

LAPORAN TAHUNAN ANNUAL REPORT **2020**

Memacu Produktiviti Negara
Driving Productivity of the Nation



LAPORAN TAHUNAN ANNUAL REPORT **MPC** **2020**

Memacu Produktiviti Negara
Driving Productivity of the Nation

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Hakcipta Terpelihara

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PERUTUSAN TIMBALAN Pengerusi

MESSAGE FROM THE DEPUTY CHAIRMAN

Perbadanan Produktiviti Malaysia (MPC) berperanan penting dalam menyumbang kepada pemulihan ekonomi negara yang terkesan dengan penularan global pandemik COVID-19. Peningkatan tahap produktiviti seiring dengan pembukaan sektor-sektor ekonomi mampu menyegerakan pertumbuhan ekonomi ke tahap yang lebih baik. MPC telah merancang dan melaksanakan program peningkatan produktiviti yang lebih mantap, berkesan dan terangkum melalui kolaborasi inovatif semua pemegang taruh demi tahap dan kualiti sosio-ekonomi rakyat yang lebih baik.



Dato' Sri
Norazman Ayob

The Malaysia Productivity Corporation (MPC) plays an important role to economic recovery of the country that has been affected by the global spread of COVID-19 pandemic. The increase in productivity level in line with the opening of economic sectors is expected to accelerate economic growth to greater heights. MPC has planned and implemented more robust, effective and inclusive productivity improvement programmes through innovative collaboration with all stakeholders for the betterment of the people's socio-economic level and quality.

Fokus utama MPC ialah usaha yang berterusan dalam membentuk ekosistem peraturan yang responsif, tangkas dan berkesan serta relevan dengan keperluan dan cabaran semasa. Di peringkat nasional, MPC komited dalam memudahkan penggubalan dan pelaksanaan peraturan berkualiti agar perniagaan dapat beroperasi dengan lebih baik. Program Malaysia Mudah atau #MyMudah yang telah terbukti membantu komuniti perniagaan dalam mengurangkan beban peraturan yang tidak wajar akan diperluaskan ke seluruh kementerian melalui pendekatan "Keseluruhan Kerajaan".

Penglibatan MPC selaku sekretariat kepada PEMUDAH (Pasukan Petugas Khas Pemudahcara Perniagaan) yang bertanggungjawab meningkatkan kemudahan menjalankan perniagaan atau "ease of doing business" di Malaysia akan dilipatgandakan. Kejayaan beberapa uji kaji peraturan atau "regulatory experimentation" hasil kerjasama PEMUDAH, agensi Kerajaan yang berkaitan dan pihak industri pada tahun 2020 mengukuhkan pendekatan yang diguna pakai MPC dan PEMUDAH dalam memudahkan operasi perniagaan. Lebih banyak uji kaji peraturan akan dilaksanakan sebelum sesuatu kelonggaran, pindaan atau penguatkuasaan peraturan dibuat secara menyeluruh.

Produktiviti negara juga mampu dilonjakkan sekiranya pihak awam dan swasta berterusan memaksimumkan penggunaan teknologi dan digitalisasi dalam urusan dan operasi. Tidak dapat disangkal lagi, peranan teknologi digital sangat penting dalam memacu industri agar lebih berdaya tahan, berdaya saing dan lestari. MPC terus menyumbang kepada usaha membangunkan

The main focus of MPC is the continuous efforts in creating a responsive, agile and effective as well as relevant regulatory ecosystem that meets current needs and challenges. At the national level, MPC is committed to facilitating the formulation and implementation of quality regulations for businesses to operate better. The Malaysia Mudah or #MyMudah program which has been proven to help the business community in reducing the burden of unnecessary regulations will be extended to all ministries through the "Whole-of-Government" approach.

The involvement of MPC as the secretariat to PEMUDAH (Special Task Force on Business Facilitation) which responsible for improving the ease of doing business in Malaysia will be enhanced. The success of several regulatory experimentation as a result of the collaboration of PEMUDAH, relevant Government agencies and the industry in 2020 had strengthened the approach adopted by MPC and PEMUDAH in facilitating business operations. More regulatory experimentations will be conducted before any relaxation, amendment or enforcement of the regulation is made in its entirety.

The country's productivity can also be heightened if the public and private sectors continue to maximize the use of technology and digitalization in business and operations. Undoubtedly, digital technology is crucial in driving the industry to be more resilient, competitive and sustainable. MPC continues in contributing towards developing an integrated digital ecosystem through the en-

ekosistem digital yang bersepadu melalui peningkatan kemahiran digital dalam kalangan tenaga kerja. Program-program “reskilling” dan “upskilling” disasarkan lebih mantap untuk melengkapi tenaga kerja dengan keperluan pasaran. Antaranya ialah sasaran untuk membimbing 5,000 peniaga di bawah program MyReskill IoT untuk mendorong peniaga beralih kepada pendigitalan dan automasi.

Di peringkat enterpris, program peningkatan produktiviti dan inovasi telah mencatatkan penjimatan kos bernilai RM1.14 bilion yang dijana daripada pelbagai sumber melalui projek inovasi Team Excellence, Pensijilan Quality Environment (QE) atau 5S dan Pengiktirafan Lean. Sebanyak 31,100 organisasi telah terlibat yang mana ia telah meningkatkan kadar keuntungan enterpris sebanyak 30-50%, menjimatkan masa dan kos pengeluaran produk dengan kadar 50-90% serta mengurangkan pembaziran dengan kadar 60-90%. Semestinya, usaha ini akan diteruskan dan dimantapkan agar ia memberi kesan yang lebih meluas.

