawai Eksekutif Konfederasi Pembekal Perkhidmatan Malaysia (MSPC). Penubuhan PSPN adalah usaha untuk menangani cabaran yang dihadapi oleh industri seperti kekurangan tenaga profesional, penggunaan ICT yang rendah terutamanya di kalangan firma kecil dan pengamal tunggal dan peraturan yang tidak konsisten dan bercanggah.

PSPN memberi tumpuan kepada peningkatan produktiviti perkhidmatan profesional melalui kepentingan bersama dan ke arah digitalisasi dan bertindak sebagai ejen pertukaran atau pemangkin untuk mencapai produktiviti berganda dalam masa 5 tahun dan menjadi hab profesional di rantau ASEAN dalam masa 10 tahun.

Professional Services Productivity Nexus (PSPN)

PSPN is led by Ts. Choo Kok Beng, Chief Executive Officer (CEO) of Malaysian Service Providers Confederation (MSPC). The establishment of PSPN has been geared towards addressing challenges faced by the industry namely, shortage of professionals, low adoption of ICT especially amongst smaller firms and sole practitioners, and inconsistent and contradictory regulations.

PSPN focuses on enhancing productivity of professional services through common interest and digitalisation goals, and acts as change agents or catalyst to achieve double productivity within 5 years and to be a professional hub within the ASEAN region in 10 years' time.

PSPN mengetuai 6 industri

di bawah pelbagai cabang
professional iaitu

PSPN steers 6 fraternities

under various professional
disciplines, namely



Perakaunan / Accountancy



Pengiklanan / Advertising



Seni Bina / Architecture



Kejuruteraan / Engineering



Perundangan / Legal



Pengurusan Perundingan / Management Consultancy

Antara inisiatif yang dilaksanakan oleh PSPN pada tahun 2019 adalah:

Among the initiatives carried out by PSPN in 2019 are:

1 »

Penghapusan sekatan pemegangan saham oleh bukan profesional untuk membenarkan permodalan penuh firma tempatan dalam bidang kejuruteraan. Cadangan ini telah dibentangkan kepada YB Dr. Ong Kian Ming, Timbalan Menteri MITI semasa Mesyuarat Majlis Pembangunan Perkhidmatan Malaysia (MSDC) Bil. 1/2018 pada 14 Disember 2018 dan dibentangkan juga kepada YB Tuan Baru Bian, Menteri Kerja Raya pada 25 Mei 2019.

Removal of shareholder restrictions for non-professionals to allow full capitalisation of local firms among the Engineering fraternity. This recommendation has been presented to YB Dr. Ong Kian Ming, Deputy Minister of MITI during the Malaysia Services Development Council (MSDC) Meeting 1/2018 on 14th December 2018 and was also presented to YB Tuan Baru Bian, Minister of Works on 25th May 2019.

2 »

Membina Tenaga Kerja Bagi Masa Depan Persatuan Seni Bina dengan cadangan untuk menyusun semula sistem pendidikan seni bina sedia ada. Susulan daripada dialog produktiviti antara YB Menteri MITI dan ahli seni bina pada 25 September 2018, tiga bengkel telah dijalankan pada tahun 2019 dengan dihadiri oleh 50 orang wakil daripada akademi seni bina dan arkitek profesional terpilih dari Majlis Akreditasi Pengajian Senibina Malaysia (MAPSM) dan Pertubuhan Arkitek Malaysia (PAM). Penemuan dan hasil daripada bengkel tersebut telah dibentangkan kepada Pertubuhan Arkitek Malaysia (PAM) dan Jawatankuasa Tadbir Urus PSPN dan dimasukkan ke dalam Kertas Strategi RMKe-12 bagi mewujudkan Hab Perkhidmatan Profesional Malaysia.

Building workforce of the future for the architectural fraternity with the recommendation to restructure the existing architecture education system. Following the productivity dialogue between YB Minister of MITI and architecture fraternity on 25th September 2018, three workshops had been conducted in 2019, attended by 50 representatives from the architecture academia and selected professional architects from *Majlis Akreditasi Pengajian Senibina Malaysia* (MAPSM) and *Pertubuhan Arkitek Malaysia* (PAM). The findings and outcomes from these workshops had been presented to *Pertubuhan Arkitek Malaysia* (PAM) and the PSPN Governing Committee, and were incorporated into the 12MP Strategy Paper to realise the Malaysian Professional Services Hub.

3 »

Pembangunan *Building Information Modelling-Industry Knowledge Group* (BIM-IKG) dalam industri pembinaan. Cadangan penyempurnaan dasar nasional dalam semua aspek harus dipercepatkan agar dapat memanfaatkan pelaksanaan teknologi digital pintar BIM Tahap 2 dan menjadi pemain kompetitif di pasaran global. Antara aktiviti yang telah dijalankan adalah Misi Kajian Penanda Aras BIM ke Singapura, menghasilkan kertas konsep mengenai Integrated BIM Level 2 Adoption: Challenges and Opportunities, penerbitan *BIM Toolkit on Request for Quotation (RFQ) Technical Reference*; dan menganjurkan Persidangan Perkhidmatan Profesional "*Building Information Modelling (BIM) Adoption*" dan pelancaran *BIM Toolkits on RFQ Technical Reference* oleh Tuan Tian Chua, Pengerusi MPC pada 9 Julai 2019.

Development of Building Information Modelling-Industry Knowledge Group (BIM-IKG) in the construction industry. Recommendation to accelerate the refinement of national policies in all aspects in order to capitalise on benefits from the implementation of Level 2 BIM smart digital technologies and become competitive players in the global market. Among the activities are Benchmarking Study Mission on BIM to Singapore, produce a concept paper on Integrated BIM Level 2 Adoption: Challenges and Opportunities, publication of BIM Toolkit on Request for Quotation (RFQ), Technical Reference and organising Professional Services Conference on Building Information Modelling (BIM), Adoption and the launch of the BIM Toolkits on RFQ Technical Reference by Mr. Tian Chua, Chairman of MPC on 9th July 2019.

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4 »

Pembentukan *Community of Practice* (CoP) bagi Pengamal Kecil dan Sederhana (SMP) Firma Audit dengan cadangan untuk memulakan projek Penanda Aras dengan SMP Firma Audit. Dialog produktiviti antara ahli Perakaunan PSPN dan YB Timbalan Menteri Hal Ehwal Ekonomi (MEA) telah diadakan pada 16 April 2019. Sebagai tindakan lanjut, PSPN dan *Malaysian Institute of Accountants* (MIA) telah bersetuju untuk melihat pada pembangunan kapasiti di kalangan firma perakaunan yang lebih kecil. Projek penanda aras bersama SMP Firma Audit dimulakan bagi memudahkan aktiviti penanda aras untuk sektor perkhidmatan profesional pada bulan Ogos 2019. Tiga siri bengkel yang melibatkan 25 Firma Audit telah dianjurkan. Sejumlah 17 Indeks Prestasi Utama (KPIs) berdasarkan pendekatan *Balanced Scorecard* telah dipersetujui, merangkumi perspektif Kewangan, Pelanggan, Proses Dalaman dan Pembelajaran & Perkembangan. Komuniti Amalan Firma Audit telah dibangunkan pada bulan Ogos 2019 yang terdiri daripada 25 Firma Audit.

Establishing Community of Practice (CoP) for Small and Medium Practitioners (SMPs) of audit firms with the recommendation to embark on a Benchmarking project with the SMPs of Audit Firms. A productivity dialogue between the PSPN Accountancy Fraternity and YB Deputy Minister of Economic Affairs (MEA) was held on 16th April 2019. As a follow up, PSPN and the Malaysian Institute of Accountants (MIA) have agreed to look at capacity building among smaller accounting firms. The benchmarking project with SMPs of Audit Firms was initiated to facilitate benchmarking activities for the professional services sector in August 2019. Three series of workshops had been organised, involving 25 Audit Firms. A total of 17 KPIs based on Balanced Scorecard approach had been agreed, encompassing perspectives of Financial, Customer, Internal Process and Learning & Growth. A Community of Practices of Audit Firms had been established in August 2019 comprising 25 Audit Firms.

PSPN telah bekerjasama dengan pelbagai pihak berkepentingan daripada sektor swasta dan awam dalam melaksanakan inisiatif produktiviti yang digariskan dalam MPB, yang disokong oleh semua 6 industri dalam aktiviti dan projek. Sebagai langkah ke hadapan adalah memperkukuhkan kemampuan persatuan Perkhidmatan Profesional, di mana pada masa kini tumpuan adalah pada aktiviti biasa dan kekurangan keupayaan dari segi penyelidikan, menyediakan pandangan industri masa nyata, pangkalan data industri dan kepakaran.

PSPN has engaged with various stakeholders from the private and public sectors in implementing productivity initiatives outlined in the Malaysia Productivity Blueprint (MPB), highly supported by all the 6 fraternities in activities and projects. As a means of moving forward, the capabilities of Professional Services Associations need to be strengthened as the focus is currently on normal activities and lack of capabilities in terms of research, providing real time industry insights, industry database and expertise.

Nexus Produktiviti Penjagaan Kesihatan Swasta (PHPN)

PHPN diketuai oleh YBhg. Dato' Dr. Jacob Thomas, mantan Presiden Persatuan Hospital Swasta Malaysia (APHM). PHPN bertujuan untuk menangani cabaran yang dihadapi oleh industri seperti dokumen manual yang diperlukan untuk pembaharuan lesen bagi setiap 2 tahun, perubahan peraturan yang adakalanya tidak disampaikan dengan jelas dan cabaran untuk mendapatkan semua kelulusan yang diperlukan untuk membina hospital swasta dalam tempoh 800 hari kerana keperluan teknikal dan piawaian yang tidak konsisten oleh pelbagai agensi pengawalseliaan dalam proses penubuhan hospital baharu.

Private Healthcare Productivity Nexus (PHPN)

PHPN is led by YBhg. Dato' Dr. Jacob Thomas, Past President, Association of Private Hospitals, Malaysia (APHM). PHPN aims to address the challenges faced by the industry such as manual documentation required for license renewal every 2 years, changes in regulations that are sometimes not clearly communicated, and 800 days to get all required approvals to construct a private hospital due to inconsistencies in the technical requirements, and standards imposed by multiple regulatory agencies in the process of setting up new hospitals.

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Pada tahun 2019, seramai 800 profesional dan kakitangan hospital telah dilatih berdasarkan Akta Kemudahan dan Perkhidmatan Jagaan Kesihatan Swasta 1998 (*Private Healthcare Facilities and Services Act 1998*) dan beberapa siri penglibatan bersama pihak berkepentingan iaitu Cawangan Kawalan Amalan Perubatan Swasta (CKAPS), BOMBA, Pihak Berkuasa Tempatan dan perancang perubatan telah dijalankan.

Inisiatif ini bertujuan untuk menyelaraskan keperluan teknikal dan menghasilkan 4 buku panduan yang telah dilancarkan oleh YB Datuk Dr. Dzulkefly Ahmad, mantan Menteri Kesihatan Malaysia semasa majlis perasmian APHM pada 29 Julai 2019 di KLCC untuk menangani cabaran pengawalseliaan. Empat buku panduan tersebut adalah:

In 2019, a total of 800 professionals and hospital operators had been trained on the compliance of Private Healthcare Facilities & Services Act 199, and a series of engagements with stakeholders comprising Private Medical Practice Control Branch (CKAPS), BOMBA, Local Authorities and medical planners were held.

The objective of the initiatives is to harmonise the technical requirements and to produce 4 guidebooks which were launched by YB Datuk Dr. Dzulkefly Ahmad, former Minister of Health during APHM's opening ceremony on 29th July 2019, at KLCC to address regulatory challenges. The four guidebooks are:

1 »



Handbook on Setting Up of Private Hospitals in Malaysia: Submission Process & Harmonisation of Technical Requirements

Handbook on Setting Up of Private Hospitals in Malaysia: Submission Process & Harmonisation of Technical Requirements

2 »



Handbook on Requirements and Procedures Under Act 586

Handbook on Requirements and Procedures Under Act 586

3 »



Prosedur Permohonan Pembaharuan Lesen bagi Hospital Swasta

Prosedur Permohonan Pembaharuan Lesen bagi Hospital Swasta

4 »



Garis Panduan Keperluan Mengemukakan Permohonan Borang 1 bagi Peluasan / Pengubahan yang Extensive Hospital Swasta

Garis Panduan Keperluan Mengemukakan Permohonan Borang 1 bagi Peluasan / Pengubahan yang Extensive Hospital Swasta

Nexus Produktiviti Agro-Makanan (AFPN)

AFPN diketuai oleh Dr. Nungsari Ahmad Radhi, pakar ekonomi sebagai Pengerusi. Nexus ini bertujuan untuk menangani cabaran yang dihadapi oleh industri seperti kekurangan sumber dan motivasi dalam aktiviti penambahan nilai dan permasalahan dari segi rantai nilai yang longgar; ramai pemain kecil industri dengan tahap produktiviti yang rendah; isu kualiti dan standard dan penggunaan teknologi serta teknik pertanian moden yang rendah.

Pada tahun 2019, AFPN telah mengusahakan *Agrolink Malaysia Information Tool Box* dengan slogan “Get Connected: We Grow Together” yang menyediakan landasan asas untuk menghubungkan pihak berkepentingan dalam rantai bekalan. Selain itu, inisiatif ini juga menggabungkan pengeluar makanan pertanian berskala kecil dan dari luar bandar kepada entiti *Cluster Group* bagi membolehkan para petani kecil berada di rantai bekalan arus perdana bagi meningkatkan kedudukan rundingan. Pasukan ini menggunakan pendekatan mendorong-permintaan dan tarikan-permintaan yang lebih meyakinkan dalam mendorong lebih banyak ladang menyertai pensijilan skim keselamatan makanan myGAP melalui video ilustrasi dan Buku Panduan myGAP bagi memberi lebih pemahaman, pendedahan dan perubahan minda kepada pengeluar. Video berdurasi dua minit di GMP juga dihasilkan untuk mencetus aspirasi dalam kalangan pengeluar PKS. Kompendium Teknologi menyediakan pendekatan bagi petani untuk memahami dan mengadaptasi teknologi dan alat ringkas yang dapat digunakan / dilaksanakan di ladang mereka. Pasukan AFPN berusaha mengatasi masalah bakat dari institusi pendidikan yang tidak sepadan dalam memenuhi keperluan sains dan teknologi industri pada masa kini melalui Program Pemindahan Bakat Pelajar yang dinamakan sebagai Kursus Induksi Industri untuk Pelatih 2019.

Terdapat 4 projek peringkat perusahaan yang berjaya dilaksanakan pada tahun 2019 iaitu Program Pengembangan Kapasiti Petani Satelit *Dairy Cattle*, Peningkatan Produktiviti Dalam Pengeluaran Unggas (*Broiler*), Pensijilan myGAP untuk Ladang Kumpulan J*FisH dan *Digital Agribusiness*.

Agrofood Productivity Nexus (AFPN)

AFPN is led by Dr. Nungsari Ahmad Radhi, an economic expert. This Nexus aims to address the challenges facing the industry such as insufficient focus on value-adding activities and fragmented value chains; many small players with low levels of productivity; issues with quality and standards and low adoption of technology and modern farming techniques.

In 2019, AFPN launched the “Agrolink Malaysia Information Tool Box” with the tagline “Get Connected: We Grow Together” which configures a foundation to synchronise the connectivity of the upstream and downstream supply chain stakeholders. Bringing the small and rural agro-food producers together into a Cluster Group entity allow the small farmers to play in the mainstream supply chain and to improve the negotiation positions. The Team developed more persuasive supply-push and demand-pull approaches in encouraging greater numbers of farms into the certification of the myGAP food safety scheme by developing an illustration-based video and myGAP Playbook to provide more understanding, exposure and mind-set change for producers. A two-minute duration video on GMP was also produced to instigate aspirations among the SME manufacturers. The Technology Compendium provides an approach for farmers to understand and adopt the succinct technology and tools that they can utilise/implement in their farms. The AFPN Team has attempted to overcome the mismatch of talents from education institutions in meeting the needs of science and technology of the industry, through Customised Student Talent Transfer Programmes namely Industrial Induction Course for Interns 2019.

There are 4 enterprise level projects that were successfully conducted in 2019 namely: Dairy Cattle Satellite Farmers Capacity Development Programme; Productivity Enhancement in Poultry (Broiler) Production; myGAP Certification for J*FisH Group Farms and Digital Agribusiness.

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING

PRODUCTIVITY AND COMPETITIVENESS
DEVELOPMENT

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING

PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

PERATURAN BESTARI

AMALAN BAIK PERATURAN (GRP)

Rancangan Malaysia Kesebelas (RMKe-11) (2016-2020) memberi penekanan kepada pertumbuhan ekonomi dan usaha mempromosikan ekonomi yang dipacu oleh aktiviti bernilai tinggi dan berintensifkan pengetahuan, penambahbaikan tadbir urus bahagian serta meningkatkan pengantarabangsaan produk dan perkhidmatan. Bagi merealisasikan tujuan tersebut, Kerajaan memperkukuhkan mandat MPC bagi melaksanakan reformasi peraturan dengan pelancaran Dasar Nasional untuk Pembangunan dan Pelaksanaan Peraturan (NPDIR). NPDIR menerapkan Amalan Baik Peraturan (GRP) dalam merumuskan peraturan baharu atau pindaan terhadap peraturan yang sedia ada. Antara fokus utama GRP adalah penambahbaikan peraturan perniagaan serta menghapuskan polisi dan juga kos pematuhan yang tidak berkaitan untuk memantapkan penyampaian sesuatu peraturan yang sekali gus meningkatkan produktiviti.

Sehubungan itu, MPC telah memperkenalkan beberapa inisiatif untuk menilai dan mengkaji peraturan baharu dan sedia ada bagi menambah baik kualiti peraturan. Inisiatif-inisiatif tersebut adalah seperti berikut:

SMART REGULATION

GOOD REGULATORY PRACTICE (GRP)

The Eleventh Malaysia Plan (11MP) (2016-2020) emphasised on the economic growth and efforts to promote an economy driven by high value and knowledge intensive activities, sectoral governance reforms, and enhancing internationalisation of products and services. To realise these goals, the Government reinforced MPC's mandate for regulatory reform with the launching of the National Policy on the Development and Implementation of Regulations (NPDIR). NPDIR embeds Good Regulatory Practice (GRP) in the formulation of new regulations or amendments to existing regulations. GRP also prioritises improving existing business regulations and removing unnecessary policies and compliance costs for enhanced regulatory delivery, thereby increasing productivity.

In this regard, MPC has introduced several initiatives to evaluate and review new and existing regulations to improve the quality of regulations. The initiatives are listed as follows:

1 »

Cutting Red Tape (MyCURE)

2 »

Mengurangkan Beban Peraturan Tidak Wajar (RURB)

Reducing Unnecessary Regulatory Burden (RURB)

3 »

Berurusan dengan Permit Pembinaan (DCP)

Dealing with Construction Permits (DCP)

4 »

Langkah-langkah Bukan Tarif dan Pemansuhan

Non-Tariff Measures (NTM) and Deregulation

Cutting Red Tape (MyCURE)

MyCURE merupakan salah satu inisiatif Kerajaan di bawah GRP yang diperkenalkan oleh MPC untuk mengurangkan beban peraturan yang tidak diperlukan. Melalui pelancaran NPDIR, semua Kementerian Persekutuan dan agensi peringkat negeri perlu melaksanakan inisiatif GRP dengan memperbaiki peraturan, prosedur dan proses yang dikenal pasti oleh agensi Kerajaan.

Program ini telah menerima peruntukan pembangunan daripada Unit Perancang Ekonomi (EPU) untuk menganjurkan pelbagai aktiviti sepanjang tempoh 3 tahun bermula pada tahun 2018 di bawah RMKe-11 setelah menerima kesan positif daripada projek rintis yang dilaksanakan pada tahun 2017 yang melibatkan 2 negeri di Malaysia.

MyCURE adalah sebuah metodologi menyemak semula peraturan dan memudahkan urusan pentadbiran di peringkat kementerian dan agensi berkuasa tempatan negeri. Sasarannya adalah melalui pemodenan terhadap prosedur pentadbiran yang diadaptasi daripada prinsip Lean Six Sigma dan Analisis Impak Peraturan (RIA) bagi mencapai tujuan berikut:

MyCURE

MyCURE (Cutting Red Tape) is one of the government's initiatives under Good Regulatory Practice (GRP) introduced by MPC to reduce unnecessary regulatory burdens. With the launch of the NPDIR, all Federal Ministries and State level Agencies are required to undertake Good Regulatory Practice (GRP) in their efforts to strengthen existing regulations by improving rules, procedures, and processes identified by government agencies.

This programme had received a development allocation budget from the Economic Planning unit (EPU) to organise various activities for a period of 3 years beginning 2018 under the 11MP, after receiving positive impact from the pilot projects that were implemented in 2017 involving to 2 Malaysian States.

MyCURE is programme to handhold government agencies with the necessary capacity, tools and guide to undertake their own regulatory review and administrative simplifications at their own initiative. It is aimed at administrative simplifications using tools and techniques adopted from Lean Six Sigma principles and Regulatory Impact Analysis (RIA) in order to achieve the following goals:

1 »

Mengenal pasti bidang peraturan tertentu yang tidak membebankan, rumit atau bertindih;

Identifying specific areas of regulation which are unnecessarily burdensome, complex, redundant or duplicate regulations

2 »

Menghapuskan amalan birokrasi yang tidak perlu dengan merancang proses kerja yang lebih pantas dan responsif untuk keputusan yang lebih baik

Eliminate unnecessary bureaucratic practices by designing faster and responsive work processes for better decision-making

3 »

Meningkatkan pendapatan negara (royalti & cukai) dengan mengurangkan kos pentadbiran dan kos pematuhan

Enhancing state revenue (Royalties & Taxes) by reducing cost of Administration and Compliance

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING

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Penggunaan prinsip *Lean Management* dapat membantu meningkatkan pemahaman untuk mengenal pasti aktiviti yang tidak memberi nilai tambah pada proses dan prosedur tertentu kepada pihak berkepentingan selain menerapkan 6 prinsip *sigma* bagi membantu meningkatkan kepuasan pihak berkepentingan dengan memberikan perkhidmatan yang lebih baik secara konsisten. Budaya dan metodologi ini menekankan kepada aspek hubungan kemanusiaan dan pengembangan kemahiran serta semangat berpasukan. Objektif program ini adalah:

The application of Lean Management principles has helped to develop an understanding of how to identify non value added activities of a certain process and procedures for the stakeholders, while applying six sigma principles assist in improving stakeholders' satisfaction by delivering better services on a consistent basis. This form of culture and methodology emphasise on people, team ownership and skills development. The objectives of the programme are:

1 »

Membangunkan peraturan dan melatih pakar-pakar dalam penambahbaikan proses

To train and develop regulatory and process improvement experts

2 »

Memupuk budaya penggunaan maklumat dalam membuat keputusan atau dalam cadangan penambahbaikan peraturan

To enhance the culture of using data in making decisions or when suggesting regulatory improvements

3 »

Mendorong dan menyokong inisiatif Rundingan Awam

To encourage and support Public Consultation initiatives

4 »

Mengurangkan kos pematuhan dan meningkatkan kecekapan operasi

To reduce compliance costs and improve operational efficiency

Kebiasaannya, inisiatif ini mengambil masa kira-kira 6 bulan dimana agensi-agensi Kerajaan yang terlibat disyaratkan menjalani 4 fasa pembangunan. Sebanyak 5 bengkel 5 khidmat rundingan diadakan sepanjang tempoh tersebut. Perincian bagi setiap aktiviti sepanjang fasa yang diadakan adalah seperti berikut:

Typically, the programme is implemented for about a 6-month period of which the participating Government agency must undergo 4 phases of development. A total of 5 workshops and 5 consultancy services will be conducted during the whole period. The details of the activities involved throughout the phases are as follows:

No.	Aktiviti / Activity	Bilangan Hari Number of Days
1	Bengkel / Workshop 1 Definisi Masalah dan Proses Pemetaan Problem definition and process mapping	2
2	Bengkel / Workshop 2 Menetapkan pengumpulan data dan kos pematuhan Establish data collection and compliance cost	2
3	Bengkel / Workshop 3 Mengkaji semula peraturan dan prosedur sedia ada termasuk analisis data Reviewing existing regulations and procedures including data analysis	2

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
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No.	Aktiviti / Activity	Bilangan Hari Number of Days
4	Bengkel / Workshop 4 Mengenal pasti amalan terbaik untuk penyelesaian yang dicadangkan Identify best practices for proposed solution	2
5	Bengkel / Workshop 5 Pra-pembentangan projek Pre-presentation of the projects	1
6	Kunjungan rundingan oleh pakar (akan dilakukan selepas setiap bengkel) Consultation Visit by Experts (will be conducted after each workshop)	5

Setiap bengkel yang dilaksanakan adalah langkah pendekatan terperinci dalam mencari penyelesaian. Kitaran Peningkatan DMAIC (*Define, Measure, Analyze, Improve and Control*) atau (menentukan, mengukur, menganalisa, mempertingkatkan dan mengawal) merupakan alat teras yang digunakan untuk mendorong kejayaan program MyCURE di mana setiap bengkel mewakili singkatan akronim DMAIC.

Each workshop is a step-by-step approach to finding a solution. The DMAIC Improvement Cycle (Define, Measure, Analyze, Improve and Control) is a core tool used to drive the success of the MyCURE programme where each workshop represents the DMAIC abbreviation.

FASA / PHASE 1	Defining	Mentakrifkan masalah untuk mendapat matlamat yang jelas berdasarkan permasalahan sebenar Define the problem to develop a clear mandate based on a real problem
FASA / PHASE 2	Measure	Untuk memahami asas dan prestasi semasa menggunakan langkah system pengukuran To understand the baseline and current performance using measures
FASA / PHASE 3	Analyze	Untuk mencari punca permasalahan & memahami kesannya terhadap sesuatu proses To find root causes of the problem & understand their effect on the process
FASA / PHASE 4	Improve	Untuk mengembang, memilih dan melaksanakan penyelesaian terbaik To develop, select and implement the best solutions

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
 PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Pada tahun 2019, sejumlah 25 projek MyCURE berimpak tinggi dengan nilai penjimatan kos pematuhan sebanyak RM107.26 juta telah berjaya dicapai. Senarai penuh projek MyCURE adalah seperti berikut:

In 2019, MyCURE successfully completed 25 high impact projects with a total of RM107.26 million compliance cost savings to address the identified issues that have been reported. The list of projects completed is shown in the table below:

Senarai projek MyCURE pada tahun 2019 / List of MyCURE projects in 2019

No	Projek / Projects	Hasil / Outcome
1.	Negeri Sembilan	1) 5 Projek Berimpak Tinggi Dikenal Pasti 5 High Impact Projects Identified 2) Penjimatan Kos Pematuhan RM47.26 juta RM47.26 million Compliance Cost Savings 3) 29 Pengamal Produktiviti MyCure 29 MyCure Productivity Practitioners
2.	Kementerian Tanaman Industri dan Komoditi (MPI) Ministry of Plantation Industries and Commodities (MPI)	1) 5 Projek Berimpak Tinggi Dikenal Pasti 5 High Impact Projects Identified 2) Sasaran penjimatan Kos Pematuhan RM15 juta RM15 million Projected Compliance Cost Savings 3) 29 Pengamal Produktiviti MyCure 29 MyCure Productivity Practitioners
3.	Kementerian Pertanian dan Industri Asas Tani (MOA) Ministry of Agriculture and Food Industries (MOA)	1) 4 Projek Berimpak Tinggi Dikenal Pasti 4 High Impact Projects Identified 2) Sasaran Penjimatan Kos Pematuhan RM12 juta RM12 million Projected Compliance Cost Savings 3) 32 Pengamal Produktiviti MyCure 32 MyCure Productivity Practitioners
4.	Suruhanjaya Pengangkutan Awam Darat (SPAD) Land Public Transport Agency (SPAD)	1) 1 Projek Berimpak Tinggi Dikenal Pasti 1 High Impact Project Identified 2) Sasaran Penjimatan Kos Pematuhan RM3 juta RM3 million Projected Compliance Cost Savings 3) 6 Pengamal Produktiviti MyCure 6 MyCure Productivity Practitioners
5.	Johor	1) 5 Projek Berimpak Tinggi Dikenal Pasti 5 High Impact Projects Identified 2) Sasaran Penjimatan Kos Pematuhan RM15 juta RM15 million Projected Compliance Cost Savings 3) 33 Pengamal Produktiviti MyCure 33 MyCure Productivity Practitioners
6.	Sabah	1) 5 Projek Berimpak Tinggi Dikenal Pasti 5 High Impact Projects Identified 2) Sasaran Penjimatan Kos Pematuhan RM15 juta RM15 million Projected Compliance Cost Savings 3) 25 Pengamal Produktiviti MyCure 25 MyCure Productivity Practitioners

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Mengurangkan Beban Peraturan Yang Tidak Wajar (RURB)

Peraturan merupakan asas dalam mencapai objektif ekonomi, sosial dan alam sekitar yang munasabah seperti kesihatan, kualiti makanan, persekitaran dan keselamatan. Meskipun sebahagian beban peraturan perlu dikenakan terhadap perniagaan, ia akan dianggap menjadi tidak wajar jika tidak ditadbir dan dikuatkuasakan dengan baik. Beban kawal selia timbul daripada kos yang dikenakan oleh peraturan dan penguatkuasaan. Keperluan peraturan dapat mewujudkan perubahan dalam perlakuan dan amalan perniagaan yang boleh memberikan kesan buruk kepada perniagaan dalam pelbagai cara. Kos atau kesan tersebut merangkumi:

Reducing Unnecessary Regulatory Burdens (RURB)

Regulations are fundamental in aspects that have legitimate economic, social, or environmental objectives such as health, food quality, environment, and safety. On the other hand, some regulatory burdens are a necessary part of doing business. However, regulations that are poorly administered and enforced, can become an unnecessary regulatory burden on businesses. Regulatory burdens arise from the costs imposed by regulations and its enforcement that would otherwise not arise for businesses. Regulatory requirements create a change in business behaviour and practices and can adversely impact businesses in various ways. These costs or impacts include:

1 »

Kos pentadbiran dan operasi (laporan, penyimpanan rekod, penerbitan dan latihan);

Administrative and operational cost (reporting, record keeping, publication and training);

2 »

Ketetapan mengenai kaedah sesuatu barang dan/atau perkhidmatan diuruskan dan ditangani, misalnya penerangan mengenai kaedah pengangkutan dan pengendalian, syarat pendaftaran pekerjaan dan keperluan individu professional untuk teknik tertentu;

Requirements on the way goods and/or services are managed and handled, such as prescriptions on transportation and handling methods, occupational registration requirements, requiring professionals to use particular techniques;

3 »

Ketetapan pada barangan yang dikeluarkan atau perkhidmatan yang dikendalikan, seperti barang berbahaya; dan

Requirements on the characteristics of what is transported or handled, such as dangerous and scheduled goods; and

4 »

Menjejaskan pengeluaran dan peluang pasaran.

Loss of production and market opportunities.

Hakikatnya pelaksanaan peraturan tidak dapat lari daripada risiko dan kos yang perlu ditanggung, termasuk dalam perniagaan. Namun jika objektif peraturan dirangka dan dikuat kuasa dengan baik, kebaikan peraturan tersebut pasti jauh lebih baik kepada masyarakat. Selain itu, peraturan yang baik juga dapat dinilai melalui pencapaian objektifnya pada kos yang paling rendah.

Regulations by necessity impose prices on those affected, as well as businesses. Wherever the objectives of regulation are comprehensive and are effectively designed and enforced, the advantages of regulation would be expected to outweigh the prices for the community. Good regulation additionally achieves its explicit policy objectives at the least cost to the community.

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING

PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Antara jenis-jenis beban kawal selia yang tidak wajar ke atas perniagaan adalah seperti berikut:
The common types of unnecessary regulatory burdens experienced by businesses are as follows:

1 »

Liputan peraturan secara berlebihan di mana peraturan tersebut melibatkan lebih banyak aktiviti daripada yang dirancang atau diperlukan untuk mencapai objektifnya;

Excessive coverage by regulations, that is the regulation affects more activities that were intended or required to achieve its objective;

2 »

Peraturan pada perkara tertentu yang berulang atau bertindih dengan peraturan umum yang lain;

Subject-specific regulations that cover much of the same issues as other generic regulations;

3 »

Peraturan preskriptif yang membataskan fleksibiliti seperti menghalang perniagaan daripada:

Prescriptive regulations that unduly limits flexibility such as preventing businesses from:

i) **Menggunakan teknologi terkini;**

Using the latest technology;

ii) **Membuat perubahan demi memenuhi kehendak pelanggan dengan lebih baik; dan**

Making changes to better meet customers' demands; and

iii) **Memenuhi objektif dasar sesuatu peraturan dengan cara yang berbeza.**

Meeting the underlying objectives of regulations in different ways.

4 »

Peraturan yang terlalu kompleks;

Overly complex regulations;

5 »

Proses permohonan dan kelulusan lesen yang lambat dan tidak efisien;

Cumbersome license applications and approval processes;

6 »

Maklum balas yang memakan masa terlalu lama atau permintaan mengemukakan maklumat yang sama berulang kali;

Excessive time delays in obtaining responses or duplicative information requests;

7 »

Pertindihan atau percanggahan dalam aktiviti pihak pengawal selia yang berlainan; dan

An overlap or conflict in the activities of different regulators; and

8 »

Pelaksanaan dan pemahaman peraturan yang tidak konsisten oleh pihak pengawal selia.

Inconsistent applications or interpretation of regulations by regulators.

MPC dan pasukan petugas Pasukan Petugas Khas Pemudahcara Perniagaan (PEMUDAH) telah melakukan kajian semula terhadap peraturan perniagaan sedia ada secara komprehensif. Antara matlamat MPC dalam kajian semula peraturan perniagaan adalah bagi mengurangkan beban kawal selia yang tidak wajar dengan cara:

MPC and its PEMUDAH Taskforce have been conducting a comprehensive review of existing business regulations. In undertaking the reviews of business regulations with the aim of reducing unnecessary regulatory burdens, MPC will:

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1 »

Mengenal pasti peraturan tertentu yang tidak sepatutnya membebankan, kompleks atau bertindih

Identify specific areas of regulation that are unnecessarily burdensome, complex or redundant

2 »

Mengenal pasti bidang keutamaan untuk pembaharuan peraturan; dan

Identify priority areas for regulatory reform

3 »

Mengenal pasti pilihan (peraturan dan bukan peraturan) serta memberikan cadangan atau pilihan yang disyorkan untuk mengurangkan beban kawal selia

Identify regulatory and non-regulatory options and provide recommendations to alleviate regulatory burdens

MPC membangunkan metodologi RURB bagi menjalankan kajian semula peraturan dan memperbaiki peraturan perniagaan sedia ada sekali gus menyokong usaha Kerajaan melancarkan GRP. Pendekatan RURB melibatkan perundingan awam di antara pembuat dasar (kementerian dan agensi Kerajaan) dan perniagaan, sektor swasta dan pihak-pihak lain yang berkepentingan untuk mencapai cadangan dan penyelesaian yang perlu.

MPC developed the RURB methodology to review and improve business-cumbersome regulations to support the government's policy to inaugurate Good Regulatory Practice. The RURB approach involves public consultations among the policy-makers (Ministries and Government agencies) and businesses, private sectors and other interested parties with the view of arriving at feasible recommendations and solutions to the unnecessary regulatory burdens.

Metodologi RURB

Pada tahun 2019, MPC berjaya melaksanakan 5 projek RURB dan mengemukakan 25 cadangan untuk menangani masalah-masalah yang telah dikenal pasti. Senarai projek yang telah siap adalah seperti dalam jadual di bawah.

RURB Methodology

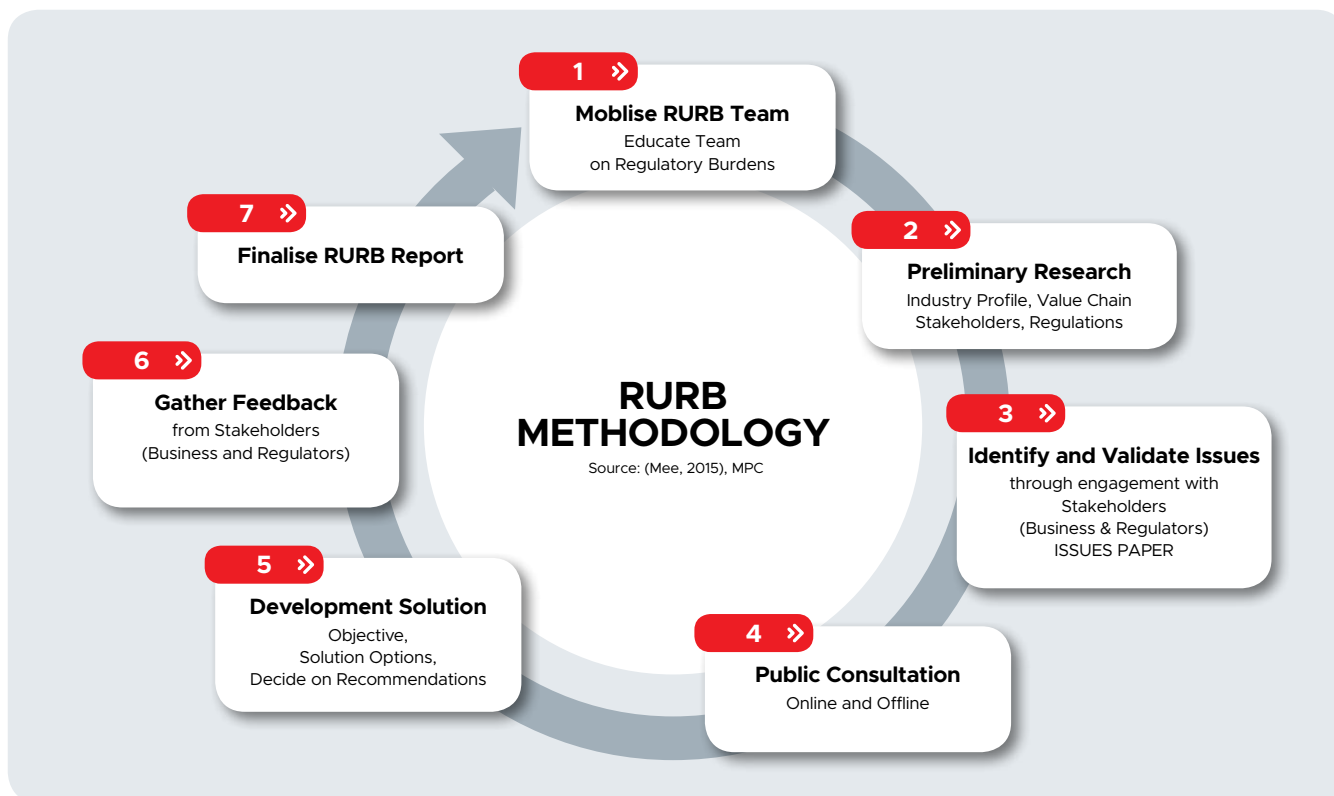
In 2019, MPC successfully completed 5 RURB projects and 25 recommendations to address the identified issues that have been reported. The list of projects completed is shown in table below.

Senarai projek RURB pada tahun 2019 / List of RURB projects in 2019

Projek RURB / RURB Projects	Bilangan cadangan / No. of recommendations
Pembangunan Garis Panduan Penginapan Kediaman Jangka Pendek RURB Tourism: Development of Guidelines for Short-Term Residential Accommodation	7
Penjagaan Kesihatan Swasta: Urusan Mendapatkan Permit Pembinaan Sesebuah Hospital Swasta RURB Private Healthcare: Dealing with Construction Permits for Private Hospitals	3
Jentera dan Peralatan / RURB Machinery and Equipment	5
Elektrik dan Elektronik: Kualiti Kuasa / RURB Electrical and Electronics (Power Quality)	2
Logistik (Kajian Tematik) / RURB Logistics Sector (Thematic Studies)	8
JUMLAH / TOTAL	25

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Urusan Mendapatkan Permit Pembinaan (DCP)

Salah satu indikator yang diukur dalam laporan *Ease of Doing Business* (EoDB) terbitan *The World Bank Group* pada setiap tahun adalah berkenaan dengan urusan mendapatkan permit pembinaan. Indikator ini dikaji dan dimuatkan ke dalam laporan tersebut yang mana meliputi 11 proses utama seperti memulakan perniagaan, proses sepanjang menjalankan perniagaan, aspek peraturan kemasukan pekerja dan lain-lain. Terdapat 190 ekonomi yang diukur di seluruh dunia yang melihat kepada kriteria yang sama iaitu pembinaan gudang.

Dalam urusan mendapatkan permit pembinaan di Malaysia khasnya dalam pembinaan gudang, 3 petunjuk utama yang direkod ialah bilangan prosedur, masa dan kos sesebuah pembinaan. Turut diambil kira dalam permohonan permit perniagaan adalah proses mendapatkan lesen dan kebenaran, pengemukaan notifikasi memulakan kerja, pemeriksaan interim dan pemeriksaan akhir serta proses mendapatkan sambungan utiliti daripada agensi teknikal luaran.

Dealing with Construction Permits

Dealing with Construction Permits is one of the indicators measured in Ease of Doing Business (EoDB) report and published by The World Bank Group yearly. These indicators are reviewed and included in the report which covers 11 key processes such as starting a business, processes throughout the conduct of business, and aspects of employee entry rules among others. There are 190 economies measured worldwide that examine the same criteria of building a warehouse.

In obtaining construction permits in Malaysia, especially in building a warehouse, the 3 main indicators recorded are the number of procedures, time and cost of construction. Also taken into account in the business permit application is the process of obtaining a license and permission, submission of notifications to start work, interim and final inspection as well as the process of obtaining utility connections from external technical agencies.

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Dalam pada itu, urusan permit pembinaan juga melihat kepada aspek lain iaitu indeks kawalan kualiti bangunan iaitu dengan cara menilai kualiti peraturan bangunan, kekuatan mekanisme kawalan kualiti dan keselamatan, liabiliti dan insurans serta keperluan pensijilan profesional (Laporan EoDB, 2019). Pada tahun 2020, Malaysia mencatat kejayaan yang memberangsangkan apabila berjaya menduduki tempat kedua antara 190 ekonomi dunia dalam indikator urusan mendapatkan permit pembinaan.

Keseluruhannya, peraturan pembinaan berkualiti tinggi berperanan penting untuk menjamin keselamatan awam serta kepesatan sektor pembangunan yang secara langsung mampu meningkatkan ekonomi negara. Oleh itu, sistem kawal selia yang berkesan dalam urusan mendapatkan permit pembinaan dapat membantu bangunan mencapai keperluan keselamatan minimum di samping menjadikan proses pembinaan lebih efisien, telus dan berpatutan. Dalam hal ini, pihak berkuasa, lembaga teknikal, penguat kuasa termasuk sektor awam dan swasta haruslah bekerjasama bagi memastikan objektif peraturan dapat mencapai kemampuan maksimum agar perniagaan dapat dijalankan dengan cepat dan efisien.

Untuk mengekalkan hasil yang baik dan peningkatan berterusan, kumpulan fokus PEMUDAH ditubuhkan dengan kerjasama sektor awam dan swasta di mana MPC telah menerajui kumpulan fokus tersebut sejak tahun 2011. Beberapa inisiatif dan kerangka kerja baharu telah diperkenalkan untuk menegakkan keperluan undang-undang dalam industri pembinaan Malaysia yang juga merangkumi inisiatif untuk meningkatkan kecekapan dalam mendapatkan permit pembinaan di peringkat negeri.

Terdapat 4 kriteria yang diukur dalam indikator urusan mendapatkan permit pembinaan iaitu:

In addition, the indicator measures the building quality control index, evaluating the quality of building regulations, the strength of quality control and safety mechanisms, liability and insurance regimes including professional certification requirements (EoDB Report, 2019). In 2020, Malaysia was successfully ranked 2nd among 190 economies for the indicator on Dealing with Construction Permits.

Ultimately, high quality construction regulations play an important role in ensuring public safety and rapid development of the construction sector which will enhance the country's economic growth. In this context, an effective regulatory system in obtaining construction permits can ensure buildings achieve the minimum safety requirements while making the construction process more efficient, transparent and affordable. In this regard, authorities, technical agencies, and regulators shall work together to ensure that regulatory objectives are maximised for businesses to be conducted quickly and efficiently.

In order to maintain good results and continuous improvement, PEMUDAH focus groups were established through collaboration with the public and private sectors where MPC has been spearheading the focus groups since 2011. Several initiatives and new frameworks were introduced to enforce legal requirements in Malaysia's construction industry which also includes initiatives to increase efficiency in getting construction permits at the state level.

Dealing with Construction Permits comprise 4 indicators, namely:

**PROSEDUR
PROCEDURE**

Bilangan interaksi yang berlaku antara badan pengawal selia dan agensi teknikal sepanjang pembinaan bangunan dijalankan. Beberapa proses yang terlibat merangkumi penyerahan peraturan, memperoleh permit pembinaan, menjalani pemeriksaan, sambungan utiliti dan lain-lain;

Number of interactions that occur between regulatory bodies and technical agencies throughout development of the building. Among the processes involved are regulatory submissions, obtainment of construction permits, receiving inspections, utility connections etc.;

**MASA
TIME**

Bilangan hari yang diperlukan untuk pembinaan bangunan termasuk jangka masa pemprosesan yang diperlukan oleh jabatan / agensi teknikal;

Number of days taken to build a building, including processing time required by technical departments / agencies;

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KOS COST

Kos pemprosesan dan caj yang dikenakan sebagai peratusan (%) pendapatan per kapita; dan
Processing fees and charges imposed as percentage of income per capita; and

INDEKS KAWALAN KUALITI BANGUNAN BUILDING QUALITY CONTROL INDEX

Penilaian kualiti peraturan bangunan, kawalan kualiti sebelum, semasa dan selepas pembinaan, liabiliti, insurans serta pensijilan profesional.

Rating in quality of building regulations, quality control before, during & after construction, liability & insurance regimes and professional certifications.

DCP menggunakan Model *One-Stop Center* (OSC) 3.0 yang terdiri daripada beberapa proses mendapatkan permit pembinaan bermula dari pengemukakan permohonan daripada konsultan sehingga perolehan Perakuan Siap dan Pematuhan (CCC) dari pengawal selia. Model ini meliputi keperluan sebelum, semasa dan selepas pembinaan sesebuah bangunan. Peringkat pra-pembinaan melibatkan proses pengumpulan data, kelulusan kebenaran merancang dan pemberitahuan untuk memulakan kerja. Bagi peringkat semasa pembinaan dijalankan, proses yang terlibat ialah pemeriksaan interim bagi peringkat selepas pembinaan, proses penting ialah pemeriksaan akhir dan pemerolehan CCC. Setiap proses adalah penting dan memerlukan kerjasama dan ketelusan maklumat antara pengawal selia, agensi teknikal dan pelabur agar pembangunan yang dibina selamat dan menetapi kriteria yang digariskan dalam undang-undang.

Projek DCP yang dijalankan pada tahun 2019 adalah:

DCP uses the One-Stop Centre (OSC) 3.0 Model comprising several processes in getting the construction permits, beginning from submitting an application to obtaining Certificate of Completion and Compliance (CCC) from the regulators. This includes the requirements of before, during as well as after construction. Pre-construction stage involves process of data gathering, planning permission approval and notification to start work. During the construction stage, processes involved are interim inspections while for post construction stage, crucial processes are final inspections and obtaining CCC. Each and every process is important and requires cooperation and transparency of information between regulators, technical agencies and investors.

DCP Projects conducted in 2019:

Urusan Mendapatkan Permit Pembinaan Hospital Swasta / DCP On Setting Up Private Hospitals

Penerangan / Description:

Inisiatif ini merupakan usahasama Nexus Produktiviti Penjagaan Kesihatan Swasta (PHPN) dan Kumpulan Kerja Teknikal PEMUDAH Bagi Urusan Mendapatkan Permit Pembinaan (DCP). Pihak berkepentingan utama yang terlibat ialah Kementerian Kesihatan (KKM), Dewan Bandaraya Kuala Lumpur (DBKL), Jabatan Bomba dan Penyelamat Malaysia (JBPM), Jabatan Keselamatan dan Kesihatan Pekerjaan Malaysia (JKKP), perancang perubatan, perunding, arkitek, jurutera dan ahli profesional yang lain. Beberapa siri bengkel dan seranta awam telah diadakan dari tahun 2016-2019.

This initiative is driven by the Private Healthcare Productivity Nexus (PHPN) and PEMUDAH Technical Working Group on Dealing with Construction Permits. Main stakeholders include Ministry of Health (MOH), Kuala Lumpur City Hall (DBKL), Fire and Rescue Department of Malaysia (JBPM), Department of Occupational Safety and Health Malaysia (DOSH), Medical Planners, Architects, Engineers and others. Numerous physical workshops and public consultations were carried out from 2016-2019.

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Pencapaian / Achievements:

Inisiatif yang dilaksanakan berjaya mengurangkan beban peraturan yang tidak wajar dalam pembinaan dan pelesenan hospital swasta. Inisiatif ini juga berjaya meningkatkan kecekapan dan koordinasi dengan penyelarasan keperluan dan undang-undang antara agensi yang terlibat. Undang-undang tersebut meliputi Akta 586: Akta Kemudahan dan Perkhidmatan Jagaan Kesihatan Swasta 1998 dan Akta Undang-undang Kecil Bangunan Seragam 1984. Pada tahun 2019, CKAPS dengan kerjasama agensi teknikal telah menerbitkan Buku Panduan Penubuhan Hospital Swasta menurut Akta 586 (Akta Kemudahan dan Perkhidmatan Penjagaan Kesihatan Swasta).

Initiatives undertaken managed to reduce the unnecessary regulatory burdens in establishing and licensing of private hospitals as well as increasing efficiency and coordination by streamlining requirements between different agencies involved. In 2019, CKAPS in collaboration with technical agencies published a Handbook on "Setting up Private Hospitals" according to Act 586 (Private Healthcare Facilities and Services Act).

Pemansuhan / Program Transformasi Peraturan Sedia Ada (PTPS)

Menurut amalan GRP, peraturan sedia ada perlu dikaji semula dalam tempoh 5 tahun bagi memastikan semua peraturan saling bersesuaian, relevan, terkini dan menepati piawaian. Namun Kerajaan di negara mana sekali pun berdepan dengan cabaran yang sama dalam mengkaji dan mengemas kini semula peraturan serta ketetapan yang meningkat saban tahun. Sebahagian daripada peraturan itu pula sudah lapuk, tidak lagi diguna pakai, gagal melindungi dan tidak menyumbang kepada pertumbuhan ekonomi. Oleh itu, deregulasi adalah proses memansuhkan peraturan, membatas atau melibatkan campur tangan Kerajaan.

Deregulasi membabitkan penilaian semula peraturan menggunakan kaedah pemansuhan yang dapat mengenal pasti peluang penambahbaikan peraturan dan menjadikan penguatkuasaan undang-undang lebih berkesan dan telus. Kesan dan faedah daripada deregulasi adalah seperti berikut:

Deregulation / Existing Regulation Transformation Programme (PTPS)

According to GRP, existing regulations need to be reviewed every 5 years to ensure that all regulations are mutually appropriate, relevant, up-to-date and meet required standards. Governments everywhere face the difficult task of reviewing and updating the enormous accumulation of regulations and formalities that have built up over decades. Many of these rules are outdated, no longer needed, fail to protect citizens, and drag down the economy. Therefore, deregulation is the process of removing unnecessary regulations, restrictions, and other governmental controls.

The activities involve the re-evaluation of rules using deregulation methodology, identifying opportunities for regulatory improvement, and to make law enforcement more effective and transparent. The effects and benefits of using deregulation tools are as follows:

» **Mengurangkan kos menjalankan perniagaan**
Reduce the cost of doing business

» **Memansuhkan peraturan dan syarat-syarat yang sudah lapuk dan tidak lagi relevan dengan keadaan semasa**
Eliminating outdated rules/requirements that are irrelevant to the current environment

» **Menjadikan peraturan lebih ringkas dan telus selain menumpukan tujuan sebenar peraturan**
To make the regulations simpler and more transparent, and focused on legitimate regulatory purposes

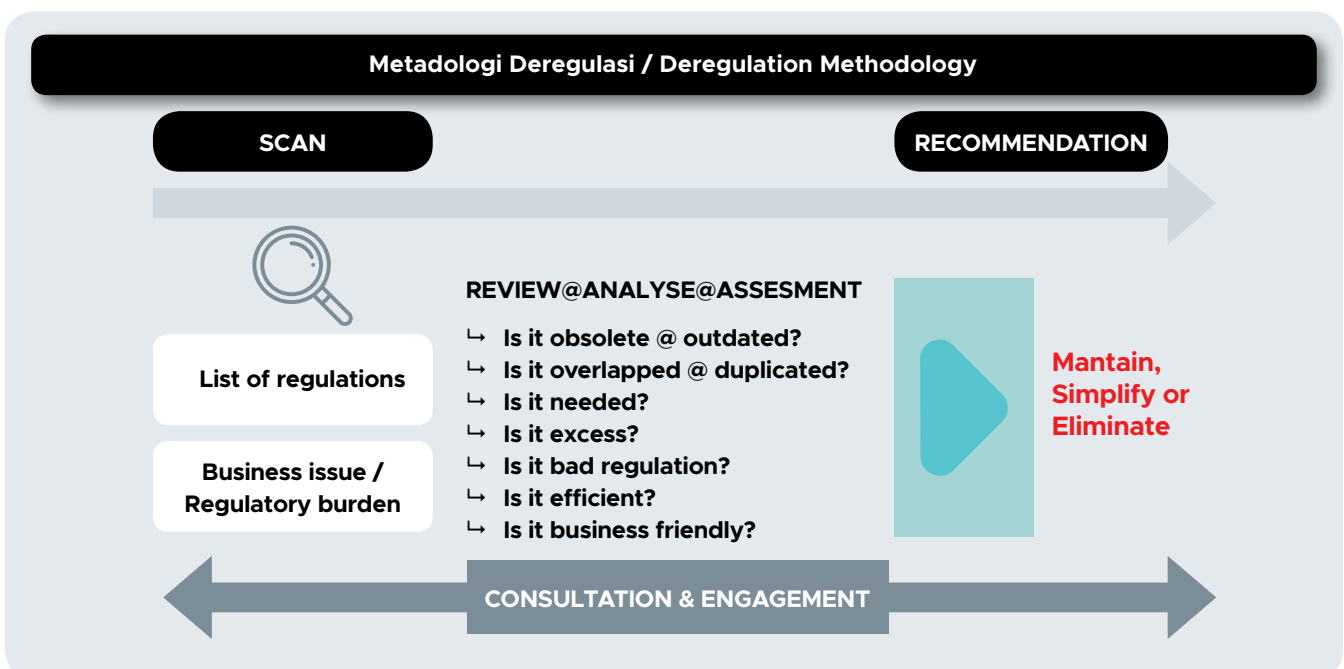
PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING

PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

- 
Meningkatkan kualiti peraturan
 Improve regulatory quality
- 
Meningkatkan ketelusan dan pentadbiran yang baik
 Enhance transparency and good governance
- 
Meningkatkan kecekapan proses penyampaian
 Enhance delivery process efficiency
- 
Mengurangkan halangan daya keusahawanan;
 Reduce barriers for entrepreneurship
- 
Mewujudkan persaingan perniagaan dan ekonomi
 Create business and economic competition

Selepas pelaksanaan pemetaan peraturan, MPC dengan kerjasama Kerajaan Negeri akan menganjurkan aktiviti penilaian semula peraturan di bawah Program Transformasi Peraturan Sedia Ada (PTPS). Matlamat utama program ini adalah untuk meningkat dan menghapuskan peraturan lapuk, bertindih, tidak berkesan dan tidak relevan dengan persekitaran ekonomi semasa dan teknologi perniagaan semasa melalui penggunaan metodologi deregulasi seperti ditunjukkan dalam gambar di bawah:

After the implementation of regulatory mapping, MPC in collaboration with the State Government will organise regulatory review activities under the Existing Regulation Transformation Programme (PTPS). The purpose of the programme is to improve and eliminate regulations that are outdated, overlapping, ineffective, or not relevant with the current business environment & technologies using the deregulation methodology that is shown in the figure below:



PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Salah satu elemen yang ditekankan dalam GRP adalah ketelusan. Sehubungan itu, MPC menyedari keperluan untuk mengumpul semua peraturan melalui perkongsian dengan pihak berkepentingan agar proses pematuhan peraturan dapat dilakukan secara telus dan lengkap sekali gus mengurangkan kos pematuhan. Oleh itu, di bawah inisiatif deregulasi, semua daftar perundangan negeri perlu dicatat untuk penilaian semua senarai perundangan termasuk yang telah dimansuhkan.

Skop kawal selia peraturan ini tertakluk pada perundangan utama dan perundangan di bawah kuasa Kerajaan Negeri. Sumber perundangan utama adalah undang-undang (Enakmen) yang dibuat oleh badan perundangan negeri selain Sarawak seperti yang ditakrifkan dalam Seksyen 3 Akta Tafsiran 1948 & 1967 (Akta 388).

Untuk perundangan Kerajaan Negeri, definisi dapat ditemui di Seksyen 3 Akta Tafsiran 1948 & 1967 (Akta 388) di mana Bahagian 3 menyatakan bahawa undang-undang subsidiari terdiri dari peraturan, undang-undang kecil, peraturan, perintah, pemberitahuan, pernyataan, ordinan atau instrumen lain yang meluluskan perundangan utama atau mana-mana pihak berkuasa berdasarkan badan perundangan utama. Pada tahun 2018 inisiatif ini dijalankan untuk negeri Kelantan, Terengganu, Pahang, Sabah dan Melaka.

Seterusnya pada tahun 2019, 5 lagi negeri terus melaksanakan inisiatif tersebut iaitu Pulau Pinang, Kedah, Perak, Negeri Sembilan dan Wilayah Persekutuan. Pada tahun 2020, inisiatif deregulasi ini diperluas ke 4 lagi negeri iaitu Selangor, Johor, Perlis dan Sarawak. Jadual di bawah menunjukkan statistik perundangan untuk setiap negeri mengikut perundangan di bawah agensi Kerajaan Negeri dan Pihak Berkuasa Tempatan (PBT) untuk tahun 2018 dan 2019.

One of the elements emphasised in GRP is transparency. As such, MPC recognises that all regulations must be gathered and shared with stakeholders so that the regulatory compliance process can be transparent, complete and at the same time reduce compliance costs. Therefore, under deregulation initiatives, all state legislative registers should be recorded for re-evaluation of all legislative lists including those that have been repealed.

The scope of regulatory mapping is subject to the main legislation and legislation under the authority of the State Government. The main legislation is the law (Enactment) made by the State Legislature other than Sarawak as defined in Section 3 of the Interpretation Act 1948 & 1967 (Act 388).

For subsidiary legislation, the definition can be found in Section 3 of the Interpretation Act 1948 & 1967 (Act 388) where Section 3 states that subsidiary law consists of regulations, by-laws, rules, orders, notifications, declarations, an ordinance or other instruments that passed the principal legislature or any authorities based on that principal legislature. In 2018, this initiative was conducted for the state of Kelantan, Terengganu, Pahang, Sabah and Melaka.

Alternatively, in 2019, another 5 states continued to implement this initiative that is Pulau Pinang, Kedah, Perak, Negeri Sembilan and Wilayah Persekutuan. Whereas in 2020, this deregulation initiative was also extended to another 4 states namely, Selangor, Johor, Perlis and Sarawak. The table below shows the statistics of legislation for each state according to the legislation under the state government agencies and local authorities for 2018 and 2019.

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
 PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Statistik Perundangan Mengikut Negeri / Statistic of Legislation by State

Bil. No.	Negeri State	Jumlah PBT Total No of Local Authority (PBT)	Jumlah Kerajaan Negeri Total No of State Government (PBN)	Jumlah Perundangan Total Legislation (Primary + Subsidiary Legislation)	
				PBT	PBN
1	Kelantan	12	33	209	467
2	Terengganu	7	37	134	265
3	Pahang	12	25	222	477
4	Sabah	25	64	348	358
5	Melaka	4	35	151	120
6	Pulau Pinang	2	30	110	254
7	Kedah	12	28	186	239
8	Perak	15	25	351	109
9	Negeri Sembilan	8	22	153	132
10	Wilayah Persekutuan	3	4	205	16
JUMLAH / TOTAL		100	303	2,069	2,437
JUMLAH / TOTAL PBT + PBN		403		4,506	

Langkah-Langkah Bukan Tarif (NTM)

MPC diberi mandat untuk membentuk ekosistem yang teguh melalui inisiatif Langkah-Langkah Bukan Tarif (NTM) seperti yang dinyatakan dalam RMKe-11 (2016-2020), di bawah MPB. Melalui MPB, MPC mendapat mandat ke atas pelaksanaan NTM. MPB menggariskan 5 teras strategi utama dengan objektif meningkatkan pertumbuhan produktiviti dalam jangka masa sehingga tahun 2020. NTM berada di bawah teras 4 iaitu “Membentuk Ekosistem Yang Teguh”. Seperti dipetik dalam MPB, teras keempat menyatakan “mengenal pasti kekangan peraturan dan membangunkan sistem kepercayaan besar demi memastikan pelaksanaan penilaian peraturan yang efektif”.

Non-Tariff Measures (NTM)

MPC has been mandated to forge a robust business ecosystem which is one of the five national strategic thrusts under the MPB and is aligned to the aspirations of 11MP (2016-2020) of increasing productivity growth within its timeline of up to year 2020. NTMs' falls under the fourth thrust namely, “Forging a Robust Ecosystem” in the context of “addressing regulatory constraints and developing a robust accountability system to ensure effective implementation of regulatory reviews”.

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Dua inisiatif peringkat nasional yang dinyatakan dalam teras “Membentuk Ekosistem Yang Teguh” adalah:
The two national-level initiatives embedded under the “Forging a Robust Ecosystem” thrust are:

1 »

Mempercepatkan usaha Kerajaan dalam menangani kekangan dan isu membabitkan peraturan; dan

Accelerate efforts to enhance whole-of-government approach towards addressing regulatory constraints; and

2 »

Membina kepercayaan dalam pelaksanaan penilaian semula peraturan oleh Kerajaan.

Establish an accountability mechanism for the implementation of regulatory reviews by the Government.

Melalui anjakan itu, Aktiviti 13 menampilkan usaha untuk mengkaji dan mengurangkan beban peraturan yang merumitkan urusan perniagaan dan meningkatkan kecekapan dalam menjalankan perdagangan antarabangsa khususnya dan perniagaan tempatan secara umumnya. Inisiatif melaksanakan semakan semula NTM bertujuan untuk memudahkan amalan perniagaan yang pada umumnya menyumbang kepada pertumbuhan pembangunan sesebuah negeri. Langkah-langkah bukan tarif secara umum didefinisikan sebagai “polisi selain tarif yang berpotensi memberi kesan ke atas ekonomi dan perdagangan barangan antarabangsa, perubahan jumlah barangan yang diperdagangkan, atau perubahan harga atau kedua-duanya” (UNCTAD / DITC / TAB / 2009/3).

NTM adalah prosedur perdagangan yang perlu dipatuhi oleh peniaga sama ada secara sukarela atau sebaliknya. Ia adalah peraturan yang dikenakan oleh negara-negara pengeksport, pengimport atau transit ke atas barangan perdagangan bagi memastikan kesihatan, keselamatan dan kepentingan awam dilindungi.

Data dan maklumat yang diguna pakai sebagai kajian garis dasar (*baseline study*) dalam melaksanakan inisiatif ini diperolehi daripada beberapa sumber rujukan. Salah satu sumber rujukan yang digunakan adalah daripada *Integrated Trade Intelligence Portal* (i-TIP). Rujukan silang dengan Perintah Larangan Kastam (CPO) 2017 juga turut dilakukan dalam menentukan bilangan NTM dan bilangan kementerian yang mempunyai bidang kuasa terhadap NTM.

Under this thrust, Activity 13 features efforts to review and reduce regulatory burdens that complicate business affairs and to increase efficiency in conducting international trade in particular and local businesses in general. The initiative to implement the NTM review aims to facilitate business practices that generally contribute to the growth and development of the state. Non-tariff measures are generally defined as “policy measures other than ordinary customs tariffs that can potentially have an economic effect on international trade in goods, changing quantities traded, or prices or both” (UNCTAD/DITC/ TAB/2009/3).

NTM is a trading procedure which requires traders to follow either voluntarily or involuntarily. It is imposed by countries exporting, importing or carrying out transit of goods trade to ensure that health, safety and public interests are protected.

Data and information used for the baseline study in implementing this initiative was obtained from several referral sources. One of the references used was from the Integrated-Trade Intelligence Portal (i-TIP). Cross-references were also made with the Customs Prohibition Order (CPO) 2017 in determining the number of NTMs and the number of ministries that have jurisdiction over NTMs.

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING

PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Berdasarkan maklumat yang diperolehi, didapati sebanyak 14 kementerian yang melaksanakan perdagangan barangan antarabangsa dan melibatkan NTM. Bagi melaksanakan semakan ini, kementerian-kementerian terlibat perlu membentuk kumpulan kerja di peringkat kementerian dan dilantik oleh KSU kementerian masing-masing. Sokongan dan komitmen kumpulan kerja adalah penting dalam menjayakan inisiatif ini. Walau bagaimanapun, kumpulan kerja ini akan dipandu dan dipantau oleh pakar teknikal bagi memastikan ianya dapat dilaksanakan dengan cekap dan berkesan serta mencapai objektif yang ditetapkan.

Dua petunjuk prestasi utama yang dikenal pasti untuk inisiatif ini adalah:

Data collection was further filtered and comes to a total number of 14 ministries. Each ministry then formed a working group that gets appointed by the KSU for each ministry involved respectively. The working groups is then continuously being overviewed and monitored by technical experts to ensure that it can be implemented efficiently and effectively and achieve the set objectives.

Two different levels of key performance indicators were identified for implementation of these initiatives:

1 »

Bilangan NTM yang dikenal pasti dan disemak (Petunjuk Penggunaan)

Number of NTMs Identified and Diagnosed (Adoption Indicator)

2 »

Penjimatan Kos Pematuhan sebanyak 25% menjelang tahun 2020 (Petunjuk Pelaksanaan)

25% Compliance Cost Savings by 2020 ("Deep" implementation Indicator)

Inisiatif ini mula dilaksanakan pada tahun 2018 dengan melibatkan 6 kementerian iaitu Kementerian Kerjaraya (MOW), Kementerian Kesihatan (KKM), Kementerian Pertanian dan Industri Asas Tani (MOA), Kementerian Air, Tanah dan Sumber Asli (KATS), Kementerian Industri Utama (MPI) dan Kementerian Sumber Manusia (MOHR).

Pada tahun 2019, pelaksanaan inisiatif ini turut dipanjangkan kepada 8 kementerian lagi iaitu Kementerian Tenaga, Teknologi, Sains, Perubahan Iklim dan Alam Sekitar (MESTECC), Kementerian Kewangan (MOF), Kementerian Kementerian Dalam Negeri (MOHA), Kementerian Luar Negeri (MOFA), Kementerian Perdagangan Antarabangsa dan Industri (MITI), Kementerian Perdagangan Dalam Negeri dan Hal Ehwal Pengguna (KPDNHEP), Kementerian Komunikasi dan Multimedia (MCMC) dan Kementerian Pelancongan, Kesenian dan Budaya Malaysia (MOTAC).

Hasil daripada pelaksanaan inisiatif ini, sebanyak 62 perundangan utama dan 80 perundangan subsidiari telah disemak dan sebanyak 412 bilangan NTM telah dikenal pasti berbanding 789 bilangan NTM yang disenaraikan oleh i-TIP dan CPO.

This initiative was first implemented in 2018 involving 6 ministries, namely Ministry of Works, Ministry of Health (MOH), Ministry of Agriculture and Agro-based Industry (MOA), Ministry of Water, Land and Natural Resources (KATS), Ministry of Primary Industries (MPI), and the Ministry of Human Resources (MOHR).

In 2019, the implementation of this initiative was also extended to 8 more ministries, namely the Ministry of Energy, Science, Technology, Environment and Climate Change (MESTECC), Ministry of Finance (MOF), Ministry of Home Affairs (MOHA), Ministry of Foreign Affairs (MFA), Ministry of International Trade and Industry (MITI), Ministry of Domestic Trade and Consumer Affairs (KPDNHEP), Ministry of Communications and Multimedia (MCMC) and Ministry of Tourism, Arts and Culture Malaysia (MOTAC).

As a result of implementing this initiative, a total of 62 major legislatures and 80 subsidiary legislatures were reviewed while a total of 412 NTMs were identified compared to 789 NTMs listed by i-TIP and CPO.

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Setelah pengurangan jumlah NTM, Penjimatan Kos Pematuhan sebanyak 25% kepada pihak industri apabila inisiatif ini dilaksanakan sepenuhnya akan dapat dihitung. Anggaran kos pematuhan ini dianggarkan dengan menggunakan pendekatan Standard Cost Model (SCM). Anggaran ini diperoleh berdasarkan maklumat dan input yang diperolehi daripada wakil pihak pengawal selia, pemilik perniagaan dan pihak yang berkepentingan yang terkesan oleh pelaksanaan peraturan ini.

After reducing the number of NTMs, a Compliance Cost Savings of 25% was achieved. The estimated compliance cost used the Standard Cost Model (SCM) approach. These estimates are based on information and inputs obtained from regulatory representatives, business owners and stakeholders affected by the implementation of this rule.

ANALISA IMPAK PERATURAN (RIA)

RMKe-11 menyatakan pembaharuan peraturan perlu dipercepatkan bagi memastikan peraturan baharu dan sedia ada serta pentadbiran dan penguatkuasaan peraturan adalah selaras dengan amalan peraturan terbaik. Langkah ini akan dilaksanakan dengan memperluas penggunaan NPDIR dan melaksanakan semakan semula peraturan kementerian dan agensi secara berkala serta memperluaskan pelaksanaan NPDIR atau GRP kepada negeri dan pihak berkuasa tempatan. Sehubungan itu, MPC telah melaksanakan beberapa inisiatif bagi menyokong pelaksanaan pembaharuan peraturan seperti berikut:

REGULATORY IMPACT ANALYSIS (RIA)

The 11MP states that regulatory reform needs to be accelerated to ensure that new and existing regulations as well as the administration and enforcement of regulations are in line with best regulatory practices. This measure will be implemented by expanding the use of NPDIR and periodically reviewing the regulations of ministries and agencies as well as expanding the implementation of NPDIR or GRP to the states and local authorities. In this regard, the MPC has implemented several initiatives to support the implementation of regulatory reform as follows:



Pelaksanaan RIA di peringkat Kerajaan Persekutuan

Implementation of RIA at the Federal Government level



Memperluas pelaksanaan RIA di peringkat Kerajaan Negeri dan Pihak Berkuasa Tempatan

Extending the implementation of RIA among State Governments and Local Authorities



Semakan NPDIR

Review of NPDIR



Pembangunan Portal Konsultasi Awam Berpusat Atas Talian (UPC)

Development of Unified Public Consultation (UPC) portal

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING

PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Pelaksanaan RIA di Peringkat Kerajaan Persekutuan

Keperluan untuk menjalankan RIA tertakluk di bawah keperluan pengurusan proses pengawalseliaan di bawah NPDIR. RIA diperlukan apabila kementerian mahupun agensi persekutuan ingin memperkenalkan peraturan baru atau meminda peraturan sedia ada, terutamanya berhubung dengan peraturan yang berkait atau memberi impak kepada perniagaan, pelaburan dan perdagangan.

Pada tahun 2019, MPC telah menerima sebanyak 98 Notifikasi Peraturan (RN) daripada 30 Pengawal Selia. Manakala bagi Penyata Impak Peraturan (RIS), sebanyak 27 RIS diterima daripada 19 Pengawal Selia seperti jadual di bawah:

Implementation of RIA at the Federal Government Level

The implementation of RIA is subject to regulatory process management requirements under the National Policy for Regulatory Development and Implementation (NPDIR). RIA is required when a ministry or the federal government agency intends to introduce new regulations or amend existing regulations, especially in relation to regulations that have an impact on businesses, investments and trade.

In 2019, MPC had received a total of 98 Regulatory Notifications (RNs) from 30 Regulators and 27 Regulatory Impact Statements (RIS) from 19 Regulators as shown in the table below:

Status RIA bagi tahun 2019 / Status of RIA for 2019

Bil / No	Aktiviti / Activity	2019
1	RN diterima / RN received	98
2	RN yang perlu melalui Proses RIA / RN which requires RIA process	67
3	Pengecualian – RIA tidak diperlukan / tarik balik / Post Implementation Review (PIR) Exemption – RIA is not required / withdrawn / Post Implementation Review (PIR)	31
4	RIS diterima / RIS received	27
5	Bilangan Pengawal Selia yang Mengemukakan RN Number of Regulators Submitting RN	30
6	Bilangan Pengawal Selia yang Mengemukakan RIS Number of Regulators Submitting RIS	19

Sepanjang tahun 2019, seramai 317 *Regulatory Coordinator* (RC) telah berdaftar dengan MPC yang terdiri daripada 22 kementerian. RC berperanan sebagai pegawai utama bagi membantu pelaksanaan dasar kawal selia dan akan berhubung dengan MPC berkaitan pembangunan dan pelaksanaan peraturan di peringkat kementerian dan agensi.

In 2019, a total of 317 Regulatory Coordinators (RC) were registered with the MPC comprising 22 ministries. RC will act as the key officer to assist in the implementation of regulatory policies and will liaise with MPC on the development and implementation of regulations at the ministry and agency levels.

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Sebanyak 31 khidmat nasihat berkaitan RIA telah diberikan kepada 569 pengawal selia di kementerian dan agensi pada tahun 2019. Manakala sebanyak 13 bengkel *hands-on* RIA telah dijalankan merangkumi penglibatan seramai 228 pegawai pengawal selia di peringkat persekutuan. Selain itu, 2 seminar telah diadakan melibatkan penyertaan seramai 310 peserta.

A total of 31 RIA-related advisory services were provided to 569 regulators in ministries and agencies throughout 2019. Meanwhile, a total of 13 RIA hands-on workshops were conducted involving 228 regulatory officers at the federal level. In addition, 2 seminars were held involving 310 participants.

Prestasi Pelaksanaan RIA di Peringkat Kerajaan Negeri dan Pihak Berkuasa Tempatan

Terdapat 2 negeri yang telah mempunyai dasar GRP iaitu Negeri Sembilan dan Sarawak. Negeri Sembilan telah melancarkan Dasar GRP Negeri Sembilan semasa mesyuarat Jawatankuasa Tindakan Negeri Sembilan (JKTNg) bersidang pada 6 Mac 2017 manakala Sarawak telah melancarkan Dasar Amalan Baik Peraturan Sarawak pada 2 Disember 2018. Pekeliling Pelaksanaan Dasar Amalan Baik Peraturan (GRP) Sarawak telah dikeluarkan pada 4 Jun 2019 bagi memperincikan pelaksanaan GRP di Sarawak.

Sepanjang tahun 2019, 11 bengkel RIA telah diadakan melibatkan penyertaan 337 pegawai daripada Kerajaan Negeri dan Pihak Berkuasa Tempatan. Bengkel ini bertujuan untuk mendedahkan pegawai pengawal selia di peringkat Kerajaan Negeri berkenaan proses penilaian RIS. Selain itu, 6 seminar telah diadakan dan seramai 857 peserta telah terlibat dengan program kesedaran berkenaan GRP yang telah dianjurkan oleh MPC.

Bagi meningkatkan pemahaman berkenaan pelaksanaan RIA di peringkat negeri, sebanyak 22 projek rintis telah dijalankan sebagai contoh, di Negeri Sembilan projek rintis yang terlibat adalah Prosedur Kutipan Cukai Tanah (Pejabat Tanah & Galian), Caj Pemajuan (Majlis Perbandaran Nilai) dan Enakmen Pengurusan Hasil Bumi (Pejabat Tanah & Galian).

Performance on Implementation of RIA at State Government and Local Authority Level

A total of 2 states have already incorporated a GRP policy, namely Negeri Sembilan and Sarawak. Negeri Sembilan had launched the Negeri Sembilan GRP Policy during the Negeri Sembilan Action Committee (JKTNg) meeting on 6 March 2017, while Sarawak launched the GRP Policy on 2 December 2018. Sarawak also issued a Circular on the implementation of GRP on 4 June 2019, which stipulated in detail the implementation process of GRP in Sarawak.

During 2019, 11 RIA workshops were held involving the participation of 337 officers from the State Government and Local Authorities. The aim of this workshop was to expose regulatory officers at the State Government level on the RIS evaluation process. In addition, 6 seminars were held where 857 participants were involved in the GRP awareness program organised by MPC.

To further develop the understanding of implementing RIA at the state level, a total of 22 pilot projects were carried out, for example, in Negeri Sembilan the pilot projects involved were Land Tax Collection Procedures (Department of Land & Mines), Development Charges (Nilai Municipal Council) and Land Revenue Management Enactment (Department of Land & Mines).

Semakan Dasar Negara bagi Pembangunan dan Pelaksanaan Peraturan (NPDIR)

NPDIR perlu disemak selepas 5 tahun pelaksanaannya. Sehubungan itu, beberapa sesi konsultasi telah diadakan bermula April 2018 bersama RC di peringkat kementerian serta agensi Kerajaan bagi mendapatkan input serta maklum balas penambahbaikan pelaksanaan dasar ini.

Setelah penyemakan dan sesi konsultasi dilakukan, NPDIR akan ditambah baik bagi memastikan reformasi amalan peraturan yang lebih menyeluruh, merangkumi peningkatan kualiti peraturan baharu dan peraturan sedia ada. NPDIR yang ditambah baik ini akan diberikan nama baru iaitu Dasar Negara bagi Amalan Baik Peraturan (NPGRP).

Selain itu, MPC bersama Bank Dunia telah membangunkan portal berintegrasi *Unified Public Consultation* (UPC) bertujuan untuk menyediakan platform konsultasi secara dalam talian bagi menggalakkan komunikasi dua hala di antara Kerajaan dan pihak berkepentingan.

Review of National Policy for Development and Implementation of Regulations (NPDIR)

The NPDIR needs to be reviewed after 5 years of implementation. In this regard, several consultation sessions were held beginning April 2018 with the Regulatory Coordinators (RC) based at ministries and government agencies to obtain inputs and feedback to further improve implementation of this policy.

After the review and consultation sessions are conducted, NPDIR will be improved to ensure a more comprehensive reform of regulatory practices, including improving the quality of new regulations and existing regulations. The improved NPDIR will be renamed to National Policy for Good Practice Regulation (NPGRP).

In addition, MPC together with the World Bank had developed an integrated Unified Public Consultation (UPC) portal aimed at providing an online consultation platform to promote two-way communication between the Government and stakeholders.

Pembangunan Portal Konsultasi Awam Berpusat Atas Talian (UPC)

Portal UPC telah dibangunkan pada tahun 2019 dengan kerjasama Bank Dunia bagi memudahkan pihak berkepentingan untuk merujuk dan memberi maklum balas konsultasi berkaitan polisi dan peraturan yang diadakan oleh pengawal selia hanya pada satu tempat dan secara atas talian.

Pada tahun 2019, Portal UPC telah berjaya diguna pakai oleh 31 kementerian & agensi dan merekodkan seramai 6,285 pengguna berdaftar. Sebanyak 53 dokumen konsultasi telah dimuat naik ke portal UPC bagi mendapatkan maklum balas dari pihak-pihak berkepentingan.

Development of the Unified Public Consultation (UPC) Portal

The UPC portal was developed in 2019 in collaboration with the World Bank to make it easier for stakeholders to refer and provide consultative feedback on policies and regulations held by regulators through a single online platform.

In 2019, the UPC Portal was successfully adopted by 31 ministries & agencies and had recorded a total of 6,285 registered users. A total of 53 consultation documents have also been uploaded onto the UPC portal to get feedback from stakeholders.

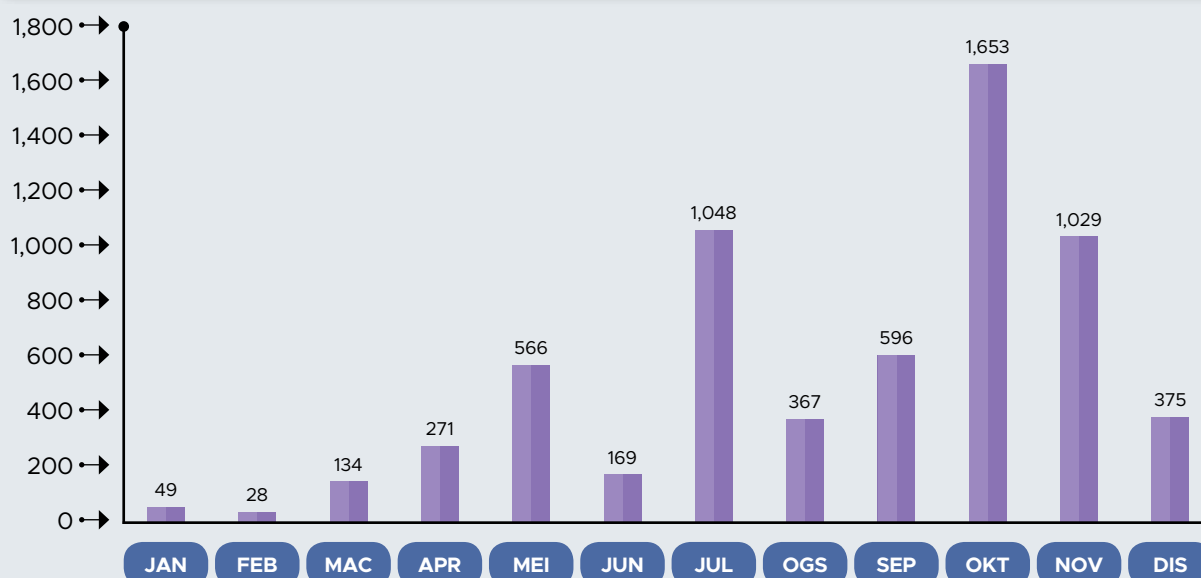
PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Senarai kementerian dan agensi yang mengguna pakai UPC
List of ministries and agencies that had adopted UPC

Bil No	Kementerian / Agensi Ministry / Agency
1	Suruhanjaya Syarikat Malaysia Companies Commission of Malaysia
2	Jabatan Mineral dan Geosains Department of Mineral and Geoscience Malaysia
3	Kementerian Belia dan Sukan Ministry of Youth and Sports
4	Lembaga Kemajuan Pertanian Muda (MADA) Muda Agriculture Development Authority (MADA)
5	Kementerian Perdagangan Antarabangsa dan Industri Ministry of International Trade and Industry (MITI)
6	Jabatan Pendidikan Tinggi Department of Higher Education
7	Bahagian Amalan Perubatan (MOH) Medical Practice Division
8	Kementerian Pertanian dan Industri Asas Tani Ministry of Agriculture & Agro-Based Industry Malaysia
9	Kementerian Perdagangan Dalam Negeri dan Hal Ehwal Pengguna (KPDNHEP) Ministry of Domestic Trade and Consumer Affairs
10	Lembaga Pembangunan Industri Pembinaan Malaysia Construction Industry Development Board Malaysia (CIDB)
11	Kementerian Tenaga dan Sumber Asli Ministry of Energy and Natural Resources
12	Jabatan Perikanan (DOF) Department of Fisheries (DOF)
13	Lembaga Perindustrian Kayu Malaysia (MTIB) Malaysian Timber Industry Board
14	Jabatan Perlindungan Hidupan Liar dan Taman Negara (PERHILITAN) Department of Wildlife and National Parks (DWNP)
15	Suruhanjaya Persaingan Malaysia (MyCC) Malaysia Competition Commission (MyCC)
16	Program Perkhidmatan Farmasi (MOH) Pharmacy Services Programme

Bil No	Kementerian / Agensi Ministry / Agency
17	Bahagian Regulatori Farmasi Negara (NPRA) National Pharmaceutical Regulatory Agency (NPRA)
18	Kementerian Tenaga, Sains, Teknologi, Alam Sekitar dan Perubahan Iklim (MESTECC) Ministry of Energy, Science, Technology, Environment and Climate Change (MESTECC)
19	Jabatan Perhutanan Semenanjung Malaysia Forestry Department of Peninsular Malaysia
20	Bahagian Kerajaan Tempatan, Pejabat Setiausaha Kerajaan Negeri Pahang Local Authority Division, Pahang State Secretariat
21	Jabatan Pertanian (DOA) Department of Agriculture (DOA)
22	Jabatan Bomba dan Penyelamat Malaysia Fire & Rescue Department of Malaysia
23	Perbadanan Produktiviti Malaysia (MPC) Malaysia Productivity Corporation
24	Sekretariat Pulau Bebas Cukai Pangkor Pangkor Island Duty-Free Secretariat
25	Institut Darul Ridzuan Darul Ridzuan Institute
26	Pejabat Pengarah Tanah dan Galian Pahang Department of Director General Lands and Mines, Pahang
27	Lembaga Perindustrian Nanas Malaysia Malaysian Pineapple Industry Board
28	Kementerian Pembangunan Wanita, Keluarga dan Masyarakat (KPWKM) Ministry of Women, Family and Community Development
29	Kementerian Hal Ehwal Ekonomi (MEA) Ministry of Economic Affairs
30	Jabatan Muzium Malaysia Department of Museums Malaysia
31	Kementerian Kerajaan Tempatan Perumahan Ministry of Housing and Local Government

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
 PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Statistik Pengguna Berdaftar UPC / Statistics on UPC Registered Users


MPC juga telah melaksanakan pelbagai program kesedaran dan latihan di kalangan Kementerian dan agensi, di mana sebanyak 13 bengkel *hands-on* UPC telah dikendalikan bagi meningkatkan pengetahuan mengenai penggunaan portal UPC.

MPC has also implemented various awareness and training programmes among Ministries and Agencies, where a total of 13 UPC hands-on workshops had been conducted to enhance knowledge on the use of UPC portals.

Senarai program pembangunan kapasiti / List of Capacity Building Programmes

Bil / No	Program / Programme	Tempat / Venue
1	Masterclass Public Policy	INTAN, Damansara
2	Hands-on Unified Public Consultation (UPC) for Moderator and Coordinator (Perak State)	Symphony Suites, Perak
3	Hands-on Unified Public Consultation (UPC) for Ministry of Economic Affairs (MEA)	Bilik Latihan ICT, MEA
4	Bengkel Hands-on Unified Public Consultation – GRP Pahang Hands-on Workshop on Unified Public Consultation – GRP Pahang	Pahang
5	Training of Trainers on RIA for INTAN Officers (UPC)	INTAN, Damansara
6	Hands-on UPC Workshop GRP Negeri Sembilan	Hatten, Melaka

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Bil / No	Program / Programme	Tempat / Venue
7	Hands-on UPC Workshop with Jabatan Muzium Museums Department	MPC
8	Bengkel UPC Bersama Pihak Berkuasa Tempatan (PBT) Sabah Workshop on UPC with Local Authorities, Sabah	Kota Kinabalu, Sabah
9	Hands-on Unified Public Consultation (UPC) for Moderator and Coordinator with Jabatan Perhilitan Department of Wildlife and National Parks (DWNP)	Pahang
10	Hands-on UPC Workshop with Jabatan Perhutanan Forestry Department	MPC
11	Bengkel Hands-on Unified Public Consultation (Jabatan Standard Malaysia) Hands-on Workshop on Unified Public Consultation (Department of Standards Malaysia)	Cyberjaya
12	Hands-on UPC Workshop with Suruhanjaya Tenaga Energy Commission	Putrajaya
13	Hands-on UPC Workshop with Malaysian Timber Industry Board (MTIB)	MTIB

PENGETAHUAN PRODUKTIVITI DAN DAYA SAING (PCK)

Laporan Produktiviti 2019

Pada tahun 2019, walaupun berlaku ketidakpastian ekonomi global, Malaysia mencapai pertumbuhan produktiviti buruh setiap pekerja sebanyak 2.2% kepada RM93,909 daripada RM91,932 pada tahun 2018 (Rajah 1). Pertumbuhan produktiviti ini menyumbang kepada pertumbuhan Keluaran Dalam Negara Kasar (KDNK) sebanyak 3.6% kepada RM1,420.5 bilion. Sementara itu, produktiviti buruh setiap jam bekerja meningkat kepada RM40.50 pada tahun 2019 daripada RM39.70 pada tahun sebelumnya.

PRODUCTIVITY AND COMPETITIVE KNOWLEDGE (PCK)

2019 Productivity Report

Despite global economic uncertainty in 2019, Malaysia recorded growth in labour productivity per employee of 2.2% to RM93,909 from RM91,932 in 2018 (Figure 1). This productivity growth had contributed to Gross Domestic Product (GDP) growth of 3.6% to RM1,420.5 billion. Meanwhile, labour productivity per hour employed increased to RM40.50 in 2019 from RM39.70 the previous year.

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING

PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

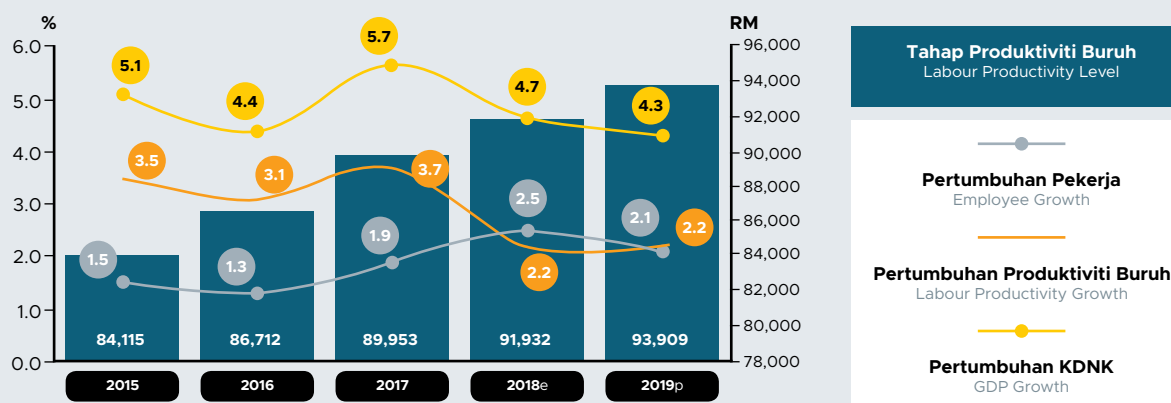
Melalui program perkongsian awam-swasta, agensi Kerajaan dan kementerian telah bersama-sama dengan organisasi swasta untuk membantu merangka inisiatif dan memastikan pelaksanaannya berjalan lancar. Usaha ini adalah memerlukan perubahan dalam minda rakyat untuk menerima produktiviti sebagai sebahagian daripada budaya. Pemikiran baru ini akan membantu memacu ekonomi Malaysia ke hadapan, membolehkannya berkembang lebih pantas dan menjadi lebih kompetitif di arena global.

Through public-private partnership programmes, Government agencies and ministries have partnered with private organisations to help design initiatives and ensure their smooth implementation. These efforts require change in mindset of the people to accept a productivity culture. This new way of thinking will help drive the Malaysian economy forward, enabling it to grow faster and sustain competitiveness in the global arena.

Rajah / Figure 1

Tahap dan Pertumbuhan Produktiviti Buruh, Pertumbuhan KDNK dan Pertumbuhan Pekerja, 2015 - 2019

Levels and Growth of Labour Productivity, GDP, and Employment, 2015 - 2019



Sumber: Jabatan Perangkaan Malaysia (DOSM) / Source: Department of Statistics Malaysia (DOSM)

Daya Saing 2019

Malaysia terus mengukuhkan kedudukannya di antara 25 negara paling berdaya saing dalam 3 laporan utama daya saing antarabangsa. Malaysia berada di tangga ke-27 daripada 141 ekonomi dengan skor 74.5 dalam laporan *Global Competitiveness Report* (GCR) 2019 yang diterbitkan oleh World Economic Forum (WEF). Di antara ekonomi ASEAN, Malaysia mengekalkan kedudukan kedua paling kompetitif antara 9 ekonomi. Dari 12 pilar yang diukur dalam *Global Competitiveness Index 4.0* (GCI 4.0), Malaysia berada di antara 25 teratas untuk 6 pilar iaitu Sistem Kewangan, Dinamisme Perniagaan, Pasaran Produk, Pasaran Buruh, Saiz Pasaran dan Institusi.

Competitiveness 2019

Malaysia continued to strengthen its position among the 25 most competitive countries in the 3 major international competitiveness reports. Malaysia is ranked 27th out of 141 economies with a score of 74.5 in the *Global Competitiveness Report* (GCR) 2019 published by the World Economic Forum (WEF). Among ASEAN economies, Malaysia maintains the second most competitive position among the 9 economies. Of the 12 pillars measured in the *Global Competitiveness Index 4.0* (GCI 4.0), Malaysia is among the top 25 for 6 pillars, namely Financial system, Business dynamism, Product market, Labour market, Market size and Institutions.