Pada tahun 2020, MPC merekodkan pengurangan kos operasi yang ketara iaitu RM65,703,157 berbanding RM82,479,390 pada tahun 2019. Penjimatan ini dicapai melalui pengendalian program MPC secara atas talian yang menambah kecekapan kos dan keberkesanan sumber dalaman, transaksi proses perolehan secara atas talian dan digital melalui sistem eRO serta penurunan tuntutan elaun lebih masa bagi khidmat sokongan. Tahun 2020 menyaksikan inisiatif MPC Go Digital yang memaksimumkan teknologi dalam urusan kerja, penyelarasan dan penyampaian perkhidmatan.

Ekonomi negara diunjurkan akan pulih dan lebih maju didokong oleh peningkatan produktiviti. Persekitaran perniagaan yang kondusif serta rangka kawal selia yang mesra perniagaan dan dinamik bagi membolehkan aktiviti ekonomi berjalan dengan lancar adalah antara pemangkin kejayaan pemulihan ekonomi negara dan peningkatan produktiviti yang pesat.

Saya ingin merakamkan setinggi-tinggi penghargaan dan terima kasih kepada Ahli Lembaga Pengarah, Lembaga Pengurusan dan warga MPC yang telah bersama-sama menjayakan segala inisiatif sepanjang tahun 2020 walaupun diuji dengan pandemik COVID-19. Penghargaan juga dirakam kepada rakan strategik MPC dari sektor awam dan swasta termasuk di peringkat antarabangsa yang sentiasa komited dalam mengemukakan input dan cadangan bagi memastikan produktiviti dan daya saing negara terus ditingkatkan. Semoga terus cemerlang dan produktif demi mencapai Wawasan Kemakmuran Bersama 2030.

hancement of digital skills among the workforce. The “reskilling” and “upskilling” programmes are targeted to be more robust to equip the workforce with the needs of the market. Among them is the target to assist 5,000 merchants under the MyReskill IoT programme to encourage businesses to move towards digitization and automation.

At the enterprise level, productivity and innovation improvement programmes have recorded cost savings of RM1.14 billion that was generated from various sources such as Team Excellence innovation projects, Quality Environment (QE) or 5S Certification and Lean Recognition. A total of 31,100 organizations had participated and successfully increased their profit rate by 30-50%, time and cost savings in production by 50-90% as well as waste reduction by 60-90%. Therefore, it is natural that these efforts will be continued and strengthened for a wider impact.

In 2020, MPC recorded a significant reduction in operating cost, i.e., RM65,703,157 compared to RM82,479,390 in 2019. The savings were achieved through conducting MPC programmes online, in which increases cost efficiency and effectiveness of internal resources, online and digital procurement process transactions through the eRO system as well as a reduce in overtime allowance claims for support services. The year 2020 saw the initiative of MPC Go Digital that maximizes technology in work affairs, coordination and service delivery.

The country's economy is projected to recover and be more developed with the support of increased productivity. A conducive business environment as well as a business-friendly and dynamic regulatory framework to enable vibrant economic activities are among the catalysts for the country's successful economic recovery and rapid productivity growth.

I would like to express my deepest appreciation and gratitude to the Board of Directors, Board of Management and MPC staff who have worked together to turn the initiatives into a success throughout 2020 despite being tested by the COVID-19 pandemic. The appreciation is also extended to MPC's strategic partners from the public and private sectors, including those at the international level, who are always committed in providing input and suggestions to ensure continuous improvement of the country's productivity and competitiveness continue. May the excellence and productivity continue for the achievement of Shared Prosperity Vision 2030.



MPC SEPINTAS LALU

MPC AT A GLANCE

MPC SEPINTAS LALU

MPC AT A GLANCE



RM1.14 BILION

PENJIMATAN KOS PROJEK
PRODUKTIVITI & INOVASI
COST SAVINGS FROM
PRODUCTIVITY & INNOVATION
PROJECTS

**SEMAKAN PERATURAN
REGULATORY REVIEW**

80 PROJEK/PROJECTS
721 PERATURAN/
REGULATIONS

235

PROGRAM PENINGKATAN
PRODUKTIVITI & INOVASI
PRODUCTIVITY & INNOVATION
ENHANCEMENT PROGRAMMES

RM6.31 JUTA
MILLION

HASIL
REVENUE



RM1.53 BILION

PENJIMATAN KOS PEMATUHAN
COMPLIANCE COST SAVINGS



257

KHIDMAT NASIHAT DAN
PERUNDINGAN
ADVISORY AND CONSULTANCY
SERVICES



**PENYERTAAN PROGRAM
PROGRAMME PARTICIPATION**

128,200 PESERTA/
PARTICIPANTS
31,000 ORGANISASI/
ORGANISATIONS

420

KONVENSYEN/PERSIDANGAN/
SEMINAR/BENGKEL
CONVENTIONS/CONFERENCES/
SEMINARS/WORKSHOPS

599

JUARA PRODUKTIVITI
PRODUCTIVITY CHAMPIONS

54

PENERBITAN PRODUKTIVITI
& INOVASI
PRODUCTIVITY & INNOVA-
TION PUBLICATIONS



170

PERBINCANGAN MEJA BULAT/
KUMPULAN FOKUS
ROUND TABLE DISCUSSIONS/
FOCUS GROUPS



30

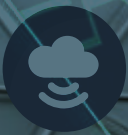
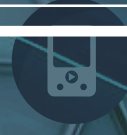
PRODUK/PERKHIDMATAN BAHARU
NEW PRODUCTS/SERVICES