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Sementara itu, *World Competitiveness Yearbook (WCY)* 2019 terbitan *Institute for Management Development (IMD)* merekodkan Malaysia kekal selama 2 tahun berturut-turut menduduki tangga ke-22 dalam kalangan 63 ekonomi. Dalam rantau ASEAN, Malaysia kekal di tempat ke-2 dengan Singapura mengekalkan kedudukan pertama. Malaysia bertambah baik dalam Faktor Infrastruktur dengan berada di tangga ke-28 dari tangga ke-33 pada tahun sebelumnya, yakni peningkatan sebanyak 5 tangga. Penambahbaikan ini disumbangkan oleh sub-faktor di bawah Infrastruktur seperti Infrastruktur Asas, Infrastruktur Teknologi, Infrastruktur Saintifik dan Kesihatan & Alam Sekitar. Seterusnya, *Doing Business 2020* terbitan Bank Dunia telah melaporkan Malaysia berada di tangga ke-12 dalam kalangan 190 ekonomi, yang merupakan kedudukan yang lebih tinggi berbanding *Doing Business 2019*, iaitu di tangga ke-15. Ini menjadikan Malaysia di antara 10% dari negara-negara paling mudah di dunia untuk menjalankan perniagaan. Antara negara anggota ASEAN, Malaysia mengambil tempat kedua selepas Singapura.

Meanwhile, in the *World Competitiveness Yearbook (WCY)* 2019 published by the Institute for Management Development (IMD), Malaysia sustained its 22nd position among 63 economies for two consecutive years. Within the ASEAN region, Malaysia ranked 2nd while Singapore ranked 1st. Malaysia improved in the Infrastructure Factor by being ranked 28th from 33rd in the previous year, an increase of 5 steps. These improvements are contributed by sub-factors under Infrastructure such as Basic Infrastructure, Technology Infrastructure, Scientific Infrastructure and Health & Environment. Furthermore, in the World Bank *Doing Business Report 2020*, Malaysia was ranked 12th position among 190 economies, compared to 15th position in the *Doing Business Report 2019*. This places Malaysia among 10% of the easiest countries in the world to do business with. Among ASEAN member countries, Malaysia took second place after Singapore.

Pemantapan Pelaksanaan Sistem Upah Yang Dikaitkan Dengan Produktiviti (PLWS)

PLWS adalah sistem yang menghubungkan upah dengan produktiviti atau prestasi pekerja dan/atau syarikat. Sistem ini telah diiktiraf sebagai satu langkah untuk meningkatkan daya saing. Sistem upah yang fleksibel dan berdaya saing akan membolehkan syarikat membuat penyelarasan kepada upah, memastikan kestabilan pekerjaan dan mengurangkan kemungkinan pemberhentian pekerja sekiranya berlaku kelembapan ekonomi. Di samping itu, PLWS telah dikenal pasti sebagai salah satu inisiatif di bawah Teras 1: Membina Tenaga Kerja Masa Hadapan di dalam MPB. PLWS akan memastikan pertumbuhan gaji yang sepadan dengan pertumbuhan produktiviti dan akhirnya meningkatkan daya saing syarikat.

Dengan itu, pada tahun 2019, MPC telah memperkenalkan Rancangan Gerakan PLWS (Tahap 1) ke arah mewujudkan hubungan yang harmoni di kalangan majikan dan pekerja. Antara lain adalah mengadakan Perbincangan Meja Bulat (RTD) dengan agensi-agensi Kerajaan yang berkaitan dan industri bagi menangani isu dan cabaran untuk meningkatkan pelaksanaan PLWS di kalangan industri serta menghormoni hubungan antara majikan dan pekerja.

Strengthening Implementation of the Productivity-Linked Wage System (PLWS)

PLWS is a system which links wages to the productivity or performance of employees and/or companies. This system has been recognised as a measure to improve competitiveness. A flexible and competitive wage structure will enable companies to adjust wages, ensure job stability and reduce the likelihood of retrenchment in the event of an economic downturn. In addition, PLWS has also been identified as one of the initiatives under Thrust 1: Building Workforce of the Future, in the MPB. As such, PLWS will ensure wage increases are in tandem with productivity growth, thereby enhancing competitiveness of the company.

Therefore, in 2019, MPC introduced the PLWS Movement Plan (Phase 1) towards creating a harmonious relationship between employers and employees. Other initiatives include Roundtable Discussion (RTD) with relevant Government agencies and industries to address issues and challenges that will improve the implementation of PLWS among industries, as well as to foster harmonious relations between employers and employees.

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT**Pengukuran Keberhasilan Produktiviti (PGM)**

PGM merupakan alat yang membolehkan perniagaan menentukan prestasi produktiviti berbanding dengan objektif strategik mereka. Dengan mengukur prestasi produktiviti sebelum dan selepas pelaksanaan intervensi perniagaan yang strategik, syarikat dapat mengenal pasti masalah dan peluang untuk penambahbaikan. Syarikat kemudian akan dapat menanda aras prestasi mereka dengan syarikat terbaik dalam kelas (*best-in-class*) dalam industri mereka sendiri atau sektor lain. PGM akan membantu pemilik perniagaan untuk menilai keadaan semasa mereka, menetapkan sasaran masa hadapan dan memberi inspirasi kepada syarikat lain untuk bekerjasama bagi mencapai matlamat perniagaan dan keuntungan yang diinginkan.

e-PGM yang diperkenalkan pada tahun 2018, merupakan alat penilaian sendiri (*self-assessment*) dalam talian yang boleh digunakan untuk mengukur produktiviti peringkat firma, yang boleh diakses pada bila-bila masa dan di mana sahaja. Sistem ini telah ditambah baik dan diperkukuhkan pada tahun 2019 agar menjadi lebih mesra pengguna. Melalui tinjauan ringkas yang dijalankan, sistem ini telah dinaik taraf mengikut kehendak pengguna. Sepanjang tahun 2019, sebanyak 550 buah syarikat telah menggunakan e-PGM untuk mengira produktiviti mereka.

Di samping itu, Nexus Produktiviti dan Skim Peningkatan Produktiviti Enterprais (SPPE) telah mengenal pasti sistem e-PGM sebagai salah satu alat untuk industri memantau prestasi produktiviti mereka. Sebanyak 15 siri bengkel telah dijalankan melalui Nexus Produktiviti dan SPPE untuk mendidik industri dalam penggunaan sistem tersebut dan seterusnya membantu industri meningkatkan produktiviti mereka.

Productivity Gain Measurement (PGM)

PGM is a tool that allows businesses to determine productivity performance relative to their strategic objectives. By measuring productivity performance before and after the implementation of strategic business interventions, companies can identify problems and opportunities for improvement. Companies will then be able to benchmark their performance with best-in-class companies in their own industry or other sectors. PGM will help business owners to assess their current situation, set future targets and inspire other companies to work together to achieve the desired business goals and profits.

e-PGM, which was introduced in 2018, is an online self-assessment tool that can be used to measure firm-level productivity, and which can be accessed anytime and anywhere. The system has been improved and reinforced in 2019 making it more user friendly. Through a brief survey conducted, this system has been upgraded according to the needs of users. During 2019, a total of 550 companies have used e-PGM to compute their productivity.

In addition, the Productivity Nexus and Enterprise Productivity Improvement Scheme (SPPE) have identified the e-PGM system as one of the tools for the industry to monitor productivity performance. A series of 15 workshops were conducted through the Productivity Nexus and SPPE to educate the industry in the use of the system and further assist industries to enhance productivity.

PASUKAN PETUGAS KHAS PEMUDAH CARA PERNIAGAAN (PEMUDAH)

PEMUDAH yang ditubuhkan sejak tahun 2007 berfungsi dalam menangani isu-isu yang menjadi penghalang kepada peningkatan daya saing perniagaan menerusi kerjasama antara sektor awam dan swasta. PEMUDAH membantu dalam memastikan penyampaian kawal selia perniagaan berada di tahap yang baik dan tidak membebankan peniaga berdasarkan agenda GRP. Inisiatif pembaharuan kawal selia diketuai PEMUDAH dengan jalinan kerjasama yang erat bersama kementerian dan agensi kerajaan, pihak berkuasa tempatan, pihak industri serta pakar-pakar bidang tertentu. Pada bulan Mac 2019, PEMUDAH telah diaktifkan semula dengan penambahbaikan ke atas fungsi, organisasi dan operasinya, melalui kelulusan daripada Jemaah Menteri. Pengukuhan PEMUDAH menyumbang kepada ekosistem yang lebih mesra perniagaan, seterusnya menyokong kepada pertumbuhan produktiviti dan daya saing negara.

THE SPECIAL TASKFORCE TO FACILITATE BUSINESS (PEMUDAH)

PEMUDAH, which was established in 2007, addresses issues that hinder competitiveness of business through collaboration between the public and private sectors. PEMUDAH assists to ensure that business regulations are constantly reviewed and are not a burden to traders by applying GRP principles. The regulatory reform initiative is led by PEMUDAH with close cooperation among ministries and government agencies, local authorities, industry and experts in related fields. In March 2019, PEMUDAH was reactivated with improvements made to its functions, organisation and operations, and with the approval from the Cabinet. Strengthening PEMUDAH contributes to a more business-friendly ecosystem, in turn supporting the nation's productivity growth and competitiveness.

Kedudukan Malaysia Dalam Laporan *Doing Business* 2020

Laporan *Doing Business* 2020 (DB 2020) yang merupakan edisi ke-17 telah diterbitkan oleh Bank Dunia pada 24 Oktober 2019. Laporan ini mengukur dan menilai peraturan yang memudahkan atau membebankan aktiviti perniagaan di dalam 10 bidang menjalankan perniagaan bagi 190 buah ekonomi di seluruh dunia. Topik-topik yang diukur adalah seperti berikut:

Malaysia's Achievement in The *Doing Business* Report 2020

The *Doing Business* 2020 Report (DB 2020) which is the 17th edition was published by the World Bank on 24 October 2019. This report measures and evaluates business regulations that facilitate or restrict business activities in 10 areas of doing business for 190 economies in the world. The areas measured are as follows:

1

Memulakan Perniagaan

Starting a Business

4

Mendaftarkan Hartanah

Registering Property

2

Urusan Permit Pembinaan

Dealing with Construction Permits

5

Mendapatkan Kredit

Getting Credit

3

Mendapatkan Bekalan Elektrik

Getting Electricity

6

Melindungi Pelabur Minoriti

Protecting Minority Investors

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING

PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

7

Pembayaran Cukai

Paying Taxes

9

Penguatkuasaan Kontrak

Enforcing Contracts

8

Perdagangan Rentas Sempadan

Trading Across Borders

10

Penyelesaian Insolvensi

Resolving Insolvency

Pencapaian Keseluruhan Malaysia Dalam Laporan *Doing Business*

Laporan *Doing Business 2020* meletakkan Malaysia sebagai ekonomi ke-12 yang mudah menjalankan perniagaan di antara 190 ekonomi dunia yang diukur. Kedudukan Malaysia di tangga ke-12 ini merupakan peningkatan pencapaian bagi dua tahun berturut-turut daripada tempat ke-24 pada tahun 2018 dan ke-15 pada tahun 2019.

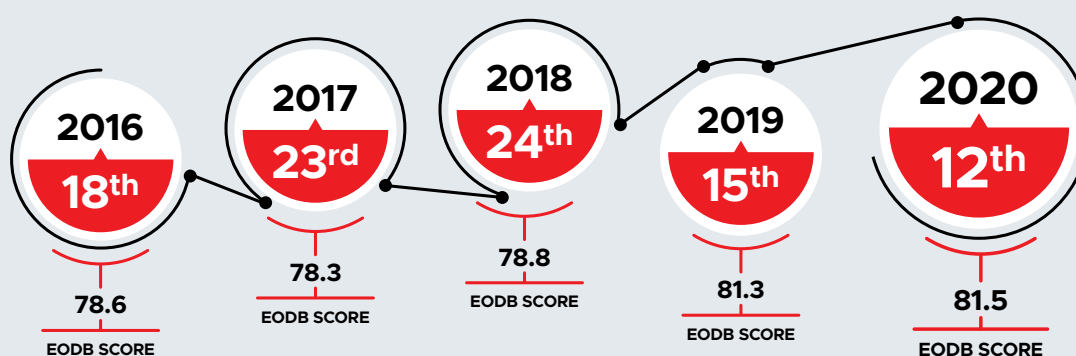
Malaysia's Overall Achievement in The *Doing Business* Report

The *Doing Business 2020* report ranked Malaysia 12th among 190 world economies in the ease of doing business. Malaysia's 12th placing indicates vast improvement over the past two consecutive years from 24th place in 2018 to 15th in 2019.

Pencapaian Malaysia dalam Laporan *Doing Business*, 2016 - 2020

Malaysia's Achievement in The *Doing Business* Report, 2016 - 2020

DOING BUSINESS, 2016 - 2020



PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

Malaysia merekodkan peningkatan skor *Ease of Doing Business* (EODB) sebanyak 0.2 mata iaitu 81.5 berbanding 81.3 yang dicatatkan pada tahun sebelumnya. Perbezaan nilai skor Malaysia adalah sebanyak 5.3 berbanding ekonomi terbaik dunia iaitu New Zealand yang merekodkan skor 86.8.

Malaysia turut memperbaiki kedudukan dalam kalangan ekonomi di rantau Asia iaitu di tangga ke-4 berbanding tangga ke-5 pada tahun sebelumnya dengan mengatasi Taiwan. Bagi negara-negara ASEAN, Malaysia kekal sebagai ekonomi kedua terbaik selepas Singapura.

Malaysia recorded an increase in Ease of Doing Business (EODB) score by 0.2 points to achieve 81.5 compared to 81.3 recorded in the previous year. The difference in the value of Malaysia's score is 5.3 when compared to the world's best economy, namely New Zealand which recorded a score of 86.8.

Malaysia also improved its position among economies in the Asian region, achieving 4th place compared to 5th place in the previous year and overtaking Taiwan. Within ASEAN countries, Malaysia remains the second best economy after Singapore.

Prestasi 10 Bidang Dalam Menjalankan Perniagaan

Di antara 10 bidang yang dinilai, Malaysia mencatatkan skor EODB melebihi 80% di dalam 5 bidang iaitu Mendapatkan Bekalan Elektrik (99.3), Urusan Permit Pembinaan (89.9), Perdagangan Rentas Sempadan (88.5), Melindungi Pelabur Minoriti (88.0) dan Memulakan Perniagaan (83.3). Di antara 5 bidang ini, 2 bidang merekodkan peningkatan skor EODB berbanding tahun sebelumnya iaitu Urusan Permit Pembinaan sebanyak 1.1 dan Memulakan Perniagaan sebanyak 0.5. Manakala, skor EODB bagi 6 bidang kekal berbanding tahun sebelumnya iaitu Mendapatkan Bekalan Elektrik (99.3), Perdagangan Rentas Sempadan (88.5), Melindungi Pelabur Minoriti (88.0), Pendaftaran Hartanah (79.5), Mendapatkan Kredit (75.0), dan Penguatkuasaan Kontrak (68.2).

Performance in the 10 Areas of Doing Business

Among the 10 areas evaluated, Malaysia recorded an EODB score of more than 80% in 5 areas namely Getting Electricity (99.3), Dealing with Construction Permits (89.9), Trading Across Borders (88.5), Protecting Minority Investors (88.0) and Starting a Business (83.3). Out of these 5 areas, 2 areas recorded an increase in the EODB score compared to the previous year, namely Dealing with Construction Permits by 1.1 and Starting a Business by 0.5. Meanwhile, EODB scores for 6 areas remained the same as the previous year, namely Getting Electricity (99.3), Trading Across Borders (88.5), Protecting Minority Investors (88.0), Registering Property (79.5), Getting Credit (75.0), and Enforcing Contracts (68.2).

PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING
PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT**Pembaharuan dan Penambahbaikan**

Peningkatan prestasi Malaysia di dalam Laporan *Doing Business 2020* disokong dan didorong oleh kepimpinan yang teguh di peringkat PEMUDAH dalam memastikan ekosistem peraturan perniagaan yang kondusif dan mesra peniaga. Penambahbaikan ini juga merupakan hasil daripada kerjasama yang erat dan komitmen di kalangan ahli-ahli di peringkat Kumpulan Kerja Teknikal (TWG) di bawah PEMUDAH yang terdiri daripada wakil-wakil sektor awam dan swasta. MPC sebagai Sekretariat PEMUDAH turut bekerjasama dengan setiap TWG dalam memulakan dan memantau pelaksanaan pelbagai inisiatif penambahbaikan.

Bank Dunia turut memperakui kejayaan Malaysia dalam mengekalkan momentum pelaksanaan pembaharuan dan penambahbaikan yang diambil kira dalam DB 2020. Malaysia telah memperkemas proses bagi urusan permit pembinaan dengan menggabungkan prosedur pemeriksaan jalan dan saliran serta utiliti yang dilaksanakan oleh Dewan Bandaraya Kuala Lumpur (DBKL). Penambahbaikan ini telah mengurangkan bilangan prosedur bagi topik urusan permit pembinaan dan memperbaiki kedudukan Malaysia kepada ke-2 terbaik di dunia berbanding 190 ekonomi bagi topik ini.

PEMUDAH turut melancarkan inisiatif penambahbaikan secara konsisten untuk menggalakkan kesan positif kepada urusan menjalankan perniagaan dengan mempromosikan kecekapan, produktiviti dan tadbir urus yang baik. Pelancaran Portal Konsultasi Awam Berpusat (UPC) juga adalah sebahagian daripada inisiatif bagi meningkatkan kualiti peraturan di mana cadangan-cadangan peraturan baharu dikemukakan kepada pihak awam secara atas talian untuk mendapatkan maklum balas secara lebih menyeluruh.

Reforms and Improvements Implemented

Malaysia's improved performance in the *Doing Business 2020* Report is supported and driven by strong leadership at the PEMUDAH level in ensuring a conducive regulatory business environment and business-friendly ecosystem. This improvement is also the result of close cooperation and commitment among members of the Technical Working Group (TWG) under PEMUDAH comprising representatives from both the public and private sectors. MPC as the PEMUDAH Secretariat also works together with each TWG to initiate and monitor implementation of various improvement initiatives.

The World Bank has acknowledged Malaysia's success in sustaining its momentum in implementing reforms and improvements which were taken into account in DB 2020. Malaysia has also streamlined its processes in Dealing with Construction Permits by combining road and drainage inspection procedures and utilities which are implemented by Kuala Lumpur City Hall (DBKL). These improvements have reduced the number of procedures for construction permits and ultimately improved Malaysia's position to be among the 2nd best in the world among 190 economies in this area.

PEMUDAH has also consistently developed improvement initiatives to ensure positive impact on business operations by promoting efficiency, productivity and good governance. The launch of the Centralised Public Consultation Portal (UPC) is also part of the initiative to improve quality of regulations where new regulatory proposals are submitted to the public online for a more comprehensive feedback.

PEMBANGUNAN KUALITI DAN KECEMERLANGAN

QUALITY AND EXCELLENCE DEVELOPMENT

PEMBANGUNAN KUALITI DAN KECEMERLANGAN

QUALITY AND EXCELLENCE DEVELOPMENT

KECEMERLANGAN PERNIAGAAN (BE)

Selaras dengan perubahan pada peringkat antarabangsa, Rangka Kerja Kecemerlangan Perniagaan Malaysia telah disemak semula dan tampil dengan wajah baharu untuk ditanda aras oleh kedua-dua sektor swasta dan awam. Fokus utama dalam pembaharuan ini ialah untuk memastikan kelestarian organisasi serta menggalakkan pencapaian amalan bertaraf dunia melalui penyampaian nilai yang lebih baik kepada pelanggan dan pihak berkepentingan.

Dengan mengekalkan 7 elemen penting untuk memacu kecemerlangan iaitu kepimpinan, strategi, maklumat, pelanggan, tenaga kerja, proses dan hasil, fokus telah diberi untuk menambah baik prinsip-prinsip panduan kecemerlangan organisasi dan yang diutamakan oleh pengurusan. Tiga prinsip tunjang ini ialah kepimpinan berwawasan, ketangkasan organisasi dan memberi nilai kepada pemegang taruh. Lapan prinsip lain juga dibangunkan untuk menyokong tiga prinsip tunjang ini. Kesemua prinsip ini mesti menjadi sebahagian dari amalan pengurusan untuk memastikan kelestarian organisasi. Rangka Kerja Kecemerlangan Perniagaan Malaysia serta Prinsip-prinsip Panduan adalah seperti di Rajah 1 dan 2.

Pengiktirafan akan diberi kepada organisasi yang mengguna pakai MBEF untuk meningkatkan prestasi mereka. Organisasi perlu mencapai skor sekurang-kurangnya 400 (maksimum skor 1000) untuk melayakkan mereka diiktiraf sebagai ahli dalam *Malaysia Productivity and Innovation Class* (MPIC). Pelbagai program intervensi dan perkongsian amalan terbaik akan dijalankan untuk ahli MPIC bagi meningkatkan lagi kualiti pengurusan organisasi masing-masing. Sehingga kini sebanyak 397 organisasi telah diiktiraf sebagai ahli MPIC.

BUSINESS EXCELLENCE (BE)

In line with changes at international level, the Malaysia Business Excellence Framework (MBEF) has been revised and had adopted new criteria that can be benchmarked by both the private and public sectors. The main focus of this reform is to ensure organisational sustainability and to promote the achievement of world-class practices to create greater value for customers and stakeholders.

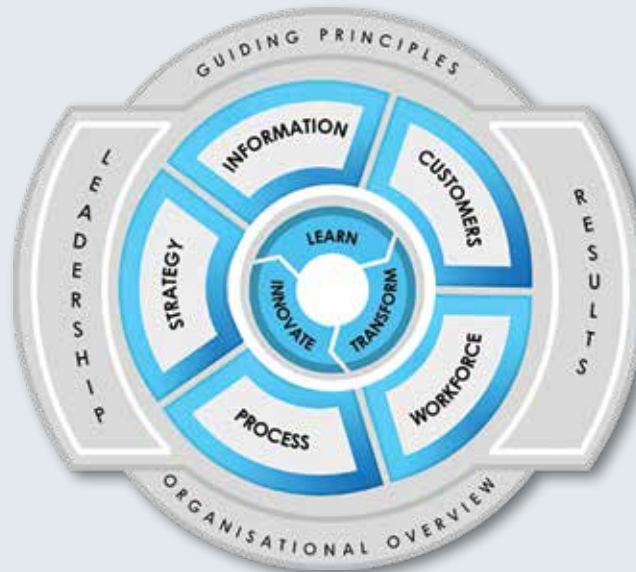
By maintaining the 7 essential elements to drive excellence, namely leadership, strategy, information, customers, workforce, processes and results, focus has been given to improving the guiding principles of the organisation and those prioritised by management. These three core principles are visionary leadership, organisational agility and value to stakeholders. Eight other principles were also developed to support these three core principles. All of these principles must be part of management practices to ensure organisational sustainability. MBEF 2020 and its Guiding Principles are shown in Figures 1 and 2.

Recognition will be given to organisations that adopt MBEF to improve their performance. Organisations need to achieve a score of at least 400 (from a maximum value of 1,000) to enable them to be recognised as members of the Malaysia Productivity and Innovation Class (MPIC). Various intervention programmes and best practices sharing will be conducted for MPIC members to further improve their quality of management. To date, a total of 397 organisations have been recognised as MPIC members.

PEMBANGUNAN KUALITI DAN KECEMERLANGAN
QUALITY AND EXCELLENCE DEVELOPMENT

Rajah / Figures 1

Rangka Kerja Kecemerlangan Perniagaan Malaysia (MBEF)
Malaysia Business Excellence Framework (MBEF)



Rajah / Figures 2

Prinsip-Prinsip Panduan Rangka Kerja Kecemerlangan Perniagaan Malaysia
MBEF's Guiding Principles



PEMBANGUNAN KUALITI DAN KECEMERLANGAN

QUALITY AND EXCELLENCE DEVELOPMENT

Dalam kebanyakan program pengiktirafan atau anugerah, MBEF merupakan satu alat bagi mengukur kecemerlangan perniagaan yang digunakan oleh pengendali anugerah di peringkat kebangsaan atau negeri di Malaysia. Di peringkat kebangsaan, Anugerah Kecemerlangan Industri (AKI) anjuran Kementerian Perdagangan Antarabangsa dan Industri (MITI) mengguna pakai MBEF. Selain itu, MPC turut bekerjasama dengan persatuan seperti *Federation of Malaysian Manufacturers* (FMM) bagi menjayakan *FMM Excellence Award 2019* dan *Sarawak Business Federation* (SBF) dalam melaksanakan Anugerah Kecemerlangan Industri Ketua Menteri Sarawak 2019.

MPC juga mendapat kepercayaan dari agensi-agensi kerajaan bagi menjalankan penilaian menggunakan MBEF sebelum program intervensi dibuat ke atas syarikat terlibat. Antara program yang dinilai menggunakan MBEF untuk tahun 2019 ialah Projek Skim Peningkatan Produktiviti Enterprais (SPPE). Bagi tahun 2019, sebanyak 254 penilaian BE telah dijalankan terhadap syarikat SPPE bagi menilai pencapaian sebelum dan selepas intervensi.

In most recognition or award programmes, MBEF is used as a tool for measuring business excellence which is adopted by award assessors at the national or state level in Malaysia. At the national level, the Industry Excellence Award (AKI) organised by the Ministry of International Trade and Industry (MITI) also adopts the MBEF criteria. Apart from that, MPC has also collaborated with associations namely, the Federation of Malaysian Manufacturers (FMM) to ensure the success of the FMM Excellence Award 2019 and Sarawak Business Federation (SBF) for the Sarawak Chief Minister Industry Excellence Award (Sarawak CMIEA 2019).

MPC has also been entrusted by government agencies to conduct assessments using MBEF before intervention programmes were made on the companies involved. Among the programmes evaluated using MBEF for 2019 is the Enterprise Productivity Improvement Scheme Project (SPPE). For the year 2019, a total of 254 BE assessments were conducted on SPPE companies to assess performance before and after the intervention.

Program Antarabangsa

Pada peringkat antarabangsa MPC memainkan peranan aktif dalam perkongsian amalan terbaik dan juga menanda aras amalan negara lain dalam bidang Kecemerlangan Perniagaan. Ini bertujuan untuk memastikan MBEF kekal relevan dengan perubahan persekitaran antarabangsa serta mempunyai standard yang tinggi dengan negara-negara lain. MPC telah menjadi ahli *Global Excellence Council* (GEC) pada tahun 2014 dan mengambil bahagian aktif dalam semua mesyuarat yang dijalankan. Mesyuarat GEC diadakan secara bergilir di setiap negara ahli bagi membincangkan prestasi dan penanda aras terbaik dalam penggunaan rangka kerja BE. Malaysia telah dijemput untuk menjadi tuan rumah mesyuarat GEC pada tahun 2021. Senarai ahli GEC adalah seperti di Jadual 1.

International Programmes

At the international level, MPC plays an active role in sharing best practices and also benchmarks other countries practices in the area of Business Excellence. This aims to ensure that MBEF remains relevant especially to changes in the international environment as well as maintaining high standards with other countries. MPC became a member of the Global Excellence Council (GEC) in 2014, and took an active part in all the meetings that were held. GEC meetings are held on rotation in each member country to discuss the best performance and benchmarks to be used in the BE framework. Malaysia has been invited to host the GEC meeting in 2021. The list of GEC member is shown in Table 1.

PEMBANGUNAN KUALITI DAN KECEMERLANGAN
QUALITY AND EXCELLENCE DEVELOPMENT

Jadual / Table 1 Global Excellence Council

The Global Excellence Model (GEM) Council consists of organisations that are recognised globally as the guardians of premier Excellence Models in their specific geographical region/area or trading block.

No.	GEC MEMBERS	REPRESENTED BY
1.	Australia	AOEF: Australia Organisational Excellence Foundation
2.	Brazil	FNQ: National Quality Foundation
3.	China	CAQ: China Association For Quality
4.	Europe	EFQM: The European Foundation for Quality Management
5.	Iberian Peninsula and Latin America	FUNDIBEQ
6.	India	CII-IQ: Confederation of Indian Industry (CII) Institute of Quality (IQ)
7.	Japan	Japan Productivity Centre
8.	Malaysia	MPC: Malaysia Productivity Corporation
9.	Mexico	IFCT : Instituto para el Fomento a la Calidad Total
10.	Singapore	ESG: Enterprise Singapore
11.	United Arab Emirates	DGEP: Dubai Government Excellence Programme
12.	USA	NIST: National Institute of Standards and Technology

GEC & BE FRAMEWORK



Terdapat pemenang anugerah yang menggunakan MBEF menyertai program anugerah antarabangsa seperti *Global Performance Excellence Awards* (GPEA) yang dianjurkan oleh *Asia Pacific Quality Organisation* (APQO). Syarikat Linaco Manufacturing (M) Sdn Bhd sebagai pengamal Kecemerlangan Perniagaan telah memenangi salah satu kategori GPEA iaitu “*Best in Class*” pada tahun 2019.

There are award winners who use MBEF to participate in international award programmes such as the Global Performance Excellence Awards (GPEA) organised by the Asia Pacific Quality Organisation (APQO). Linaco Manufacturing (M) Sdn. Bhd. as a Business Excellence practitioner has won one of the GPEA categories, namely “Best in Class” in 2019.

PEMBANGUNAN KUALITI DAN KECEMERLANGAN

QUALITY AND EXCELLENCE DEVELOPMENT

Perkongsian Amalan Terbaik Organisasi

Sejak tahun 1990an MPC telah menganjurkan Seminar Kecemerlangan Perniagaan (BE) yang menjadi platform penerima-penerima AKI berkongsi bersama industri mengenai amalan-amalan terbaik pengurusan perniagaan. Selaras dengan perubahan konsep *Total Quality Management* (TQM) kepada *Business Excellence Model*, seminar ini telah dijenamakan semula pada tahun 2014 sebagai *Business Excellence CEO Forum* selaras dengan penjenamaan semula AKI dan merupakan program tahunan MPC. MPC telah memperkenalkan *BE CEO Forum* untuk berkongsi amalan terbaik Kecemerlangan Perniagaan yang dijalankan di Malaysia bagi mempromosikan MBEF kepada organisasi yang berpotensi.

Antara objektif program *BE CEO Forum* ialah menyebarkan luas amalan-amalan terbaik pengurusan oleh organisasi cemerlang di luar negara dan dalam negara untuk ditanda aras oleh syarikat-syarikat peserta seminar dan meningkatkan bilangan organisasi cemerlang yang mengadaptasi BE sebagai strategi kelestarian perniagaan melalui penyertaan di dalam program-program anugerah di peringkat persatuan, negeri, nasional dan antarabangsa. Selain itu, objektif *BE CEO Forum* adalah mengukuhkan jalinan kerjasama dalam kalangan *BE Community*. Bagi tahun 2019, *BE CEO Forum* telah menjemput seramai 4 orang panelis selaku Pemenang AKI 2018 serta pengamal-pengamal BE iaitu dari KPJ Ipoh Specialist Hospital, Wilk Advanced Management Consulting (Australia), Tabung Baitulmal Sarawak dan STMicroelectronics Malaysia. Seramai 200 peserta dari 110 organisasi telah menghadiri forum tersebut.

Sharing of Best Practices

Since the 1990s, MPC has organised the Business Excellence (BE) Seminar which is a platform for AKI recipients to share with the industry business management best practices. In line with the change in the concept of Total Quality Management (TQM) to the Business Excellence Model, this seminar was rebranded in 2014 as the Business Excellence CEO Forum which is an MPC annual programme. MPC has also introduced the BE CEO Forum to share best practices of Business Excellence conducted in Malaysia to promote MBEF to potential organisations.

Among the objectives of the BE CEO Forum programme is to disseminate management best practices by outstanding international and local organisations which are to be benchmarked by companies participating in the seminar, and increase the number of excellent organisations that adopt BE as a business strategy for sustainability through participation in the award programmes at the association, state, national and international levels. In addition, the objective of the BE CEO Forum is to strengthen collaboration within the BE Community. For 2019, the BE CEO Forum had invited 4 winners from the Industry Excellence Award 2018 and BE Practitioners to be the panelists, which included BE practitioners from KPJ Ipoh Specialist Hospital, Wilk Advanced Management Consulting (Australia), *Tabung Baitulmal Sarawak* and STMicroelectronics Malaysia. A total of 200 participants from 110 organisations attended the forum.

PROGRAM PEMBANGUNAN KAPASITI, PENGIKTIRAFAN DAN PENILAIAN

Bermula dari tahun 2015 hingga 2019, seramai 2,027 orang Pengamal, Penilai dan Perunding telah dilatih dalam program pembangunan kapasiti dalam bidang Kecemerlangan Perniagaan. Dalam tempoh tersebut juga, MPC telah mengiktiraf Jaguh Produktiviti (*Productivity Champion*) kepada 1,019 orang.

CAPACITY BUILDING, RECOGNITION AND ASSESSMENT PROGRAMMES

From 2015 to 2019, a total of 2,027 Practitioners, Assessors and Consultants had been trained in capacity building programmes in the area of Business Excellence. During the same period, MPC recognised 1,019 Productivity Champions.

PEMBANGUNAN KUALITI DAN KECEMERLANGAN
QUALITY AND EXCELLENCE DEVELOPMENT

Productivity Champion merupakan salah satu inisiatif di bawah Rancangan Malaysia Kesebelas (RMKe-11) 2016-2020. Inisiatif ini bertujuan untuk memberi pengiktirafan kepada individu yang telah menunjukkan komitmen dalam menggalakkan peningkatan produktiviti di peringkat kebangsaan, industri dan enterprais. Pewujudan pengiktirafan kepada *Productivity Champion* juga bertujuan untuk melantik mereka sebagai duta MPC dalam mempromosi serta melaksanakan program produktiviti di organisasi masing-masing. Selain daripada itu, individu yang dilantik sebagai *Productivity Champion* juga akan bekerjasama dalam aktiviti-aktiviti anjuran MPC bersama organisasi dan industri. Jadual 2 menunjukkan bilangan individu yang telah diiktiraf sebagai Productivity Champion dari tahun 2015 hingga 2019.

Productivity Champions is one of the initiatives under the Eleventh Malaysia Plan (11MP) 2016-2020. It aims to give recognition to individuals who have shown commitment in promoting increased productivity at the national, industrial and enterprise levels. The aim of creating and recognising Productivity Champions is to appoint them as MPC ambassadors in promoting and implementing productivity programmes in their respective organisations. Apart from this, individuals appointed as Productivity Champions will also collaborate in activities organised by MPC together with other organisations and industries. Table 2 shows the number of individuals who have been recognised as Productivity Champions between 2015 to 2019.

Jadual / Table 2

Productivity Champion Mengikut Kategori
Productivity Champion According to Category

Pengiktirafan Recognition / Accreditation	TAHUN / YEAR					Jumlah / Total
	2015	2016	2017	2018	2019	
Pengamal, Penilai dan Konsultan BE / Practitioners, Assessors and BE Consultants	276	85	96	153	75	685
QE / 5S Specialist	55	60	52	21	45	233
Certified Productivity Champion	45	200	247	278	339	1,109
Jumlah / Total	376	345	395	452	459	2,027

Persijilan Sistem Pengurusan Persekitaran Berkualiti QE/5S

Bagi Persijilan Sistem Pengurusan Persekitaran Berkualiti QE/5S MPC, aktiviti ini merupakan instrumen pemantauan tahap pelaksanaan sistem ini yang memberi penekanan kepada organisasi pelaksana menzahirkan persekitaran kerja yang bersih, kondusif dan selamat.

Quality Environment Management System Certification QE/5S

In relation to the Quality Environment Management System Certification QE/5S, this activity is an instrument to monitor the level of implementation of the system that emphasises on the implementing organisation to create a clean, conducive and safe work environment.

PEMBANGUNAN KUALITI DAN KECEMERLANGAN

QUALITY AND EXCELLENCE DEVELOPMENT

Bagi tempoh bermula pada tahun 2015 sehingga 2019, sebanyak 1,824 buah organisasi telah dipersijilkan. Berdasarkan jumlah tersebut, 964 organisasi (53%) adalah daripada sektor awam manakala 860 organisasi (47%) lagi adalah sektor swasta. Daripada jumlah sektor swasta ini, 522 (61%) adalah terdiri daripada sektor pembuatan dan 338 (39%) adalah dari sektor perkhidmatan. Jadual 3 menunjukkan bilangan persijilan QE/5S mengikut sektor dari tahun 2015 hingga 2019.

For the period 2015 to 2019, a total of 1,824 organisations have been certified. Based on the total number, 964 organisations (53%) are from the public sector while another 860 organisations (47%) are from the private sector. Of the total from the private sector, 522 (61%) are from the manufacturing sector while 338 (39%) are from the services sector. Table 3 shows the number of QE / 5S certifications by sector from 2015 to 2019.

Jadual / Table 3

Persijilan QE/5S Mengikut Sektor

QE/5S Certification by Sector

Sektor Industri / Industry Sector	TAHUN / YEAR					Jumlah / Total
	2015	2016	2017	2018	2019	
Awam / Public	435	257	137	93	42	964
Swasta: Pembuatan / Private: Manufacturing	152	98	116	84	72	522
Swasta: Perkhidmatan / Private: Services	82	57	77	56	66	338
Jumlah / Total	669	412	330	233	180	1,824

Penglibatan dalam Amalan Persekitaran Berkualiti ini terbukti dapat meningkatkan kecekapan operasi organisasi, mengurangkan kos, meningkatkan semangat kerja berpasukan, dan meningkatkan daya saing sesebuah organisasi. Aktiviti QE/5S mencatatkan penciptaan nilai sebanyak RM5.6 juta dalam tahun 2019.

Involvement in Quality Environmental Practices has been proven to improve the operational efficiency of an organisation, reduce costs, enhance teamwork, and competitiveness of an organisation. QE/5S activity recorded value creation of RM5.6 million in 2019.

Pengiktirafan Lean

Pengiktirafan Lean diberikan kepada organisasi yang mengamalkan pengurusan Lean yang baik dan konsisten. Bermula dari tahun 2015 sehingga tahun 2019, sejumlah 162 organisasi telah diiktiraf dengan Pengiktirafan Lean oleh MPC.

Lean Recognition

Lean recognition is given to organisations which have good and consistent Lean management practices. Beginning from 2015 until 2019, a total of 162 organisations had acquired Lean Recognition by MPC.

PEMBANGUNAN KUALITI DAN KECEMERLANGAN
QUALITY AND EXCELLENCE DEVELOPMENT

Daripada jumlah organisasi yang diiktiraf, 30 organisasi adalah dari sektor awam dan 132 organisasi lagi daripada sektor swasta di mana 103 organisasi adalah sektor pembuatan manakala 29 organisasi lagi adalah sektor perkhidmatan. Aktiviti Lean mencatatkan penciptaan nilai sebanyak RM2.6 juta pada tahun 2019. Jadual 4 di bawah menunjukkan bilangan Pengiktirafan Lean mengikut sektor dari tahun 2015 hingga tahun 2019.

Of the total organisations recognised, 30 were from the public sector while another 132 were from the private sector, and out of these, 103 were from the manufacturing sector whereas the other 29 organisations were from the services sector. Lean activity recorded a value creation of RM2.6 million in 2019. Table 4 below shows the number of Lean Recognitions by sector from 2015 to 2019.

Jadual / Table 4

Pengiktirafan Lean Mengikut Sektor
Lean Recognition by Sector

Sektor / Sector	TAHUN / YEAR					Jumlah / Total
	2015	2016	2017	2018	2019	
Awam / Public	14	2	4	7	3	30
Swasta: Pembuatan / Private: Manufacturing	24	17	12	26	24	103
Swasta: Perkhidmatan / Private: Services	7	3	2	5	12	29
Jumlah / Total	45	22	18	38	39	162

Program Penilaian Kesedaran Industry4WRD

Sejajar dengan pelancaran Dasar Kebangsaan Industry4WRD pada 31 Oktober 2018, MPC telah dilantik sebagai sekretariat Penilaian Kesediaan Industry4WRD (RA) dalam mengurus pemilihan industri PKS yang layak untuk menjalani program ini dengan pembiayaan Kerajaan. Program ini bertujuan membantu PKS menilai kesediaan mereka untuk mendepani Industri 4.0. Badan-badan Penilai yang terlibat dalam program ini ialah SIRIM, MIMOS dan MARii. Pada tahun 2019, Kerajaan telah memperuntukkan RM15 juta untuk program Penilaian Kesediaan RA ini dan sebanyak 508 PKS telah dipilih untuk menjalani program ini daripada 849 permohonan yang diterima.

Industry4WRD Awareness Assessment Programme

In line with the launch of Industry4WRD National Policy on 31 October 2018, MPC has been appointed as the Industry4WRD Readiness Assessment (RA) secretariat to identify and manage the selection of eligible SME industries to undergo the programme financed by the Government. This programme aims to assist SMEs assess their readiness to face Industry 4.0. The Assessing Bodies involved in this programme are SIRIM, MIMOS and MARii. In 2019, the Government had allocated RM15 million for the Readiness Assessment programme and a total of 508 SMEs had been selected to undergo this programme out of a total of 849 applications that were received.

PEMBANGUNAN KUALITI DAN KECEMERLANGAN
QUALITY AND EXCELLENCE DEVELOPMENT**PROGRAM PRODUKTIVITI PERINGKAT ENTERPRAIS**

Blueprint Produktiviti Malaysia (MPB) telah menggariskan *Enterprise Productivity Program* (EPP) sebagai kerangka peningkatan produktiviti pada peringkat enterprais. Program Peningkatan Produktiviti dan Inovasi Enterprais ini telah menyokong pelaksanaan EPP melalui inisiatif yang dilaksanakan dalam program pembangunan kapasiti, pembangunan sistem, *Team Excellence*, misi pembelajaran, seminar amalan terbaik dan program kecemerlangan organisasi. Program ini telah meningkatkan kecemerlangan operasi dan pengurusan syarikat dan memberi impak kepada peningkatan produktiviti enterprais dan negara. Program produktiviti enterprais dilaksanakan melalui tiga program utama berikut:

ENTERPRISE PRODUCTIVITY PROGRAMME

The Malaysia Productivity Blueprint (MPB) has outlined the Enterprise Productivity Programme (EPP) as a framework for increasing productivity at enterprise level. This Enterprise Productivity Improvement and Innovation Programme has supported the implementation of EPP through initiatives implemented in capacity building programmes, systems development, Team Excellence, study missions, best practice seminars and organisational excellence programmes. In addition, this programme has also enhanced the operational and management excellence of companies and had an impact on improving productivity of enterprises and the nation. Enterprise productivity programmes are implemented through the following three main programmes:

**Program Pembangunan Sistem Produktiviti (PPSP)**

Productivity System Development Programme (PPSP)

**Program Pembangunan Kapasiti (PPK)**

Capacity Building Programme (PPK)

**Program Perkongsian Amalan Terbaik (PPAT)**

Best Practice Sharing Programme (PPAT)

Program Pembangunan Sistem Produktiviti (PPSP)

Program Pembangunan Sistem Produktiviti (PPSP) 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 penyelesaian masalah produktiviti dan kualiti. Penyelesaian masalah yang disarankan adalah unik dan berbeza di antara enterprais. Skop utama program pembangunan sistem produktiviti adalah:

Productivity System Development Programme (PPSP);

The Productivity System Development Programme (PPSP) is a framework developed by MPC as an initiative to improve productivity and quality at the enterprise level. The approach of this programme is to help enterprises through “hands-on” and make interventions to existing practices to solve productivity and quality problems. The suggested solutions are unique and different between enterprises. The main scope of the productivity system development programme is:

PEMBANGUNAN KUALITI DAN KECEMERLANGAN
QUALITY AND EXCELLENCE DEVELOPMENT



Penambahbaikan kawasan tempat kerja dan meningkatkan kecekapan operasi atau penyampaian perkhidmatan yang merangkumi aspek-aspek kesihatan & keselamatan dan kawalan sendiri terhadap barangan guna-sama seperti amalan Amalan Persekitaran Berkualiti (5S), *Pengurusan Lean*, *Visual Management*, *Autonomous Maintenance* dan *Kaizen*.

Improving the workplace area and enhancing efficiency of operations or service delivery which includes aspects of health & safety and self-control over shared goods such as Quality Environment Practice (5S), Lean Management, Visual Management, Autonomous Maintenance and Kaizen.



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.

Improving and enhancing the efficiency of production operations or service delivery through the involvement of employees based on their daily observations and work experience which is carried out in teams.



Penambahbaikan dan meningkatkan kecekapan operasi pengeluaran atau penyampaian perkhidmatan melalui penghapusan/pengurangan pembaziran atau aktiviti yang tidak ada nilai tambah.

Improving and enhancing the efficiency of production operations or service delivery through elimination/reduction of waste or activities that have no added value.

Dalam tahun 2019, sebanyak 271 organisasi dengan bilangan peserta seramai 12,375 orang terlibat dalam program pembangunan sistem. Bidang utama yang menjadi pilihan enterprais ialah Pengurusan Lean (24%), Pengurusan Amalan 5S (38%), Pengurusan Kualiti (27%) dan lain-lain (11%). Pecahan program pembangunan sistem produktiviti seperti di Jadual 5.

In 2019, a total of 271 organisations with 12,375 participants were involved in the system development programme. The main areas of choice for enterprises are Lean Management (24%), 5S Management Practice (38%), Quality Management (27%) and others (11%). Breakdown of productivity system development programmes are shown in Table 5.

Pecahan Keseluruhan Program Pembangunan Sistem Produktiviti
Mengikut Jenis Intervensi 2019

Jadual / Table 5

Overall Breakdown of Productivity System Development Programme
Based on Type of intervention

Program / Programme	BILANGAN PROJEK KESELURUHAN / NO. OF OVERALL PROJECTS							Jumlah Total
	Lean	QE/5S	ISO	HALAL	GMP	PLWS	Lain-Lain Others	
SPPE-MPB	55	31	16	13	25	0	23	163
PPA-5S-JKKP	0	40	0	0	0	0	0	40
PPSP	11	32	2	0	0	15	8	68
Jumlah Keseluruhan / Overall Total	66	103	18	13	25	15	31	271



PEMBANGUNAN KUALITI DAN KECEMERLANGAN

QUALITY AND EXCELLENCE DEVELOPMENT

MPC juga telah bekerjasama dengan beberapa rakan strategik bagi melaksanakan program PPSP berikut:
MPC has also collaborated with several strategic partners to implement the following PPSP programmes:



Program Skim Peningkatan Produktiviti Enterprise (SPPE)

Program ini dijalankan dengan kerjasama Kementerian Hal Ehwal Ekonomi dan bertujuan untuk meningkatkan produktiviti dan daya saing enterprais. Pada 2019, sebanyak 163 enterprais telah melaksanakan pelbagai bidang intervensi. Butiran lanjut adalah seperti di Jadual 6.

Enterprise Productivity Improvement Scheme (SPPE) Programme

This programme is conducted in collaboration with the Ministry of Economic Affairs and aims to improve productivity and competitiveness of enterprises. In 2019, a total of 163 enterprises had implemented various areas of intervention. Further details are in Table 6.

Jadual / Table 6

Pecahan Projek SPPE Mengikut Lokasi dan Jenis Intervensi

Breakdown of SPPE Projects by Location and Type of Intervention

Lokasi / Location	Lean	5S	ISO9001	Halal Pharmapreneur Programme	Sistem IT (Retail Management System)	Persijilan Halal Halal Certification	Kecemerlangan Perniagaan Business Excellence	GMP/HACCP/ISO 22000	ISO45001	LAIN2 (ISO14001, TS16949,PLWS, TPM, ISO 2700)	JUMLAH TOTAL
Tengah / Central	23	17	2	10	7	3	0	7	5	11	85
Selatan / South	3	1	0	0	0	0	0	5	5	2	16
Utara / North	5	5	0	0	0	0	0	2	2	2	16
Pantai Timur / East Coast	12	5	0	0	0	0	1	1	1	0	20
Sabah	7	0	0	0	0	0	0	7	1	0	15
Sarawak	5	3	0	0	0	0	0	3	0	0	11
JUMLAH / TOTAL	55	31	2	10	7	3	1	25	14	15	163



Program Pengurusan Amalan 5S (PPA-5S)

Program ini dijalankan dengan kerjasama PERKESO dan Jabatan Keselamatan dan Kesihatan Pekerjaan (JKKP), Kementerian Sumber Manusia dengan matlamat untuk meningkatkan produktiviti enterprais melalui pewujudan persekitaran tempat kerja yang bersih dan selamat.

5S Practice Management Programme (PPA-5S)

This programme is conducted in collaboration with SOCSO and the Department of Occupational Safety and Health (DOSH), Ministry of Human Resources, with the aim of increasing enterprise productivity through the creation of a clean and safe workplace environment.

PEMBANGUNAN KUALITI DAN KECEMERLANGAN
QUALITY AND EXCELLENCE DEVELOPMENT

Dalam tahun 2019, sebanyak 40 enterprais telah diberi bimbingan dan melayakkan mereka mendapat sijil pengiktirafan Amalan Persekitaran Berkualiti (5S). Impak yang diperolehi syarikat ialah meningkatkan kecekapan pengeluaran, pengurusan fail dan warga kerja yang peka kepada kepentingan produktiviti, kualiti dan keselamatan pekerja.

In 2019, a total of 40 enterprises had been given guidance and this qualified them for a certificate of recognition for Quality Environment Practice (5S). The impact obtained by the companies included improvement in production efficiency, file management and employees who had become more sensitive to the importance of productivity, quality and worker safety.



Program Pembangunan Sistem Produktiviti (PPSP)

Program ini ditawarkan secara terbuka kepada semua enterprais yang berminat. Pada tahun 2019, sebanyak 68 buah syarikat telah dibimbing melalui program ini. Bidang intervensi yang dipilih oleh enterprais ialah Pengurusan Lean, Pengurusan 5S dan Pengurusan Kualiti. Pelaksanaan program intervensi ini telah berjaya meningkatkan produktiviti enterprais melalui pengurangan kos, pengurangan masa proses, penghapusan pembaziran dan meningkatkan kecekapan pengurusan keseluruhan enterprais.

Productivity System Development Programme (PPSP)

This programme is open to all interested enterprises. In 2019, a total of 68 companies were guided through this programme. The areas of intervention selected by enterprises include Lean Management, 5S Management and Quality Management. The implementation of this intervention programme had successfully increased productivity of enterprises through cost reduction, reduction of process time, elimination of waste and had increased overall management efficiency of the enterprises.

Program Pembangunan Kapasiti (PPK)

Program Pembangunan Kapasiti (PPK) meliputi program yang berkaitan dengan latihan dan ceramah 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 “*gempa*” boleh dilaksanakan dengan lebih berkesan. Program ini juga lebih efektif dijalankan secara *in-house* kerana pemindahan ilmu dapat dilaksanakan dan penambahbaikan dapat dijalankan oleh kumpulan yang terlibat dalam latihan.

Capacity Building Programme (PPK);

Capacity Building Programmes (PPK) include programmes related to training and talks to increase enterprise productivity. Most medium-sized organisations prefer to implement this programme in-house to suit their work culture. The advantage of holding an in-house programme is that participants can discuss the problems they face more openly and “*gempa*” activities can be implemented more effectively. This programme is also more effective when carried out in-house because the transfer of knowledge can be implemented and improvements can be carried out by groups involved in the training.



PEMBANGUNAN KUALITI DAN KECEMERLANGAN

QUALITY AND EXCELLENCE DEVELOPMENT

Pada tahun 2019, sebanyak 343 program pembangunan kapasiti telah dijalankan dengan bilangan peserta seramai 7,559 orang dari 513 organisasi. Bidang pembangunan kapasiti yang menjadi keutamaan pelanggan ialah *Innovative Creative Circle* (ICC) (25%), Pengurusan 5S (10%), *Kaizen & Problem Solving Techniques* (43%), Pengurusan Produktiviti (17%) dan selebihnya dalam lain-lain bidang (5%). Program Pembangunan Kapasiti membolehkan pemindahan ilmu kaedah-kaedah peningkatan produktiviti kepada syarikat dan pelaksanaan inisiatif ini telah meningkatkan produktiviti syarikat.

In 2019, a total of 343 capacity building programmes were conducted with a total of 7,559 participants from 513 organisations. Capacity building areas that were customers' priority are Innovative and Creative Circle (ICC) (25%), 5S Management (10%), Kaizen & Problem Solving Techniques (43%), Productivity Management (17%) while the rest were in other areas (5%). The Capacity Building Programme enables the transfer of knowledge of productivity improvement methods to the companies and the implementation of this initiative had increased productivity of the companies.

Program Perkongsian Amalan Terbaik (PPAT)

Program perkongsian amalan terbaik merangkumi aktiviti utama seperti berikut:

Best Practice Sharing Programme (PPAT)

The best practice sharing programme comprises the following key activities:



Konvensyen Team Excellence (TE) / Team Excellence (TE) Convention

i) Konvensyen TE Dalam Negara

Konvensyen ini merupakan platform untuk organisasi berkongsi amalan terbaik masing-masing supaya dapat dijadikan tanda aras untuk dimanfaatkan oleh organisasi lain. Ia merupakan satu platform untuk berkongsi amalan terbaik projek penambahbaikan seperti Pengurusan Lean, ICC, *Six sigma*, *Triz* dan Amalan Persekitaran Berkualiti (5S). Dalam tahun 2019, sebanyak 12 program Konvensyen TE dalam negara telah dijalankan dan dihadiri oleh 5,563 peserta dari 427 organisasi awam dan swasta.

National TE Convention

This convention is a platform for organisations to share their best practices which can be used as benchmarks for the benefit of other organisations. It is a platform to share best practice improvement projects such as Lean Management, ICC, Six Sigma, Triz and Quality Environment Practice (5S). In 2019, a total of 12 national TE Convention programmes were conducted and attended by 5,563 participants from 427 public and private organisations.

ii) Program TE Peringkat Antarabangsa

Dalam tahun 2019, MPC telah berjaya membawa amalan terbaik dari organisasi terpilih untuk dikongsikan di peringkat antarabangsa. MPC telah menguruskan 2 program antarabangsa yang melibatkan sebanyak 78 kumpulan dari 56 organisasi yang telah berkongsi amalan terbaik masing-masing.

International TE Convention Programmes

In 2019, MPC had successfully brought in best practices from selected organisations to be shared at the international level. MPC organised 2 international programmes involving a total of 78 groups from 56 organisations that shared their best practices.

PEMBANGUNAN KUALITI DAN KECEMERLANGAN
QUALITY AND EXCELLENCE DEVELOPMENT

Jadual / Table 7

Butiran Program TE Peringkat Antarabangsa
Details of TE Programme at International Level

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) 2019	21 - 26 September 2019 Tokyo, Japan	48	35	36 Emas / Gold 12 Perak / Silver
2.	Asia Pacific Quality Organisation International Conference (APQO IC) and International Quality & Productivity Convention (IQPC) 2019	13 - 17 Oktober / October 2019 Bali, Indonesia	30	21	1 - Overall Best 29 - 3 Star



Misi Pembelajaran

Misi Pembelajaran merupakan program pengukuhan amalan terbaik secara pakej pembelajaran melalui sesi latihan, perbincangan dengan pakar dan lawatan ke organisasi terpilih untuk melihat amalan terbaik mereka, 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 MNCs 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.

Study Mission

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

The programme implemented is open to all customers whether SMEs, MNCs or public organisations to learn and share knowledge in the related field. It can be used as a collaborative platform among participants and experts in selected countries to help further improve operations and organisational processes.

PEMBANGUNAN KUALITI DAN KECEMERLANGAN

QUALITY AND EXCELLENCE DEVELOPMENT

Dalam tahun 2019, MPC telah menerokai bidang *Internet of Things* (IoT), Automasi, *Big Data Analytic* serta Pengurusan Lean sebagai tanda aras mempelajari amalan terbaik yang telah dilaksanakan di organisasi negara yang dilawati. Fokus juga diberikan kepada Revolusi Perindustrian 4.0 bagi memberi pendedahan keperluan revolusi teknologi dalam aktiviti penambahbaikan organisasi. Seramai 81 orang dari 48 organisasi telah menyertai program misi pembelajaran tersebut di mana sebanyak 60% peserta dalam IoT, Automasi dan *Big Data Analytic* manakala 40% peserta dalam bidang Pengurusan Lean.

In 2019, MPC explored the areas pertaining to Internet of Things (IoT), Automation, Big Data Analytic and Lean Management as a benchmark of learning best practices that have been implemented in the country's organisations visited. Focus is also given to the Industrial Revolution 4.0 to expose the needs of technological revolution in organisational improvement activities. A total of 81 people from 48 organisations participated in the study mission programme where as many as 60% of participants were in IoT, Automation and Big Data Analytic while 40% participants were in Lean Management.



International Conference of Quality Control Circle (ICQCC) 2019



Asia Pacific Quality Organization International Conference (APQO IC) and International Quality & Productivity Convention (IQPC) 2019

Penciptaan Nilai

Dalam tahun 2019, MPC telah merekodkan sebanyak RM1.4 bilion penciptaan nilai 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, Pengurusan Lean dan Program Penambahbaikan berterusan yang dilaksanakan.

Value Creation

In 2019, MPC recorded a total of RM1.4 billion value creation as a result of the implementation of productivity improvement initiatives at enterprise level. Value creation had been recorded from various sources namely, improvement projects in the field of ICC, Quality Environment, Lean Management and Continuous Improvement Programmes that were implemented.

PENGURUSAN SUMBER DAN ORGANISASI

RESOURCE AND ORGANISATION MANAGEMENT

PENGURUSAN SUMBER DAN ORGANISASI

RESOURCE AND ORGANISATION MANAGEMENT

PENGURUSAN DAN PEMBANGUNAN SUMBER MANUSIA

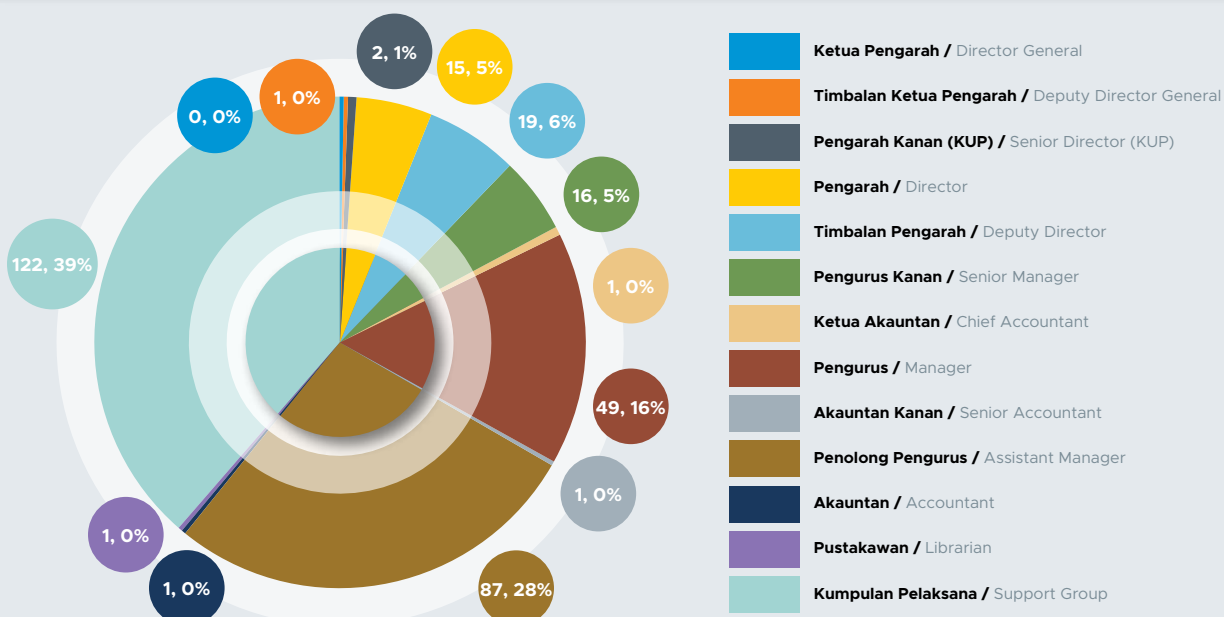
Modal insan merupakan aset paling strategik dalam sesebuah organisasi yang bertindak sebagai pemacu kepada penggunaan modal-modal lain ke arah perkhidmatan yang cekap dan berkesan. Kajian perjawatan sentiasa dijalankan untuk memastikan struktur organisasi MPC mampu melaksanakan peranannya dengan berkesan. Maklumat perjawatan MPC pada tahun 2019 adalah seperti berikut:

HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Human capital is the most strategic asset of an organisation that acts as a catalyst for utilisation of other resources to ensure more efficient and effective services. Job assessments are regularly conducted by MPC to ensure that the organisation's structure is able to support its role effectively. Information on job appointments in MPC for 2019 are as follows:

BIL. PERJAWATAN No. of Appointments	PENGISIAN Filled	KEKOSONGAN Vacant	%
348	315	33	90.5%

Kapasiti MPC 2019 / MPC's Capacity 2019



PENGURUSAN SUMBER DAN ORGANISASI
RESOURCE AND ORGANISATION MANAGEMENT

Peranan Unit Pengurusan dan Pembangunan Sumber Manusia (HRMD) pada hari ini dituntut untuk berubah bukan sahaja dari bersifat operasi semata-mata tetapi mempunyai fungsian peranan yang lebih strategik. Kepelbagaian peranan ini diklasifikasikan kepada 4 iaitu Rakan Strategik, Ajen Perubahan, Pakar Pentadbiran dan Juara Pekerja.

The role of the Human Resource Management and Development Unit (HRMD) today is compelled to change, not only from a purely operational nature but to adopt a more functional role that is strategic. The diversity of these roles is classified into 4 types namely, Strategic Partners, Agents of Change, Administrative Specialists and Employee Champions.

1 » RAKAN STRATEGIK / STRATEGIC PARTNERS

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

As Strategic Partner, the HRMD Unit collaborates with other divisions and regions within MPC to ensure that existing work processes and policies complement the organisation's strategy and that it has the capacity to always implement these strategies efficiently and effectively.

2 » AGEN PERUBAHAN / AGENTS OF CHANGE

Sebagai Ajen 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 ianya diberi berdasarkan kepada merit atau prestasi seperti yang digariskan dalam Garis Panduan Kriteria Kemajuan Kerjaya Pengurusan dan Profesional (P&P).

As Agents 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 / ADMINISTRATIVE EXPERT

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.

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 workload which were once done manually, toward a more user-friendly and paperless environment.

PENGURUSAN SUMBER DAN ORGANISASI

RESOURCE AND ORGANISATION MANAGEMENT

4 » JUARA PEKERJA / EMPLOYEE CHAMPIONS

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 dapat dilaksanakan. Antaranya adalah:

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:



Pembangunan Organisasi
Organisational Development



Pembangunan dan Latihan
Development and Training



Pengurusan Bakat
Talent Management



Penjawatan
Personnel



Pengurusan Kemudahan
Management Services



Anugerah dan Insentif
Awards and Incentives



Pengurusan Rekod
Records Management

Management Trainee 2019

Management Trainee bekerja di bawah pengawasan seseorang pengurus atau penyelia di dalam sesebuah bahagian ataupun unit. Tujuan melantik *Management Trainee* adalah untuk memberi peluang kepada graduan yang telah tamat belajar agar dapat menghadapi situasi sebenar alam pekerjaan serta membantu mereka memperoleh semua pengetahuan penting bagi menjadi seorang pegawai/pengurus di masa hadapan.

Pada tahun 2019, MPC telah melantik dan melatih seramai 28 orang *Management Trainee*. Seramai 23 orang telah dilantik sebagai jawatan Penolong Pengurus (Gred E41), seorang untuk jawatan Penolong Akauntan (Gred W29) dan 4 orang bagi jawatan Pembantu Tadbir (pekeranian/operasi) (Gred N19).

Management Trainee 2019

Management Trainee works under the supervision of a manager or supervisor within a division or unit. The purpose of appointing a Management Trainee is to provide opportunities for qualified graduates to understand the real situation of the working environment and assist them to acquire relevant knowledge in order to become officers/managers in the future.

In 2019, MPC appointed and trained a total of 28 Management Trainees. From these, 23 have been appointed as Assistant Manager (Grade E41), one Assistant Accountant (Grade W29) and 4 Administrative Assistants (clerical/operations) (Grade N19).

PENGURUSAN SUMBER DAN ORGANISASI
RESOURCE AND ORGANISATION MANAGEMENT

Anugerah Perkhidmatan Cemerlang Tahun 2019

Pemberian Anugerah Perkhidmatan Cemerlang merupakan tanda penghargaan dan pengiktirafan organisasi terhadap prestasi kerja warga yang cemerlang dan sumbangan dalam perkhidmatan. Selain itu, MPC turut menghargai warga yang berprestasi cemerlang melalui pemberian Anugerah Khas dan Anugerah Konsistensi. Pecahan jumlah penerima mengikut anugerah adalah seperti berikut:

Excellence Service Awards 2019

The Excellence Service Award is a sign of appreciation and recognition by the organisation for excellent work performance by employees and their contributions throughout their service. In addition, MPC also appreciates and acknowledges employees who have excelled in their service by awarding of the Special Award and Consistency Award. Breakdown of the number of recipients according to awards as follows:



Sistem Maklumat Sumber Manusia

HRMIS merupakan salah satu aplikasi perdana Kerajaan bagi meningkatkan kecekapan pengurusan sumber manusia di dalam sektor awam sehingga prestasi pelaksanaan HRMIS ini telah dijadikan petunjuk prestasi utama (KPI) Ketua Setiausaha Kementerian. Skop pelaksanaan adalah penilaian kriteria melibatkan keseluruhan Kementerian dan Agensi. Bagi pencapaian 2019, MPC telah berjaya mendapat 100% bagi 6 kriteria penilaian HRMIS iaitu:

Human Resource Information System

HRMIS is one of the Government's flagship applications to improve efficiency of human resource management in the public sector to the extent that performance pertaining to the implementation of HRMIS has been made a key performance indicator (KPI) of the Secretary General of the Ministry. The scope of implementation is the evaluation of criteria involving the entire Ministry and Agency. For the achievement in 2019, MPC has managed to acquire 100% for the 6 HRMIS evaluation criteria, namely:

-  **Data Perjawatan**
Recruitment Data
-  **Pelaksanaan SKT**
Implementation of SKT
-  **Pemurnian Data**
Data cleansing
-  **Pelaksanaan Perisytiharan Harta**
Implementation of Asset Declaration
-  **Pelaksanaan LNPT**
Implementation of LNPT
-  **Penamatan Perkhidmatan**
Termination of employment

PENGURUSAN SUMBER DAN ORGANISASI

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Care4u@Productivity

Pasukan *Care4u@Productivity* diwujudkan pada tahun 2018 sebagai satu kumpulan sokongan bagi membantu warga MPC yang menghadapi masalah/musibah serta memerlukan sokongan moral. Pelancaran pasukan ini telah dibuat pada 26 Julai 2019 di Dewan Produktiviti MPC. Objektif penubuhan *Care4u@Productivity Team* adalah:

Care4u@Productivity

The Care4u @ Productivity Team was established in 2018 as a support group to assist MPC employees who were faced with problems / tragedies and needed moral support. It was launched on 26 July 2019 at the MPC Dewan Produktiviti. The objectives of establishing Care4u @ Productivity Team are:



Memberi khidmat rundingan berkaitan psikologi

Provide consultation services relating to psychology



Menjadi kumpulan yang menziarah warga yang ditimpa musibah

Group visits to employees affected by tragedies



Menyampaikan maklumat kepada pihak pengurusan dan warga MPC mengenai bantuan yang diperlukan

To inform management and MPC employees on the type of assistance needed



Shoulder to cry on bagi warga yang menghadapi musibah

To provide a "Shoulder to cry on" for employees experiencing tragedies

Dengan adanya pasukan *Care4u@Productivity* ini, bantuan dapat disalurkan dengan lebih cepat dan tepat kepada warga yang memerlukan. Selain itu, warga akan menjadi lebih produktif serta dapat memberi sokongan moral dan emosi kepada warga lain yang menghadapi masalah peribadi dan di tempat kerja. Antara tugas dan tanggungjawab ahli *Care4u@Productivity* adalah:



Memberi khidmat bimbingan dan sokongan moral kepada warga MPC yang memerlukan

Provide guidance and moral support to MPC employees who need it



Menjadi kumpulan sukarelawan bagi warga MPC yang ditimpa musibah

To be in the volunteer group for MPC employees affected by tragedies

PENGURUSAN SUMBER DAN ORGANISASI
RESOURCE AND ORGANISATION MANAGEMENT

Persaraan

Setinggi-tinggi penghargaan dan ucapan terima kasih ditujukan kepada 14 orang pesara yang telah memberikan sumbangan dan khidmat mereka dengan penuh dedikasi kepada MPC.

Retirement

Highest appreciation and thanks are extended to the 14 retirees who have contributed their services with full dedication to MPC.



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 kompetensi, kreativiti dan inovasi serta pengetahuan warga MPC, serta melahirkan modal insan yang mempunyai minda kelas pertama.

Human Capital Development

As Employee Champions, the HRMD Unit has conducted Human Capital Development programmes to meet the strategic needs of MPC. These programmes are carried out continuously to improve competency, creativity and innovation as well as enhancing the knowledge of MPC employees in order to develop human capital with a first-class mindset.

Program Pembangunan Modal Insan 2019 / Human Capital Development Programme 2019

2



Latihan & Pembangunan
Training & Development

32



Pembangunan Kepakaran
Development of Expertise

1



Peningkatan Imej & Pembangunan Personaliti
Image Enhancement & Personality Development

178



Peningkatan Pengetahuan & Kemahiran Umum
Knowledge Improvement & Generic Skills

54



Pit Stop Sharing Session

18



Productivity Made Easy

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HR Fiesta

HR Fiesta merupakan acara tahunan yang dianjurkan oleh Unit HRMD MPC dengan kerjasama Bahagian Khidmat Pengurusan & Kewangan (MSF). Objektif utama adalah supaya pelanggan atau warga dapat berinteraksi terus dengan pegawai sumber manusia bagi bertanyakan soalan dan memberi cadangan penambahbaikan terhadap proses kerja berkaitan. Di samping itu, acara ini bertindak sebagai sebuah medium agar warga MPC lebih memahami tentang sistem HRMIS dan *MyLearning* serta memberi pendedahan kepada warga mengenai aktiviti di HRMD seperti proses persaraan, *job rotation*, semakan kadar ganjaran serta Gantian Cuti Rehat (GCR) dan sebagainya.

Sistem Pengurusan Latihan (*MyLearning*)

Sistem *MyLearning* memudahkan pemantauan latihan bagi warga MPC di Ibu Pejabat dan Pejabat Wilayah. Penggunaan sistem ini dapat memantau setiap latihan yang telah dihadiri oleh warga dan memudahkan Unit HRMD untuk memastikan warga menyempurnakan 7 hari latihan dalam setahun seperti yang telah ditetapkan oleh pihak pengurusan MPC.

HR Fiesta

HR Fiesta is an annual event organised by the HRMD Unit of MPC in collaboration with the Management & Financial Services Division (MSF). The main objective is for customers or employees to interact directly with human resource officers to ask questions and provide suggestions for improvement on work related processes. In addition, this event acts as a medium for MPC staff to better understand the HRMIS and *MyLearning* systems as well as provide exposure to employees on activities carried out by HRMD namely the retirement process, job rotation, information of gratuity calculation, cash award in lieu of accumulated leave (GCR) among others.

Training Management System (*MyLearning*)

The *MyLearning* system facilitates monitoring of training for MPC staff at Headquarters and Regional Offices. The use of this system can monitor each training that had been attended by employees and facilitate the HRMD Unit to ensure its employees complete 7 days of training in a year as determined by the management of MPC.

AUDIT DALAM

Pengauditan Tahun 2019

Secara umumnya audit yang dijalankan di MPC adalah berkaitan kecekapan dan keberkesanan pengurusan kewangan, pengurusan aset dan stor, pengurusan kenderaan, pengurusan perolehan, keberkesanan pengurusan kualiti serta pengurusan nilai di MPC. Pada tahun 2019 sebanyak 12 aktiviti audit telah dilaksanakan di MPC Ibu Pejabat dan Pejabat Wilayah. 6 audit telah dijalankan oleh UAD MPC, manakala 6 audit lagi oleh pihak audit luar.

INTERNAL AUDIT

Audit for Year 2019

In general, the audit conducted by MPC is related to efficiency and effectiveness of financial management, asset and store management, vehicle management, procurement management, effectiveness of quality management and value management in MPC. In 2019 a total of 12 audit activities were conducted at MPC's Headquarters and Regional Offices. 6 audits were conducted by UAD MPC, while another 6 audits were conducted by external auditors.



6 Audit dijalankan oleh Unit Audit Dalam (UAD) MPC

6 Audits conducted by the Internal Audit Unit (UAD) of MPC



3 Audit dijalankan oleh Unit Audit Dalam MITI

3 Audits conducted by Internal Audit Unit of MITI



Audit Penyata Kewangan MPC oleh Tetuan Wan Nadzir & Co.

Audit on MPC's Financial Statements by Messrs Wan Nadzir & Co.



**Audit Pematuhan Terhadap Geran Pembangunan Bagi Tahun 2018 dan 2019
oleh Jabatan Audit Negara**

Surveillance Audit on Development Grant for the year 2018 dan 2019
by the National Audit Department of Malaysia



Audit MS ISO 9001:2015 dijalankan oleh SIRIM QAS Sdn Bhd.

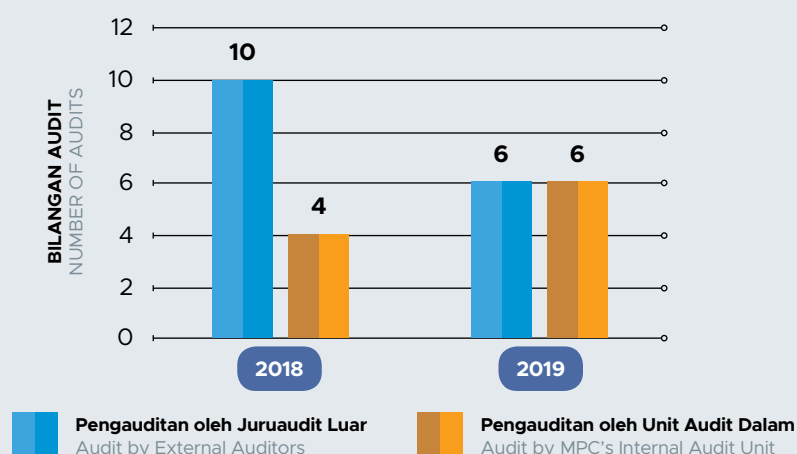
Audit MS ISO 9001:2015 conducted by SIRIM QAS Sdn. Bhd.

PENGURUSAN SUMBER DAN ORGANISASI

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Carta berikut adalah bandingan jumlah aktiviti pengauditan tahun 2018 dan 2019.
The following chart shows the comparison of total audit activities in 2018 and 2019.

Aktiviti Pengauditan / Audit Activities



Komitmen dan Kecekapan

Kursus dan seminar yang telah dihadiri oleh juruaudit pada tahun 2019 bagi meningkatkan pengetahuan dan mendapatkan perkembangan terkini adalah seperti berikut:

Commitment and Efficiency

The courses and seminars attended by auditors in 2019 to improve their knowledge and remain up-to-date on the latest developments are as follows:

BIL / NO	KURSUS / COURSES	PENGANJUR / ORGANISER
1.	Bengkel Penyediaan & Penulisan laporan Audit SPAN MPC Preparation workshop & MPC SPAN Audit Report Writing	MPC
2.	Taklimat Pelan Antirasuah Organisasi (OACP) untuk Ketua-Ketua Unit Integriti Briefing for Heads of Integrity Units on the Organisational Anti-Corruption Plan (OACP)	MITI
3.	Bengkel Pembangunan OACP MITI MITI OACP Development Workshop	MITI
4.	Bengkel 'Leading from Within' (LFW) 'Leading from Within' (LFW) workshop	MPC

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BIL / NO	KURSUS / COURSES	PENGANJUR / ORGANISER
5.	APO Productivity Specialist Certification Program: Understanding ISO 17024 Requirements	MPC
6.	Kursus ISO 17024 Course on ISO 17024	MPC
7.	Taklimat Pengenalan dan Pelaksanaan MS ISO 37001: 2016 (Anti-Bribery Management System) kepada Ketua-ketua Unit Integriti Sektor Awam Siri 1 Tahun 2019 Briefing on the Introduction and Implementation of MS ISO 37001: 2016 (Anti-Bribery Management System) to the Heads of Public Sector Integrity Units Series 1, Year 2019	SPRM
8.	Latihan Pengurusan Risiko ISO 9001:2015 ISO 9001: 2015 Risk Management Training	MPC
9.	Taklimat Sistem Pengurusan Audit Nilai (SPAN) oleh JPA Briefing on Value Audit Management System (SPAN) by JPA	MPC
10.	Kursus ISO 9001:2015 Course on ISO 9001:2015	MPC
11.	Sesi Pembangunan Senarai Semak Audit Dalaman ISO 9001: 2015 Development Session on ISO 9001: 2015 Internal Audit Checklist	MPC
12.	Bengkel Pemahaman Tatacara Perolehan 2019 Workshop on Understanding Procurement Procedures 2019	MPC
13.	Tatacara Pengurusan Aset Alih Kerajaan Berdasarkan 1PP Procedures on Government Movable Asset Management based on 1PP	MPC
14.	Latihan Pengguna DDMS di MPC Training on the use of DDMS in MPC	MPC
15.	MIMOS Anti-Bribery and Anti-Corruption (ABAC) Awareness Talk	MIMOS
16.	Taklimat Pelaksanaan OACP kepada Pengurusan Tertinggi MITI dan Agensi Briefing to Top Management of MITI and Agencies on the Implementation of OACP	MITI
17.	Bengkel Kewangan untuk Pengarah Wilayah Finance Workshop for MPC Regional Directors	MPC
18.	Seminar Integriti: Tumbuk Rusuk, Telunjuk Lurus Kelingking Berkait Integrity Seminar: <i>Tumbuk Rusuk, Telunjuk Lurus Kelingking Berkait</i>	MITI
19.	Kursus Tatacara Pengurusan Stor Kerajaan Course on Government Store Management Procedures	MPC

TRASFORMASI DAN INOVASI

Laporan Audit Persijilan Semula MS ISO 9001:2015 bagi Tahun 2019

Audit Pemantauan ISO MPC yang berasaskan MS ISO 9001:2015 telah berlangsung pada 23 dan 24 April 2019. Pada tahun 2019, pihak SIRIM telah memilih Pejabat MPC Wilayah Sabah, Wilayah Selatan dan Wilayah Pantai Timur 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 telah dikenal pasti oleh pihak SIRIM pada audit kali ini. Walau bagaimanapun, terdapat 10 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.

Laporan Sistem Cadangan Q & Inovasi MPC 2019

Sistem Cadangan Q & Inovasi merupakan satu medium komunikasi bagi pekerja untuk menyumbangkan idea yang bernas ke arah kecemerlangan organisasi. Sepanjang tahun 2019, sebanyak 277 cadangan serta 9 aduan telah dikemukakan oleh 66 orang pekerja. Bilangan cadangan terendah yang diterima adalah pada bulan Jun dan Oktober dengan hanya 8 cadangan. Berdasarkan laporan aduan pula, aduan tertinggi telah direkodkan dalam bulan September dengan 3 aduan diikuti bulan April dan November sebanyak 2 aduan. Manakala tiada aduan diterima pada bulan Januari, Mac, Mei, Jun, Ogos, Oktober dan Disember. Rajah 1 menunjukkan graf jumlah cadangan dan aduan bagi tahun 2019.

TRANSFORMATION AND INNOVATION

MS ISO 9001:2015 Certification Audit Report for 2019

The MPC ISO Surveillance Audit based on MS ISO 9001: 2015 was held on 23 and 24 April 2019. In 2019, SIRIM had selected MPC's regional offices in Sabah, Southern Region and East Coast Region to be audited apart from MPC's Headquarters. The audit activities were carried out as planned. There was no non-conformance identified by SIRIM in the MS ISO 9001: 2015 System during the audit. However, there were 10 improvement opportunities proposed by SIRIM to be given due attention in order to ensure that the implementation of MS ISO 9001: 2015 System in MPC is always at a good and satisfactory level.

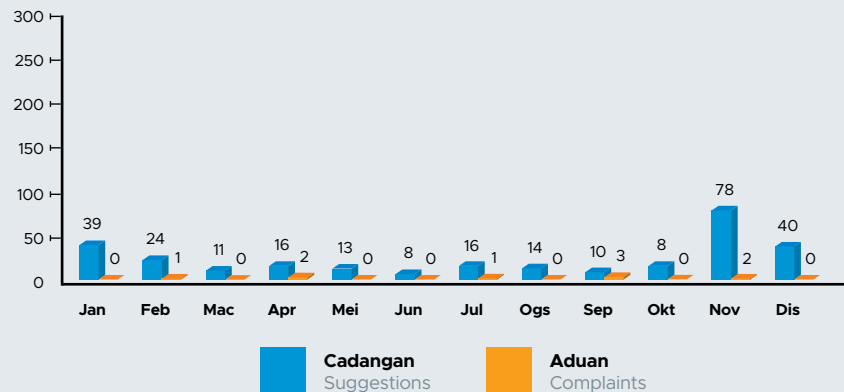
MPC Q & Innovation Suggestion Scheme Report 2019

The Quality & Innovation Suggestion Scheme is a medium of communication for employees to contribute good ideas towards enhancing organisational excellence. Throughout 2019, 277 suggestions and 9 complaints were submitted by 66 employees. The lowest number of suggestions received was in June and October with only 8 suggestions. Based on the complaints report, the highest number of complaints were recorded in September with 3 complaints followed by April and November with 2 complaints. However, no complaints were received in January, March, May, June, August, October and December. Figure 1 shows a graph of the number of proposals and complaints for 2019.

PENGURUSAN SUMBER DAN ORGANISASI
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Rajah / Figure 1

Jumlah Cadangan dan Aduan Bagi Tahun 2019
Total Suggestions and Complaints for 2019

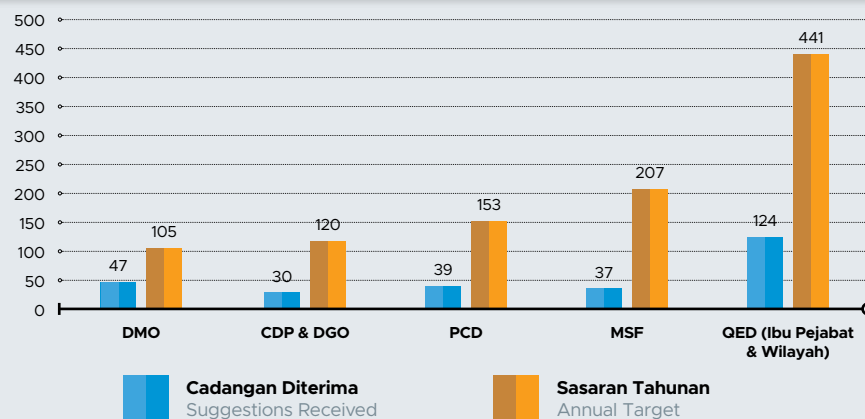


Dari segi penglibatan mengikut Bahagian, Bahagian Pembangunan Kualiti dan Kecemerlangan (QED) yang turut merangkumi Pejabat-pejabat Wilayah MPC, telah menyumbangkan jumlah cadangan tertinggi iaitu sebanyak 124 (45%) cadangan. Rajah 2 menunjukkan bilangan cadangan yang telah disumbangkan oleh setiap Bahagian berbanding sasaran tahunan.

In terms of involvement by Division, the Quality and Excellence Development Division (QED) which also includes MPC Regional Offices, had contributed the highest number of suggestions amounting to 124 (45%) proposals. Figure 2 shows the number of suggestions that have been contributed by each Division compared to the annual target.

Rajah / Figure 2

Jumlah Cadangan Mengikut Bahagian Berbanding Sasaran Tahunan
Total Suggestions by Division Compared with Annual Target



PENGURUSAN SUMBER DAN ORGANISASI

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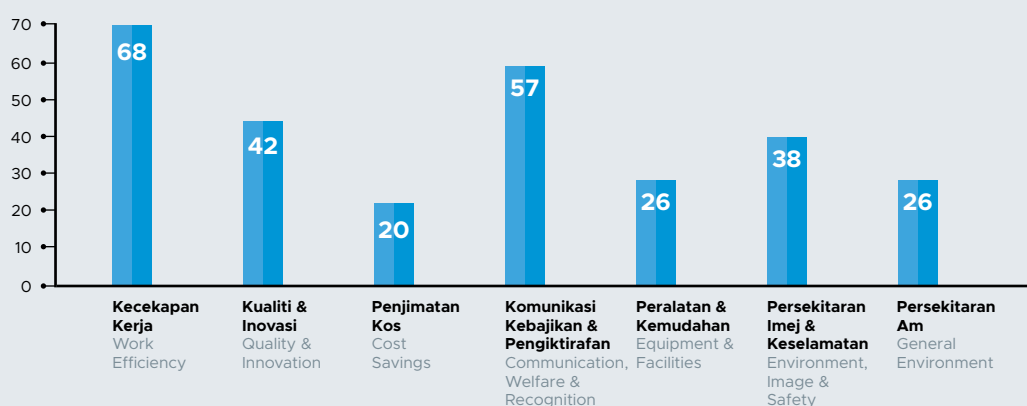
Cadangan Q yang diterima juga diklasifikasikan berdasarkan 7 kategori. Cadangan tertinggi adalah bagi kategori meningkatkan 'Kecekapan Kerja' sebanyak 147 (26%) cadangan, diikuti 'Komunikasi, Kebajikan & Pengiktirafan' dengan 108 (19%) cadangan dan 'Persekitaran, Imej & Keselamatan' dengan 101 (18%) cadangan. Rajah 3 menunjukkan bilangan cadangan mengikut kategori.

The Q suggestions that were received were classified based on 7 categories. The highest recommendation is for the category of 'Work Efficiency' amounting to 147 (26%) suggestions, followed by 'Communication, Welfare & Recognition' with 108 (19%) suggestions and 'Environment, Image & Security' with 101 (18%) suggestions. Figure 3 shows the number of suggestions by category.

Rajah / Figure 3

Jumlah Cadangan Q Bagi Setiap Kategori 2019

Total Number of Suggestions by Category 2019



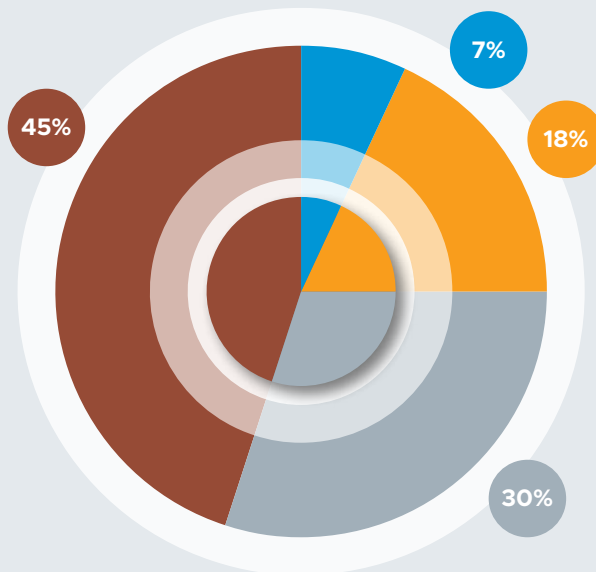
Pada tahun 2019, sebanyak 125 (45%) cadangan telah dilaksanakan dan mempunyai potensi untuk dilaksanakan. Manakala 30% cadangan berstatus 'Menunggu Maklum Balas Pelaksana' dan 18% cadangan berstatus 'Baru' disebabkan cadangan tersebut diterima pada penghujung tahun dan masih menunggu maklum balas daripada Bahagian/Unit Pelaksana.

In 2019, a total of 125 (45%) suggestions were implemented and have the potential of being implemented. However, 30% of the proposals had the status of 'Pending feedback from the Implementor' while 18% of the proposals had the status of 'New' because the suggestions were received at the end of the year and were still waiting for feedback from the implementing Division / Unit.

PENGURUSAN SUMBER DAN ORGANISASI
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Rajah / Figure 4

Status Pelaksanaan Cadangan Q 2019
Implementation Status of Q Suggestions 2019



TIDAK DILAKSANAKAN
Not Implemented

BARU
New

MENUNGGU MAKLUM BALAS PELAKSANA
Waiting Implementation Feedback

TELAH DILAKSANAKAN / BERPOTENSI
Implemented / Potential

Sesi Transformasi MPC

Bagi memastikan fokus MPC sentiasa sejajar dengan hasrat Kerajaan, MPC telah mengendalikan Sesi Transformasi secara berkala sepanjang tahun 2019. Tujuan utama sesi ini adalah untuk membincangkan perancangan dan merangka strategi perniagaan MPC, memantau prestasi secara suku-tahunan dan membuat penyesuaian 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 2019 meliputi 4 siri Makmal Strategik Mencapai Kecemerlangan Melalui Pelaksanaan (AEE), satu Sesi Strategik Esekutif (ESS), 2 sesi dialog bersama Kumpulan Pengurusan dan Profesional serta 2 sesi bersama Kumpulan Pelaksana.

MPC's Transformation Sessions

To ensure that MPC's focus is continuously in line with the Government's aspirations, MPC has conducted regular Transformation Sessions throughout 2019. The main purpose of these sessions was to discuss planning and formulating MPC's business strategies, monitor quarterly performance and make necessary adjustments from time to time. MPC's Transformation Sessions also included a series of communications between MPC Management and employees. The aim was to ensure that MPC's transformation agenda is communicated and appreciated by all levels of staff so that organisational planning can be realised and that targets set are achieved. The Transformation Sessions that were implemented in 2019 included 4 series of Strategic Labs on Achieving Excellence Through Execution (AEE), one Executive Strategic Session (ESS), 2 dialogue sessions with the Management and Professional Group and 2 sessions with the Implementing Group.

PENGURUSAN SUMBER DAN ORGANISASI

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Majlis Bersama Jabatan (MBJ) MPC

Sepanjang 2019, MBJ MPC secara konsisten mencapai sasaran dengan merekod sebanyak 4 kali bilangan mesyuarat di setiap sukuan tahun seperti mana yang telah ditetapkan oleh JPA. Tarikh-tarikh mesyuarat adalah seperti berikut:

Joint Departmental Council (MBJ) MPC

Throughout 2019, MBJ MPC, had achieved its target of conducting 4 quarterly meetings a year as determined by the PSD. The dates of the meeting are as follows:

Suku Tahun Pertama / First Quarter	➤ 21 Februari / February 2019
Suku Tahun Kedua / Second Quarter	➤ 30 April 2019
Suku Tahun Ketiga / Third Quarter	➤ 29 Ogos / August 2019
Suku Tahun Keempat / Fourth Quarter	➤ 21 November / November 2019

Selaras dengan pematuhan tersebut, MBJ MPC telah menerima Sijil Penghargaan daripada JPA sekali lagi pada tahun 2019 kerana berjaya melaksanakan mesyuarat dalam sukuan tahun dan melaporkan kepada pihak JPA bagi aktiviti tahun 2018.

Tahun 2019 juga mencatatkan peningkatan dalam penglibatan pihak pekerja dengan purata sebanyak 86.5% berbanding dengan tahun 2018 iaitu 78%. Seramai 27 orang warga MPC telah dilantik sebagai Ahli MBJ MPC bagi tahun 2018/2019 yang terdiri daripada 11 ahli bagi Pihak Pegawai dan 16 ahli bagi Pihak Pekerja termasuk wakil pekerja Pejabat Wilayah.

Di samping ahli-ahli yang sentiasa komited, MBJ MPC juga mendapat sokongan dari wakil-wakil yang berkaitan seperti Unit Pentadbiran, Unit Pengurusan dan Pembangunan Sumber Manusia, Kewangan, Persatuan Warga MPC (PWMP) serta Koperasi MPC Berhad (KMPCB) bagi bersama-sama memberikan idea dan maklum balas terhadap isu serta usul yang berbangkit semasa mesyuarat.

Having complied with the implementation of MBJ, MPC received a Certificate of Appreciation from the PSD in 2019 for successfully conducting quarterly meetings and reporting to the PSD its 2018 activities.

The year 2019 had also recorded an increase in employee engagement averaging 86.5% compared to 78% in 2018. A total of 27 MPC staff have been appointed as members of the MBJ MPC for the year 2018/2019, comprising 11 members on behalf of Officers and 16 members on behalf of Employees, including representatives from the Regional Offices.

In addition to members who are committed, MBJ MPC also receives support from other relevant representatives such as the Administration Unit, Management and Human Resource Development Unit, Finance, MPC Staff Association (PWMP) and Koperasi MPC Berhad (KMPCB) to work together, provide ideas and give feedback on issues and proposals that arise during the meeting.