MAKLUMAT KORPORAT

CORPORATE INFORMATION



MAKLUMAT KORPORAT

CORPORATE INFORMATION

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;
- Membangunkan modal insan dan kecemerlangan organisasi bagi membentuk masyarakat berasaskan pengetahuan melalui latihan, pembangunan sistem dan amalan terbaik;
- Menjalankan kajian semula peraturan dan promosi Amalan Baik Peraturan untuk mewujudkan persekitaran perniagaan yang lebih kompetitif; dan
- Memupuk budaya kreatif dan inovatif demi produktiviti dan daya saing menerusi program jalinan kerjasama.
- Providing value-added information on productivity, quality, competitiveness and best practices through research activities and databases;
- Developing human capital and organisational excellence for building a knowledge-based society through training, systems development and best practices;
- Conducting review on regulation and promoting Good Regulatory Practice to create a more competitive business environment; and
- 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

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

- a) Menerajui pengalakkan dan penyebaran maklumat dan isu-isu yang berhubungan dengan Produktiviti;
- b) Menubuhkan satu pusat maklumat dan rujukan bagi indeks Produktiviti bagi negara dan bagi sistem- sistem pengurusan dan kajian kes;
- c) Mengeluarkan pakar dan kepakaran tempatan dalam bidang Produktiviti, Kualiti, Pengurusan dan Keusahawanan;
- d) Mempertingkatkan pembangunan sumber manusia pada peringkat penyeliaan dan peringkat pengurusan kedua-duanya dalam negara;
- e) Menasihati dan menyelaraskan pelaksanaan program-program dan aktiviti-aktiviti yang berhubungan dengan Produktiviti dan Kualiti;
- f) Menilai dan memperakui program-program penyeliaan dan latihan Pengurusan, program-program Keusahawanan dan program-program Produktiviti dan Pengurusan Kualiti yang dijalankan oleh sektor swasta bagi orang awam;
- g) Menjalankan latihan atau program-program lain yang berhubungan dengan Produktiviti, Kualiti, Pengurusan dan Keusahawanan;
- h) Mengadakan perkhidmatan rundingan yang berhubungan dengan Produktiviti, Kualiti, Pengurusan dan Keusahawanan;
- i) Mengumpul, mengeluarkan dan menerbitkan maklumat mengenai Produktiviti, Kualiti, Pengurusan, Keusahawanan dan hal-hal lain yang berhubungan;
- j) Menjalankan usaha-usaha perniagaan bagi maksud menunaikan kerja-kerjanya di bawah Akta ini dengan kelulusan Menteri;
- k) Memberikan laporan setiap tahun kepada Menteri mengenai kemajuan dan masalah-masalah meningkatkan Produktiviti dalam perdagangan dan industri dalam negara dan membuat syor-syor mengenai cara bagaimana masalah-masalah itu boleh diuruskan; dan
- l) Membuat semua perkara dan benda yang bersampingan dengan atau berbangkit daripada penunaian kerja-kerjanya di bawah Akta ini.

FUNCTION OF MPC UNDER ACT

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

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

STRUKTUR ORGANISASI ORGANISATIONAL STRUCTURE

KETUA PENGARAH DIRECTOR GENERAL



PEMBANGUNAN KECEMERLANGAN ORGANISASI

ORGANISATIONAL EXCELLENCE DEVELOPMENT

- Kecemerlangan Perniagaan Enterpris
- Amalan Terbaik Produktiviti
- Pengiktirafan Kecemerlangan Produktiviti
- Khidmat Nasihat & Perundingan Produktiviti
- MPC Wilayah Utara
- MPC Wilayah Selatan
- MPC Wilayah Pantai Timur
- MPC Wilayah Sabah
- MPC Wilayah Sarawak
- Enterprise Business Excellence
- Productivity Best Practices
- Productivity Excellence Recognition
- Productivity Advisory & Consultancy Services
- Northern Region MPC
- Southern Region MPC
- East Coast Region MPC
- Sabah Region MPC
- Sarawak Region MPC



KHIDMAT PENGURUSAN & KEWANGAN

MANAGEMENT OF SERVICES & FINANCE

- Pengurusan Teknologi Maklumat
- Perolehan
- Kewangan
- Pentadbiran
- Aset & Teknikal
- Management of Information Technology
- Procurement
- Finance
- Administration
- Asset & Technical



PERANCANGAN PEMBANGUNAN KORPORAT

CORPORATE PLANNING & DEVELOPMENT

- Perhubungan Antarabangsa
- Khidmat Pelanggan dan Media
- Pemasaran
- Inovasi dan Transformasi Perniagaan
- International Relation
- Media and Customer Service
- Marketing
- Business Transformation and Innovation
- Urusetia Perbadanan & Hal Ehwal Undang-undang
- Pengurusan & Pembangunan Sumber Manusia
- Audit Dalam
- Unit Integriti & Governans
- Corporate Secretariat & Legal
- Human Resources Management & Development
- Internal Audit
- Integrity & Governance Unit



PEMBANGUNAN PRODUKTIVITI DAN DAYA SAING

PRODUCTIVITY AND COMPETITIVENESS DEVELOPMENT

- Kelestarian dan Kemakmuran Bersama
- Daya Saing Negara
- Pertumbuhan Produktiviti (9 Nexus Produktiviti)
- Pertumbuhan Produktiviti
- Sustainability and Shared Prosperity
- National Competitiveness
- Productivity Growth (9 Productivity Nexus)
- Productivity Growth

LEMBAGA PENGARAH BOARD OF DIRECTORS



Tuan Chua Tian Chang
(Tian Chua)

PENGERUSI
(Sehingga 31 Ogos 2020)

CHAIRMAN
(Until 31 August 2020)



Dato' Sri
Norazman Ayob

**TIMBALAN KETUA
SETIAUSAHA (INDUSTRI)**
Kementerian Perdagangan
Antarabangsa dan Industri

**DEPUTY SECRETARY-GENERAL
(INDUSTRY)**
Ministry of International Trade
and Industry



Prof. Emeritus Tan
Sri Dato' Dzulkifli
Abdul Razak

REKTOR
Universiti Islam Antarabangsa
Malaysia

RECTOR
International Islamic
University of Malaysia



Tan Sri Dato' Azman
Shah Dato' Seri Haron

PRESIDEN EMERITUS
Persekutuan Majikan-Majikan
Malaysia

PRESIDENT EMERITUS
Malaysian Employers Federation



Datuk Abang Haji
Abdul Karim Tun
Abang Haji Openg

PRESIDEN
Brooke Dockyard & Engineer-
ing Works Corporation

PRESIDENT
Brooke Dockyard &
Engineering
Works Corporation



Dato' Muhamad Noor
Yacob

PROFESSOR ADJUNG
Institut Kajian Malaysia &
Antarabangsa (IKMAS)
Universiti Kebangsaan Malaysia

ADJUNCT PROFESSOR
Institute of Malaysian and
International Studies (IKMAS)
Universiti Kebangsaan Malaysia



Datuk Hj. Awang
Buhtamam bin Hj.
Awang Mahmud

**KETUA PEGAWAI EKSEKUTIF/
PENERUS**

Sedafiat Sdn. Bhd.

**CHIEF EXECUTIVE OFFICER/
CHAIRMAN**

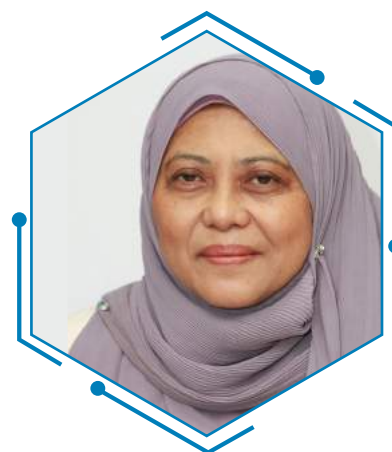
Sedafiat Sdn. Bhd.



Datuk Ruben Emir
Gnanalingam
Abdullah

PENGARAH URUSAN KUMPULAN
Westports Holdings Berhad

GROUP MANAGING DIRECTOR
Westports Holding Berhad



Dato' Jamelah
Jamaludin

PENERUS EKSEKUTIF
Mudharib Partners Sdn. Bhd.

EXECUTIVE CHAIRMAN
Mudharib Partners Sdn. Bhd.



Dato Abdul Latif Haji
Abu Seman

KETUA PENGARAH
Perbadanan Produktiviti
Malaysia

DIRECTOR GENERAL
Malaysia Productivity
Corporation



Encik Maniam
a/l Arumugam

**TIMBALAN KETUA SETIAUSAHA
(DASAR & ANTARABANGSA)**
Kementerian Sumber Manusia

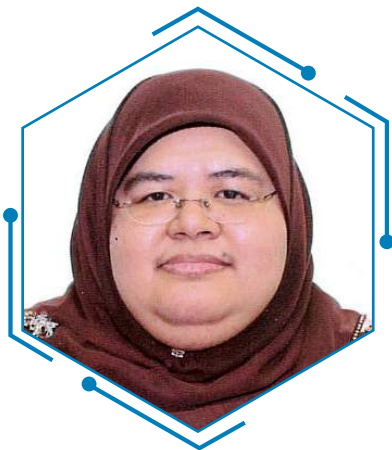
**DEPUTY SECRETARY GENERAL
(POLICY & INTERNATIONAL)**
Ministry of Human Resources



Encik Surrendren
a/l Sathasivam

**PENGARAH BAHAGIAN
EKONOMI MAKRO**
Unit Perancang Ekonomi
Jabatan Perdana Menteri

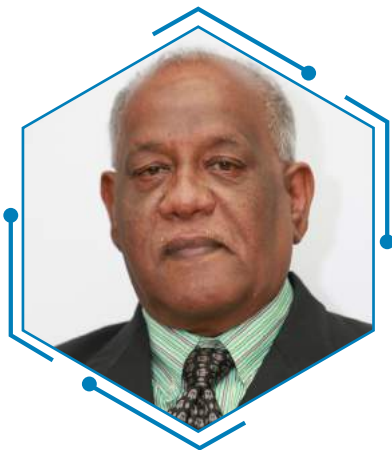
**DIRECTOR OF
MACROECONOMICS DIVISION**
Economic Planning Unit
Prime Minister's Department



Cik Haslana Binti
Kamarudin

**KETUA PENOLONG PENGARAH
BELANJAWAN NEGARA**
Kementerian Kewangan

**PRINCIPAL ASISTANT DIRECTOR
OF NATIONAL BUDGET**
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
AD Consultants (M) Sdn Bhd

MANAGING DIRECTOR
AD Consultants (M) Sdn Bhd



Encik Jacob Lee
Chor Kok

AHLI MAJLIS
Federation of Malaysian
Manufacturers (FMM)

COUNCIL MEMBER
Federation of Malaysian
Manufacturers (FMM)



Encik Mohd Sofiyuddin
Ahmad Tabrani
(Sehingga/ **Until**
30 June 2020)

RAKAN KONGSI
Zaid Ibrahim & Co (ZICO Law)

PARTNER
Zaid Ibrahim & Co (ZICO Law)



Datin Roseleena
Hashim

SETIAUSAHA PERBADANAN
Perbadanan Produktiviti Malaysia

CORPORATE SECRETARY
Malaysia Productivity Corporation

LEMBAGA PENGURUSAN BOARD OF MANAGEMENT



Dato Abdul Latif Haji
Abu Seman

KETUA PENGARAH
Perbadanan Produktiviti
Malaysia

DIRECTOR GENERAL
Malaysia Productivity
Corporation



Tuan Haji Ab. Rahim
Yusoff

TIMBALAN KETUA PENGARAH
(Sehingga 16 Disember 2020)
Bahagian Pembangunan
Kecemerlangan Organisasi