PENGURUSAN SUMBER DAN ORGANISASI
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Perkara yang dibincangkan di dalam mesyuarat MBJ MPC telah dikelaskan seperti berikut:
The matters discussed at the MBJ MPC meeting are classified as follows:

 Elaun dan Kemudahan Allowance & Facilities	 Kebajikan Welfare
 Kewangan Finance	 Pentadbiran Administration
 Perkhidmatan Services	 Hal-hal lain Other matters
 Skim Perkhidmatan dan Perjawatan Service & Employment Scheme	

Sebanyak 10 usul telah dibentangkan di dalam mesyuarat bagi tahun 2019, antaranya adalah:
A total of 10 proposals were tabled in the meetings for 2019, among them are:

 Aktifkan semula <i>Work from Home / Work Everywhere</i> Reactivate Work from Home / Work Everywhere
 Menaik Taraf <i>WiFi</i> MPC Upgrade MPC's WiFi
 Mengkaji semula proses pelaksanaan pusingan kerja Review the process of Job Rotation
 Peruntukan bajet / dana untuk aktiviti sosial di pejabat wilayah Budget allocation / funds for social activities at regional offices
 Semakan elaun BITK bagi jawatan petugas kewangan Review of BITK allowance for financial staff positions

PENGURUSAN SUMBER DAN ORGANISASI
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Menjadi tanggungjawab MBJ MPC untuk mematuhi pelaksanaan MBJ di peringkat jabatan berdasarkan pekeliling perkhidmatan. Untuk itu, dokumen mesyuarat pada setiap sesi mesyuarat telah dimajukan kepada MBJ, 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).

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. Medium dua hala ini merupakan saluran untuk berkomunikasi di antara Pihak Pengurusan dan Pihak Pekerja dalam menyuarakan pendapat, pandangan serta menyumbang idea-idea yang bernas demi kepentingan dan kebaikan organisasi disamping berbincang untuk menangani isu-isu terkini atau risiko-risiko yang dihadapi oleh pihak pekerja.

Dengan itu, MBJ MPC yang berperanan sebagai forum perbincangan yang aktif secara tidak langsung akan dapat menyemai semangat bekerja dalam kalangan pekerja untuk berkhidmat dengan lebih dedikasi dan produktif. MBJ MPC melihat platform murni sebegini dapat menjalinkan kerjasama yang positif di antara Pihak Pengurusan dan Pihak Pekerja. Kepuasan dalam bekerja, peningkatan kualiti kerja, penjimatan kos, sikap hormat menghormati, penyelesaian masalah, pengurusan risiko, kesetiaan kepada organisasi dan perpaduan dapat terus dipupuk dengan harmoni.

It is the responsibility of MPC's MBJ to comply with the implementation of MBJ at departmental level based on the service circular. Documents at each meeting session were forwarded to the MBJ of the Public Service Department (PSD) and the Ministry of International Trade and Industry (MITI). The report was also made available online through the Human Resources Management Information System (HRMIS) portal.

The Joint Departmental Council (MBJ) meeting was established based on Service Circular No. 3 of 2002. The Service Circular outlines key areas such as rules for establishing MBJ, the roles and procedures of management of MBJ at Ministry/ Department/Statutory Body/Local Authorities level. This two-way medium provides a channel of communication between Management and Employees in voicing their opinions, views and contributing useful ideas for the benefit of the organisation in addition to discussing latest issues or risks that are faced by employees.

Ultimately, MBJ MPC which serves as an indirect active discussion forum would be able to instill positive work ethics in employees to be more dedicated and productive. MBJ MPC sees this platform as being able to establish positive cooperation between Management and Employees. Work satisfaction, improvement in quality of work, cost savings, respectfulness, problem solving, risk management, loyalty to the organisation and unity will continue to be nurtured harmoniously.

KERJASAMA ANTARABANGSA

INTERNATIONAL PARTNERSHIP

KERJASAMA ANTARABANGSA

INTERNATIONAL PARTNERSHIP

Asian Productivity Organisation (APO)

APO adalah satu pertubuhan antara kerajaan serantau yang telah ditubuhkan pada tahun 1961. Malaysia telah menjadi ahli APO semenjak tahun 1983 dan telah banyak memperoleh hasil daripada keahlian dan hubungan dua hala dengan 21 buah negara anggota APO. Turki adalah negara anggota yang terbaru dimasukkan dalam kalangan negara-negara anggota yang lain.

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. Di samping itu, platform yang tersedia ini juga mengeratkan hubungan dan rangkaian yang terjalin di antara Malaysia dengan negara anggota yang lain.

Dua program berbentuk latihan dan seminar telah dianjurkan di Malaysia pada tahun 2019. Ringkasan program-program APO tersebut adalah seperti berikut:

Asian Productivity Organisation (APO)

APO is an intergovernmental organisation which was established in 1961. Malaysia has been a member of the APO since 1983 and has benefitted significantly from its membership and bilateral relations with APO's 21 member countries. Turkey is the latest member country to join the organisation.

As the productivity and quality institution of the country, it is important for MPC to sustain its relationship with APO in order to expand its knowledge base / resources on the latest and important topics through information sharing, international conferences and study missions for the latest progress on best practices. In addition, this available platform also strengthens ties and networks that have been established between Malaysia and other member countries.

Two training programmes and seminars were organised in Malaysia in 2019. A summary of the APO programmes is as follows:

BIL / NO	PROGRAM / PROGRAMME	OBJEKTIF / OBJECTIVE
1.	26 – 30 Ogos / August 2019 <i>Training of Trainers in Foresight Management and Scenario Development for Development Planners</i>	Untuk meningkatkan keupayaan organisasi sektor awam negara anggota APO dalam merangka rancangan strategik negara To enhance capacity of public sector organisations among APO member countries in formulating national strategic plans.
2.	7 – 11 Oktober / October 2019 <i>Workshop on Measuring, Monitoring, and Evaluating Regulatory Performance for Productivity and Competitiveness</i>	Menyediakan platform bagi berbincang dan berkongsi amalan terbaik dan pengalaman masing-masing dalam melaksanakan pembaharuan peraturan (regulatory reform). Ini akan dapat menjalin kerjasama serantau, menyokong pertumbuhan rantau ekonomi yang kompetitif dan menambah baik tadbir urus bagi memantapkan komuniti negara anggota APO melalui amalan-amalan GRP. Provide a platform to discuss and share their best practices and experiences in implementing regulatory reform. This will forge regional cooperation, support growth of a competitive economic region and improve governance to strengthen the community of APO member countries through GRP practices.

MPC juga turut menerima misi lawatan dari negara APO di bawah program *Individual-country Observational Study Mission* (IOSM) yang berobjektifkan perkongsian amalan terbaik di antara negara anggota. Misi lawatan APO ke Malaysia untuk tahun 2019 adalah *Workshop on Productivity Measurement in Micro SMEs* pada 24 hingga 27 Jun 2019 oleh delegasi dari Filipina.

MPC had also received a study mission from APO countries under the *Individual-country Observational Study Mission* (IOSM) programme which aims to share best practices among member countries. The study mission by APO to Malaysia in 2019 was for the *Workshop on Productivity Measurement in Micro SMEs* from 24 to 27 June 2019 by a delegation from the Philippines.

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Dengan semangat berkongsi amalan terbaik ini, terdapat juga warga MPC yang melawat negara anggota APO yang lain pada tahun 2019. Butiran misi lawatan adalah seperti di bawah:

With the spirit of sharing best practices, MPC officers also visited other APO member countries in 2019. Details of the study missions are as follows:

BIL / NO	TEMA LAWATAN / STUDY MISSION THEME	NEGARA / COUNTRY
1.	15 - 18 April 2019 <i>Benchmarking against the Productivity Movement in the Republic of Korea</i>	Korea Selatan / South Korea
2.	20 - 23 Ogos / August 2019 <i>Benchmarking Study Mission to Singapore on Registered Management Consultant</i>	Singapura / Singapore

Malaysia juga telah menggunakan platform APO di bawah program *Technical Expert Scheme* (TES) bagi mendapatkan perkhidmatan pakar bagi program *Public Service Productivity Workshop on Health Sector* yang dijalankan dari 3 hingga 9 November 2019 di Petaling Jaya. Pakar-pakar yang terlibat dalam program ini adalah Dr. Adriana Castelli dari United Kingdom dan Ms. Catherine Anderson dari Australia.

Selain daripada menerima pakar dari luar negara, MPC juga turut menghantar pakar dari Malaysia ke negara-negara anggota lain bagi program TES. En. Mohamad Muzaffar Abdul Hamid telah dijemput sebagai pakar untuk program *Enhancement Competencies Productivity of Instructor to Analyse the Level of Productivity of The Company* dari 14 hingga 18 Oktober 2019 di Indonesia.

Malaysia has also used the APO platform under the Technical Expert Scheme (TES) programme to obtain expert services for the Public Service Productivity Workshop on Health Sector conducted from 3 to 9 November 2019 in Petaling Jaya. The experts involved in this programme are Dr. Adriana Castelli from the United Kingdom and Ms. Catherine Anderson from Australia.

Apart from receiving experts from overseas, MPC also sends experts from Malaysia to other member countries for the TES programme. En. Mohamad Muzaffar Abdul Hamid has been invited as expert for the programme in relation to "Enhancement Competencies Productivity of Instructor to Analyse the Level of Productivity of The Company" from 14 to 18 October 2019 in Indonesia.

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Selain program TES, Malaysia juga menghantar pakar/tenaga pengajar ke negara anggota APO bagi program berbentuk latihan dan seminar untuk berkongsi pengetahuan pada tahun 2019:

Apart from the TES programme, Malaysia also sends experts / trainers to APO member countries for training programmes and seminars to share their knowledge in 2019:

BIL NO	PROGRAM PROGRAMME	PAKAR DARI MALAYSIA EXPERTS FROM MALAYSIA	TARIKH DATE	NEGARA COUNTRY
1	APO Accreditation Body Council Meeting	Ir. Mahlok Abdullah Perunding Akreditasi / Accreditation Consultant	11 - 13 Mac / March 2019	Jepun / Japan
2	Workshop on Accelerating Agribusiness Startups	Mr. Chan Seng Kit Pengarah Urusan / Managing Director K-Farm Sdn. Bhd.	11 - 15 Mac / March 2019	Indonesia
3	Workshop on Accountable Governance for Productivity Growth and Competitiveness	Dato' Abdul Latif Hj. Abu Seman Ketua Pengarah MPC / MPC Director General	21 - 25 April 2019	Bangladesh
4	Workshop on Advanced Performance Management for Modern Public-sector Organizations	Dr. John Antony Xavier Putra Business School, UPM	19 - 23 Mei / May 2019	Bangladesh
5	Training of Trainers and Consultants in Green Productivity	Mr. Alex Yap	10 - 21 Jun / June 2019	Taipei, ROC
6	Training of Trainers on Productivity Measurement for Public-sector Organizations	Mr. Zaffrulla Bin Hussein Pengurus Kanan MPC / MPC Senior Manager	24 - 28 Jun / June 2019	Filipina / Philippines
7	TWG on Development on Green Productivity Specialist Certification Scheme	Mr. Yap Yun Fung Perunding Ecolan / Ecolan Consultant	25 - 27 Jun / June 2019	Indonesia
8	Development of Public-sector Productivity Specialists (APO Certified Public-sector Productivity Specialists)	Ms. Rauzah Zainal Abidin Pengarah Kanan MPC / MPC Senior Director	22 - 26 Julai / July 2019	Thailand
9	Workshop on Developing Regulatory Management System (RMS) Framework to Improve Public-sector Productivity	Mr. Megat Akbaruddin Megat Ismail	5 - 9 Ogos / August 2019	Filipina / Philippines
10	Technical Working Group on the Development of Public-sector Specialists Certification Scheme	Mr. Wan Hisham Balkiah Bin Wan Hassan Integrated Management System Lead Auditor	10 - 12 September 2019	Filipina / Philippines
11	Research on Digitization of Public Service Delivery	Dr. John Antony Xavier Putra Business School, UPM	25 - 27 September 2019	Filipina / Philippines

KERJASAMA ANTARABANGSA
 INTERNATIONAL PARTNERSHIP

BIL NO	PROGRAM PROGRAMME	PAKAR DARI MALAYSIA EXPERTS FROM MALAYSIA	TARIKH DATE	NEGARA COUNTRY
12	<i>Development of the Strategic Foresight Certification Scheme</i>	Mr. Rushdi Abdul Rahim Naib Presiden Kanan / Senior Vice President Malaysian Industry-Government Group for High Technology (MIGHT)	11 - 13 November 2019	Jepun / Japan
13	<i>International Conference on Public-sector Productivity</i>	Mr. Kabir Ahmad Mohd Jamil Pengarah MPC / MPC Director	14 - 16 November 2019	Filipina / Philippines
14	<i>Certification Body Development Project for NPO Indonesia</i>	Mr. Yap Yun Fung Perunding Ecolean / Ecolean Consultant & Mr. Wan Hisham Balkiah Bin Wan Hassan Integrated Management System Lead Auditor	18 - 22 November 2019	Indonesia
15	<i>Workshop on Value-Added Agriculture</i>	Mr. Chan Seng Kit Pengarah Urusan / Managing Director K-Farm Sdn. Bhd.	18 - 22 November 2019	Pakistan
16	<i>Research on Reskilling Workers to Enhance Labor Productivity</i>	Dr. Mazlina Shafi Pengurus Kanan MPC / MPC Senior Manager	5 - 7 Disember / December 2019	Indonesia
17	<i>APO Accreditation Body Council Meeting</i>	Dato' Abd Latif Hj. Abu Seman Ketua Pengarah MPC / MPC Director General	10 - 11 Disember / December 2019	Jepun / Japan
18	<i>Workshop on Sustainable Productivity</i>	Dr. John Antony Xavier Putra Business School, UPM	16 - 20 Disember / December 2019	Jepun / Japan

Keseluruhannya, sejumlah 67 orang peserta tempatan telah menyertai program APO di dalam dan luar negara. Seramai 21 orang (31%) adalah warga MPC, manakala yang lain adalah gabungan peserta yang terdiri daripada agensi-agensi kerajaan dan industri seperti pertanian, elektrik & elektronik, perundingan, pembuatan, makanan dan kejuruteraan. Selain itu, 30 orang peserta antarabangsa dari 18 buah negara anggota APO terlibat dengan program di Malaysia.

Overall, a total of 67 local participants attended APO programmes locally and abroad. Out of this, 21 (31%) of the participants were from MPC, while the rest comprised participants from government agencies namely, agriculture, electrical & electronics, consulting, manufacturing, food and engineering. In addition, 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 (MTCP). Pada tahun 1983, *Third Country Training Programme* (TCTP) telah mula diperkenalkan di Malaysia oleh JICA dalam membantu negara-negara membangun di bawah program TCTP dengan kerjasama PKTM. Dari tahun 2011 hingga 2019, semua program TCTP adalah berlandaskan 3 bidang teras iaitu *Kaizen*, *Total Quality Management* (TQM) dan Produktiviti dan Inovasi. Sebanyak 3 program berbentuk latihan dan misi pembelajaran telah dianjurkan di Malaysia pada tahun 2019. Program-program tersebut adalah seperti berikut:

Japan International Cooperation Agency (JICA)

Malaysia has supported 144 developing countries under the South-South Cooperation framework since 1980 through the Malaysian Technical Cooperation Programme (MTCP). In 1983, the Third Country Training Program (TCTP) was first introduced in Malaysia by JICA to assist developing countries under the TCTP programme in collaboration with PKTM. From 2011 to 2019, all TCTP programmes were based on 3 core areas namely Kaizen, Total Quality Management (TQM) and Productivity and Innovation. A total of 3 programmes in the form of training and learning missions were organised in Malaysia in 2019. The programmes are as follows:

BIL / NO	PROGRAM / PROGRAMME	BIL. PESERTA / NO. OF PARTICIPANTS
1.	18 & 22 Januari / January 2019 Program Misi Pembelajaran / Study Mission Programme Study Trip on Supporting Business Development of SMEs in Kenya	7 peserta / participants
2.	15 - 26 Julai / July 2019 Program Permintaan dari Luar Negara / Special Request Programme Capacity Development for Kaizen Implementation for Quality and Productivity Improvements and Competitiveness Enhancement for Ethiopia	16 peserta / participants
3.	22 September – 5 Oktober / October 2019 Program Latihan TCTP / TCTP Training Programme Third Country Training Programme on Enhancement of Productivity and Competitiveness through Kaizen Approach for African Countries (Collaboration with Malaysia Technical Cooperation Programme (MTCP/JICA)	14 peserta / participants

KERJASAMA ANTARABANGSA
 INTERNATIONAL PARTNERSHIP

Sepanjang tahun 2019, seramai 37 orang dari 10 negara (pertambahan 3 negara berbanding tahun 2018) telah menyertai program MTCP/TCTP/JICA, program permintaan dan misi pembelajaran di Malaysia. Negara-negara yang terlibat menyertai program ini adalah:

During 2019, a total of 37 participants from 10 countries (an increase of 3 countries compared to 2018) had participated in the MTCP / TCTP / JICA special request programme, and study mission in Malaysia. The countries involved in this programme are:

BIL / NO	NEGARA / COUNTRY	BILANGAN PESERTA / NO. OF PARTICIPANTS
1.	Botswana	2
2.	Burkina Faso	3
3.	Djibouti	1
4.	Ethiopia	17
5.	Mali	2
6.	Mozambique	2
7.	Kenya	7
8.	Rwanda	1
9.	Uganda	1
10.	Zimbabwe	1
JUMLAH / TOTAL		37

The Africa Kaizen Annual Conference

JICA telah membuat pelbagai penambahbaikan dengan memperkenalkan 'Third Country Training Programme (TCTP) on TQM and Kaizen' yang memberi perhatian khusus kepada negara-negara Afrika. Susulan dari ini, JICA menganjurkan pelbagai program setiap tahun bagi berkongsi maklumat dan membincangkan isu mengenai Kaizen dan TQM yang berlaku di negara Afrika. MPC telah dijemput untuk menjadi pakar runding / panel bagi berkongsi maklumat dengan wakil negara Afrika yang hadir di *The Africa Kaizen Annual Conference* yang bermula pada tahun 2016 hingga 2019. Konferen secara tahunan ini telah diadakan di Ethiopia (2016), Afrika Selatan (2017), Kenya (2018) dan Tunisia (2019).

The Africa Kaizen Annual Conference

JICA has made various improvements by introducing the 'Third Country Training Programme (TCTP) on TQM and Kaizen' which pays special attention to African countries. Following this, JICA organises various programmes every year to share information and discuss issues on Kaizen and TQM that occur in African countries. MPC had been invited to be consultant / panel to share information with representatives of African countries present at The Africa Kaizen Annual Conference from 2016 to 2019. This annual conference was held in Ethiopia (2016), South Africa (2017), Kenya (2018) and Tunisia (2019).

PERSATUAN DAN KOPERASI

ASSOCIATION AND CO-OPERATIVE

PERSATUAN DAN KOPERASI

ASSOCIATION AND CO-OPERATIVE

PERSATUAN WARGA MPC (PWMPC)

Persatuan Warga MPC (PWMPC) telah menganjurkan 26 program utama sepanjang tahun 2019. Antara aktiviti yang dijalankan oleh persatuan adalah:

MPC STAFF ASSOCIATION (PWMPC)

The MPC Staff Association (PWMPC) had organised 26 major programmes throughout 2019. Among the activities carried out by the association are:

TARIKH / DATE	AKTIVITI / ACTIVITY	LOKASI / LOCATION
12 & 13 Januari / January 2019	Kejohanan Bola Tampar Penjawat Awam 2019 Civil Servants Volleyball Championship 2019	Dewan Bola Tampar Shah Alam Volleyball hall, Shah Alam
18 Januari / January 2019	Bicara Ilmu: “Pengubatan Islam berpadukan Al-Quran & As-Sunnah” oleh YBhg. Ustaz Hanis Jaludin Knowledge Sharing programme: “Pengubatan Islam berpadukan Al-Quran & As-Sunnah” by YBhg. Ustaz Hanis Jaludin	MPC
28 Februari / February 2019	Bicara Ilmu: “Keluarga Sunnah Till Jannah” oleh YBhg. Ustaz Muhamad Hisyam Zakaria Knowledge Sharing programme: “Keluarga Sunnah Till Jannah” by YBhg. Ustaz Muhamad Hisyam Zakaria	MPC
02 Mac / March 2019	Rekreasi Pagi Bersama KP Morning Recreation with DG	Taman Botani Putrajaya Putrajaya Botanical Garden
06 & 07 Mac / March 2019	Pemasangan RFiD Installing RFiD	MPC
16 Mac / March hingga 12 Oktober / October 2019	Kejohanan Sukan MITI dan Agensi 2019 2019 MITI and Agency Sports Championship	Persekitaran Pejabat Agensi MITI dan sekitar Lembah Klang Vicinity of MITI and around the Klang Valley

PERSATUAN DAN KOPERASI
ASSOCIATION AND CO-OPERATIVE

TARIKH / DATE	AKTIVITI / ACTIVITY	LOKASI / LOCATION
22 Mac / March 2019	PinkFit@MPC – Zumba	MPC
26 Mac / March 2019	Pemeriksaan Gigi Taska Sudut Kenari Dental Examination for Taska Sudut Kenari	Taska Sudut Kenari, MPC
30 Mac / March 2019	Kejohanan Bola Tampar Super Amatur Anseri Super Amateur Anseri Volleyball Championship	Kompleks Sukan INSPEN / INSPEN Sports Complex
06 April 2019	Hari Keluarga MPC MPC Family Fun Day	Semenyih Eco Ventures Resort & Recreation
04 Mei / May 2019	Kejohanan Sepak Takraw Dalaman MPC MPC Internal “Sepak Takraw” Championship	MPC
05 Mei / May hingga 04 Jun / June 2019	Liga Badminton Ramadhan Ramadhan Badminton League	MPC
17 Mei / May 2019	Gotong-royong Memasak dan Mengedarkan Bubur Lambuk “Gotong-royong” session on Cooking and Distribution of “Bubur Lambuk”	MPC
27 Mei / May 2019	Pemeriksaan Gigi Taska Sudut Kenari Dental Examination for “Taska Sudut Kenari”	Taska Sudut Kenari, MPC
17 Jun / June 2019	Majlis Bacaan Yasin, Doa Selamat dan Solat Zohor Berjemaah Ceremony on “Bacaan Yasin, Doa Selamat and Solat Zohor Berjemaah”	MPC
01 Julai / July 2019	Majlis Sambutan Aidilfitri & Apresiasi MPC 2019 Aidilfitri Celebration & MPC Appreciation 2019	Sime Darby Convention Centre
26 Julai / July 2019	Majlis Bacaan Yasin, Doa Selamat dan Solat Hajat Ceremony on “Bacaan Yasin, Doa Selamat and Solat Hajat”	MPC
14 Ogos / August 2019	Majlis Qurban MPC “Qurban” Ceremony	MPC

PERSATUAN DAN KOPERASI
 ASSOCIATION AND CO-OPERATIVE

TARIKH / DATE	AKTIVITI / ACTIVITY	LOKASI / LOCATION
16 Ogos / August 2019	Jom Tengok Wayang Boboiboy the Movie 2 Let's Watch Boboiboy the Movie 2	TGV Jaya Shopping Centre, PJ
23 Ogos / August 2019	Segmen Santai bersama Dato' KP Informal Segment with Dato' KP	MPC
12 September 2019	Bicara Ilmu: "Muharram – Planner Amal Soleh" oleh YBhg. Ustaz Muhammad Siddiq Shahrom Knowledge sharing: "Muharram – Planner Amal Soleh" by YBhg. Ustaz Muhammad Siddiq Shahrom	MPC
17 Oktober / October 2019	Bicara Ilmu: "Muslim Produktif – Analisa Graf Iman" oleh YBhg. Ustazah Asma' Harun Knowledge sharing: "Muslim Produktif – Analisa Graf Iman" by YBhg. Ustazah Asma' Harun	MPC
18 Oktober / October 2019	PinkFit@MPC – Zumba	MPC
01 November 2019	Pemeriksaan Gigi Taska Sudut Kenari Dental Examination for "Taska Sudut Kenari"	Taska Sudut Kenari, MPC
23 November 2019	Pertandingan Boling MPC dan Media Bowling Competition between MPC and Media	Ampang Superbowl @ Ecurve
29 November 2019	Jom Tengok Wayang Ejen Ali Let's Watch Agent Ali the Movie	TGV Jaya Shopping Centre, PJ
05 – 07 Disember / December 2019	Lifeline Clothing Malaysia (LLCM)	MPC
13 Disember / December 2019	PinkFit@MPC – Zumba	MPC

PERSATUAN DAN KOPERASI
ASSOCIATION AND CO-OPERATIVE

TARIKH / DATE	AKTIVITI / ACTIVITY	LOKASI / LOCATION
Setiap Hari Rabu (sepanjang tahun) ----- Every Wednesday (throughout the year)	Kelas Tajwid oleh YBhg. Ustaz Hj. Masri Yusoff “Tajwid” class by YBhg. Ustaz Hj. Masri Yusoff	MPC
Setiap Suku Tahun ----- Every Quarter	Sambutan Hari Lahir Taska Sudut Kenari MPC Birthday Celebrations at “Taska Sudut Kenari” MPC	Taska Sudut Kenari, MPC
Sepanjang Tahun ----- Throughout the year	<i>Recycle for Life (RfL)</i>	MPC
Sepanjang Tahun ----- Throughout the year	Booth Jualan Sales Booth	MPC
Sepanjang Tahun ----- Throughout the year	Program Outdoor MPC – The Running Antz MPC Outdoor Programme - The Running Antz	Sekitar Lembah Klang Around the Klang Valley



Hari Keluarga MPC / MPC Family Fun Day

PERSATUAN DAN KOPERASI

ASSOCIATION AND CO-OPERATIVE



Gotong-royong Memasak dan Mengedarkan Bubur Lambuk
“Gotong-royong” session on Cooking and Distribution
of “Bubur Lambuk”



The Running Antz

KOPERASI MPC BERHAD

Koperasi MPC Berhad terus aktif sepanjang tahun 2019 dengan menganjurkan aktiviti-aktiviti berfaedah untuk Ahli Lembaga Koperasi (ALK) dan juga ahli-ahlinya. Antara aktiviti-aktiviti yang dijalankan adalah seperti berikut:

MPC CO-OPERATIVE BERHAD

MPC Co-operative Berhad continued to be active throughout 2019 by organising activities that were beneficial to both the Co-operative Board Members (ALK) and ordinary members of the co-operative. Among the activities carried out are as follows:

TARIKH / DATE	AKTIVITI / ACTIVITY
09 Mei / May 2019	Promo: Produk Hari Raya di Kiosk MPC Promotion: Products for Hari Raya at MPC kiosk
12 Ogos / August 2019	Mesyuarat Pra-AGM Koperasi MPC Berhad Pre-AGM Meeting of MPC Co-operative Berhad
20 Ogos / August 2019	Mesyuarat Agung Tahunan Yang ke-33 33rd Annual General Meeting
22 November 2019	Mesyuarat ALK Bil. 1 Sesi 2019/2020 Board Members Meeting Session 1, 2019/2020
16 Disember / December 2019	Mesyuarat ALK Bil. 2 Sesi 2019/2020 Board Members Meeting Session 2, 2019/2020
20 Disember / December 2019	Mesyuarat Perbincangan Koperasi Bersama Pihak Pengurusan MPC Discussion between the Co-operative and MPC Management

DIARI KORPORAT

CORPORATE DIARY

DIARI KORPORAT

CORPORATE DIARY

TARIKH / DATE	PROGRAM / PROGRAMME	TEMPAT / VENUE
29 Januari / January 2019	Mesyuarat Lembaga Pengarah MPC Bil. 4/2018 MPC Board of Directors Meeting 4/2018	Ibu Pejabat MPC MPC Headquarters Petaling Jaya, Selangor
18 Februari / February 2019	Hari Produktiviti @ LH Plus Sdn. Bhd. Productivity Day @ LH Plus Sdn. Bhd.	LH Plus Sdn. Bhd. Shah Alam, Selangor
07 Mac / March 2019	Konvensyen Plugfest IIoT 2019 IIoT Plugfest Convention 2019	MPC Wilayah Utara MPC Northern Region Kepala Batas, Pulau Pinang
28 Mac / March 2019	Hari Produktiviti @ FGV 2019 Productivity Day @ FGV 2019	Ibu Pejabat MPC MPC Headquarters Petaling Jaya, Selangor
04 April 2019	Mesyuarat Lembaga Pengarah MPC Bil. 1/2019 MPC Board of Directors Meeting 1/2019	Ibu Pejabat MPC MPC Headquarters Petaling Jaya, Selangor
04 Mei / May 2019	Hari Produktiviti @ Penampang Productivity Day @ Penampang	D'arc Hotel Penampang, Sabah
24 Jun / June 2019	Pelancaran Laporan Produktiviti 2018/2019 Launching of Productivity Report 2018/2019	MITI Kuala Lumpur
27 Jun / June 2019	Mesyuarat Lembaga Pengarah MPC Bil. 2/2019 MPC Board of Directors Meeting 2/2019	MPC Wilayah Utara MPC Northern Region Kepala Batas, Pulau Pinang
01 Julai / July 2019	Majlis Aidilfitri & Apresiasi MPC Bersama Industri 2019 MPC Aidilfitri & Appreciation Ceremony with the Industry 2019	Sime Darby Convention Centre Kuala Lumpur
09 Julai / July 2019	Persidangan Perkhidmatan Profesional Dalam Penggunaan <i>Building Information Modelling</i> (BIM) The Professional Services Conference on Building Information Modelling (BIM) Adoption	Hotel Hilton Petaling Jaya Selangor

TARIKH / DATE	PROGRAM / PROGRAMME	TEMPAT / VENUE
11 Julai / July 2019	Konvensyen Team Excellence (RTEEx) Peringkat Wilayah Selatan Regional Team Excellence Convention (RTEEx) for Southern Region	Ramada Plaza Melaka
11 Julai / July 2019	Konvensyen Team Excellence (RTEEx) Peringkat Wilayah Utara Regional Team Excellence Convention (RTEEx) for Northern Region	Bayview Beach Resort Batu Ferringhi, Pulau Pinang
17 & 18 Julai / July 2019	Konvensyen Team Excellence (RTEEx) Peringkat Wilayah Tengah Regional Team Excellence Convention (RTEEx) for Central Region	Hotel Sheraton Imperial Kuala Lumpur
25 Julai / July 2019	Hari Industri Nexus Produktiviti ICT: Menerajui Ekonomi Digital ICT Productivity Nexus Industry Day: Spearheading the Digital Economy	Hotel Pullman Kuala Lumpur Bangsar
25 Julai / July 2019	Konvensyen Team Excellence (RTEEx) Peringkat Wilayah Sarawak & Sabah Regional Team Excellence Convention (RTEEx) for Sarawak & Sabah Region	Hotel Pullman Miri Sarawak
31 Julai / July hingga 01 Ogos / August 2019	Konvensyen Team Excellence (RTEEx) Peringkat Wilayah Pantai Timur Regional Team Excellence Convention (RTEEx) for East Coast Region	Hotel Perdana Kota Bharu Kelantan
08 Ogos / August 2019	Seminar Peluang Pelaburan Antarabangsa dan Kerja Undang-Undang Seminar on International Investment Opportunities and the Ensuing Legal Work	Hotel Grand Millennium Kuala Lumpur
07 September 2019	Majlis Penutup Hari Produktiviti Bersama Komuniti & Pelancaran Buku Panduan Awaspada Keselamatan Siber Closing Ceremony of Productivity Day with Community & the Launching of Awaspada Keselamatan Siber Guidebook	Universiti Islam Antarabangsa Malaysia (UIAM) International Islamic University of Malaysia (IIUM) Gombak, Selangor
18 September 2019	Mesyuarat Lembaga Pengarah MPC Bil. 3/2019 MPC Board of Directors Meeting 3/2019	MPC Wilayah Sabah MPC Sabah Region Kota Kinabalu, Sabah

DIARI KORPORAT
 CORPORATE DIARY

TARIKH / DATE	PROGRAM / PROGRAMME	TEMPAT / VENUE
10 Oktober / October 2019	Konvensyen Kebangsaan Amalan Baik Peraturan (GRP) National Convention Good Regulatory Practice (GRP)	Hotel Marriott Putrajaya
22 Oktober / October 2019	Forum CEO Kecemerlangan Perniagaan 2019 Business Excellence CEO Forum 2019	Hotel Pullman Kuala Lumpur Bangsar
07 November 2019	Persidangan dan Eksposisi Tahunan Produktiviti & Inovasi (APIC) 2019 Annual Productivity & Innovative Conference and Exposition (APIC) 2019	Sunway Pyramid Convention Centre (SPCC) Selangor
26 November 2019	Seminar Industry4WRD Sabah Sabah Industry4WRD Seminar	Sabah Skills and Technology Centre (SSTC) Kota Kinabalu, Sabah
28 November 2019	Mesyuarat Lembaga Pengarah MPC Bil. 4/2019 & Majlis Apresiasi Lembaga Pengarah MPC Board of Directors Meeting 4/2019 & BOD Appreciation Dinner	Movenpick Hotel & Convention Centre Sepang, Selangor
04 Disember / December 2019	Hari Produktiviti Bersama Kulim Technology Park Corporation dan Majlis Menandatangani Memorandum Persefahaman di antara MPC Bersama Kulim Advance Technologies Sdn.Bhd Productivity Day with Kulim Technology Park Corporation and MoU Signing Ceremony between MPC and Kulim Advance Technologies Sdn.Bhd	KHTP Business Centre Kulim, Kedah



Konvensyen Kebangsaan Amalan Baik Peraturan (GRP)
 National Convention Good Regulatory Practice (GRP)



Hari Produktiviti @ Penampang

Productivity Day @ Penampang



Hari Produktiviti @ LH Plus Sdn. Bhd.

Productivity Day @ LH Plus Sdn. Bhd.



Hari Produktiviti @ FGV 2019

Productivity Day @ FGV 2019



Pelancaran Laporan Produktiviti 2018/2019

Launching of Productivity Report 2018/2019



Majlis Menandatangani MoU

MoU Signing Ceremony

DIARI KORPORAT
CORPORATE DIARY



Konvensyen Team Excellence (RTEx) Peringkat Wilayah Tengah
Regional Team Excellence Convention (RTEx) for Central Region



Persidangan Perkhidmatan Profesional Dalam Penggunaan Building Information Modelling (BIM)
The Professional Services Conference
on Building Information Modelling (BIM) Adoption



Majlis Aidilfitri & Apresiasi MPC Bersama Industri 2019
MPC Aidilfitri & Appreciation Ceremony
with the Industry 2019



Majlis Penutup Hari Produktiviti Bersama Komuniti & Peluncuran Buku Panduan Awaspada Keselamatan Siber
Closing Ceremony of Productivity Day with Community & the Launching of Awaspada Keselamatan Siber Guidebook



Persidangan dan Eksposisi Tahunan Produktiviti & Inovasi (APIC) 2019
Annual Productivity & Innovative Conference and Exposition (APIC) 2019



Konvensyen Plugfest IIoT 2019
IIoT Plugfest Convention 2019



Hari Industri Nexus Produktiviti ICT: Menerajui Ekonomi Digital
ICT Productivity Nexus Industry Day: Spearheading the Digital Economy

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Peruntukan Geran Mengurus dan Pembangunan Tahun 2015 - 2019

Pada tahun 2019, MPC telah diperuntukkan Geran Mengurus sebanyak RM25,000,000 dan Geran Pembangunan sebanyak RM31,576,187. Peruntukan mengurus berkurang dari setahun ke setahun dan pada tahun 2019, peruntukan mengurus hanya 74% sahaja berbanding tahun 2015. Peruntukan pembangunan mulai meningkat dari RM3,500,000 pada tahun 2015 kepada RM21,020,511 pada tahun 2017 dan RM31,576,187 pada tahun 2019. Ini disebabkan program-program pembangunan yang baru seperti SPPE dan MPB pada tahun 2017 dan program T5-MPB, PTPS, NTM, PKP dan SPN pada tahun 2019.

Provision of Management and Development Grants for the Year 2015 - 2019

In 2019, MPC received a Management Grant of RM25,000,000 and a Development Grant of RM31,576,187. The allocation for management grant had decreased from year to year and in 2019, management allocation was only 74% compared to 2015. Development allocation increased from RM3,500,000 in 2015 to RM21,020,511 in 2017 and RM31,576,187 in 2019. This was due to new development programmes namely SPPE and MPB in 2017 and the T5-MPB, PTPS, NTM, PKP and SPN programmes in 2019.

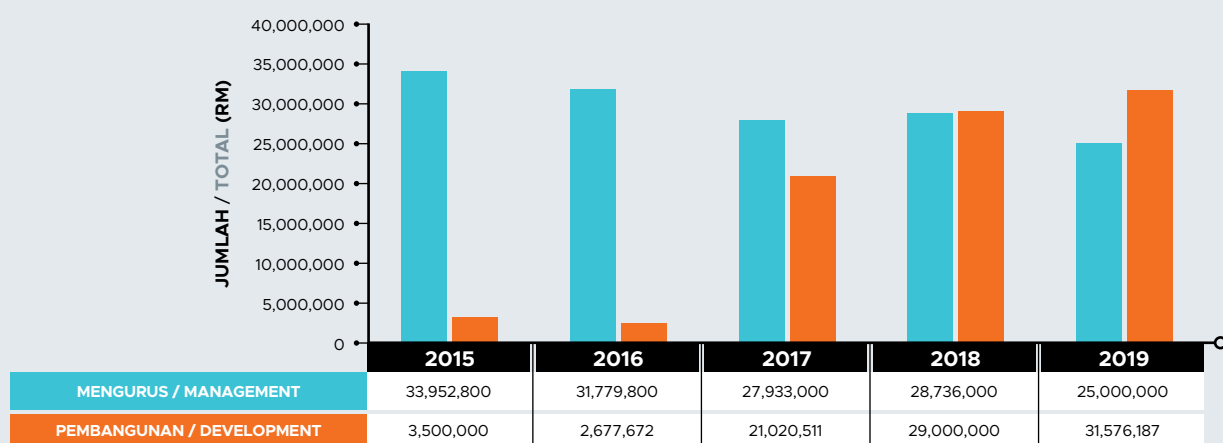
Jadual / Table 1
Peruntukan Geran Mengurus dan Pembangunan 2015 – 2019

Provision of Management and Development Grants for the Year 2015 – 2019

GERAN / GRANT	2015	2016	2017	2018	2019
MENGURUS / MANAGEMENT	33,952,800	31,779,800	27,933,000	28,736,000	25,000,000
PEMBANGUNAN / DEVELOPMENT	3,500,000	2,677,672	21,020,511	29,000,000	31,576,187
JUMLAH / TOTAL	37,452,800	34,457,472	48,953,511	57,736,000	56,576,187

Rajah / Figure 1
Peruntukan Geran Mengurus dan Pembangunan 2015 – 2019

Provision of Management and Development Grants for the Year 2015 – 2019



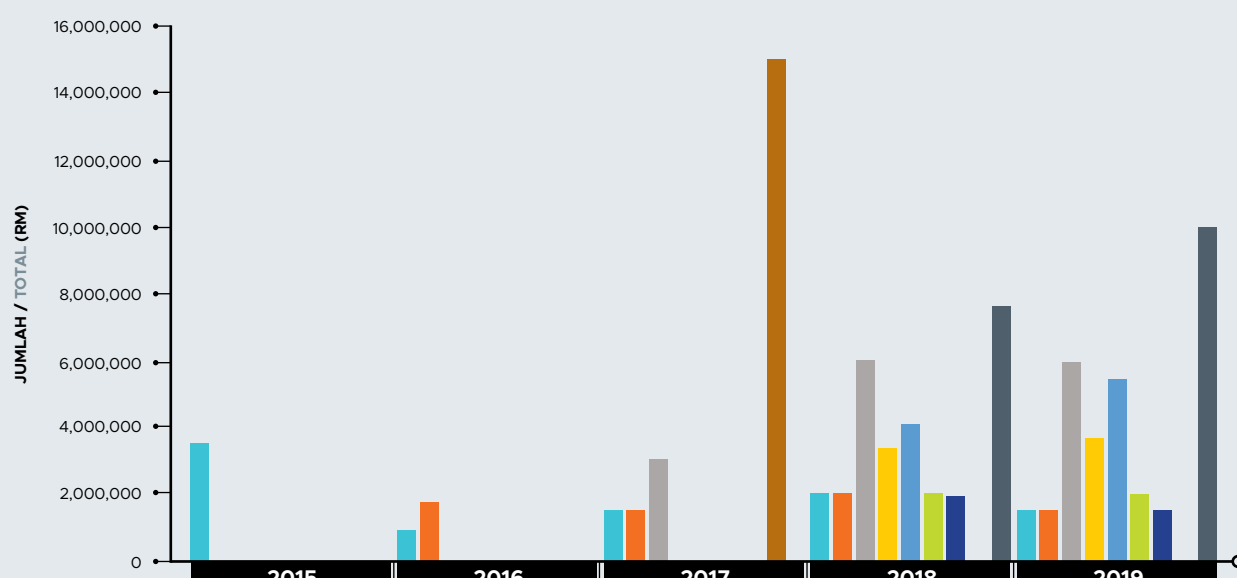
Jadual / Table 2

Peruntukan Geran Pembangunan Diterima Mengikut Program
Provision of Development Grant Received by Programme

	2015	2016	2017	2018	2019
Program Memodenkan Peraturan Perniagaan (MBR) Modernising Business Regulations Programme (MBR)	3,500,000	892,672	1,500,000	2,000,000	1,500,000
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	1,500,000
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	5,932,000
Membentuk Mekanisma Pelaksanaan yang Padu dan Melancarkan Gerakan Produktiviti Selaras dengan Strategi Malaysia Produktiviti Blueprint (T5-MPB) Establishing an Integrated Mechanism and Launching of the Productivity Movement in line with the Malaysia Productivity Blueprint (T5-MPB)	-	-	-	3,397,500	3,665,320
Program Transformasi Peraturan Sedia Ada Melalui Pengurangan Birokrasi di Peringkat Negeri (PTPS) Existing Regulation Transformation Programme Through Reduction of State Level Bureaucracy (PTPS)	-	-	-	4,080,900	5,480,000
Memudahkan Keperluan Peraturan bagi Perdagangan Antarabangsa (NTM) Facilitating the Need for Regulations for International Trade	-	-	-	2,000,000	2,000,000
Peningkatan Kualiti Peraturan Selaras dengan Strategi Malaysia Produktiviti Blueprint (PKP) Improving the Quality of Regulations in line with Malaysia Productivity Blueprint Strategy (PKP)	-	-	-	1,944,000	1,498,867
Pembangunan Produktiviti Nexus Malaysia Produktiviti Blueprint (MPB) Developing Sector Productivity Nexus under the Malaysia Productivity Blueprint	-	-	15,000,000	-	-
Melaksanakan Inisiatif Produktiviti Nexus Peringkat Sektor (SPN) Implementing Initiative on Sector Productivity Nexus (SPN)	-	-	-	7,578,000	10,000,000
JUMLAH / TOTAL	3,500,000	2,677,672	21,020,511	29,000,000	31,576,187

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Rajah / Figure 2

Peruntukan Geran Pembangunan Diterima Mengikut Program 2015 – 2019
 Provision of Development Grant Received by Programme 2015 – 2019


	2015	2016	2017	2018	2019
MBR	3,500,000	892,672	1,500,000	2,000,000	1,500,000
NPDIR	0	1,785,000	1,500,000	2,000,000	1,500,000
SPPE-MPB	0	0	3,020,511	5,999,600	5,932,000
T5-MPB	0	0	0	3,397,500	3,665,320
PTPS	0	0	0	4,080,900	5,480,000
NTM	0	0	0	2,000,000	2,000,000
PKP	0	0	0	1,944,000	1,498,867
MPB	0	0	15,000,000	0	0
SPN	0	0	0	7,578,000	10,000,000

Prestasi Perbelanjaan Mengurus MPC Tahun 2015 – 2019

Perbelanjaan sebenar mengurus MPC pada tahun 2019 adalah RM47,648,054 berbanding bajet mengurus yang berjumlah RM49,051,000. Peratus perbelanjaan sebenar mengurus adalah 97%. Walaupun geran mengurus berkurang dari setahun ke setahun, perbelanjaan mengurus adalah dalam lingkungan RM45 - RM48 juta dari tahun 2015 hingga 2019. Penggunaan hasil dalaman bagi membiayai perbelanjaan mengurus meningkat dari 29% pada tahun 2015 kepada 38% pada tahun 2017 dan kepada 48% pada tahun 2019.

MPC's Management Expenditure Performance for Year 2015 – 2019

MPC's actual management expenditure in 2019 amounted to RM47,648,054 compared to the management budget allocated of RM49,051,000. The actual percentage of expenditure is 97%. Although management grants decreased from year to year, operating expenses ranged from RM45 - RM48 million from 2015 to 2019. The use of internal revenue to finance operating expenses increased from 29% in 2015 to 38% in 2017 and to 48% in 2019.

Jadual / Table 3

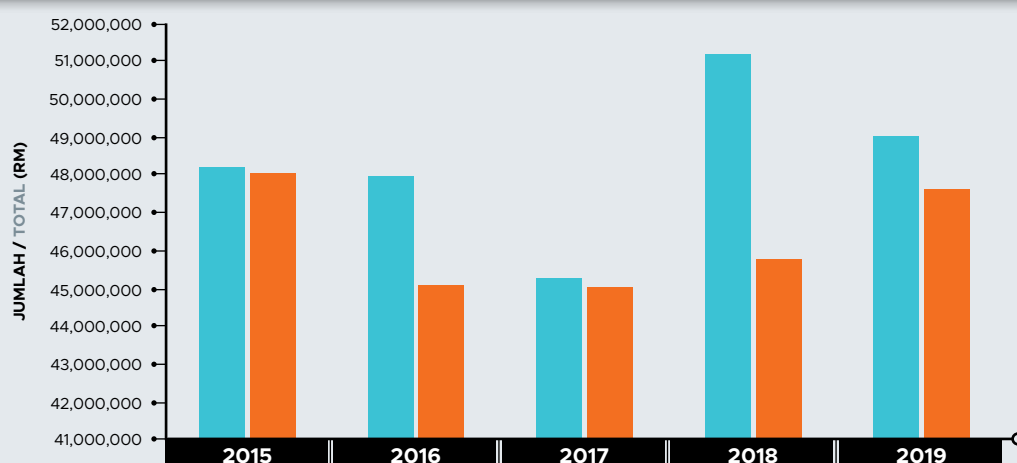
Prestasi Perbelanjaan Mengurus 2015 – 2019

Management Expenditure Performance 2015 – 2019

Tahun / Year	2015	2016	2017	2018	2019
Geran Kerajaan Government Grant	33,952,800	31,779,800	27,933,000	28,736,000	25,000,000
Hasil Dalaman Internal Revenue	12,000,000	15,928,200	17,313,872	22,504,000	24,051,000
Tambahan Peruntukan Increase in Allocation	2,239,819	207,200	–	–	–
Jumlah Peruntukan Selepas Tambahan Total Allocation After Increase	48,192,619	47,915,200	45,246,872	51,240,000	49,051,000
Belanja Sebenar Actual Expenditure	48,022,825	45,106,591	45,037,172	45,765,317	47,648,054
Peratus Belanja Sebenar Percentage of Actual Expenditure	100%	94%	99%	89%	97%

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Rajah / Figure 3

Prestasi Perbelanjaan Mengurus 2015 – 2019
 Management Expenditure Performance 2015 – 2019


	2015	2016	2017	2018	2019
JUMLAH PERUNTUKAN SELEPAS TAMBAHAN / TOTAL ALLOCATION AFTER INCREASE	48,192,619	47,915,200	45,246,872	51,240,000	49,051,000
BELANJA SEBENAR / ACTUAL EXPENDITURE	48,022,825	45,106,591	45,037,172	45,765,317	47,648,054

Prestasi Perbelanjaan Pembangunan MPC Tahun 2015 - 2019

Pada tahun 2019, program pembangunan masih dikekalkan seperti tahun 2018 iaitu:

- ↳ Memodenkan Peraturan Perniagaan (MBR);
- ↳ Pelaksanaan NPDIR bagi Kerajaan Negeri dan Kerajaan Tempatan (NPDIR);
- ↳ Skim Peningkatan Produktiviti Enterpris Selaras dengan Malaysia Produktiviti Blueprint (SPPE-MPB);
- ↳ 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);
- ↳ Peningkatan Kualiti Peraturan Selaras dengan Strategi Malaysia Produktiviti Blueprint (PKP); dan
- ↳ Melaksanakan Inisiatif Produktiviti Nexus Peringkat Sektor (SPN).

MPC's Development Expenditure Performance 2015 - 2019

In 2019, the development programmes will still be continued as in 2018:

- ↳ Modernising Business Regulations Programme (MBR);
- ↳ Implementation of NPDIR for State and Local Government (NPDIR);
- ↳ Enterprise Productivity Improvement Scheme in line with Malaysia Productivity Blueprint (SPPE-MPB);
- ↳ Establishing an Integrated Mechanism and Launching of the Productivity Movement in line with the Malaysia Produktiviti Blueprint (T5-MPB);
- ↳ Existing Regulation Transformation Programme Through Reduction of State Level Bureaucracy (PTPS);
- ↳ Facilitating the Need for Regulations for International Trade (NTM);
- ↳ Improving the Quality of Regulations in line with Malaysia Productivity Blueprint Strategy (PKP); and
- ↳ Developing Sector Productivity Nexus (SPN) in 2019.

Perbelanjaan sebenar pembangunan meningkat sebanyak 31% berbanding tahun 2018 disebabkan perancangan perbelanjaan yang lebih baik dibuat pada tahun 2019. Perbelanjaan sebenar pembangunan melebihi peruntukan yang diberi pada tahun 2019 kerana menggunakan baki peruntukan pembangunan yang tidak dibelanjakan pada tahun 2018. Peratus perbelanjaan sebenar pembangunan berbanding peruntukan pada tahun 2018 adalah 84%. Pada tahun 2017, peratus perbelanjaan sebenar berbanding peruntukan hanya 29%. Ini disebabkan perbelanjaan yang rendah bagi program Melaksanakan Inisiatif Produktiviti Nexus Peringkat Sektor (SPN) iaitu RM91,299 sahaja, berbanding peruntukan yang berjumlah RM15,000,000 yang diberi oleh Unit Perancang Ekonomi (EPU). Peratus perbelanjaan pembangunan pada tahun 2015 dan 2016 adalah 95% dan 97%.

Actual development expenditure increased by 31% compared to 2018 due to better expenditure planning in 2019. Actual development expenditure exceeded the allocation given in 2019 due to utilisation of the remaining development allocation which was not fully utilised in 2018. Percentage of actual development expenditure compared to allocation for the year 2018 was 84%. In 2017, the actual percentage of expenditure compared to the allocation was only 29%. This was due to low expenditure for the programme on Developing Sector Productivity Nexus (SPN) which was only RM91,299, compared to the allocation of RM15,000,000 given by the Economic Planning Unit (EPU). The percentage of development expenditure in 2015 and 2016 was 95% and 97%, respectively.

Jadual / Table 4

Prestasi Perbelanjaan Pembangunan 2015 – 2019

Development Expenditure Performance 2015 – 2019

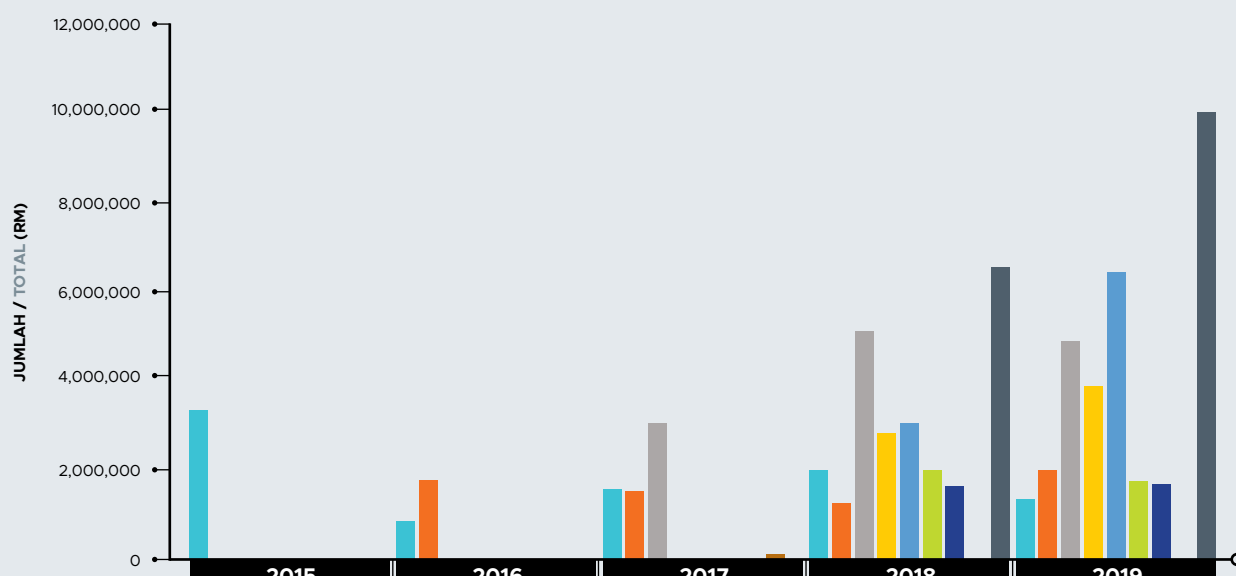
	2015	2016	2017	2018	2019
Program Memodenkan Peraturan Perniagaan (MBR) Modernising Business Regulations Programme (MBR)	3,310,171	848,785	1,543,350	1,954,803	1,336,770
Pelaksanaan NPDIR bagi Kerajaan Negeri dan Kerajaan Tempatan (NPDIR) Implementation of NPDIR for State and Local Government (NPDIR)	-	1,752,971	1,534,378	1,222,035	1,971,659
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	4,841,896
Membentuk Mekanisma Pelaksanaan yang Padu dan Melancarkan Gerakan Produktiviti Selaras dengan Strategi Malaysia Produktiviti Blueprint (T5-MPB) Establishing an Integrated Mechanism and Launching of the Productivity Movement in line with the Malaysia Productivity Blueprint (T5-MPB)	-	-	-	2,807,857	3,840,197

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	2015	2016	2017	2018	2019
Program Transformasi Peraturan Sedia Ada Melalui Pengurangan Birokrasi di Peringkat Negeri (PTPS) Existing Regulation Transformation Programme Through Reduction of State Level Bureaucracy (PTPS)	-	-	-	3,029,877	6,409,842
Memudahkan Keperluan Peraturan bagi Perdagangan Antarabangsa (NTM) Facilitating the Need for Regulations for International Trade (NTM)	-	-	-	1,989,641	1,731,304
Peningkatan Kualiti Peraturan Selaras dengan Strategi Malaysia Produktiviti Blueprint (PKP) Improving the Quality of Regulations in line with Malaysia Productivity Blueprint Strategy (PKP)	-	-	-	1,624,024	1,673,541
Pembangunan Produktiviti Nexus Malaysia Produktiviti Blueprint (MPB) Developing Productivity Nexus Malaysia Productivity Blueprint (MPB)	-	-	91,299	-	-
Melaksanakan Inisiatif Produktiviti Nexus Peringkat Sektor (SPN) Developing Sector Productivity Nexus (SPN)	-	-	-	6,519,833	9,979,328
JUMLAH / TOTAL	3,310,171	2,601,756	6,179,158	24,216,553	31,784,537
Peruntukan Diterima / Allocation Received	3,500,000	2,677,672	21,020,511	29,000,000	31,576,187
PERATUS / PERCENTAGE	95%	97%	29%	84%	101%

Rajah / Figure 4

Prestasi Perbelanjaan Pembangunan 2015 – 2019
Development Expenditure Performance 2015 – 2019



Prestasi Pengurusan Kewangan MPC 2015 - 2019

Penyata kewangan 2019 disediakan mengikut piawaian Malaysian Public Sector Accounting Standard (MPSAS). MPC menggunakan piawaian MPSAS ini mulai 1 Januari 2016.

MPC's Financial Management Performance 2015 - 2019

The 2019 financial statements are prepared in accordance with Malaysian Public Sector Accounting Standard (MPSAS). MPC adopted the MPSAS from 1 January 2016.

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PENYATA KEDUDUKAN KEWANGAN PADA 31 DISEMBER 2015 - 2019

1. Kedudukan aset bersih pada tahun 2015 adalah RM35,482,289. Ianya berkurang kepada RM34,437,901 pada tahun 2016 disebabkan penurunan pendapatan pada tahun 2016. Kedudukan aset bersih bertambah baik pada tahun 2017 iaitu berjumlah RM37,056,161. Ini disebabkan penilaian semula tanah di Kuantan pada harga RM6,680,000 dan peningkatan pelaburan simpanan tetap dari pemberian geran pembangunan MPB. Pada tahun 2018, aset bersih berkurang sebanyak RM272,769 berbanding tahun 2017.
2. Aset bersih berjumlah RM30,496,034 pada tahun 2019 berbanding RM36,783,392 pada tahun 2018. Perbandingan jumlah aset bersih pada tahun 2019 dengan tahun 2018 adalah seperti di bawah.
 - 2.1 Penurunan jumlah aset sebanyak RM4,059,250 berbanding tahun 2018 disebabkan:
 - a. Baki tunai dan baki bank serta deposit tetap berkurang sebanyak RM3,330,476 disebabkan pembayaran program pembangunan dan usahasama serta pengurangan geran mengurus dari Kerajaan.
 - b. Pelbagai penghutang meningkat sebanyak RM217,470 disebabkan peningkatan akru hasil 2019. Akru hasil ini diselesaikan pada tahun 2020.
 - c. Penurunan aset bukan semasa iaitu hartanah,engkapan dan peralatan serta aset tidak ketara sebanyak RM1,084,960 disebabkan peruntukan susutnilai dan pembelian aset.

STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2015 - 2019

1. The net asset position for 2015 was RM35,482,289. It decreased to RM34,437,901 in 2016 due to a decrease in income in 2016. The position of net assets improved in 2017 amounting to RM37,056,161. This is due to the revaluation of land in Kuantan at a price of RM6,680,000 and the increase in fixed deposit investment from the MPB development grant. In 2018, net assets decreased by RM272,769 compared to 2017.
2. Net assets amounted to RM30,496,034 in 2019 compared to RM36,783,392 in 2018. Comparison of total net assets in 2019 and 2018 is as below.
 - 2.1 Decrease in total assets by RM4,059,250 compared to 2018 is due to:
 - a. The decrease in cash and bank balance including fixed deposits which decreased by RM3,330,476 due to payment of development and joint venture programmes as well as the reduction in management grants from the Government.
 - b. Miscellaneous debtors increased by RM217,470 due to the increase in revenue accrued in 2019. Revenue accrued was completed in 2020.
 - c. The decrease in non-current assets namely real estate, fixtures and fittings as well as intangible assets of RM1,084,960 was due to depreciation and purchase of assets.

2.2 Jumlah liabiliti meningkat sebanyak RM2,228,108 berbanding tahun 2018. Ini disebabkan:

- MPC menerima peruntukan Industri 4.0 sebanyak RM13,500,000 dari MITI dan memulangkan baki peruntukan SME Corp Lean kepada SME Corp sebanyak RM2,500,000. Ini menyebabkan Kumpulan Wang Amanah Usahasama meningkat sebanyak RM9,924,409 berbanding tahun 2018.
- Pelbagai pemiutang dan deposit diterima menurun sebanyak RM4,633,491 (42.56%) disebabkan penurunan pemiutang terakru yang berjumlah RM5,048,961 berbanding RM10,405,549 pada tahun 2018.
- Penurunan geran tertunda sebanyak RM2,806,361 (9.05%) disebabkan peningkatan perbelanjaan aktiviti program pembangunan.

2.2 Total liabilities increased by RM2,228,108 compared to 2018. This is due to:

- MPC received an allocation of RM13,500,000 for Industry 4.0 from MITI and returned the remaining SME Corp Lean allocation to SME Corp amounting to RM2,500,000. This caused the Joint Trust Fund to increase by RM9,924,409 compared to 2018.
- Miscellaneous creditors and deposits received decreased by RM4,633,491 (42.56%) due to the decrease in accrued creditors amounting to RM5,048,961 compared to RM10,405,549 in 2018.
- Decrease in deferred grant of RM2,806,361 (9.05%) was due to increased expenditure on development programme activities.

Jadual / Table 5

Penyata Kedudukan Kewangan 2015 – 2019
Statement of Financial Position 2015 – 2019

	2015	2016	2017	2018	2019
ASET / ASSETS					
Aset Semasa / Current Assets					
Baki bank dan wang tunai / Cash and bank balance	9,775,571	9,862,531	9,226,827	15,245,466	9,518,166
Deposit tetap di institusi kewangan / Fixed Deposits at Financial Institutions	34,702,122	29,036,274	37,499,384	43,829,857	46,226,681
Urusniaga pertukaran belum terima / Exchange transactions receivable	3,047,586	2,487,047	3,850,585	3,601,287	3,856,251
Jumlah Aset Semasa / Net Current Assets	47,525,279	41,385,852	50,576,796	62,676,610	59,601,098
Aset Bukan Semasa / Non-Current Assets					
Urusniaga pertukaran belum terima Exchange transactions receivable	333,647	339,780	396,426	344,009	445,231
Hartanah, loji dan peralatan / Property, plant and equipment	18,120,417	16,965,291	22,530,387	21,617,426	20,596,858
Aset tidak ketara / Intangible assets	–	–	–	340,500	276,108
Jumlah Aset Bukan Semasa / Total Non-Current Assets	18,454,064	17,305,071	22,926,813	22,301,935	21,318,197
JUMLAH ASET / TOTAL ASSETS	65,979,343	58,690,923	73,503,609	84,978,545	80,919,295

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	2015	2016	2017	2018	2019
LIABILITI / LIABILITIES					
Liabiliti Semasa / Current Liabilities					
Urusniaga pertukaran belum bayar / Exchange transactions payable	4,019,544	2,801,378	3,315,577	10,887,638	6,254,142
Peruntukan manfaat kakitangan / Allocation for employee benefits	275,797	240,455	290,232	484,420	402,296
Jumlah Liabiliti Semasa / Total Current Liabilities	4,295,341	3,041,833	3,605,809	11,372,058	6,656,438
Liabiliti Bukan Semasa / Non-Current Liabilities					
Peruntukan Manfaat Kakitangan / Allocation for employee benefits	4,263,438	3,171,108	3,343,409	861,527	687,207
Kumpulan wang amanah usahasama / Joint Trust Funds	5,801,419	2,850,129	539,676	4,964,274	14,888,683
Geran tertunda / Accrued Grant	16,136,856	15,189,952	28,958,554	30,997,294	28,190,933
Jumlah Liabiliti Bukan Semasa / Total Non-Current Liabilities	26,201,713	21,211,189	32,841,639	36,823,095	43,766,823
JUMLAH LIABILITI / TOTAL LIABILITIES	30,497,054	24,253,022	36,447,448	48,195,153	50,423,261
JUMLAH ASET BERSIH / TOTAL NET ASSETS	35,482,289	34,437,901	37,056,161	36,783,392	30,496,034
ASET BERSIH / NET ASSETS					
Kumpulan wang pengurusan / Management Fund	33,182,289	32,137,901	34,756,161	34,483,392	28,196,034
Kumpulan wang pinjaman kenderaan / Vehicle loan fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Kumpulan wang pinjaman komputer / Computer loan fund	300,000	300,000	300,000	300,000	300,000
JUMLAH ASET BERSIH / TOTAL NET ASSETS	35,482,289	34,437,901	37,056,161	36,783,392	30,496,034

Penyata Prestasi Kewangan Bagi Tahun Berakhir Pada 31 Disember 2015 - 2019

- a. Pada tahun 2019, jumlah pendapatan adalah RM76,192,032, meningkat sebanyak 46% berbanding tahun 2015 dan 9% berbanding tahun 2018. Peningkatan pendapatan adalah disebabkan pertambahan geran pembangunan untuk program pembangunan yang baru dan juga peningkatan hasil dalaman MPC. Pendapatan MPC pada tahun 2015 berjumlah RM52,067,990 dan ianya menurun kepada RM47,178,952 pada tahun 2016 disebabkan pengurangan geran kerajaan dan penurunan hasil dalaman. Walau bagaimanapun pendapatan MPC terus meningkat pada tahun 2017 hingga 2019.
- b. Dari tahun 2015 hingga 2017, hasil dalaman MPC adalah dalam lingkungan RM13,000,000 dan meningkat kepada RM14,522,612 pada tahun 2018, seterusnya mencapai RM16,809,484 pada tahun 2019. Ini disebabkan peningkatan peserta yang mengikuti program International Convention on Quality Control Circle (ICQCC), Annual Productivity & Innovation Conference and Exposition (APIC) dan Asia Pacific Quality Conference (APQC) pada tahun 2019. Yuran perundingan & penyelidikan meningkat disebabkan program Kajian Pengukuran Produktiviti Perkhidmatan Awam, program Kajian Impak Pelaksanaan Higher Institution Centre of Excellence (HICOE) dan program Kajian Impak Pelaksanaan Inisiatif Public Private Research Network (PPRN).
- c. Perbelanjaan dari tahun 2015 hingga 2017 adalah dalam lingkungan RM50,000,000 – RM53,000,000. Ini disebabkan pendapatan yang terdiri dari geran kerajaan dan hasil dalaman konsisten dalam lingkungan RM47,000,000-RM52,000,000.

Statement Of Financial Position For The Year Ended 31 December 2019

- a. In 2019, total revenue was RM76,192,032, an increase of 46% compared to 2015 and 9% compared to 2018. The increase in revenue was due to an increase in the development grant for new development programmes as well as the increase in MPC's internal revenue. MPC's revenue in 2015 amounted to RM52,067,990 but decreased to RM47,178,952 in 2016 due to the reduction in government grants and decrease in internal revenue. However, MPC's revenue continued to increase from 2017 to 2019.
- b. From 2015 to 2017, MPC's internal revenue was in the range of RM13,000,000 and increased to RM14,522,612 in 2018, ultimately attaining RM16,809,484 in 2019. This was due to an increase in the number of participants attending the International Convention on Quality Control Circle (ICQCC) programme, Annual Productivity & Innovation Conference and Exposition (APIC) and Asia Pacific Quality Conference (APQC) in 2019. Consultancy & research fees increased due to the Study on Public Service Productivity Measurement programme, Higher Institution Centre of Excellence (HICOE) and Impact Study on the Implementation of the Public Private Research Network (PPRN) Initiative.
- c. Expenditure from 2015 to 2017 was in the range of RM50,000,000 - RM53,000,000. This was due to income comprising government grants and consistent internal revenue in the range of RM47,000,000-RM52,000,000.

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- d. Jumlah perbelanjaan mulai meningkat pada tahun 2018 iaitu kepada RM72,807,259, peningkatan sebanyak 37% berbanding tahun 2017. Pada tahun 2019 perbelanjaan berjumlah RM82,479,390, meningkat sebanyak 13% berbanding tahun 2018. Peningkatan perbelanjaan yang ketara disebabkan perbelanjaan geran pembangunan yang tinggi iaitu sebanyak RM26,961,260 pada tahun 2018 berbanding RM7,251,909 sahaja pada tahun 2017 (peningkatan sebanyak 37%). Program pembangunan yang baru adalah Skim Peningkatan Produktiviti Enterpris Selaras dengan 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). Perbelanjaan pembangunan berjumlah RM34,382,548 pada tahun 2019, meningkat sebanyak 28% berbanding tahun 2018 disebabkan peningkatan pemberian geran pembangunan bagi program yang sama.
- e. Perbelanjaan mengurus pada tahun 2015 berjumlah RM48,484,947. Peratus perbelanjaan adalah 102% dari jumlah pendapatan geran mengurus dan hasil dalaman yang bernilai RM47,540,954. Pengurangan geran mengurus dan hasil dalaman pada tahun 2016 menyebabkan perbelanjaan mengurus turut berkurang kepada RM46,568,422. Perbelanjaan mengurus pada tahun 2017 terus berkurang kepada RM45,925,947 selaras dengan pengurangan pemberian geran mengurus sebanyak RM3,846,800 berbanding tahun 2016. Peratus perbelanjaan adalah 110%. Pada tahun 2018, perbelanjaan mengurus berjumlah RM45,845,999 disebabkan berlaku penjimatan perbelanjaan perjalanan dan sara hidup, sewaan dan perkhidmatan ikhtisas. Perbelanjaan mengurus pada tahun 2019 berjumlah RM48,096,842, meningkat sebanyak 5% berbanding tahun 2018. Ini kerana berlaku peningkatan perbelanjaan konvensyen sebanyak RM1,348,132 disebabkan pertambahan peserta program ICQCC, APIC dan APQC. Perbelanjaan sewaan pula meningkat sebanyak RM757,900 disebabkan sewaan komputer untuk kegunaan pegawai sambilan harian yang terlibat dengan program pembangunan. Perbelanjaan penyelenggaraan pula meningkat sebanyak RM226,711 untuk penyelenggaraan bangunan pejabat yang usang.
- d. Total expenditure began to increase in 2018 to RM72,807,259, which is an increase of 37% compared to 2017. In 2019 expenditure amounted to RM82,479,390, an increase of 13% compared to 2018. The significant increase was due to high development expenditure of RM26,961,260 in 2018 compared to only RM7,251,909 in 2017 (an increase of 37%). The new development programmes are the Enterprise Productivity Improvement Scheme in line with Malaysia Productivity Blueprint (T5-MPB), Existing Regulation Transformation Programme Through Reduction of State Level Bureaucracy (PTPS), Facilitating the Need for Regulations for International Trade (NTM) and Improving Quality of Regulations in line with Malaysia Productivity Blueprint Strategy. Development expenditure amounted to RM34,382,548 in 2019, which is an increase of 28% compared to 2018 due to the increase in development grant for the same programmes.
- e. In 2015 operating expenses amounted to RM48,484,947. The percentage of expenditure was 102% of the total management grant income and internal revenue valued at RM47,540,954. The reduction in management grant and internal revenue in 2016 resulted in a decrease in operating expenses to RM46,568,422. Operating expenses in 2017 also continued to decrease to RM45,925,947 due to the reduction in management grant of RM3,846,800 compared to 2016. Percentage of expenditure was 110%. In 2018, operating expenses amounted to RM45,845,999 due to savings in travelling and subsistence, rental and professional services. Operating expenses in 2019 totalled RM48,096,842, which is an increase of 5% compared to 2018. This was a result of an increase in expenses for convention of RM1,348,132 as well as an increase in ICQCC, APIC and APQC programme participants. Rental expenses increased by RM757,900 due to computer rentals for the daily part-time officers involved in development programmes. Maintenance expenses increased by RM226,711 for the maintenance of dilapidated office buildings.

- f. Pengurangan pemberian geran mengurus dari RM33,952,800 pada tahun 2015 kepada RM25,000,000 sahaja pada tahun 2019 telah menyebabkan MPC mengalami defisit pendapatan sebanyak RM6,287,358. Pada tahun 2015, defisit pendapatan berjumlah RM943,993 manakala pada tahun 2018 defisit pendapatan adalah RM2,587,387. Pengurangan pemberian geran mengurus dari Kerajaan Persekutuan saban tahun kepada MPC adalah disebabkan polisi Kementerian Kewangan yang meminta Badan Berkanun untuk menggunakan rizab mengurus bagi membiayai perbelanjaan mengurus masing-masing.
- f. The reduction in the allocation of management grant from RM33,952,800 in 2015 to only RM25,000,000 in 2019 has caused the MPC to experience an income deficit of RM6,287,358. In 2015, the income deficit amounted to RM943,993 while in 2018 the income deficit was RM2,587,387. The reduction in management grants from the Federal Government to MPC yearly is due to the Ministry of Finance policy which requests Statutory Bodies to use management reserves to finance their respective operating expenses.

Jadual / Table 6

Penyata Prestasi Kewangan Tahun 2015 – 2019
Financial Performance Statement 2015 – 2019

	2015	2016	2017	2018	2019
PENDAPATAN / INCOME					
Pemberian Kerajaan Persekutuan: Federal Government Grant:					
i. Geran Mengurus / Management Grant	33,952,800	31,779,800	27,933,000	28,736,000	25,000,000
ii. Pelbagai Pendapatan / Miscellaneous Income	13,588,154	11,833,302	13,923,684	14,522,612	16,809,484
Jumlah Pendapatan Mengurus / Total Management Income	47,540,954	43,613,102	41,856,684	43,258,612	41,809,484
iii. Pengiktirafan Geran Pembangunan / Recognition of Government Grant	4,527,036	3,565,850	7,251,909	26,961,260	34,382,548
JUMLAH PENDAPATAN / TOTAL INCOME	52,067,990	47,178,952	49,108,593	70,219,872	76,192,032
PERBELANJAAN / EXPENDITURE					
Perbelanjaan Mengurus / Management Expenditure	48,484,947	46,568,422	45,925,947	45,845,999	48,096,842
Perbelanjaan Pembangunan / Development Expenditure	4,527,036	3,565,850	7,251,909	26,961,260	34,382,548
	53,011,983	50,134,272	53,177,856	72,807,259	82,479,390
KURANGAN PENDAPATAN SEBELUM CUKAI NET LOSS BEFORE TAX	(943,993)	(2,955,320)	(4,069,263)	(2,587,387)	(6,287,358)
Cukai / Tax	-	-	-	-	-
LEBIHAN PENDAPATAN SELEPAS CUKAI / NET INCOME AFTER TAX	(943,993)	(2,955,320)	(4,069,263)	(2,587,387)	(6,287,358)

Penyata Aliran Tunai Bagi Tahun Berakhir 31 Disember 2015 - 2019

- a. Terimaan tunai dari Kerajaan Persekutuan pada tahun 2015 berjumlah RM37,452,800. Ianya berkurang kepada RM34,457,472 pada tahun 2016 disebabkan pengurangan geran mengurus dan pembangunan. Ianya kembali meningkat pada tahun 2017 dan 2018 disebabkan pemberian geran pembangunan untuk program-program pembangunan yang baru. Pada tahun 2019, terimaan tunai dari Kerajaan Persekutuan berjumlah RM56,576,187, berkurang sebanyak 2% berbanding tahun 2018, disebabkan pengurangan geran mengurus.
- b. Terimaan dari pelbagai hasil meningkat dari RM9,647,273 pada tahun 2015 kepada RM14,797,788 pada tahun 2019 seiring dengan peningkatan hasil dalam MPC saban tahun terutamanya dari yuran latihan, perundingan dan konvensyen pada tahun 2018 dan 2019.
- c. Bayaran tunai kepada pekerja dan pembekal juga meningkat saban tahun berikutan peningkatan geran pembangunan dan tindakan pantas dalam membuat pembayaran tertunggak kepada pembekal.
- d. MPC membuat pelaburan simpanan tetap dan memperolehi faedah pinjaman kenderaan dan pinjaman komputer dari pinjaman yang diberi kepada kakitangan MPC. Berlaku penurunan faedah yang diperolehi pada tahun 2019 berbanding tahun 2018 sebanyak RM206,216. Ini disebabkan penurunan kadar faedah bank untuk pelaburan simpanan tetap.
- e. Tunai dan setara tunai pada tahun 2019 berjumlah RM55,744,847.

Cash Flow Statement For The Year Ending 31 December 2015 - 2019

- a. Cash receipts from the Federal Government in 2015 amounted to RM37,452,800. It decreased to RM34,457,472 in 2016 due to a reduction in management and development grants. It ultimately increased again in 2017 and 2018 due to the allocation of development grants for new development programmes. In 2019, cash receipts from the Federal Government amounted to RM56,576,187, a decrease of 2% compared to 2018, due to the reduction in management grants.
- b. Receipts from multiple sources increased from RM9,647,273 in 2015 to RM14,797,788 in 2019 in line with the increase in MPC's internal revenue every year, especially from training, consultation and convention fees in 2018 and 2019.
- c. Cash payments to employees and suppliers also increase every year as a result of an increase in development grants and prompt action in making outstanding payments to suppliers.
- d. MPC invests in fixed deposits and derives benefits from the interest in vehicle and computer loans given to MPC staff. There was a decrease in interest earned in 2019 compared to 2018 by RM206,216. This is due to the decline in bank interest rates for fixed deposit investments.
- e. In 2019, cash and cash equivalents amounted to RM55,744,847.

Jadual / Table 7

Penyata Aliran Tunai 2015 – 2019
Cash Flow Statement 2015 – 2019

	2015	2016	2017	2018	2019
ALIRAN TUNAI DARI AKTIVITI OPERASI / CASH FLOW FROM OPERATING ACTIVITIES					
Terimaan tunai dari kerajaan persekutuan / Cash received from federal government	37,452,800	34,457,472	48,953,511	57,736,000	56,576,187
Terimaan tunai pelbagai hasil / Cash received from various sources	9,647,273	11,086,496	11,272,153	13,285,176	14,797,788
Bayaran tunai kepada pekerja dan pembekal / Cash payment to employees and suppliers	(46,056,028)	(52,058,909)	(53,149,358)	(59,474,686)	(75,892,870)
TUNAI BERSIH DIJANA DARI AKTIVITI OPERASI / NET CASH FROM OPERATING ACTIVITIES	1,044,045	(6,514,941)	7,076,306	11,546,490	(4,518,895)
ALIRAN TUNAI DARI AKTIVITI PELABURAN / CASH FLOW FROM INVESTMENT ACTIVITIES					
Pembelian hartanah,loji dan peralatan / Purchase of property, plant and equipment	(470,053)	(350,430)	(403,991)	(974,937)	(312,178)
Faedah diterima / Interest received	991,647	1,286,483	1,116,816	1,687,111	1,480,895
Terimaan dari jualan hartanah, loji dan peralatan / Receipts from sales of property, plant and equipment	–	–	38,275	90,448	20,290
TUNAI BERSIH DIJANA DARI AKTIVITI PELABURAN / NET CASH GENERATED FROM INVESTMENT ACTIVITIES	521,594	936,053	751,100	802,622	1,188,419
Pertambahan bersih tunai & setara tunai / Surplus net cash and cash equivalent	1,565,639	(5,578,888)	7,827,406	12,349,112	(3,330,476)
Tunai dan setara tunai pada awal tahun / Cash and Cash equivalent at the beginning of the year	42,912,054	44,477,693	38,898,805	46,726,211	59,075,323
TUNAI DAN SETARA TUNAI PADA AKHIR TAHUN / CASH AND CASH EQUIVALENT AT YEAR END	44,477,693	38,898,805	46,726,211	59,075,323	55,744,847
TUNAI DAN SETARA TUNAI / CASH AND CASH EQUIVALENT					
Wang tunai di tangan dan baki bank / Cash in hand and bank balance	9,775,571	9,862,531	9,226,827	15,245,466	9,518,166
Deposit tetap di institusi kewangan / Fixed deposit at financial institution	34,702,122	29,036,274	37,499,384	43,829,857	46,226,681
TUNAI DAN SETARA TUNAI PADA AKHIR TAHUN / CASH AND CASH EQUIVALENT AT YEAR END	44,477,693	38,898,805	46,726,211	59,075,323	55,744,847

Maklumat Hasil Dalam MPC

- i. Hasil dalaman MPC yang utama terdiri dari yuran program untuk Badan Berkanun, Pihak Berkuasa Tempatan dan pihak swasta. Hasil dalaman MPC pada tahun 2015 berjumlah RM13,588,154 dan menurun sebanyak 13% pada tahun 2016 disebabkan penurunan yuran latihan, perundingan dan pensijilan sebanyak RM2,043,798. Namun begitu hasil dalaman kembali meningkat pada tahun 2017 dan 2018 berikutan peningkatan hasil yuran latihan, perundingan dan pensijilan serta faedah simpanan tetap. Hasil dalaman pada tahun 2017 berjumlah RM13,923,684 dan RM14,522,612 pada tahun 2018. Pada tahun 2019, hasil dalaman berjumlah RM16,809,484, meningkat sebanyak 16% berbanding tahun 2018. Peningkatan ini disebabkan peningkatan peserta bagi program konvensyen iaitu *International Convention on Quality Control Circle (ICQCC)*, *Annual Productivity & Innovation Conference and Exposition (APIC)* dan *Asia Pacific Quality Conference (APQC)*. Yuran perundingan dan penyelidikan meningkat sebanyak RM693,098 disebabkan program Kajian Pengukuran Produktiviti Perkhidmatan Awam, program Kajian Impak Pelaksanaan *Higher Institution Centre of Excellence (HICOE)* dan program Kajian Impak Pelaksanaan Inisiatif *Public Private Research Network (PPRN)*.
- ii. Faedah bank dan simpanan tetap menunjukkan peningkatan setiap tahun iaitu dari RM956,415 pada tahun 2015 kepada RM1,262,831 pada tahun 2016 dan RM1,523,383 pada tahun 2017. Pada tahun 2018 ianya meningkat sebanyak 26%. Peningkatan adalah disebabkan pertambahan geran pembangunan dan hasil dalaman pada tahun 2017 hingga 2019. Namun begitu, faedah bank dan simpanan tetap menurun kepada RM1,697,541 iaitu penurunan sebanyak 26% pada tahun 2019 disebabkan bank-bank menurunkan kadar faedah bank.
- iii. Tiada perbezaan yang ketara pada hasil dari faedah pinjaman komputer dan kenderaan, sewaan dan pelbagai pendapatan.

MPC's Internal Revenue Information

- i. MPC's main internal revenue comprises programme fees for Statutory Bodies, Local Authorities and the private sector. MPC's internal revenue in 2015 amounted to RM13,588,154 and decreased by 13% in 2016 due to a decrease in training, consultancy and certification fees of RM2,043,798. However, internal revenue increased again in 2017 and 2018 following the increase in training, consultancy and certification fees as well as interest from fixed deposits. Internal revenue in 2017 amounted to RM13,923,684 and in 2018 RM14,522,612. In 2019, internal revenue amounted to RM16,809,484, which is an increase of 16% compared to 2018. This increase was due to the increase in number of participants for conventions namely *International Convention on Quality Control Circle (ICQCC)*, *Annual Productivity & Innovation Conference and Exposition (APIC)* and *Asia Pacific Quality Conference (APQC)*. Consultancy and research fees increased by RM693,098 as a result of the Study on Public Service Productivity Measurement programme, Impact Study on the Implementation of Higher Institution Centre of Excellence (HICOE), and Impact study on the Implementation of Public Private Research Network (PPRN) Initiative.
- ii. Bank interest and fixed deposits showed an increase every year from RM956,415 in 2015 to RM1,262,831 in 2016 and RM1,523,383 in 2017. In 2018 it increased by 26%. The increase was due to additional development grants and an increase in internal revenue from 2017 to 2019. However, bank interest and fixed deposits decreased to RM1,697,541, which is a decrease of 26% in 2019 due to banks lowering their interest rates.
- iii. There is no significant change in the proceeds from computer and vehicle loan interest, rentals and miscellaneous income.

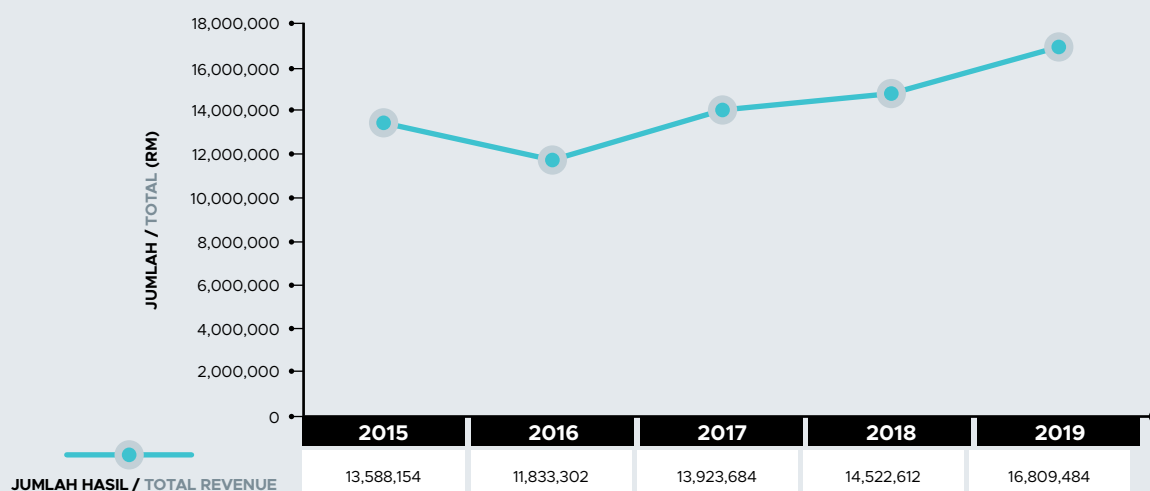
Jadual / Table 8

Hasil Dalaman MPC 2015 – 2019
MPC's Internal Revenue 2015 – 2019

TAHUN / YEAR	2015	2016	2017	2018	2019
Hasil Yang Dikutip / Revenue Collected					
Yuran Program / Programme Fees	12,094,381	10,050,583	11,742,536	12,237,261	14,511,764
Faedah Atas Pinjaman Komputer & Kenderaan / Interest on Computer & Vehicle Loans	23,135	23,652	24,663	24,617	26,824
Faedah Bank & faedah deposit tetap Bank & fixed deposit interest	956,415	1,262,831	1,523,383	1,881,222	1,740,735
Sewaan / Rentals	414,757	385,464	471,723	325,241	447,923
Pelbagai Pendapatan / Miscellaneous Income	97,466	110,772	161,379	54,271	82,238
JUMLAH HASIL / TOTAL REVENUE	13,588,154	11,833,302	13,923,684	14,522,612	16,809,484
% Kenaikan Kutipan Hasil / % Increase in Revenue	(8.44)	(12.91)	17.65	4.30	15.75

Rajah / Figure 5

Hasil Dalaman MPC 2015 – 2019
MPC's Internal Revenue 2015 – 2019



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Penyumbang Hasil Dalam MPC

Yuran program merupakan penyumbang hasil dalaman MPC yang terbesar iaitu sebanyak 86.33%. Ini diikuti oleh faedah simpanan tetap / bank 10.10%, sewaan dewan dan asrama 2.66%, lain-lain pendapatan 0.48%, faedah bank 0.26% dan faedah atas pinjaman kenderaan dan komputer 0.16%. Yuran program adalah terdiri dari yuran kursus, yuran perundingan dan pembangunan sistem, yuran konvensyen, yuran pensijilan dan yuran penyelidikan.

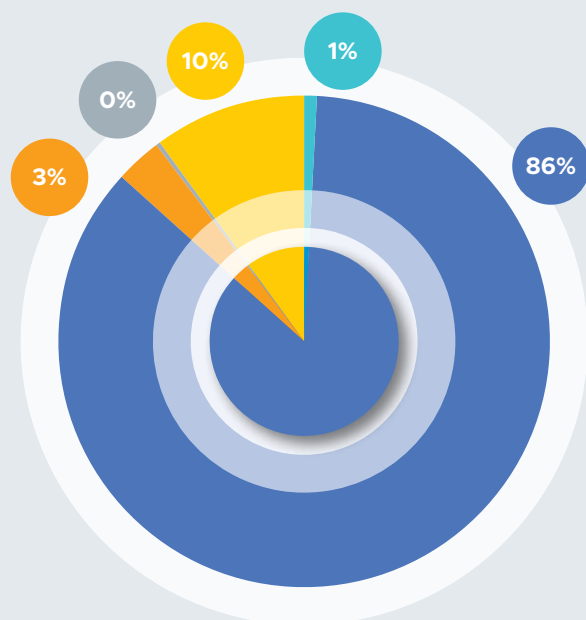
MPC Internal Revenue Contribution

Program fees was the largest contributor to MPC's internal revenue at 86.33%. This was followed by fixed deposit / bank interest of 10.10%, rental of halls and hostels 2.66%, other income 0.48%, bank interest 0.26% and interest on vehicle and computer loans 0.16%. Programme fees comprise course fees, consultancy and system development fees, convention fees, certification fees and research fees.

Rajah / Figure 6

Peratus Komposisi Hasil Dalam MPC Pada Tahun 2019

Percentage of MPC's Internal Revenue Composition in the Year 2019



YURAN PROGRAM
Course Fees

SEWAAN
Rentals

**FAEDAH ATAS PINJAMAN KENDERAAN
DAN KOMPUTER**
Interest on vehicle and computer loans

FAEDAH SIMPANAN TETAP / BANK
Interest on Fixed Deposit / Bank

PELBAGAI PENDAPATAN
Miscellaneous Income



**SIJIL KETUA AUDIT NEGARA
MENGENAI PENYATA KEWANGAN
PERBADANAN PRODUKTIVITI MALAYSIA
BAGI TAHUN BERAKHIR 31 DISEMBER 2019**

Sijil Mengenai Pengauditan Penyata Kewangan

Pendapat

Penyata Kewangan Perbadanan Produktiviti Malaysia yang merangkumi Penyata Kedudukan Kewangan Pada 31 Disember 2019 dan Penyata Kedudukan Kewangan, Penyata Prestasi Kewangan, Penyata Perubahan Dalam Aset Bersih/Ekuiti, Penyata Aliran Tunai serta Penyata Perbandingan Bajet Mengurus dan Amaun Sebenar bagi tahun berakhir pada tarikh tersebut dan nota kepada penyata kewangan termasuklah ringkasan polisi perakaunan yang signifikan seperti yang dinyatakan pada muka surat 3 hingga 37, telah diaudit oleh wakil saya.

Pada pendapat saya, penyata kewangan ini memberikan gambaran yang benar dan saksama mengenai kedudukan kewangan Perbadanan Produktiviti Malaysia pada 31 Disember 2019 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 A305 1975" dan pindaan 1991 "Akta A801 1991").

Asas Kepada Pendapat

Pengauditan telah dilaksanakan berdasarkan Akta Audit 1957 dan *International Standards of Supreme Audit Institutions*. Tanggungjawab saya diuraikan selanjutnya di perenggan Tanggungjawab Juruaudit Terhadap Pengauditan Penyata Kewangan dalam sijil ini. Saya percaya bahawa bukti audit yang diperoleh adalah mencukupi dan beresuaian 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 *International Standards of Supreme Audit Institutions*.

Maklumat Lain Selain Daripada Penyata Kewangan dan Sijil Juruaudit Mengenainya

Lembaga Pengarah Perbadanan Produktiviti Malaysia bertanggungjawab terhadap maklumat lain dalam Laporan Tahunan. Pendapat saya terhadap Penyata Kewangan Perbadanan Produktiviti Malaysia tidak meliputi maklumat lain selain daripada Penyata Kewangan dan Sijil Juruaudit mengenainya dan saya tidak menyatakan sebarang bentuk kesimpulan jaminan mengenainya.

Tanggungjawab Lembaga Pengarah Terhadap Penyata Kewangan

Lembaga Pengarah bertanggungjawab terhadap penyediaan Penyata Kewangan Perbadanan Produktiviti Malaysia yang memberi gambaran benar dan saksama selaras dengan Piawaian Perakaunan Sektor Awam Malaysia (MPSAS) dan Akta (Memperbadankan) Majlis Daya Pengeluaran Negara Bil. 19 1966 (pindaan 1975 "Akta A305 1975" dan pindaan 1991 "Akta A801 1991"). Lembaga Pengarah juga bertanggungjawab terhadap penetapan kawalan dalaman yang perlu bagi membolehkan penyediaan Penyata Kewangan Perbadanan Produktiviti Malaysia yang bebas daripada salah nyata yang ketara, sama ada disebabkan fraud atau kesilapan.

Semasa penyediaan Penyata Kewangan Perbadanan Produktiviti Malaysia, Lembaga Pengarah bertanggungjawab untuk menilai keupayaan Perbadanan Produktiviti Malaysia untuk beroperasi sebagai satu usaha berterusan, mendedhakannya 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 Sijil Juruaudit yang merangkumi pendapat saya. Jaminan yang munasabah adalah satu tahap jaminan yang tinggi, tetapi bukan satu jaminan bahawa audit yang dijalankan mengikut *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 *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 yang responsif terhadap risiko berkenaan serta mendapatkan bukti audit yang mencukupi dan bersesuaian untuk memberikan asas kepada pendapat saya. Risiko untuk tidak mengesan salah nyata ketara akibat daripada fraud adalah lebih tinggi daripada kesilapan kerana fraud mungkin melibatkan pakatan, pemalsuan, ketinggalan yang disengajakan, representasi yang salah, atau mengatasi kawalan dalaman.
- b. Memahami kawalan dalaman yang relevan untuk merangka prosedur audit yang bersesuaian tetapi bukan untuk menyatakan pendapat mengenai keberkesanan kawalan dalaman Perbadanan Produktiviti Malaysia.
- c. Menilai kesesuaian dasar perakaunan yang diguna pakai dan kemunasabahan anggaran perakaunan dan pendedahan yang berkaitan oleh Lembaga Pengarah.
- d. Membuat kesimpulan terhadap kesesuaian penggunaan asas perakaunan untuk usaha berterusan oleh Lembaga Pengarah dan berdasarkan bukti audit yang 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 Sijil 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 Sijil Juruaudit.
- e. Menilai sama ada keseluruhan persembahan termasuk pendedahan Penyata Kewangan Perbadanan Produktiviti Malaysia memberi gambaran yang saksama.

Hal-hal Lain

Sijil ini dibuat untuk Lembaga Pengarah berdasarkan Akta (Memperbadankan) Majlis Daya Pengeluaran Negara Bil. 19 1966 (pindaan 1975 "Akta A305 1975" dan pindaan 1991 "Akta A801 1991") dan bukan untuk tujuan lain. Saya tidak bertanggungjawab terhadap pihak lain bagi kandungan sijil ini.