DEPUTY DIRECTOR GENERAL
(Until 16 December 2020)
Organisational Excellence
Development Division



Encik Zahid Ismail

TIMBALAN KETUA PENGARAH
Bahagian Pembangunan
Produktiviti dan Daya Saing

DEPUTY DIRECTOR GENERAL
Productivity and Competitive-
ness Development Division



Tuan Haji Burhanuddin
Saidin

PENGARAH
(Sehingga 2 November 2020)
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MENINGKATKAN PRODUKTIVITI DI PERINGKAT NASIONAL

BOOSTING PRODUCTIVITY
AT NATIONAL LEVEL

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BOOSTING PRODUCTIVITY AT NATIONAL LEVEL

Pandemik COVID-19 memberi impak ke atas ekonomi negara, operasi dan aktiviti perniagaan, tahap produktiviti dan kehidupan masyarakat amnya. Secara keseluruhan pada tahun 2020, produktiviti buruh Malaysia mengalami penurunan sebanyak -5.5% kepada RM89,022 berbanding tahun sebelumnya (2019: 2.3%, RM94,162). Penguncupan ini adalah yang pertama sejak krisis ekonomi global 2009 dan terendah dalam hampir 10 tahun.

MPC terus memainkan peranan penting dalam mengurangkan impak negatif terhadap ekonomi dengan membentuk ekosistem yang teguh seperti yang digariskan di dalam Teras 4 Blueprint Produktiviti Malaysia (MPB). MPC telah mengenal pasti bahawa peraturan yang lapuk dan membebankan sebagai tidak produktif dan perlu disemak semula untuk dimansuhkan atau dipermudahkan bagi mewujudkan persekitaran perniagaan yang kondusif dan mesra peniaga termasuk kepada pelabur asing.

MPC berperanan melaksanakan intervensi dan bertindak sebagai pemudah cara kepada isu berkaitan beban peraturan dengan menggunakan penerapan Amalan Baik Peraturan (GRP). GRP digunakan dalam merumuskan peraturan baharu atau pindaan terhadap peraturan yang sedia ada. Antara fokus utamanya adalah menambah baik peraturan perniagaan dan menghapuskan polisi dan kos pematuhan yang tidak wajar bagi memantapkan penyampaian sesuatu peraturan sekali gus meningkatkan produktiviti negara. Sehubungan itu, MPC telah melaksanakan beberapa inisiatif bagi mencapai tujuan tersebut. Antara inisiatif-inisiatif utama adalah:

- a) Analisa Impak Peraturan (RIA);
- b) Urusan Mendapatkan Permit Pembinaan (DCP);
- c) Langkah-Langkah Bukan Tarif (NTM);
- d) Pasukan Petugas Khas Pemudahcara Perniagaan (PEMUDAH);
- e) Portal Konsultasi Awam Berpusat (UPC);
- f) Behavioural Insights;
- g) *Competitiveness Deep Dive*;
- h) Inisiatif Penambahbaikan Garis Panduan Pelesenan Perniagaan; dan
- i) Program #MyMudah.

COVID-19 pandemic is disrupting the country's economy, impacting business operations and activities, productivity level and the quality of life in general. Overall, in 2020, Malaysia's labor productivity had decreased by -5.5% to RM89,022 compared to the previous year (2019: 2.3%, RM94,162). This contraction is the first since the 2009 global economic crisis, and the lowest in nearly 10 years.

MPC continues to play an important role in reducing the negative impact on the economy by building a strong ecosystem as outlined in Thrust 4 of the Malaysia Productivity Blueprint (MPB). MPC has identified that outdated and burdensome regulations as unproductive, and they need to be reviewed for repeal or simplification to create a conducive and business-friendly environment for businesses and foreign investors.

The roles of MPC are to implement interventions and acts as a facilitator to issues related to regulatory burden by applying Good Regulatory Practice (GRP). GRP is used to formulate new regulations or amend existing regulations. One of its main focuses is to improve business regulations and eliminate inappropriate policies and compliance costs to strengthen the delivery of a regulation, in which consequently increases national productivity. MPC has implemented several initiatives to achieve this goal. Among the key initiatives are:

- a) Regulatory Impact Assessment (RIA)
- b) Dealing with Construction Permits (DCP)
- c) Tarif/ Non-Tariff Measures (NTM)
- d) The Special Task Force to Facilitate Business (PEMUDAH)
- e) Unified Public Consultation Portal (UPC)
- f) Behavioural Insights
- g) Competitiveness Deep Dive
- h) Business License Guideline Improvement Initiative
- i) #MyMudah program

a) ANALISA IMPAK PERATURAN (RIA)

RIA adalah satu pendekatan yang komprehensif untuk menilai secara kritis tentang kesan positif dan negatif terhadap peraturan sedia ada dan cadangan alternatif bukan peraturan. Ia adalah elemen yang penting dalam pendekatan membuat dasar berasaskan bukti bagi memastikan peraturan yang dihasilkan adalah efisien dan efektif dalam persekitaran yang sentiasa berubah dan kompleks.

Sehubungan itu, MPC bertindak sebagai pemudah cara kepada kementerian dan agensi yang ingin memperkenalkan peraturan baharu atau meminda peraturan sedia ada, terutamanya peraturan yang berkaitan atau memberi impak kepada perniagaan, pelaburan dan perdagangan.

Pada tahun 2020, MPC telah menerima sebanyak 84 Notifikasi Peraturan (RN) daripada 13 Pengawal Selia. Manakala bagi Penyata Impak Peraturan (RIS), sebanyak 31 RIS diterima daripada 12 Pengawal Selia seperti jadual di bawah:

a) REGULATORY IMPACT ANALYSIS (RIA)

RIA is a comprehensive approach to critically assess the positive and negative effects on existing regulation and non-regulatory options. It is an important element in the evidence-based policy making approach to ensure that the regulations established are efficient and effective in an ever-changing and complex environment.

MPC acts as a facilitator to ministries and agencies wishing to introduce new regulations or amend existing regulations, particularly those that are relevant or have an impact on businesses, investments and trades.

In 2020, MPC received a total of 84 Regulatory Notifications (RN) from 13 Regulators. Meanwhile, for the Regulatory Impact Statement (RIS), 31 RISs were received from 12 Regulators as shown in the table below:

Jadual 1: Status RIA Bagi Tahun 2020
Table 1: RIA Status for Year 2020

Bil./No.	Aktiviti / Activity	2020
1	RN diterima/ RN received	84
2	RN yang perlu melalui proses RIA/ RN needed to undergo the RIA process	42
3	Pengecualian - RIA tidak diperlukan/ tarik balik/ Penilaian Pasca Pelaksanaan (PIR)/ Exemption – RIA was not needed/ retracted/ Post Implementation Review (PIR)	39
4	RIS diterima/ RIS received	31
5	Bilangan pengawal selia yang mengemukakan RN/ Number of regulators submitting RN	13
6	Bilangan pengawal selia yang mengemukakan RIS/ Number of regulators submitting RIS	12

Sebanyak 32 khidmat nasihat berkaitan RIA telah diberikan kepada 166 pengawal selia di kementerian dan agensi pada tahun 2020. Manakala sebanyak 10 bengkel RIA telah dijalankan merangkumi penglibatan seramai 290 pegawai pengawal selia di peringkat persekutuan. Sebanyak 7 siri bengkel INTAN telah diadakan secara fizikal dan atas talian yang melibatkan 390 peserta. Sejumlah 10 webinar yang melibatkan RIA dan Portal UPC telah merekodkan penyertaan sebanyak 1,551 peserta dari sektor kerajaan (peringkat Kementerian dan Kerajaan Negeri) dan sektor swasta.

A total of 32 RIA-related advisory services were provided to 166 regulators of various ministries and agencies in 2020. Meanwhile, 10 RIA workshops were conducted involving 290 regulatory officers at the federal level. There were 7 series of INTAN physical and online workshops held involving 390 participants. There were also 10 webinars involving RIA and the Unified Public Consultation Portal (UPC) with 1,551 participants from the government sector (Ministry and State-Government Levels) and the private sector.

b) URUSAN MENDAPATKAN PERMIT PEMBINAAN (DCP)

DCP merupakan salah satu indikator yang diukur oleh Bank Dunia ke atas 190 buah ekonomi termasuk Malaysia dalam Laporan *Ease of Doing Business* (EoDB). Pada tahun 2020, Malaysia telah mencatat kejayaan yang memberangsangkan apabila menduduki tempat ke-2 dalam kalangan 190 ekonomi dunia dalam indikator DCP.

Salah satu faktor kepada kejayaan Malaysia dalam pencapaian kedudukan ke-2 dunia adalah hasil kerjasama inovasi di antara pihak kerajaan dan swasta melalui Kumpulan Kerja Teknikal Urusan Mendapatkan Permit Pembinaan (TWGDCP) yang diselaraskan oleh MPC. Sehubungan dengan kejayaan tersebut, beberapa projek DCP telah dilaksanakan pada tahun 2020 dengan mengguna pakai rangka kerja, metodologi dan skop seperti yang dibangunkan oleh Bank Dunia bermula dari proses kelulusan pelan Kebenaran Merancang sehingga pengeluaran Sijil Perakuan Siap dan Pematuhan (CCC).

i) Projek DCP Perbadanan Putrajaya (PPj)

Projek ini bertujuan untuk mempertingkatkan kecekapan, penyeragaman dan mewujudkan keberkesanan dalam urusan mendapatkan permit pembinaan di Perbadanan Putrajaya melalui 3 aktiviti utama iaitu pengurangan prosedur, pengurangan tempoh masa dan pembangunan manual.

Penciptaan Nilai:

Melalui 3 siri bengkel yang melibatkan 12 agensi teknikal, proses permohonan permit di Perbadanan Putrajaya telah ditambah baik dari 45 prosedur ke 21 prosedur dan tempoh masa telah dikurangkan dari 254 hari ke 94.5 hari.

b) DEALING WITH CONSTRUCTION PERMITS (DCP)

DCP is one of the indicators measured by the World Bank on 190 economies including Malaysia in the *Ease of Doing Business* (EoDB) Report. In 2020, Malaysia had achieved an impressive success by ranking 2nd among 190 world economies in the DCP indicator.

One of the factors to Malaysia's success in achieving the 2nd position in the world was due to the innovative collaboration between the government and private sector through the Technical Working Group on Dealing with Construction Permits (TWGDCP) coordinated by MPC. In line with this success, several DCP projects implemented in 2020 had used the framework, methodology and scope developed by the World Bank starting from the planning approval process Planning Permission (PP), to the issuance of the Certificate of Completion and Compliance (CCC).

i) DCP Project Perbadanan Putrajaya (PPj)

This project aimed to improve efficiency, standardization and create effectiveness in obtaining construction permits from Putrajaya Corporation through 3 main activities, namely reduced procedure, shorter timeframe and manual development.

Value Creation:

Through 3 series of workshops involving 12 technical agencies, the permit application process at the Putrajaya Corporation had been improved; from 45 procedures to 21 procedures and shorten time period from 254 days to 94.5 days.