(ZIRAWATI BINTI KADIR)
b.p. KETUA AUDIT NEGARA

PUTRAJAYA
25 SEPTEMBER 2020



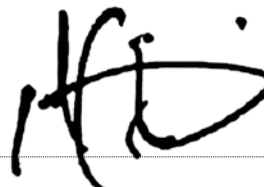
LAPORAN KEWANGAN
FINANCIAL REPORT**PENYATA Pengerusi dan Seorang Ahli Lembaga Pengarah**

Kami, Encik Chua Tian Chang dan Cik Hasliana binti Kamarudin 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, 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 2019 dan hasil kendaliannya serta aliran tunainya bagi tahun berakhir pada tarikh tersebut.

Ditandatangani bagi pihak Lembaga Pengarah:



CHUA TIAN CHANG
Pengerusi



HASLIANA BINTI KAMARUDIN
Ahli Lembaga Pengarah

Tarikh: **17 JUN 2020**

Kuala Lumpur

PENGAKUAN OLEH PEGAWAI UTAMA YANG BERTANGGUNGJAWAB KE ATAS PENGURUSAN KEWANGAN

Saya, Dato' Abdul Latif Haji Abu Seman, 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, Penyata Aliran Tunai, Penyata Perbandingan Bajet Mengurus serta Bajet Pembangunan dan Amaun Sebenar 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.

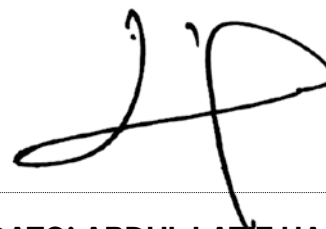
Sebenarnya dan sesungguhnya)

diakui oleh penama di atas)

di PETALING JAYA)

17 JUN 2020

pada.....haribulan.....2019)



DATO' ABDUL LATIF HAJI ABU SEMAN

Di hadapan saya,



No: 13, (TINGKAT 1) JALAN 52/10
PJ NEW TOWN
46200 PETALING JAYA, SELANGOR

PESURUHJAYA SUMPAH

LAPORAN KEWANGAN
 FINANCIAL REPORT

PENYATA KEDUDUKAN KEWANGAN PADA 31 DISEMBER 2019

STATEMENT OF FINANCIAL POSITIONS AS AT 31 DECEMBER 2019

		Seperti yang dinyatakan semula As restated	
	Nota / Note	2019 RM	2018 RM
ASET SEMASA / CURRENT ASSETS			
Baki bank dan wang tunai / Cash and bank Balance		9,518,166	15,245,466
Deposit tetap di institusi kewangan / Fixed deposit at financial institutions		46,226,681	43,829,857
Urusniaga pertukaran belum terima / Exchange transactions receivable	4	3,856,251	3,601,287
		59,601,098	62,676,610
ASET BUKAN SEMASA / NON-CURRENT ASSETS			
Urusniaga pertukaran belum terima / Exchange transactions receivable	4	445,231	344,009
Hartanah, loji dan peralatan / Property, plant and equipment	5	20,596,858	21,617,426
Aset tidak ketara / Intangible assets	6	276,108	340,500
		21,318,197	22,301,935
JUMLAH ASET / TOTAL ASSETS		80,919,295	84,978,545
LIABILITI SEMASA / CURRENT LIABILITIES			
Urusniaga pertukaran belum bayar / Unpaid exchange transactions	7	6,254,142	10,887,638
Peruntukan manfaat kakitangan / Provision for Employee Benefits	8	402,296	484,420
		6,656,438	11,372,058
LIABILITI BUKAN SEMASA / NON-CURRENT LIABILITIES			
Peruntukan manfaat kakitangan / Provision for Employee Benefits	8	687,207	861,527
Kumpulan wang amanah usahasama / Joint trust funds	9	14,888,683	4,964,274
Geran tertunda / Outstanding grants	10	28,190,933	30,997,294
		43,766,823	36,823,095
JUMLAH LIABILITI / TOTAL LIABILITIES		50,423,261	48,195,153
JUMLAH ASET BERSIH / TOTAL NET ASSETS		30,496,034	36,783,392
ASET BERSIH / NET ASSETS			
Kumpulan wang pengurusan / Management fund	11	28,196,034	34,483,392
Kumpulan wang pinjaman kenderaan / Vehicle 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		30,496,034	36,783,392

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 BERAKHIR 31 DISEMBER 2019

STATEMENT OF FINANCIAL PERFORMANCE FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019

		Seperti yang dinyatakan semula As restated	
	Nota / Note	2019 RM	2018 RM
Hasil Daripada Urusniaga Bukan Pertukaran / Revenue From Non-Exchange Transactions			
Geran Kerajaan Persekutuan / Federal Government Grant	12	59,382,548	55,697,260
Hasil Daripada Urusniaga Pertukaran / Revenue From Exchange Transactions			
Yuran latihan, perundingan dan pensijilan / Training, consultancy & certification fees		8,147,941	7,454,843
Yuran konvensyen / Convention fees		6,363,823	4,782,418
Faedah deposit tetap / Interest from fixed deposit		1,697,541	1,831,595
Sewaan / Rental		447,923	325,241
Faedah bank / Bank interest		43,194	49,627
Faedah atas pinjaman komputer & kenderaan / Interest earned from computer & vehicle loans		26,824	24,617
Pelbagai pendapatan / Miscellaneous income		80,558	53,735
Keuntungan jualan hartanah, loji dan peralatan / Profit from sale of property, plant & equipment		1,680	536
JUMLAH HASIL / TOTAL REVENUE		76,192,032	70,219,872
Perbelanjaan Pengurusan / Management/Operational Expenditure			
Emolumen / Emoluments	13	25,683,116	25,633,533
Perjalanan dan sara hidup / Travel and subsistence		1,083,619	969,066
Pengangkutan barang-barang / Transportation of goods		170,383	96,957
Perhubungan / Communication		326,279	373,931
Utiliti / Utilities		1,194,211	1,024,443
Sewaan / Rental		2,022,344	1,264,444
Perkhidmatan percetakan / Printing Services		463,856	555,637
Bekalan dan alatan / Supplies and equipment		652,594	570,891
Penyelenggaraan dan pembaikan yang dibeli / Maintenance and repairs purchased		2,282,508	2,055,797
Perkhidmatan ikhtisas dan hospitaliti / Professional services and hospitality		5,618,683	6,047,615
Bayaran juruaudit / Payment to auditors		55,625	30,125
Yuran keahlian / Membership fees		1,193,873	1,071,799
Manfaat kakitangan / Employee benefits		377,433	571,869
Hutang lapuk dilupuskan / Bad debts written off		63,564	42,884
Hutang ragu / Doubtful debts		109,960	-
Cukai barang dan perkhidmatan / Goods and service tax		-	7,406
Taksiran dan cukai tanah / Assessment and Quit rent		159,763	159,743
Perbelanjaan konvensyen / Convention expenditure		5,795,147	4,447,015
Susutnilai hartanah, loji dan peralatan / Depreciation of property, plant and equipment		1,378,527	1,457,487
Perbelanjaan Pembangunan / Development Expenditure	14	33,847,905	26,426,617
JUMLAH PERBELANJAAN / TOTAL EXPENDITURE		82,479,390	72,807,259
KURANGAN SEBELUM CUKAI / DEFICIT BEFORE TAX		(6,287,358)	(2,587,387)
Peruntukan Cukai / Tax Provisions	15	-	-
DEFISIT TAHUN SEMASA / CURRENT YEAR DEFICIT		(6,287,358)	(2,587,387)

Nota-nota yang dilampirkan adalah sebahagian dari penyata kewangan ini. / The accompanying notes are an integral part of these financial statements.

LAPORAN KEWANGAN
 FINANCIAL REPORT

**PENYATA PERUBAHAN DALAM ASET BERSIH / EKUITI
 BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019**

 STATEMENT OF CHANGES IN NET ASSETS / EQUITY
 FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019

	Kumpulan Wang Pengurusan Management Funds	Kumpulan Wang Pinjaman Kenderaan Vehicle Loan Funds	Kumpulan Wang Pinjaman Komputer Computer Loan Funds	Jumlah Total
	RM	RM	RM	RM
Pada 31 Disember 2017, seperti yang dinyatakan sebelum / As at 31 December 2017 as stated before	28,068,638	2,000,000	300,000	30,368,638
Pelarasan Tahun Sebelum / Prior Year Adjustments	6,687,523	–	–	6,687,523
Pada 1 Januari 2018, seperti yang dinyatakan semula / As at 1 January 2018 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
Pada 31 Disember 2018, seperti yang dinyatakan sebelum / As at 31 December 2018 as stated before	32,168,774	2,000,000	300,000	34,468,774
Pelarasan Tahun Sebelum / Prior Year Adjustments	2,314,618	–	–	2,314,618
Pada 1 Januari 2019, seperti yang dinyatakan semula / As at 1 January 2019 as restated	34,483,392	2,000,000	300,000	36,783,392
Defisit tahun semasa / Deficit for the current year	(6,287,358)	–	–	(6,287,358)
Pada 31 Disember 2019 / As at 31 December 2019	28,196,034	2,000,000	300,000	30,496,034

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 2019
CASH FLOW STATEMENT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019

	Seperti yang dinyatakan semula As restated	
	2019 RM	2018 RM
ALIRAN TUNAI DARIPADA AKTIVITI OPERASI /		
CASH FLOW FROM OPERATING ACTIVITIES		
Kurangan sebelum cukai / Deficit before tax	(6,287,358)	(272,769)
Pelarasan bagi / Adjustment for:		
Pelunasan Geran / Grant repayment	(65,838,905)	(60,463,063)
Susut Nilai dan Pelunasan Hartanah, Loji dan Peralatan / Depreciation and Repayment of Property, Plant and Equipment	1,378,527	1,457,487
Peruntukan Hutang Ragu / Provision for doubtful debts	109,960	-
Hutang ragu dilupuskan / Doubtful debts written off	-	76,263
Faedah yang diterima / Interest received	1,480,307	1,687,111
Peruntukan Manfaat Kakitangan / Provision for Employee Benefits	(256,444)	(2,287,694)
Faedah Pinjaman Kenderaan dan Komputer / Vehicle and Computer Loan Interest	-	-
Keuntungan Atas Jualan Hartanah, Loji dan Peralatan / Profit on the Sale of Property, Plant and Equipment	(1,679)	(3,917)
Kurangan Pendapatan Operasi Sebelum Perubahan Modal Kerja /		
Decline In Operating Income Before Changes in Working Capital	(69,415,592)	(59,806,582)
Perubahan Modal Kerja / Changes in Working Capital:		
(Peningkatan) / Pengurangan Dalam Akaun Urusniaga Pertukaran Belum Terima / Increase/(Decrease) in Operating Account Exchange transactions receivable	(466,146)	225,452
(Pengurangan) / Peningkatan Dalam Akaun Urusniaga Pertukaran Belum Bayar / (Decrease)/Increase in Operating Account Unpaid exchange transactions	(4,633,496)	7,572,061
Tunai Bersih Digunakan Untuk Aktiviti Operasi /		
Net Cash Used for Operating Activities	(74,515,234)	(52,009,069)
ALIRAN TUNAI DARIPADA AKTIVITI PELABURAN /		
CASH FLOW FROM INVESTMENT ACTIVITIES		
Pembelian Hartanah, Loji dan Peralatan / Purchase of property, plant and equipment	(302,578)	(631,057)
Pembelian aset tidak ketara / Purchase of intangible assets	(9,600)	(340,500)
Terimaan Daripada Jualan Hartanah, Loji dan Peralatan /	20,290	90,448
Faedah yang diterima / Interest received	(1,480,307)	(1,687,111)
Tunai Bersih Digunakan Untuk Aktiviti Pelaburan /		
Net Cash Used for Operating Activities	(1,772,195)	(2,568,220)

Nota-nota yang dilampirkan adalah sebahagian dari penyata kewangan ini. / The accompanying notes are an integral part of these financial statements.

LAPORAN KEWANGAN
 FINANCIAL REPORT

PENYATA ALIRAN TUNAI BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019 (samb)
 CASH FLOW STATEMENT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

	Seperti yang dinyatakan semula As restated	
	2019 RM	2018 RM
ALIRAN TUNAI DARIPADA AKTIVITI PEMBIAYAAN / CASH FLOW FROM FINANCING ACTIVITIES		
Terimaan Geran / Grant Received	72,956,953	66,926,401
Tunai Bersih Digunakan Untuk Aktiviti Pelaburan / Net Cash Used For Investment Activities	72,956,953	66,926,401
(Kurangan)/Lebih Bersih Dalam Tunai dan Kesetaraan Tunai / (Decrease)/ Increase in net cash and cash equivalents	(3,330,476)	12,349,112
Tunai dan Kesetaraan Tunai Pada 1 Januari / Cash And Cash Equivalents At 1 January	59,075,323	46,726,211
Tunai dan Kesetaraan Tunai Pada 31 Disember / Cash And Cash Equivalents At 31 December	55,744,847	59,075,323
TUNAI DAN KESETARAAN TUNAI / CASH AND CASH EQUIVALENT		
Wang tunai di tangan dan baki bank / Cash in hand and bank balance	9,518,166	5,245,466
Deposit tetap di institusi kewangan / Fixed Deposits at financial institutions	46,226,681	43,829,857
Tunai dan Kesetaraan Tunai Pada 31 Disember / Cash And Cash Equivalent At 31 December	55,744,847	59,075,323

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 2019**

STATEMENT OF COMPARISON OF THE OPERATIONAL BUDGET AND ACTUAL AMOUNT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019

	Bajet Asal Proposed Budget	Bajet Akhir Actual Budget	Belanja Sebenar Actual Expenditure	Varian Bajet Budget Variance
	RM	RM	RM	RM
BELANJA MENGURUS / OPERATION EXPENSES				
Gaji dan upahan / Salary and wages	19,257,900	17,797,900	17,649,602	148,298
Elaun tetap / Fixed allowance	4,680,100	4,370,100	4,317,611	52,489
Sumbangan Berkanun untuk kakitangan / Statutory contribution for employees	3,241,000	3,111,000	3,072,790	38,210
Elaun lebih masa / Overtime allowance	222,000	322,000	305,705	16,295
Faedah-faedah kewangan yang lain / Other financial benefits	1,065,700	555,700	337,408	218,292
EMOLUMEN / EMOLUMENTS	28,466,700	26,156,700	25,683,116	473,584
Perjalanan dan sara hidup / Travel and Subsistence	1,000,000	1,130,000	1,083,619	46,381
Pengangkutan barang-barang / Transportation of goods	110,000	190,000	170,383	19,617
Perhubungan dan utiliti / Communication and utilities	1,400,000	1,550,000	1,520,489	29,511
Sewaan / Rental	2,130,000	2,180,000	2,022,344	157,656
Bahan-bahan penyelenggaraan / Maintenance materials	44,300	49,300	45,224	4,076
Bekalan dan bahan-bahan lain / Supplies and other materials	550,000	700,000	607,370	92,630
Penyelenggaraan dan pembaikan kecil / Maintenance and repairs	2,200,000	2,400,000	2,282,508	117,492
Perkhidmatan ikhtisas / Professional services	11,000,000	12,275,000	11,933,311	341,689
PERKHIDMATAN DAN BEKALAN / SERVICES AND SUPPLIES	18,434,300	20,474,300	19,665,248	809,052
Kenderaan dan jentera / Vehicles and machinery	–	8,250	8,250	–
Harta modal yang lain / Other capital assets	400,000	391,750	303,928	87,822
ASET / ASSET	400,000	400,000	312,178	87,822
Pemberian dalam negeri / Domestic contributions	5,000	–	–	–
Pemberian luar negeri / Foreign contributions	1,072,000	1,207,000	1,193,873	13,127
Ganjaran cuti rehat / Cash award in lieu of accumulated leave	500,000	640,000	633,876	6,124
SUMBANGAN / CONTRIBUTION	1,577,000	1,847,000	1,827,749	19,251
Cukai dan pelbagai / Taxes and miscellaneous	173,000	173,000	159,763	13,237
PERBELANJAAN LAIN / OTHER EXPENSES	173,000	173,000	159,763	13,237
JUMLAH PERBELANJAAN / TOTAL EXPENDITURE	49,051,000	49,051,000	47,648,054	1,402,946
SUMBER DALAMAN / INTERNAL SOURCES	24,051,000	24,051,000	22,648,054	1,402,946
PEMBERIAN KERAJAAN / GOVERNMENT CONTRIBUTION	25,000,000	25,000,000	25,000,000	–
JUMLAH / TOTAL	49,051,000	49,051,000	47,648,054	1,402,946

LAPORAN KEWANGAN
 FINANCIAL REPORT

**PENYATA PERBANDINGAN BAJET PEMBANGUNAN DAN AMAUN SEBENAR
 BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019**

 STATEMENT OF COMPARISON OF THE DEVELOPMENT BUDGET AND ACTUAL AMOUNT
 FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019

	Bajet Asal Proposed Budget	Bajet Akhir Actual Budget	Belanja Sebenar Actual Expenditure	Varian Bajet Budget Variance
	RM	RM	RM	RM
BELANJA PEMBANGUNAN / DEVELOPMENT EXPENSES				
Pelaksanaan NPDIR bagi Kerajaan Negeri dan Kerajaan Tempatan (NPDIR) Implementation of NPDIR for State and Local Government (NPDIR)	1,500,000	1,500,000	1,971,659	(471,659)
Memodenkan Peraturan Perniagaan (MBR) Modernising Business Regulations (MBR)	1,500,000	1,500,000	1,336,770	163,230
Skim Peningkatan Produktiviti Enterpris Selaras dengan Malaysia Produktiviti Blueprint (SPPE-MPB) Scheme for Enhancing Enterprise Productivity in line with the Malaysia Productivity Blueprint (SPPE-MPB)	6,000,000	5,932,000	4,841,896	1,090,104
Membentuk Mekanisma Pelaksanaan yang Padu dan Melancarkan Gerakan Produktiviti Selaras dengan Strategi Malaysia Produktiviti Blueprint (T5-MPB) Establishing an Integrated Mechanism and Launching of the Productivity Movement in accordance with the Malaysia Productivity Blueprint Strategy (T5-MPB)	4,400,000	3,665,320	3,840,197	(174,877)
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)	4,000,000	5,480,000	6,409,842	(929,842)
Memudahkan Keperluan Peraturan bagi Perdagangan Antarabangsa (NTM) Facilitating the Need for International Trade Regulations (NTM)	2,000,000	2,000,000	1,731,304	268,696
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	1,498,867	1,673,541	(174,674)
Melaksanakan Inisiatif Produktiviti Nexus Peringkat Sektor (SPC) Implementing Sector Level Productivity Nexus Initiatives (SPC)	10,000,000	10,000,000	9,979,328	20,672
JUMLAH PERBELANJAAN / TOTAL EXPENDITURE	31,400,000	31,576,187	31,784,537	(208,350)
		Operasi Operation	Pelaburan Investment	Jumlah Total
		RM	RM	RM
Amaun sebenar pada asas boleh banding / Actual amount based on actual comparison		79,120,413	312,178	79,432,591
Perbezaan asas / Basic differences		(83,639,308)	876,241	(82,763,067)
Seperti Penyata Aliran Tunai / As per Cash Flow Statement		(4,518,895)	1,188,419	(3,330,476)

PENYATA PERBANDINGAN BAJET MENGURUS DAN AMAUN SEBENAR BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019

STATEMENT OF COMPARISON OF THE OPERATIONAL BUDGET AND ACTUAL AMOUNT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019

A. Nota kepada penyata perbandingan bajet mengurus dan amaun sebenar:

1. Bajet diluluskan berdasarkan asas akrual mengikut klasifikasi fungsi yang terdiri daripada objek dan program. Bajet yang diluluskan adalah meliputi tempoh fiskal daripada 1 Januari 2019 sehingga 31 Disember 2019.
2. Yang Berhormat Perdana Menteri telah membentangkan bajet 2019 di Parlimen pada 02 November 2018. Tiada pertambahan Bajet Mengurus dibuat pada tahun 2019.
3. Bajet Mengurus Perbadanan berjumlah RM49.051 juta bagi tahun 2019. Sebanyak RM25.000 juta dibiayai oleh Kementerian Kewangan manakala RM24.051 juta diperuntukkan dibiayai dari hasil dalaman Perbadanan.
4. Perbadanan menggunakan sepenuhnya geran Mengurus pemberian Kerajaan yang berjumlah RM25.000 juta bagi membiayai perbelanjaan Mengurus pada tahun 2019, manakala sebanyak RM22.648 dibiayai dari sumber dalaman.
5. Pemberian Kerajaan untuk Bajet Mengurus semakin berkurangan dari setahun ke setahun iaitu dari RM37.707 juta pada tahun 2014 kepada RM25.000 juta sahaja pada tahun 2019. Ini menyebabkan peningkatan penggunaan sumber dalaman Perbadanan, bagi membiayai perbelanjaan Mengurus iaitu dari RM9.920 juta pada tahun 2014 kepada RM22.648 juta pada tahun 2019.
6. Perbelanjaan sebenar Mengurus pada tahun 2019 berjumlah RM47.648 juta iaitu 97.00% dari Bajet Mengurus 2019. Penurunan perbelanjaan yang ketara adalah perbelanjaan emolumen yang berkurang sebanyak RM2.784 juta berbanding peruntukan asal emolumen yang berjumlah RM28.467 juta. Belanja sebenar emolumen adalah RM25.683 juta. Perbelanjaan lain yang berkurang berbanding peruntukan asal adalah pembelian aset dan bayaran lain. Walau bagaimanapun, berlaku peningkatan perbelanjaan pada belanja perkhidmatan dan bekalan sebanyak RM1.231 juta yang terdiri dari belanja perkhidmatan ikhtisas, perhubungan dan utiliti, penyelenggaraan dan pembaikan kecil, pengangkutan barang-barang, perjalanan dan sara hidup dan bekalan dan bahan-bahan lain. Belanja pemberian dan kenaikan bayaran tetap juga meningkat sebanyak RM0.251 juta berbanding peruntukan asal. Ini disebabkan kenaikan mata wang asing bagi yuran Asian Productivity Organisation (APO) dan bilangan pegawai yang bersara awal telah meningkatkan perbelanjaan ganjaran cuti rehat. Kenaikan dan penurunan perbelanjaan mengurus ini telah menyebabkan agihan peruntukan dibuat pada akhir tahun. Walau bagaimanapun, jumlah bajet akhir masih sama dengan jumlah bajet asal, iaitu yang berjumlah RM49.051 juta.
7. Lembaga Pengarah telah meluluskan agihan semula peruntukan mengurus pada mesyuarat BOD Bil. 1/2020.

A. Notes to the statement of comparison of the operational budget 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 2019 to 31 December 2019.
2. Budget was tabled in Parliament on 2 November 2018. No increase in Operational Budget was made in 2019.
3. Operational Budget was RM49.051 million for 2019. RM25.000 million is funded by the Ministry of Finance while RM24.051 million is funded by the Corporation's internal revenue.
4. The Corporation fully utilised the Government grant of RM25.000 million to finance operational expenditure in 2019, whereas RM22.648 was funded by the Corporation's internal revenue.
5. Government Grants for the Operational Budget have steadily decreased from RM37.707 million in 2014 to RM25.000 million in 2019. This has resulted in an increase in utilisation of the Corporation's internal resources, to finance Operational Expenditure of RM9.920 million in 2014 to RM22.648 million in 2019.
6. Actual operating expenditure in 2019 was RM47.648 million representing 97.00% of the 2019 Operating Budget. A significant decrease was in emolument expenditure which was reduced by RM2.784 million compared to the original allocation of RM28.467 million. The actual expenditure of emoluments is RM25.683 million. Other expenses that are less than the original allocation are the purchase of assets and other payments. However, there was an increase in expenditure on services and supplies of RM1.231 million comprising professional services, communications and utilities, maintenance and minor repairs, transportation of goods, travel and subsistence and supplies and other materials. Grants and fixed payments also increased by RM0.251 million compared to the original allocation. This was due to the rise in foreign exchange for the Asian Productivity Organization (APO) fees and the number of officers who retired early, had increased the cash award in lieu of accumulated leave. The increase and decrease in operating expenses had resulted in the adjustments being made at the end of the year. However, there is no change in the total final budget which is the same as the allocated budget of RM49.051 million.
7. The Board has approved the redistribution of management allocation at the BOD meeting No. 1/2020.

**PENYATA PERBANDINGAN BAJET PEMBANGUNAN DAN AMAUN SEBENAR
BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019**STATEMENT OF COMPARISON OF THE DEVELOPMENT BUDGET AND ACTUAL AMOUNT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019**B. Nota kepada penyata perbandingan bajet pembangunan dan amaun sebenar:**

1. Bajet Pembangunan yang diluluskan kepada MPC berjumlah RM31.576 juta. Program pembangunan adalah seperti berikut:
 - a. Membentuk Mekanisma Pelaksanaan yang Padu dan Melancarkan Gerakan Produktiviti Selaras Dengan Strategi Malaysia Produktiviti Blueprint (T5-MPB). Penyaluran peruntukan T5-MPB adalah untuk melaksanakan inisiatif sektor di bawah Pelan Tindakan Produktiviti Malaysia (MPB) bagi menyokong pertumbuhan ekonomi yang didorong oleh produktiviti dan peningkatan daya saing negara. Tujuan utama peruntukan ini adalah untuk memupuk minda dan amalan sistem pengurusan produktiviti dan inovasi yang berkesan di kalangan enterpris dan rakyat yang berdaya saing.
 - b. Program Transformasi Peraturan Sedia Ada Melalui Pengurangan Birokrasi Di Peringkat Negeri (PTPS) adalah bertujuan 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 mempermudah proses perlesenan perniagaan. Perbelanjaan merangkumi pelaksanaan inisiatif di peringkat sektoral dan negeri.
 - 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. Peruntukan projek pembangunan NTM 2019 digunakan untuk membuat semakan profiling NTM dan cadangan penambahbaikan bagi 8 kementerian iaitu MITI, MOTAC, MOFA, MOHA, MESTECC, KPDNHEP, KKMM, dan MOF.

B. Notes to the statement of comparison of the development budget and actual amount:

1. The Development Budget approved for MPC amounted to RM31.576 million. Development programmes are as follows:
 - a. Establishing an integrated mechanism and launching Productivity Movements in line with the strategies of Malaysia's Productivity Blueprint Strategy (T5-MPB). The T5-MPB development programme is to support sector level initiatives to strengthen economic growth supported by productivity and enhanced national competitiveness. The main purpose is to utilise this allocation to develop productive and innovative mindsets within enterprises and among the people to ensure a competitive environment.
 - 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 this programme is to eliminate bureaucracy hurdles and unnecessary regulatory requirements, and to improve business operations by simplifying business licensing processes. Expenditure includes the implementation of initiatives at the sectoral and state levels.
 - c. Facilitating the Need of Regulations for International Trade, NTM is one of the programmes under MPB's thrusts that abolished Non-Tariff Measures which impede business growth and accelerated the efficiency of the logistics sector performance in Malaysia. These activities are among the 6 main activities that need to be undertaken immediately to achieve the country's productivity targets. The NTM 2019 development project allocation is used to review NTM profiling and improvement suggestions for 8 ministries, namely MITI, MOTAC, MOFA, MOHA, MESTECC, KPDNHEP, KKMM, and MOF.

**PENYATA PERBANDINGAN BAJET PEMBANGUNAN DAN AMAUN SEBENAR
BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019 (samb)**

STATEMENT OF COMPARISON OF THE DEVELOPMENT BUDGET AND ACTUAL AMOUNT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

B. Nota kepada penyata perbandingan bajet pembangunan dan amaun sebenar (samb):

- 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. Bagi tahun 2019, sebanyak RM1.498 juta telah diperuntukan untuk menjalankan projek seperti Unified Public Consultation (UPC), GRP Portal dan mengukuhkan pelaksanaan GRP di peringkat persekutuan.
- 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. Projek Pembangunan SPC telah diperuntukan sebanyak RM10 juta bagi tahun 2019 dan telah digunakan sepenuhnya. Peruntukan ini digunakan oleh sembilan (9) Nexus Produktiviti untuk melaksanakan inisiatif-inisiatif yang telah dikenalpasti di dalam Blueprint Produktiviti Malaysia (Malaysia Productivity Blueprint). 9 Nexus Produktiviti adalah *Retail and Food & Beverages (F&B), Electric & Electrical (E&E), Chemical and Chemical Products, Machinery & Equipment (M&E), ICT, Professional Services, Agro-food, Tourism dan Private Healthcare*. Sebanyak 43 inisiatif yang perlu dilaksanakan oleh Nexus Produktiviti bagi menangani cabaran utama berkaitan tenaga kerja, pendigitalan dan inovasi, akauntabiliti industri, ekosistem dan pembudayaan produktiviti di peringkat sektor.
- f. Program pembangunan MPB ini digunapakai bagi melaksanakan inisiatif dalam MPB bagi memastikan pencapaian sasaran produktiviti di peringkat sektor. 9 sektor telah dikenalpasti iaitu *Agro-food, Chemical and Chemical Product, Electric & Electrical (E&E), Machinery & Equipment (M&E), Professional Services, Private Healthcare, ICT, Retail and Food & Beverages (F&B) dan Tourism*.

B. Notes to the statement of comparison of the development budget and actual amount (cont'd):

- 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. This programme aims to create an innovative governance mechanism for public consultation under the fourth thrust of the MPB namely Establishing a Strong Ecosystem. For 2019, a total of RM 1.498 million has been allocated to carry out projects such as Unified Public Consultation (UPC), GRP Portal and to strengthen the implementation of GRP at the federal level.
- e. Implementing the Sector Productivity Nexus (SPC) Initiative in response to Strategic Paper 1 under RMK11, namely increasing Productivity Potential. It emphasised on the development plan of the five-year Malaysia Productivity Blueprint, which prioritised strengthening productivity in the national development agenda. The SPC Development Project allocated RM10 million for 2019 which has been fully utilised. This provision was used by nine (9) Productivity Nexus to implement initiatives that have been identified in the Malaysia Productivity Blueprint. The 9 Productivity Nexus are Retail and Food & Beverages (F&B), Electric & Electrical (E&E), Chemical and Chemical Products, Machinery & Equipment (M&E), ICT, Professional Services, Agro-food, Tourism and Private Healthcare. A total of 43 initiatives need to be implemented by the Productivity Nexus to address key challenges related to the workforce, digitisation and innovation, industrial accountability, ecosystem and productivity culture at the sector level.
- f. The MPB development programme 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 Product, Electric & Electrical (E&E), Machinery & Equipment (M&E), Professional Services, Private Healthcare, ICT, Retail and Food & Beverages (F&B) and Tourism.

LAPORAN KEWANGAN

FINANCIAL REPORT

PENYATA PERBANDINGAN BAJET PEMBANGUNAN DAN AMAUN SEBENAR BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019 (samb)

STATEMENT OF COMPARISON OF THE DEVELOPMENT BUDGET AND ACTUAL AMOUNT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

B. Nota kepada penyata perbandingan bajet pembangunan dan amaun sebenar (samb):

- g. Program pembangunan 2018 yang masih diteruskan lagi pada tahun 2019:
- ↳ Inisiatif Memodenkan Peraturan Perniagaan (MBR) merupakan salah satu strategi pembaharuan kawal selia sektor perkhidmatan sebagaimana dicadangkan oleh *Blueprint* Sektor Perkhidmatan. Ianya bertujuan untuk mengurangkan beban peraturan kepada peniaga dalam sektor yang dikenalpasti. Hasil kolaborasi antara pihak sektor awam dan swasta dalam menjayakan projek ini mampu mempercepatkan proses pembaharuan peraturan yang membebaskan peniaga serta membangunkan kaedah yang mampan dan berkesan untuk menangani pembaharuan kawal selia sektoral (sektor perkhidmatan, pembuatan dan pertanian).
 - ↳ Pelaksanaan NPDIR bagi Kerajaan Negeri dan Kerajaan Tempatan (NPDIR) adalah bertujuan untuk menambah baik proses membuat peraturan di peringkat kerajaan negeri dan kerajaan tempatan. Bagi tahun 2019, RM1.5 juta telah diperuntukkan bagi menyebarkan pelaksanaan *Good Regulatory Practice* (GRP) di 2 negeri iaitu Sabah dan Perlis.
 - ↳ Skim Peningkatan Produktiviti Entepriis Selaras Dengan Malaysia Productivity Blueprint (SPPE-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. Bagi 2019, jumlah peruntukan yang diterima adalah bagi membiayai perbelanjaan melaksanakan program sebanyak 162 syarikat. Ia melibatkan aktiviti seperti intervensi, program promosi, pembelajaran berterusan, dan penilaian kecemerlangan perniagaan (BE - *Business Excellence*).

B. Notes to the statement of comparison of the development budget and actual amount (cont'd):

- g. Development programmes in 2018 which are still ongoing in 2019:
- ↳ Modernising Business Regulation (MBR) is a programme to reduce unnecessary regulatory burdens on businesses through the review of regulations based on sectors and sub-sectors identified in the Development Plans such as Productivity Blueprint, and Service Sector Blueprint among others. The result of collaboration between the public and private sectors in ensuring success of this project is able to accelerate the regulatory reform process that burdens businesses as well as develop sustainable and effective methods to address sectoral regulatory reform (services, manufacturing and agriculture sectors).
 - ↳ The implementation of NPDIR for State and Local Governments (NPDIR) are aimed at improving the regulatory process at state and local government levels. For 2019, RM 1.5 million has been allocated to disseminate the implementation of Good Regulatory Practice (GRP) in 2 states namely Sabah and Perlis.
 - ↳ Enterprise Productivity Improvement Scheme is in line with the Malaysia Productivity Blueprint (SPPE-MPB) programme targeted at SMEs (Small and Medium Enterprises). The scheme aims to help SMEs implement productivity and quality improvement initiatives in their respective companies with the guidance and direction of consultants appointed. For 2019, the total allocation received was used to finance expenses for implementing programmes in 162 companies. It involved activities such as interventions, promotional programmes, continuous learning, and business excellence assessment (BE - Business Excellence).

**PENYATA PERBANDINGAN BAJET PEMBANGUNAN DAN AMAUN SEBENAR
BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019 (samb)**

STATEMENT OF COMPARISON OF THE DEVELOPMENT BUDGET AND ACTUAL AMOUNT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

B. Nota kepada penyata perbandingan bajet pembangunan dan amaun sebenar (samb):

2. Berdasarkan prestasi perbelanjaan pada suku ketiga tahun 2019, Bajet Pembangunan telah ditambah dari RM31.400 juta kepada RM31.576 juta pada akhir tahun 2019. Perbelanjaan sebenar pembangunan bagi tahun 2019 adalah sebanyak 100.66% secara keseluruhan, terdapat lebihan belanja berjumlah RM208,350 (0.66%) bagi projek NPDIR, T5-MPB, PTPS dan PKP. Projek-projek tersebut telah menggunakan lebihan peruntukan pada tahun 2018.
3. Justifikasi perbelanjaan pembangunan terhadap peruntukan yang diberikan:
 - i. Bagi tahun 2019, projek pembangunan NPDIR bagi kerajaan negeri dan kerajaan tempatan telah mensasarkan negeri Pulau Pinang dan Kedah sebagai *Key Performance Index* (KPI) projek. Status bagi kedua-dua negeri telah mendapatkan kelulusan daripada *State Secretary* (SS) bagi meneruskan usaha mempromosikan dan melaksanakan *Good Regulatory Practice* (GRP). Usaha ini akan diteruskan pada tahun 2020 dengan memastikan penglibatan aktif daripada pegawai kerajaan negeri masing-masing.
 - ii. Baki peruntukan T5-MPB bagi tahun 2019 adalah sebanyak RM293,311.86. Untuk makluman, baki tersebut adalah disebabkan oleh pembatalan program Kempen produktiviti 2019 menggunakan Media Cetak & Elektronik bersama pihak *The New Straits Times Press (M) Berhad* iaitu sebanyak RM145,126.72 (termasuk GST).
 - iii. Bagi projek pembangunan SPPE, lebihan peruntukan pada 2019 adalah disebabkan oleh beberapa syarikat tertentu tidak dapat disempurnakan atau dilaksanakan pada tahun 2019 dan terpaksa dibawa untuk dilaksanakan pada 2020.
 - iv. Pada suku tahun ketiga 2019 terdapat lebihan geran peruntukan yang diterima berbanding peruntukan asal. Lebihan tersebut adalah disebabkan oleh peruntukan tambahan dari pihak MITI bagi menampung bayaran kos bayaran kepada *World Bank*. Bayaran ini merupakan komitmen MPC bersama *World Bank* dalam melakukan kajian *Subnational Doing Business Study in Malaysia* bagi tempoh 2018 sehingga 2020.

B. Notes to the statement of comparison of the development budget and actual amount (cont'd):

2. Based on expenditure performance for the third quarter of 2019, the Development Budget increased from RM31.400 million to RM31.576 million at the end of 2019. Overall actual expenditure for development in 2019 was 100.66%, indicating surplus expenditure of RM208,350 (0.66 %) for the projects NPDIR, T5-MPB, PTPS and PKP. The projects used the surplus allocation in 2018.
3. Justification for development expenditure on the allocation provided:
 - i. For 2019, the NPDIR development project for state and local governments had targeted the states of Penang and Kedah for the Key Performance Index (KPI) project. Status for both states has been approved by the State Secretary (SS) to continue efforts to promote and implement Good Regulatory Practice (GRP). This initiative will be continued in 2020 by ensuring active involvement of the respective state government officials.
 - ii. The remaining T5-MPB allocation for 2019 is RM293,311.86. For information, the balance was due to the cancellation of the 2019 Productivity Campaign programme using Print & Electronic Media with The New Straits Times Press (M) Berhad amounting to RM145,126.72 (including GST).
 - iii. For the SPPE development projects, the excess allocation in 2019 was due to projects that had not been completed or implemented in some companies and would be brought forward to be implemented in 2020.
 - iv. In the third quarter of 2019, a surplus of allocation grants was received compared to the original allocation. The excess is due to additional allocation from MITI to cover the cost of payment to the World Bank. This payment is MPC's commitment together with the World Bank in conducting a study on "Subnational Doing Business Study in Malaysia for the period 2018 to 2020".

**NOTA-NOTA KEPADA PENYATA KEWANGAN
BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019**
NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019

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 2019 telah dibentangkan dan diluluskan pada mesyuarat Lembaga Pengarah Bil. 1/2020 pada 11 Jun 2020.

1. CORPORATE INFORMATION

Malaysia Productivity Corporation (MPC) formerly known as the National Productivity Centre was incorporated under the National Production Council (Incorporation) Act No. 19 in 1966 (1975 amendment “Act A305 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 Malaysia 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 Malaysia Productivity Corporation (MPC) Financial Statements for the year ended 31 December 2019 have been presented and approved at the Board of Directors Meeting No. 1/2020 dated 11 June 2020.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019 (samb)
NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

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, 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.

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

2.1. Basis of Accounting

The Corporation's Financial Statements have been prepared in accordance with Malaysian Public Sector Accounting Standards (MPSAS - Malaysian Public Sector Accounting Standards).

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 the amount of assets, liabilities, income and expenses. Actual results may differ from these estimates.

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.

LAPORAN KEWANGAN

FINANCIAL REPORT

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019 (samb)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

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.

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.

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; and
- ↳ 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.

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.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

3. POLISI PERAKAUNAN PENTING (samb)

3.1. Instrumen Kewangan (samb)

3.1.1. Aset Kewangan (samb)

(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 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.

3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

3.1. Financial Instruments (cont'd)

3.1.1. Financial Assets (cont'd)

(b) Further Evaluation

Further evaluation for the 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 as 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 are 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 effective benefit. Impairment losses are recognised as surplus or deficit.

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NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019 (samb)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

3. POLISI PERAKAUNAN PENTING (samb)

3.1. Instrumen Kewangan (samb)

3.1.1. Aset Kewangan (samb)

(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.

3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

3.1. Financial Instruments (cont'd)

3.1.1. Financial Assets (cont'd)

(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 derecognition 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 2019 (samb)
NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

3. POLISI PERAKAUNAN PENTING (samb)

3.1. Instrumen Kewangan (samb)

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 diperolehi 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.

3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

3.1. Financial Instruments (cont'd)

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 are 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 purpose of sale in the near future. Gains or losses from 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.

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NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019 (samb)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

3. POLISI PERAKAUNAN PENTING (samb)

3.1. Instrumen Kewangan (samb)

3.1.2 Liabiliti Kewangan (samb)

(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.

3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

3.1. Financial Instruments (cont'd)

3.1.2 Financial Liabilities (cont'd)

(c) Derecognition

Financial liabilities are derecognised when the obligation has been detached, cancelled or expired. Where 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 new the liability, and the difference between the carrying amount is recognised as excess or deficit.

(d) Offsetting Financial Instruments

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. Cash and Cash Equivalents

Cash and cash equivalents are cash in hand, bank balances and liquid short-term investments that can be converted into 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 property, plant and equipment have an estimated useful life that varies, the proportion will be declared as a separate asset. If assets are acquired through 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.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019 (samb)
NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

3. POLISI PERAKAUNAN PENTING (samb)

3.3. Hartanah, Loji dan Peralatan (samb)

(a) Pengiktirafan dan Ukuran (samb)

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 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.

Pembelian harta modal yang berharga RM2,000 dan ke atas bagi setiap unit akan dipermodalkan. Jika wujud penurunan nilai, jumlah aset akan dinilai semula dan dikurangkan serta merta kepada jumlah yang boleh dituntut. Keuntungan dan kerugian dari penjualan akan ditentukan secara membandingkan jumlah penerimaan dengan nilai buku aset dan akan diiktiraf di dalam Penyata Prestasi Kewangan.

(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).

3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

3.3. Property, Plant and Equipment (cont'd)

(a) Recognition and Measurement (cont'd)

Subsequent costs will be included in the carrying amount of the asset or accounted for as a separate asset, if applicable, only when the future economic benefits associated with the asset are recoverable and the costs can be reasonably assessed.

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 will be credited or debited as surplus or deficit, where applicable.

The cost of 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 may be reasonably measured. The carrying amount of the converted component is derecognised as surplus or deficit.

Purchases of capital assets costing RM2,000 and above for each unit will be capitalised. In the event of devaluation, total assets will be revalued and reduced immediately to the recoverable amount. Gains and losses from sales will be determined by comparing the total receivables with the book value of the assets and will be recognised in the Statement of Financial Performance.

(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, impairment loss (if any).

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NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019 (samb)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

3. POLISI PERAKAUNAN PENTING (samb)

3.3. Hartanah, Loji dan Peralatan (samb)

(b) Susutnilai (samb)

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, lekapan dan lengkapan serta 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. Susutnilai diiktiraf dalam Penyata Keuntungan atau Kerugian dan Pendapatan Komprehensif lain berdasarkan garis lurus sepanjang anggaran hayat berguna bagi setiap bahagian item Hartanah, Loji dan Peralatan. Jumlah susutnilai ditentukan selepas menolak nilai sisa. Kaedah susutnilai, hayat berguna dan nilai baki dinilai semula pada tarikh laporan.

(c) Aset yang diterima secara percuma (bukan pertukaran)

Jika sesuatu aset diperolehi 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.

3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

3.3. Property, Plant and Equipment (cont'd)

(b) Depreciation (cont'd)

Depreciation is carried out on a straight-line basis to write off costs based on the estimated useful life of each asset. The estimated useful life of the assets over the years are 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 than the carrying amount. The recoverable amount is the higher value between realisable value of the asset and its value in use. Depreciation is recognised in the Statement of Profit or Loss and other Comprehensive Income on a straight-line basis over the estimated useful lives of each component of the Property, Plant and Equipment. The amount of depreciation is determined after deducting the residual value. Depreciation methods, useful lives and residual values are revalued at the reporting date.

(c) Assets accepted for free (non-exchangeable)

If an asset is acquired through a non-exchange transaction, the cost should be measured based on the fair value at the acquisition date. These assets will then be credited in the Statement of Financial Performance, unless there are conditions regarding the use of those assets, where they may need to be recognised as current liabilities.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019 (samb)
NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

3. POLISI PERAKAUNAN PENTING (samb)

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. 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.

3.5. Manfaat Kakitangan

(a) Manfaat Kakitangan

Perbadanan sebagai sebuah Badan Berkanun Persekutuan tertakluk kepada peraturan-peraturan perjawatan yang ditetapkan oleh Jabatan Perkhidmatan Awam (JPA). Manfaat pekerja jangka pendek dan jangka panjang yang digariskan oleh JPA adalah gaji pokok, elaun-elaun tetap, elaun-elaun berubah, pelbagai cuti, wang, kemudahan perubatan di semua klinik dan hospital kerajaan dan kemudahan pinjaman kenderaan dan komputer. Pengumpulan jangka panjang ganjaran ketidakhadiran seperti cuti tahunan berbayar akan diambil kira apabila perkhidmatan telah diberikan oleh warga kerja yang mana telah meningkatkan hak mereka ke atas ganjaran ketidakhadiran di masa hadapan.

(b) Pelan Caruman Wajib

Sebagaimana peruntukan perundangan yang diamalkan oleh agensi-agensi lain, Perbadanan membayar caruman pada kadar 17.5% bagi skim pencen kepada Kumpulan Wang Persaraan (KWAP) atau 13% bagi caruman Kumpulan Wang Simpanan Pekerja (KWSP) secara bulanan kepada pekerjanya. Caruman tersebut diiktiraf sebagai perbelanjaan dalam Penyata Prestasi Kewangan.

3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

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. 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. Employee Benefits

(a) Employee Benefits

The Corporation as a Federal Statutory Body is subject to the appointment rules set by the Public Service Department (JPA). Short-term and long-term employee benefits outlined by the PSD are basic salaries, fixed allowances, variable allowances, various types of leave, cash, medical facilities at all government clinics and hospitals and vehicle and computer loan facilities. The long-term accumulated leave benefits such as paid annual leave will be taken into account when services have been provided by employees which increases their rights over future long-term accumulated leave benefits.

(b) Fixed Contribution Plan

As per the legal provisions practiced by other agencies, the Corporation pays a contribution of 17.5% for the pension scheme to the Retirement Fund (KWAP) or 13% for the Employees Provident Fund (EPF) contribution on a monthly basis for its employees. The contribution is recognised as an expense in the Statement of Financial Performance.