Jadual 2: Penambahbaikan Prosedur dan Masa DCP di Perbadanan Putrajaya
Table 2: Improvement of Procedure and DCP Time at Perbadanan Putrajaya

Perkara/ Item	Sebelum/Before	Selepas/After	Penambahbaikan/ Improvement
Prosedur Procedure	45	21	Pengurangan prosedur sehingga 53.3% Reduce of procedure by 53.3%
Masa Time	254 hari	94.5 hari	Pengurangan tempoh masa sehingga 62.8% Reduce of period by 62.8%

ii) Projek DCP Pembangunan Tepi Lebuhraya

Pemohon permit iaitu pihak syarikat petroleum telah menyatakan kesukaran untuk mematuhi proses dan prosedur sedia ada yang ditetapkan oleh kementerian dan agensi terlibat. Hal ini kerana pihak syarikat petroleum terpaksa mengemukakan maklumat dan permohonan yang sama secara

ii) DCP Project for Highway Side Development

The permit applicants, namely the petroleum companies had mentioned on the difficulty in complying with the existing processes and procedures set by the ministries and agencies involved. This is because the petroleum companies need to submit the same information and application repeatedly.

berulang kali. Selain itu, masa untuk mendapatkan CCC juga terlalu lama akibat bilangan prosedur yang banyak. MPC sebagai fasilitator projek telah menjalankan kolaborasi dengan beberapa kementerian, agensi, syarikat konsesi lebuhraya dan syarikat petroleum yang terlibat untuk memudahkan urusan permit pembinaan pembangunan stesen minyak di tepi lebuhraya.

Penciptaan Nilai:

Sebanyak 10 prosedur telah dicadangkan untuk dimansuhkan bagi mengurangkan proses permohonan dari 463 hari kepada 150 hari. Dengan ini, lebih banyak stesen minyak akan berjaya dibuka dengan kos yang lebih rendah dan masa yang lebih singkat. Ia dapat memberi keuntungan kepada pengusaha-pengusaha stesen minyak kerana tidak perlu menunggu lama untuk memulakan operasi. Rakyat juga akan menikmati pengalaman perjalanan yang lebih baik dengan kemudahan yang disediakan.

iii) Subnational Doing Business

Subnational Doing Business in Malaysia merupakan satu kajian yang telah dijalankan oleh MPC dan Bank Dunia bermula tahun 2019 sehingga ia diterbitkan pada April 2020. Kajian ini menganalisa prestasi 6 buah bandar raya terpilih di Malaysia iaitu, Kuala Lumpur, Kuantan, Johor Bahru, George Town, Kota Kinabalu dan Kuching dalam urusan DCP. Kajian ini menggunakan metodologi yang sama seperti Laporan EoDB yang melihat prestasi bandar raya tersebut dari aspek jumlah bilangan prosedur, masa yang diambil, kos dan indeks kualiti bangunan.

Penciptaan Nilai:

Berdasarkan kajian yang telah dijalankan, Kuala Lumpur mendahului prestasi di dalam urusan mendapatkan permit perniagaan berbanding bandar-bandar yang lain. Berikut adalah rumusan perbandingan kajian tersebut:

In addition, the time to obtain the CCC is also too long due to the huge number of procedures. MPC as the project facilitator had collaborated with several ministries, agencies, highway concessionaires and the petroleum companies involved to facilitate the process of construction permit for the development of petrol stations along highways.

Value Creation:

A total of 10 procedures had been proposed for abolishment to reduce the application process from 463 days to 150 days. With this, more petrol stations will be successfully opened at lower cost and shorter time. It can benefit the petrol station operators as they do not have to wait long to start operating. The highway users will also enjoy a better travel experience with the facilities provided.

iii) Subnational Doing Business

Subnational Doing Business in Malaysia is a study conducted by MPC and the World Bank commencing in 2019 until its publication in April 2020. This study analysed the performance of 6 selected cities in Malaysia, namely, Kuala Lumpur, Kuantan, Johor Bahru, George Town, Kota Kinabalu and Kuching in DCP matters. This study employed the same methodology as the EoDB Report, which looks at the performance of those cities from the aspects of total number of procedures, time taken, cost and building quality index.

Value Creation:

Based on the study that had been conducted, Kuala Lumpur was the performance leader in obtaining business permits compared to other cities. The following is a comparative summary of the study:

Jadual 3: Analisa Prestasi 6 Buah Bandar Raya Terpilih di Malaysia
Table 3: Performance Analysis for 6 Selected Cities in Malaysia

Bandar Raya Cities	Skor Score	Kedudukan Position	Bilangan Prosedur No. of Procedures	Masa (hari) Time (Days)	Kos (% nilai gudang) Cost (% warehouse value)	Indeks Kualiti Bangunan (0-15) Building Quality Index (0-15)
George Town	66.1	4	21	141	5	13
Johor Bahru	72.2	3	19	136	2	13
Kota Kinabalu	63.3	5	22	212	2.3	13
Kuala Lumpur	89.0	1	9	53	1.3	13
Kuantan	73.0	2	20	118	1.6	13
Kuching	61.7	6	23	231	1.7	13

c) LANGKAH-LANGKAH BUKAN TARIF (NTM)

Inisiatif semakan NTM adalah salah satu strategi dalam membentuk ekosistem yang teguh bagi meningkatkan pertumbuhan produktiviti negara. Sejak 2018 hingga 2019, NTM telah dilaksanakan di 14 buah kementerian. Bagi tahun 2020, semakan profiling NTM telah dilaksanakan di Kementerian Pertahanan (MINDEF), Kementerian Pengangkutan (MOT) dan Kementerian Tenaga dan Sumber Asli (KETSA).

Di samping itu, inisiatif ini telah diperluaskan ke beberapa kementerian di Sabah dan Sarawak. Di Sabah, inisiatif ini melibatkan dua kementerian iaitu Kementerian Pertanian dan Industri Makanan (MAFI) Sabah dan Kementerian Pelancongan, Kebudayaan dan Alam Sekitar (KEPKAS). Manakala di Sarawak, inisiatif ini dilaksanakan di Kementerian Pertanian dan Industri Makanan (MAFI) Sarawak, Kementerian Pemodenan Pertanian, Tanah Adat dan Pembangunan Wilayah (MANRED) dan Kementerian Pembangunan Bandar dan Sumber Asli (MUDERN).