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3. POLISI PERAKAUNAN PENTING (samb)
3.5. Manfaat Kakitangan (samb)
(c) Pelan Manfaat Persaraan

Pekerja bertaraf tetap di Perbadanan, boleh memilih skim berpcen atau KWSP. Ganjaran Gantian Cuti Rehat (GCR) pula akan diperolehi ketika persaraan. Ganjaran ini berdasarkan Pekeliling Perkhidmatan yang dikeluarkan oleh Jabatan Perkhidmatan Awam (JPA) dan digunakan oleh Perbadanan. Ganjaran GCR adalah dikira berdasarkan formula berikut:

1/30	X	Gaji akhir diterima	X	Jumlah hari cuti rehat yang dibawa untuk GCR (maksimum: 150 hari)
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3.6. Transaksi Matawang Asing

Transaksi matawang asing dinyatakan asalnya menggunakan kadar tukaran terpakai pada tarikh transaksi berkenaan. Pemiutang atau penghutang dagangan berdominasi matawang asing pada tarikh berakhir tahun kewangan dilaporkan dengan menggunakan kadar tukaran harian dan bulanan seperti yang dikeluarkan oleh Bank Negara Malaysia (BNM) dan Jabatan Akauntan Negara Malaysia (JAN). 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. SIGNIFICANT ACCOUNTING POLICIES (cont'd)
3.5. Employee Benefits (cont'd)
(c) Retirement Benefit Plan

Permanent employees of the Corporation, can choose the pension scheme or the EPF. Cash Award in Lieu of Accumulated Leave (GCR) will be recognised upon retirement. This award is based on the Service Circular issued by the Public Service Department (JPA) and adopted by the Corporation. GCR awards are calculated based on the following formula:

1/30	X	Last drawn salary	X	Total leave accumulated for GCR (maximum: 150 days)
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3.6. Foreign Currency Transaction

Foreign currency transactions are stated using the exchange rate applicable at the date of the transaction. Creditors or trade receivables denominated in foreign currency at the end of the financial year are reported using daily and monthly exchange rates as issued by Bank Negara Malaysia (BNM) and the Accountant General's Department of Malaysia (AGD). Exchange differences arising from the settlements with creditors, or from creditors' re-reporting at different rates than previously reported, are recognised as income or expenses in the period in which the differences arise.

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3. POLISI PERAKAUNAN PENTING (samb)

3.7. Geran Kerajaan

Geran Kerajaan terbahagi kepada:

(a) Geran Mengurus

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

(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 susut nilai dan 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 penajaan tunai ("UPT"), iaitu tahap terendah di mana aliran tunai boleh dikenal pasti secara berasingan.

3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

3.7. Government Grants

Government grants are divided into:

(a) Management Grant

The annual Management Grant received for the purpose of financing operating expenses is recognised as income in the current annual Financial Performance Statement.

(b) Development Grant

Development Grants are grants received for purposes of 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 Management Fund for the purpose of financing Vehicle Loans. Grants incurred are considered as operating income.

3.9. Computer Loan Fund

Computer Loan Fund is the sum transferred from 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 purposes of assessing impairment, non-financial assets are grouped into cash-generating units (UPT's), the lowest levels for which cash flows can be identified separately.

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3. POLISI PERAKAUNAN PENTING (samb)

3.10. Penjejasan Nilai untuk Aset Bukan Kewangan (samb)

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) 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 urusaniaga bukan pertukaran

- Geran Kerajaan tanpa syarat pelaksanaan spesifik diakaunkan sebagai hasil apabila geran berkenaan dapat dipastikan penerimaannya.
- Geran Kerajaan dengan syarat pelaksanaan spesifik diakaunkan sebagai hasil apabila terlaksana syarat-syarat berkenaan.

Hasil daripada urusaniaga pertukaran

- Hasil daripada yuran kursus dan latihan diiktiraf apabila kursus dan latihan telah dijalankan.
- Hasil faedah dari simpanan dan deposit tetap diiktiraf mengikut asas akrual.
- Hasil dari kutipan sewaan adalah diiktiraf mengikut asas akrual.
- Hasil dividen diiktiraf apabila hak untuk menerima pembayaran ditetapkan.
- Hasil jualan aset diiktiraf apabila risiko dan ganjaran signifikan telah beralih kepada pembeli.

3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

3.10. Impairment of Non-Financial Assets (cont'd)

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 is not included. These reversed values are accounted for over the current year deficit.

3.11. Revenue Recognition

Revenue from non-exchange transactions

- Unconditional Government grants without specific stipulations are accounted for when there is confirmed acceptance of the grant.
- Government Grants with specific implementation requirements are accounted for when the conditions apply.

Revenue from exchange transactions

- Proceeds from course fees and training are recognised when courses and training have been conducted.
- Proceeds from savings and fixed deposits are on an accrual basis.
- The proceeds from rental receivables are recognised on an accrual basis.
- Dividend revenue is recognised when the right to receive payment is established.
- Revenue from sale of an asset is recognised when significant risks and rewards have been transferred to the buyer.

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3. POLISI PERAKAUNAN PENTING (samb)

3.12. Percukaian

Perbadanan dikecualikan dari cukai di bawah seksyen 127(3)(b) Akta Cukai Pendapatan 1967 oleh Kementerian Kewangan berkuatkuasa bagi tahun 2001. Mulai tahun taksiran 2002, pengecualian cukai 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.

3. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

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. 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 / EXCHANGE TRANSACTIONS RECEIVABLE

	2019 RM	2018 RM
Penghutang perniagaan (Nota 4a) / Business Debtors (Note 4a)	2,344,307	2,338,328
Pelbagai penghutang / Miscellaneous debtors	956,436	738,966
Penghutang pinjaman kenderaan (Nota 4b) / Vehicle loan debtors (Note 4b)	492,439	330,918
Penghutang pinjaman komputer (Nota 4c) / Computer loan debtors (Note 4c)	132,943	166,135
Pelbagai pendahuluan / Various advances	43,922	23,414
Deposit diberi dan prabayar / Deposits paid and prepaid	331,435	347,535
	4,301,482	3,945,296
Ditera sebagai / indicated as:		
Aset semasa / Current Assets	3,856,251	3,601,287
Aset bukan semasa / Non-Current Assets	445,231	344,009
	4,301,482	3,945,296

4(a) Penghutang Perniagaan / Business Debtors

Analisis pengumuran bagi penghutang perniagaan adalah seperti berikut / Categorisation of analyses for business debtors is as follows:

	2019 RM	2018 RM
Belum tertunggak dan tidak dijejasnilai / Not overdue and not impaired	2,166,871	1,911,033
1 hingga 4 tahun tertunggak dan tidak dijejasnilai / 1 to 4 years overdue and not impaired	134,936	367,125
Lebih dari 4 tahun dan tidak dijejasnilai / More than 4 years and not impaired	152,460	60,170
	2,454,267	2,338,328

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4 . URUSNIAGA PERTUKARAN BELUM TERIMA (samb)
4(a) Penghutang Perniagaan (samb)
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.

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.

iii) Penghutang yang diragui

Penghutang yang diragui pada tarikh pelaporan dan pergerakan dalam akaun peruntukan kerugian diragui penghutang adalah seperti berikut:

4 . EXCHANGE TRANSACTIONS RECEIVABLE (cont'd)
4(a) Business Debtors (cont'd)
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) 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.

iii) Doubtful Debtors

Doubtful debtors at the date of reporting and the movement in the accounts for the provision of doubtful debts are as follows:

	2019 RM	2018 RM
Pada 1 Januari / As at 1 January	–	–
Hutang ragu / Doubtful debts	109,960	–
Pada 31 Disember / As at 31 December	109,960	–

Penghutang yang diragui merupakan penghutang yang telah dikenalpasti secara individu untuk diragui kerana berdasarkan kepada penilaian pada tarikh pelaporan Perbadanan menganggap hutang ini berpotensi untuk tidak dapat dipungut semula.

A doubtful debtor is one that has been individually identified as doubtful debtor based on the valuation at the date of the Corporation's report that had estimated the debt cannot be recovered.

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019 (samb)
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4. URUSNIAGA PERTUKARAN BELUM TERIMA (samb) / EXCHANGE TRANSACTIONS RECEIVABLE (cont'd)

4(b) Penghutang Pinjaman Kenderaan / Vehicle Loan Debtors

Penghutang Pinjaman Kenderaan terdiri daripada / Debtor for vehicle loans comprise:

	2019 RM	2018 RM
Pinjaman yang perlu dibayar selepas 12 bulan Loans to be paid after 12 months	372,458	240,406
Pinjaman yang perlu dibayar dalam masa 12 bulan Loans to be paid within 12 months	119,981	90,512
	492,439	330,918

4(c) Penghutang Pinjaman Komputer / Computer Loan Debtors

Penghutang Pinjaman Komputer terdiri daripada / Debtors for computer loans comprise:

	2019 RM	2018 RM
Pinjaman yang perlu dibayar selepas 12 bulan Loans to be paid after 12 months	72,773	103,603
Pinjaman yang perlu dibayar dalam masa 12 bulan Loans to be paid within 12 months	60,170	62,532
	132,943	166,135

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 NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

5. HARTANAH, LOJI DAN PERALATAN / PROPERTY, PLANT AND EQUIPMENT

	Tanah Land	Bangunan Buildings	Perabot Lengkapan & Kemudahan Am Furniture Fixtures & General Facilities	Mesin & Alat Kelengkapan Machinery & Equipment	Kenderaan Vehicles	Ubahsuai Renovation	2019	2018
KOS / COST	RM	RM	RM	RM	RM	RM	RM	RM
Pada 1 Januari 2019 / As at 1 January 2019	7,517,214	26,618,239	5,834,765	12,115,419	1,869,693	2,712,598	56,667,928	57,733,226
Tambahan / Additions	-	-	-	294,328	8,250	-	302,578	631,057
Pelupusan / Disposal	-	-	-	(45,682)	(101,450)	-	(147,132)	(1,696,355)
Pada 31 Disember 2019 / As at 31 December 2019	7,517,214	26,618,239	5,834,765	12,364,065	1,776,493	2,712,598	56,823,374	56,667,928
Susutnilai Berkumpul / Accumulated Depreciation								
Pada 1 Januari 2019 / As at 1 January 2019	21,004	14,328,639	5,602,630	11,674,479	1,450,574	1,973,176	35,050,502	35,202,839
Susutnilai tahun semasa / Current year depreciation	2,624	532,310	137,632	192,532	168,178	271,259	1,304,535	1,457,487
Pelupusan Disposal	-	-	-	(45,671)	(82,850)	-	(128,521)	(1,609,824)
Pada 31 Disember 2019 / As at 31 December 2019	23,628	14,860,949	5,740,262	11,821,340	1,535,902	2,244,435	36,226,516	35,050,502
Nilai Bawa Bersih / Net Carrying Value								
Pada 31 Disember 2019 / As at 31 December 2019	7,493,586	11,757,290	94,503	542,725	240,591	468,163	20,596,858	-
Pada 31 Disember 2018 / As at 31 December 2018	7,496,210	12,289,600	232,135	440,940	419,119	739,422	-	21,617,426
Susutnilai dikenakan bagi tahun berakhir 31 Disember 2018 / Depreciation for the year ended 31 December 2018								
	2,624	532,364	164,341	233,638	262,328	262,192	-	1,457,487

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019 (samb)
NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

5. HARTANAH, LOJI DAN PERALATAN (samb) / PROPERTY, PLANT AND EQUIPMENT (cont'd)

a. Dana Pengurusan / Management Fund

	Tanah Land	Bangunan Buildings	Perabot Lengkapan & Kemudahan Am Furniture Fixtures & General Facilities	Mesin & Alat Kelengkapan Machinery & Equipment	Kenderaan Vehicles	Ubahsuai Renovation	2019	2018
PENGURUSAN / MANAGEMENT KOS / COST	RM	RM	RM	RM	RM	RM	RM	RM
Pada 1 Januari 2019 / As at 1 January 2019	6,680,000	17,290	3,522,588	6,604,698	1,869,693	2,712,598	21,406,867	20,982,513
Tambahan / Additions	-	-	-	294,328	8,250	-	302,578	631,057
Pelupusan / Disposal	-	-	-	(43,046)	(101,450)	-	(144,496)	(206,703)
Pada 31 Disember 2019 / As at 31 December 2019	6,680,000	17,290	3,522,588	6,855,980	1,776,493	2,712,598	21,564,949	21,406,867
Susutnilai Berkumpul / Accumulated Depreciation								
Pada 1 Januari 2019 / As at 1 January 2019	-	15,107	3,290,624	6,163,888	1,450,574	1,973,176	12,893,369	12,090,709
Susutnilai tahun semasa / Current year depreciation	-	291	137,632	192,532	168,178	271,259	769,892	922,844
Pelupusan / Disposal	-	-	-	(43,038)	(82,850)	-	(125,888)	(120,184)
Pada 31 Disember 2019 / As at 31 December 2019	-	15,398	3,428,256	6,313,382	1,535,902	2,244,435	13,537,373	12,893,369
Nilai Bawa Bersih / Net Carrying Value								
Pada 31 Disember 2019 / As at 31 December 2019	6,680,000	1,892	94,332	542,598	240,591	468,163	8,027,576	-
Pada 31 Disember 2018 / As at 31 December 2018	6,680,000	2,183	231,964	440,810	419,119	739,422	-	8,513,498
Susutnilai dikenakan bagi tahun berakhir 31 Disember 2018 / Depreciation for the year ended 31 December 2018	-	345	164,341	233,638	262,328	262,192	-	922,844

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5. HARTANAH, LOJI DAN PERALATAN (samb) / PROPERTY, PLANT AND EQUIPMENT (cont'd)
b. Dana Pembangunan / Development Fund

	Tanah Land	Bangunan Buildings	Perabot Lengkapan & Kemudahan Am Furniture Fixtures & General Facilities	Mesin & Alat Kelengkapan Machinery & Equipment	Kenderaan Vehicles	Ubahsuai Renovation	2019	2018
PEMBANGUNAN / DEVELOPMENT KOS / COST	RM	RM	RM	RM	RM	RM	RM	RM
Pada 1 Januari 2019 / As at 1 January 2019	837,214	26,600,949	2,312,177	5,510,721	–	–	35,261,061	36,750,713
Tambahan / Additions	–	–	–	–	–	–	–	–
Pelupusan / Disposal	–	–	–	(2,636)	–	–	(2,636)	(1,489,652)
Pada 31 Disember 2019 / As at 31 December 2019	837,214	26,600,949	2,312,177	5,508,085	–	–	35,258,425	35,261,061
Susutnilai Berkumpul / Accumulated Depreciation								
Pada 1 Januari 2019 / As at 1 January 2019	21,004	14,313,532	2,312,006	5,510,591	–	–	22,157,133	23,112,130
Susutnilai tahun semasa / Current year depreciation	2,624	532,019	–	–	–	–	534,643	534,643
Pelupusan / Disposal	–	–	–	(2,633)	–	–	(2,633)	(1,489,640)
Pada 31 Disember 2019 / As at 31 December 2019	23,628	14,845,551	2,312,006	5,507,958	–	–	22,689,143	22,157,133
Nilai Buku Bersih / Net Book Value								
Pada 31 Disember 2019 / As at 31 December 2019	813,586	11,755,398	171	127	–	–	12,569,282	–
Pada 31 Disember 2018 / As at 31 December 2018	816,210	12,287,417	171	130	–	–	–	13,103,928
Susutnilai dikenakan bagi tahun berakhir 31 Disember 2018 / Depreciation for the year ended 31 December 2018	2,624	532,019	–	–	–	–	–	534,643

NOTA-NOTA KEPADA PENYATA KEWANGAN BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2019 (samb)
NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

5. HARTANAH, LOJI DAN PERALATAN (samb)

- 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. MPC melalui Tetuan Abdul Razak, Sarkawi, Razak Tready, Fadillah Advocates telah membuat permohonan pertukaran nama dan masih dalam proses di Pejabat Tanah Kuching.
- 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 2019, 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
- c. Permohonan pajakan untuk lot tanah di MPC Wilayah Selatan, MPC Wilayah Utara dan MPC Ibu Pejabat dibuat serentak atas nasihat Jabatan Ketua Pengarah Tanah dan Galian (JKPTG). Di peringkat JKPTG melalui Mesyuarat Jawatankuasa Pajakan Biasa Tanah Milik dan Pajakan Tanah Rizab Persekutuan Bil. 1/2020 pada 23 Januari 2020 secara dasar menyokong permohonan pajakan ini dengan bayaran nominal untuk 99 tahun.
- d. Walau bagaimanapun, status pajakan untuk lot tanah di MPC Wilayah Utara tertakluk kepada penyelesaian isu pertindihan hak milik lot tanah tersebut antara Bertam Properties Sdn. Bhd. dan PTP. Isu ini akan diselesaikan oleh Pejabat Tanah dan Galian (PTG) Pulau Pinang melalui Pejabat Penasihat Undang-undang Pulau Pinang.
- e. Berkaitan dengan status tanah di MPC Ibu Pejabat pihak JKPTG akan mengangkat permohonan pajakan tanah MPC ke Mesyuarat Jemaah Menteri (MJM) setelah mendapat ketetapan tarikh dari pihak MJM.

5. PROPERTY, PLANT AND EQUIPMENT (cont'd)

- a. The land at MPC's Sarawak Regional Office is leased land for 60 years at a cost of RM115,606. The land has been depreciated for 44 years beginning in 2012. MPC through Messrs Abdul Razak, Sarkawi, Razak Tready, Fadillah Advocates have applied for a name change it is still in process at the Kuching Land Office.
- b. The land at MPC's East Coast Regional office is land given by the Pahang state government to Malaysia 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 16 July 2019, this value 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. Property rights are free from all liabilities and burdens
 - viii. Land valuation is on vacant ownership
- c. Lease applications for land lots in MPC Southern Region, MPC Northern Region and MPC Headquarters are made simultaneously on the advice of the Department of Director General of Lands and Mines (JKPTG). At the JKPTG level through the Meeting of the Committee on Common Leasehold Land and the Federal Reserve Land Lease No. 1/2020 on 23 January 2020 basically supports this lease application with a nominal payment for 99 years.
- d. However, the lease status for the land lot in MPC Northern Region is subject to the resolution of the issue of duplication of ownership of the land lot between Bertam Properties Sdn. Bhd. and PTP. This issue will be resolved by the Penang Land and Mines Office (PTG) through the Penang State Legal Advisor Offices.
- e. In relation to the status of land in MPC, the JKPTG Headquarters will bring up the MPC land lease application to the Cabinet Meeting (MJM) upon receiving the date from MJM.

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6. ASET TIDAK KETARA / INTANGIBLE ASSETS

KOS / COST	2019 RM	2018 RM
Pada 1 Januari 2019 / As at 1 January 2019	340,500	–
Tambahan / Additions	9,600	343,880
Rosotnilai / Impairment	(73,992)	(3,380)
Pada 31 Disember 2019 / As at 31 December 2019	276,108	340,500
Nilai bawa Bersih / Net Carrying Value		
Pada 31 Disember 2019 / As at 31 December 2019	276,108	340,500

7. URUSNIAGA PERTUKARAN BELUM BAYAR / EXCHANGE TRANSACTIONS PAYABLE

	2019 RM	2018 RM
Pemiutang terakru / Accrued creditors	5,048,961	10,405,549
Pelbagai pemiutang / Accrued debtors	1,192,931	461,993
Deposit diterima / Deposits received	12,250	20,096
	6,254,142	10,887,638

8. PERUNTUKAN MANFAAT KAKITANGAN / ALLOCATION FOR EMPLOYEE BENEFITS

	2019 RM	2018 RM
Pada 31 Disember 2018, seperti yang dinyatakan sebelum / As at 31 December 2018, as stated before	1,345,947	3,633,641
Kesan penggunaan MPSAS / Effects of the use of MPSAS	–	(2,314,618)
Pada 31 Disember 2018, seperti yang dinyatakan semula / As at 31 December 2018, as restated	1,345,947	1,319,023
Pada awal tahun / At beginning of the year	1,345,947	1,319,023
Peruntukan tahun semasa / Current year allocation	377,433	571,869
Pembayaran tahun semasa / Current year payment	(633,877)	(544,945)
	1,089,503	1,345,947
Ditera sebagai / Indicated as:		
Liabiliti semasa / Current liabilities	402,296	484,420
Liabiliti bukan semasa / Non-current liabilities	687,207	861,527
	1,089,503	1,345,947

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9. KUMPULAN WANG AMANAH USAHASAMA / JOINT VENTURE TRUST FUNDS

	Seperti yang dinyatakan semula As restated	
	2019 RM	2018 RM
Baki pada 1 Januari / Balance as at 1 January	4,964,274	539,676
Tambahan dalam tahun semasa / Additions in the financial year	16,380,766	9,190,401
Belanja dalam tahun semasa / Expenses in the current financial year	(6,456,357)	(4,765,803)
Baki pada 31 Disember / Balance at 31 December	14,888,683	4,964,274
Program Usahasama / Joint Venture Programmes		
Program MTCP-JICA / MTCP-JICA Programme	1,196	-
Program Pembangunan Vendor MITI / MITI Vendor Development Programme	113,097	135,997
Program PEMANDU SRI-CSL / PEMANDU SRI-CSL Programme	53,190	53,190
Program SME Corp LEAN / SME Corp LEAN Programme	112,716	2,965,087
Program Kajian Impak-PPRN / Impact Study Programme - PPRN	-	460,000
Program Kajian Impak-HICOE / Impact Study Programme - HICoE	-	350,000
Program Industry 4.0 (4WRD) / Industry 4.0 (4WRD) Programme	13,500,000	-
Program Anugerah Kecemerlangan Industri (AKI) / Industry Excellence Award (AKI)	33,856	1,000,000
Program PPV-MED 2018 / PPV-MED 2018 Programme	7,524	-
Program Pengukuran Produktiviti Perkhidmatan Awam (JPA) / Productivity Measurement for Public Service (JPA)	-	-
Program PPV-MED 2019 / PPV-MED 2019 Programme	389,516	-
Program Impak Pelaksanaan Program Keusahawanan Pendidikan Tinggi / Impact on the Implementation of the Higher Education Entrepreneurs Programme	677,588	-
	14,888,683	4,964,274

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.

Program PEMANDU SRI-CSL

Program Strategi Reform Initiative – *Competition, Standards and Liberalisation* (SRI-CSL) adalah program di bawah MITI dan Performance Management and Delivery Unit (PEMANDU) untuk mengurangkan beban peraturan perniagaan.

MTCP-JICA Programme

The MTCP-JICA programme 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 of KAIZEN, Total Quality Management (TQM) and Productivity and Innovation.

PEMANDU SRI-CSL Programme

The Strategy Reform Initiative - Competition, Standards and Liberalisation Program (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 (samb)

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/menyingkatkan pembaziran (waste).

Program Industri 4.0 (4WRD)

Pelan Tindakan Dasar Industri 4.0 atau Industry4WRD telah dilancarkan pada 31 Oktober 2019 berhasrat untuk menjadikan Malaysia sebagai destinasi utama untuk pelaburan industri berteknologi tinggi. Bagi menyokong visi ini, kerajaan telah memperuntukkan RM210.000 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).

9. JOINT VENTURE TRUST FUND (cont'd)

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 (4WRD) Programme

The National Policy on Industry 4.0 or Industry4WRD was launched on October 31, 2019 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

The Public-Private Research Network (PPRN) impact study programme initiative aims to measure impact of the implementation of PPRN initiatives based on strategies under the 11th Malaysia Plan 2016-2020 and Malaysia Education Blueprint 2015-2025 (Higher Education).

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9. KUMPULAN WANG AMANAH USAHASAMA (samb)

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 menggunakan 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.

Program Pembangunan Kapasiti Vendor (PPKV-MED 2018/2019) Fasa 2

Program Pembangunan Kapasiti Vendor atau PPKV merupakan satu program pembangunan kapasiti vendor yang dilaksanakan oleh MITI di bawah RMK-11 bagi membantu membangunkan syarikat vendor Bumiputera. MPC telah dilantik oleh MITI sebagai salah satu agensi teknikal untuk melaksanakan Projek Pengurusan Lean di bawah program ini. Sebanyak 14 syarikat vendor telah dicalonkan untuk mengikuti program ini. Pada pertengahan tahun 2018, Program PPKV ini telah dipindahkan kepada Kementerian Pembangunan Usahawan (MED) sebagai pengendali baru.

9. JOINT VENTURE TRUST FUND (cont'd)

Impact Study Programme (HICoE)

The Impact Study programme by Higher Institution Centre of Excellence (HICoE) aims to identify the impact of the implementation of 18 HICoE established in 8 public universities in their respective niche research areas covering 9 national priority areas.

Industry Excellence Award Programme (AKI)

The MITI Industry Excellence Award Programme is a programme organised by the AKI & Outreach Division of MITI using the Business Excellence Framework (BEF). MPC has been appointed as the joint secretariat where MPC has been assigned to oversee the evaluation process and best practices adopted by BE practitioner organisations.

Vendor Capacity Development Programme (PPKV-MED 2018/2019) Phase 2

Vendor Capacity Development Programme or PPKV is a programme implemented by MITI under the 11MP to help develop Bumiputera vendor companies. MPC has been appointed by MITI as one of the technical agencies to implement the Lean Management Project under this programme. A total of 14 vendor companies have been nominated for this programme. In mid-2018, the PPKV Programme was transferred to the Ministry of Entrepreneur Development (MED) as the new implementer.

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9. KUMPULAN WANG AMANAH USAHASAMA (samb)

Program Pembangunan Kapasiti Vendor (PPKV) - Kementerian Pembangunan Usahawan dan Koperasi (MEDAC) 2019/2020

Program ini merupakan satu program pembangunan kapasiti vendor yang dijalankan oleh MEDAC di bawah RMK-11 untuk membantu meningkatkan pembangunan kapasiti syarikat vendor yang dipilih oleh MEDAC. Untuk program ini, MPC telah dipilih oleh MEDAC sebagai agensi teknikal untuk melaksanakan 3 sub-program yang telah dipersetujui iaitu Pengurusan Lean (15 syarikat), Industry 4.0 (3 syarikat) dan Kaizen (5 syarikat).

Program Kajian Pengukuran Produktiviti Perkhidmatan Awam 2019-2020

Program ini bertujuan bagi mengorak langkah mentransformasikan Perkhidmatan Awam untuk produktiviti Kajian Separuh Penggal RMK-11 dalam Tonggak 1 iaitu Mereformasi Tadbir Urus ke arah meningkatkan ketelusan dan kecekapan perkhidmatan awam pihak JPA.

Program Impak Perlaksanaan Program Keusahawanan Pendidikan Tinggi

Program ini adalah kajian yang ditawarkan oleh Kementerian Pendidikan Malaysia menggunakan dana Education Policy Studies dan bertujuan untuk mengkaji keberkesanan inisiatif di bawah Pelan Strategik Keusahawanan IPT dan memperincikan hala tuju pelan strategik yang baharu melalui analisis kritikal terhadap penerimaan dan prestasi semasa, isu, cabaran dan jurang serta impak kepada pewujudan ekosistem kondusif komuniti.

9. JOINT VENTURE TRUST FUND (cont'd)

Vendor Capacity Development Programme (PPKV) - Ministry of Entrepreneur Development and Cooperatives (MEDAC) 2019/2020

This is a vendor capacity development programme conducted by MEDAC under the 11MP to help increase the capacity development of vendor companies selected by MEDAC. For this programme, MPC has been selected by MEDAC as the technical agency to implement 3 sub-programmes that have been agreed, namely Lean Management (15 companies), Industry 4.0 (3 companies) and Kaizen (5 companies).

Productivity Measurement for Public Service Research Programme 2019-2020

This programme aims to transform the Public Service for productivity under the Pillar 1 of the Mid-Term Review of the 11MP for greater transparency and enhancing efficiency of the public service.

Impact on the Implementation of the Higher Education Entrepreneurs Programme

This programme is a study offered by the Ministry of Education Malaysia using funds from Education Policy Studies which aims to study the effectiveness of initiatives under the IPT Strategic Entrepreneurship Plan and identify the direction of the new strategies through critical analysis of current acceptance and performance, issues, challenges and gaps as well as the impact on the creation of a conducive community ecosystem.

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10 . GERAN TERTUNDA / ACCRUED GRANT

	Seperti yang dinyatakan semula As restated	
	2019 RM	2018 RM
Baki pada 1 Januari / Balance as at 1 January	30,997,294	28,958,554
Pendapatan / Income		
Pemberian Kerajaan Persekutuan / Federal Government Grant	31,576,187	29,000,000
Jumlah Pendapatan / Total Income	62,573,481	57,958,554
Tolak: Perbelanjaan / Less: Expenses		
Pengiktirafan geran Pembangunan (Nota 12) / Recognition of Government Development Grant (Note 12)	(34,382,548)	(26,961,260)
Jumlah perbelanjaan / Total Expenditure	(34,382,548)	(26,961,260)
Baki pada 31 Disember / Balance as at 31 December	28,190,933	30,997,294

11 . KUMPULAN WANG PENGURUSAN / MANAGEMENT FUND

	2019 RM	2018 RM
Baki pada 1 Januari, seperti dinyatakan dahulu / Balance as at 1 January (as restated)	34,483,392	34,756,161
Kesan penggunaan MPSAS / Effect of MPSAS	–	2,314,618
Baki pada 1 Januari, seperti dinyatakan semula / Balance as at 1 January, as restated	34,483,392	37,070,779
Pendapatan / Income		
Pemberian Kerajaan Persekutuan / Federal Government Grant	25,000,000	28,736,000
Pelbagai pendapatan / Various Income	16,809,484	14,522,612
	41,809,484	43,258,612
Tolak: Perbelanjaan / Less: Expenses		
Emolumen / Emoluments	25,683,116	25,633,533
Perbelanjaan pengurusan / Management expenditure	15,397,262	14,270,738
Perbelanjaan konvensyen / Convention expenditure	5,795,147	4,447,015
Pelarasan peruntukan GCR / GCR allocation adjustment	377,433	571,869
Susutnilai / Depreciation	843,884	922,844
	48,096,842	45,845,999
Defisit Tahun Semasa / Current Year Deficit	(6,287,358)	(2,587,387)
Baki pada 31 Disember / Balance as at 31 December	28,196,034	34,483,392

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12 . PEMBERIAN KERAJAAN PERSEKUTUAN / FEDERAL GOVERNMENT GRANT

	Seperti yang dinyatakan semula As restated	
	2019 RM	2018 RM
Geran mengurus / Management grant	25,000,000	28,736,000
Pengiktirafan geran pembangunan / Recognition of development grant	34,382,548	26,961,260
	59,382,548	55,697,260

Geran Pembangunan sebenar yang diterima dari Kerajaan Persekutuan bagi tahun 2019 sebanyak RM31,576,187 (tahun 2018: RM29,000,000).

The actual Development Grant received from the Federal Government in 2019 amounted to RM31,576,187 (year 2018: RM29,000,000).

13 . EMOLUMEN / EMOLUMENTS

	2019 RM	2018 RM
Gaji kakitangan / Staff salaries	17,649,602	17,604,200
Elaun tetap / Fixed allowances	4,317,611	4,402,120
Tambahan kos kakitangan / Additional staff costs	3,072,790	3,056,700
Elaun lebih masa / Overtime allowance	305,705	270,057
Pelbagai faedah kewangan / Various financial benefits	337,408	300,456
	25,683,116	25,633,533
Bilangan Kakitangan / Number of employees	317	318

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14 . PERBELANJAAN PEMBANGUNAN / DEVELOPMENT EXPENDITURE

	Seperti yang dinyatakan semula As restated	
	2019 RM	2018 RM
Lain-lain faedah kewangan / Other Financial Benefits	49,070	22,561
Perjalanan dan sara hidup / Travelling and subsistence	2,778,152	1,515,757
Pengangkutan barang-barang / Transportation of good	171	1,000
Perhubungan / Communications	17,664	2,021
Sewaan / Rental	644,681	1,025,518
Perkhidmatan percetakan / Printing services	768,222	813,781
Bekalan dan alatan / Supplies and equipment	418,746	471,370
Perkhidmatan iktisas dan perkhidmatan lain yang dibeli dan hospitaliti / Professional and other services purchased and hospitality	29,171,199	22,574,609
	33,847,905	26,426,617

15. PERUNTUKAN CUKAI

Cukai atas keuntungan atau kerugian terdiri daripada cukai semasa dan percukaian tertunda. Cukai keuntungan dicaj di dalam penyata pendapatan kecuali setakat mana ianya berkaitan dengan perkara-perkara yang dicaj terus kepada ekuiti.

Cukai semasa adalah anggaran cukai yang perlu dibayar untuk pendapatan bercukai, dengan menggunakan kadar cukai yang diwartakan atau sebahagian besarnya telah diwartakan pada tarikh penyata kedudukan kewangan, dan mana-mana pelarasan terhadap cukai yang perlu dibayar sejak tarikh penubuhan.

Percukaian tertunda diiktiraf menggunakan kaedah lembaran imbalan, menyediakan perbezaan sementara antara amaun dibawa dari aset dan liabiliti untuk tujuan laporan dan jumlah yang digunakan untuk tujuan percukaian. Percukaian tertunda tidak diiktiraf untuk perbezaan sementara seperti berikut:

- ↳ pengiktirafan awal muhibah;
- ↳ pengiktirafan awal aset atau liabiliti dalam urus niaga yang bukan merupakan kombinasi perniagaan; dan
- ↳ tidak menjejaskan sama ada perakaunan atau keuntungan boleh cukai (kerugian cukai).

15. TAX PROVISIONS

Taxable profits or losses comprise of current taxes and deferred taxation. Tax on profit is charged to the income statement except in cases where it relates to items charged directly to equity.

Current tax is the estimated tax payable for taxable income, using the tax rates which are gazetted or to a large extent gazetted at the statement of financial position date, and any adjustments to the tax payable since the date of incorporation.

Deferred taxation is recognised using the balance sheet method, providing a temporary difference between the carrying amount of assets and liabilities for reporting purposes and the amount used for tax purposes. Deferred taxation is not recognised for the following temporary differences:

- ↳ early recognition of goodwill;
- ↳ initial recognition of assets or liabilities in a transaction that is not a business combination; and
- ↳ does not affect either accounting or taxable profits (tax losses).

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15. PERUNTUKAN CUKAI (samb)

Percukaian tertunda dikira pada kadar cukai yang dijangka akan digunakan pada perbezaan sementara apabila ia dibalikkan, berdasarkan undang-undang yang telah digubal atau digubal secara substantif dalam penyata kedudukan kewangan. Liabiliti cukai tertunda diiktiraf bagi semua perbezaan sementara boleh cukai.

Aset cukai tertunda diiktiraf setakat mana terdapat kemungkinan bahawa keuntungan boleh cukai masa hadapan akan tersedia terhadap mana perbezaan sementara boleh digunakan. Aset cukai tertunda disemak pada setiap tarikh pelaporan dan dikurangkan ke tahap di mana ia tidak lagi berkemungkinan bahawa manfaat cukai berkaitan akan direalisasikan. Cukai tambahan yang timbul daripada pengagihan dividen diiktiraf pada masa yang sama apabila liabiliti untuk membayar dividen berkaitan diiktiraf.

15. TAX PROVISIONS (cont'd)

Deferred taxation is calculated at the tax rate that is expected to be applied to the temporary difference when it is reversed, based on the law that has been enacted or substantively enacted in the statement of financial position. Deferred tax liabilities are recognised for all taxable temporary differences.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be applied. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that relevant tax benefits will be realised. Additional tax arising on the distribution of dividends is recognised at the same time as the liability to pay the related dividends is recognised.

	2019 RM	2018 RM
Cukai pendapatan Malaysia / Malaysia Income Tax:		
Peruntukan tahun semasa / Current year provision	-	-
	-	-

Penyesuaian Cukai

Cukai ke atas kerugian sebelum cukai Perbadanan adalah berbeza dengan amaun teori yang biasa wujud apabila kadar cukai berkanun di Malaysia digunakan, seperti berikut:

Tax Adjustment

The tax on the Corporation's pre-tax loss varies from the theoretical amount that normally exists when the statutory tax rate in Malaysia is applied, as follows:

	2019 RM	2018 RM
Kurangan sebelum cukai / Deficit before tax	(6,287,358)	(2,587,387)
Cukai dikira pada kadar 24% (2018: 24%) / Tax calculated at rate 24% (2018: 24%)	(1,508,966)	620,973
Perbelanjaan tidak dibenarkan / Non-deductible expenses	372,492	231,775
Elau modal tidak diserap / Capital allowance not absorbed	7,423,832	2,976,585
Peruntukan Cukai / Tax Provision	-	-

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16 . KOMITMEN MODAL / CAPITAL COMMITMENT

	2019 RM	2018 RM
Diluluskan dan telah dikontrakkan / Approved and contracted	31,576,187	29,000,000

17. 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.

18. KAKITANGAN PENGURUSAN UTAMA

Lembaga Pengarah (BOD) MPC

Ahli Lembaga Pengarah (BOD) MPC adalah terdiri daripada 16 orang ahli tetap dan 5 orang ahli ganti. Jumlah keseluruhan bayaran elaun tetap bulanan dan elaun kehadiran mesyuarat adalah berjumlah RM478,800 bagi tahun 2019.

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 emolument kepada ahli BOM adalah sebanyak RM1,501,286 pada tahun 2019.

17. 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 in the National Productivity Council (Incorporation) Act No. 19 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.

18. KEY MANAGEMENT PERSONNEL

MPC Board of Directors (BOD)

MPC'S Board of Directors (BOD) comprises 16 permanent members and 5 alternate members. The total monthly fixed allowance payment and meeting attendance allowance amounted to RM478,800 for 2019.

MPC Board 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 payment of emoluments paid to BOM members amounted to RM1,501,286 in 2019.

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 NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

19. 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.

- (a) Kos Dilunaskan ("AC")
- (b) Nilai Saksama Melalui Keuntungan atau Kerugian ("FVPTL")
- (c) Nilai Saksama Melalui Pendapatan Komprehensif Lain ("FVOCI")
- (d) Lain-lain Liabiliti ("OL")

19. FINANCIAL INSTRUMENTS

Financial instruments are any contracts that give rise to financial assets of one party of business and financial liabilities or equity instruments of another business entity.

- (a) Amortised Cost ("AC")
- (b) Fair Value Through Profit or Loss ("FVPTL")
- (c) Fair Value Through Other Comprehensive Income ("FVOCI")
- (d) Other Liabilities ("OL")

19.1. Kategori Instrumen Kewangan / Financial Instruments Category

	Amaun Bawaan RM	AC RM	FVPTL RM
2019			
Aset Kewangan / Financial Assets			
Baki bank dan wang tunai / Bank and cash balance	–	9,518,166	9,518,166
Deposit tetap di institusi kewangan / Fixed deposits at financial institutions	–	46,226,681	46,226,681
Urusniaga pertukaran belum terima / Exchange transactions receivable	4,411,441	–	4,411,441
	4,411,441	55,744,847	60,156,288
Liabiliti Kewangan / Financial Liability			
Urusniaga pertukaran belum bayar / Unpaid exchange transactions	–	6,254,142	6,254,142
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 / Unpaid exchange transactions	3,945,296	–	3,945,296
	3,945,296	59,075,323	63,020,619
Liabiliti kewangan / Financial Liability			
Urusniaga pertukaran belum bayar / Unpaid exchange transactions	–	10,887,638	10,887,638

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NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

19. INSTRUMEN KEWANGAN (samb)

19.2. 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.

(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.

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 bayaran pinjaman belum terima setiap bulan melalui pemotongan gaji.

19. FINANCIAL INSTRUMENTS (cont'd)

19.2. Financial risk management objectives and policies

The Corporation is exposed to financial risks arising from its 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.

(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.

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 debt risk.

Exposure to credit risk

The Corporation is not exposed to significant credit risk for debtors from exchange transactions.

Loans to employees

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.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

19. INSTRUMEN KEWANGAN (samb)

19.2. Objektif dan dasar pengurusan risiko kewangan (samb)

(b) 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.

(c) Risiko kadar faedah

Risiko kadar faedah merupakan risiko nilai saksama atau aliran tunai masa hadapan bagi Perbadanan akan turun naik disebabkan oleh perubahan dalam kadar faedah pasaran. 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.

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.

19. FINANCIAL INSTRUMENTS (cont'd)

19.2. Financial risk management objectives and policies (cont'd)

(b) Liquidity risk

Liquidity risk is the risk of the Corporation's inability to meet 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 their 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.

(c) Interest rate risk

Interest rate risk represents the fair value or future cash flows of the Corporation due to fluctuating changes in market interest rates. 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.

Fair value sensitivity analysis for fixed rate instruments

The Corporation does not account for fixed rate financial assets and liabilities at fair value through surplus or deficit. Therefore, changes in the interest rates at the end of the reporting year will not affect the surplus or deficit.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

19. INSTRUMEN KEWANGAN (samb)

19.2. Objektif dan dasar pengurusan risiko kewangan (samb)

(c) Risiko kadar faedah (samb)

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:

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).

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 pendiskauan yang tidak ketara terhadap instrumen kewangan ini. Oleh itu, instrumen kewangan ini tidak dinyatakan pada nilai saksama.

19. FINANCIAL INSTRUMENTS (cont'd)

19.2. Financial risk management objectives and policies (cont'd)

(c) Interest rate risk

Fair value hierarchy

All assets and liabilities for which 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:

LEVEL 1 : Quoted prices (unadjusted), market prices in active markets for identical assets or liabilities.

LEVEL 2 : Valuation techniques for which are the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

LEVEL 3 : Inputs for asset or liability based on observable market data (unobservable inputs)

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.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019 (cont'd)

20. KESAN PENGGUNAAN MPSAS

Berdasarkan MPSAS 25 (*Employee Benefit*), bayaran manfaat kakitangan yang selepas persaraan pekerja diiktiraf sebagai belanja dalam Penyata Prestasi Kewangan bagi tahun semasa manakala peruntukan manfaat kakitangan selepas persaraan ditunjukkan di dalam Penyata Kedudukan Kewangan di bawah liabiliti. Peruntukan manfaat kakitangan selepas persaraan telah dinilai semula pada nilai saksama dengan mengambil kira kriteria berikut:

- menggunakan jadual gaji maksima;
- tempoh perkhidmatan selama 10 tahun dan ke atas;
- berumur 40 tahun dan ke atas; dan
- mengambil kira nilai maksima hari bagi gantian cuti rehat setiap warga.

Nilai sebenar peruntukan manfaat kakitangan adalah seperti di bawah:

20. EFFECT OF MPSAS

Pursuant to MPSAS 25 (*Employee Benefits*), employee benefits payments after retirement are recognised as an expense in the Statement of Financial Performance for the current year while the provision for employee benefits after retirement is shown in the Statement of Financial Position under liability. The provision for employee benefits after retirement has been revalued at fair value taking into account the following criteria:

- using the maximum salary schedule;
- service period of 10 years and above;
- aged 40 years and above; and
- taking into account the maximum number of days for cash award in lieu of accumulated leave.

The real value of provisions for employee benefit is as follows:

	Seperti dinyatakan sebelum As stated previously	Pelarasan Adjustment	Seperti dinyatakan semula As restated
Penyata Kedudukan Kewangan / Statement of financial position	RM	RM	RM
Peruntukan Manfaat Kakitangan / Provision for employee benefit	3,660,565	(2,314,618)	1,345,947
Kumpulan wang pengurusan / Management fund	32,168,774	2,314,618	34,483,392

Perubahan seperti yang dinyatakan semula adalah disebabkan Perbadanan telah membuat pengiraan baru untuk peruntukan manfaat kakitangan dengan mengikuti kriteria-kriteria baharu seperti yang telah ditetapkan dan tertakluk di dalam MPSAS 25.

The change as re-stated is the result of new methods of calculation for the provision of employee benefits by adopting the new criteria set out in MPSAS 25.

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21. PENDEDAHAN PERAKAUNAN PENTING

Pandemik Penyakit Coronavirus 2019 ("COVID-19") telah mengganggu pergerakan manusia dan barangan di seluruh dunia, dan banyak tingkatan pemerintahan menerapkan sekatan terhadap individu dan perniagaan, termasuk Malaysia, di mana sebahagian besar operasi syarikat berada. Sehubungan dengan itu, Kerajaan Malaysia telah mengeluarkan Warta Kerajaan Persekutuan pada 18 Mac 2020 yang mengenakan Perintah Kawalan Pergerakan ("MCO") berkuat kuasa dari 18 Mac 2020 hingga 9 Jun 2020.

Pada tarikh kebenaran penyata kewangan, Perbadanan telah menentukan penyesuaian peristiwa berikutnya sesuai dengan MFRS 110 Peristiwa selepas Tempoh Pelaporan. Oleh itu, kedudukan kewangan dan hasil operasi pada dan untuk tahun berakhir 31 Disember 2019 belum disesuaikan untuk mencerminkan kesannya. Tempoh dan kesan wabak COVID-19, serta keberkesanan tindak balas kerajaan dan bank pusat, masih belum jelas pada masa ini. Ianya adalah mustahil untuk mengira jangka masa dan keparahan akibat ini, dan juga kesannya terhadap kedudukan kewangan dan hasil Perbadanan untuk jangka masa depan.

Walaupun bagaimanapun, Perbadanan menjangkakan bahawa kesan COVID-19 mungkin akan diiktiraf dalam penyata kewangan untuk tahun kewangan berakhir 31 Disember 2020. Kesan COVID-19 berpotensi mempengaruhi penilaian dan andaian yang digunakan dalam penyediaan penyata kewangan untuk tahun kewangan berakhir 31 Disember 2020, seperti jangkaan kerugian kredit aset kewangan ("ECL"), pengukuran nilai saksama instrumen kewangan, penilaian aset (harta tanah, loji dan peralatan dan muhibah), aset kewangan dan aset bukan kewangan; dan liabiliti yang akan mempengaruhi kumpulan secara keseluruhan.

21. SIGNIFICANT ACCOUNTING DISCLOSURE

The 2019 Coronavirus Disease Pandemic ("COVID-19") has disrupted the movement of people and goods around the world, and many levels of government have imposed restrictions on individuals and businesses, including Malaysia, where most of the company's operations are located. In this regard, the Government of Malaysia has issued a Federal Government Gazette on 18 March 2020 which imposes a Movement Control Order ("MCO") effective from 18 March 2020 to 9 June 2020.

At the date of authorisation of the financial statements, the Corporation has determined adjustments to subsequent events in accordance with MFRS 110 Events after the Reporting Period. Therefore, the financial position and operating income for and for the year ended 31 December 2019 have not been adjusted to reflect the impact. The timing and effects of the COVID-19 outbreak, as well as the effectiveness of government and central bank responses, remain unclear at this time. It is impossible to calculate the duration and severity of these consequences, as well as its impact on the financial position and revenue of the Corporation for the foreseeable future.

However, the Corporation expects that the impact of COVID-19 may be recognised in the financial statements for the financial year ended 31 December 2020. The impact of COVID-19 could potentially affect the assessments and assumptions used in the preparation of financial statements for the financial year ended 31 December 2020, such as expected credit loss on financial assets ("ECL"), measurement of the fair value of financial instruments, valuation of assets (real estate, plant and equipment and goodwill), financial assets and non-financial assets; and liabilities that will affect the group as a whole.

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