Penciptaan Nilai:

Salah satu hasil daripada projek NTM ini ialah penambahbaikan sistem, proses dan prosedur bagi meningkatkan kecekapan proses permohonan permit eksport (AP) mineral dan bahan batuan secara dalam talian (e-BMG) bersama KETSA.

d) PASUKAN PETUGAS KHAS PEMUDAHCARA PERNIAGAAN (PEMUDAH)

MPC dan PEMUDAH amat prihatin akan kesulitan yang dihadapi oleh sektor perniagaan terutamanya ketika pelaksanaan Perintah Kawalan Pergerakan (PKP) 1.0 pada 18 Mac 2020. Ia telah memberi impak yang besar dengan penurunan penjualan yang amat ketara serta menjejaskan aliran tunai

c) NON-TARIFF MEASURES (NTM)

The NTM review initiative is one of the strategies in developing a robust ecosystem to enhance the country's productivity growth. From 2018 to 2019, NTM had been implemented in 14 ministries. For the year 2020, the NTM profiling review had been implemented in The Ministry of Defense (MINDEF), The Ministry of Transport (MOT) and The Ministry of Water, Land and Natural Resources (KETSA).

In addition, this initiative has been extended to several ministries in Sabah and Sarawak. In Sabah, this initiative involves two ministries, namely the Sabah Ministry of Agriculture and Food Industries (MAFI) and the Ministry of Tourism, Culture and Environment (KEPKAS). Meanwhile in Sarawak, this initiative is implemented by Sarawak Ministry of Agriculture and Food Industries (MAFI), the Ministry of Modernization of Agriculture, Native Land and Regional Development (MANRED) and the Ministry of Urban Development and Natural Resources (MUDERN).

Value Creation:

One of the outcomes of the NTM project is the improvement of systems, processes and procedures to increase the efficiency of the Approved Permit (AP) application process for minerals and rock materials online (e -BMG) with KETSA.

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

MPC and PEMUDAH are highly concerned about the difficulties faced by the business sector, especially during the implementation of Movement Control Order (MCO) 1.0 on 18 March 2020. It had a significant impact where sales and cash flow are negatively affected. Effective April 7, 2020, PEMU-

perniagaan. Bermula pada 7 April 2020, PEMUDAH Sektor Swasta memutuskan agar jawatankuasa tersebut perlu mengadakan mesyuarat mingguan secara dalam talian untuk membolehkan pihak industri mengemukakan isu-isu dan cabaran-cabaran yang mereka hadapi ketika pandemik dan mengusulkan cadangan kepada pihak kerajaan bagi membantu menangani masalah yang dihadapi. Saranan dan cadangan tersebut disampaikan melalui PEMUDAH kepada kementerian dan agensi berkaitan bagi mempertimbangkan pelaksanaannya.

Pada tahun 2020, sebanyak 23 mesyuarat dalam talian berjaya dilaksanakan oleh PEMUDAH Sektor Swasta. Program libat urus ini dilaksanakan secara berterusan dengan kerjasama sektor awam dan swasta bertujuan mengumpul maklumat dan menyelesaikan masalah perniagaan yang berkaitan dengan COVID-19. Penglibatan lebih daripada 40 kementerian dan agensi seperti Kementerian Perdagangan Antarabangsa dan Industri (MITI), Kementerian Kewangan (MOF), Kementerian Pengangkutan (MOT) dan Jabatan Kastam Diraja Malaysia (RMCD) adalah sepanjang tahun melalui mesyuarat atas talian. Selain itu, persatuan perniagaan dan perdagangan dari pelbagai sektor seperti Persekutuan Pekilang-Pekilang Malaysia (FMM), Majlis Peguam, Persatuan Kontraktor Binaan Malaysia (MBAM) dan Persatuan Pembangunan Akuakultur Malaysia (MADA) turut terlibat dalam mesyuarat ini. Antara masalah yang berjaya diselesaikan adalah mempercepatkan proses bayaran balik Cukai Barangan dan Perkhidmatan (GST) dan mengubah jadual pemotongan pembayaran lanjutan untuk kontraktor semasa PKP. Penyelesaian inisiatif tersebut membantu meringankan beban dan aliran tunai perniagaan pada masa yang mencabar ini.

Mesyuarat mingguan PEMUDAH Sektor Swasta secara dalam talian juga digunakan sebagai platform untuk menjalin hubungan dengan pakar antarabangsa seperti Bank Dunia, *Organisation for Economic Co-operation and Development* (OECD) dan *Asian Productivity Organisation* (APO) untuk mendapatkan pengetahuan dan pandangan berkaitan dengan mengurangkan kesan COVID-19 melalui peningkatan kualiti peraturan.

PEMUDAH juga telah menjalankan 9 webinar yang membincangkan topik dan isu berkaitan dengan kesan dari COVID-19, PKP dan norma baharu. Webinar ini bertujuan memperjelaskan masalah yang melibatkan peraturan, proses dan prosedur serta cadangan penyelesaian yang perlu dilaksanakan. Penglibatan PEMUDAH dengan pihak berkepentingan diteruskan secara dalam talian bagi menjamin sektor perniagaan dapat dibantu dengan kerjasama pihak awam dan swasta.

DAH Private Sector decided that the committee should hold weekly online meetings to enable the industry players to present issues and challenges they face during the pandemic and propose recommendations to the government to help addressing the problems faced. The recommendations and suggestions are communicated through PEMUDAH to the relevant ministries and agencies to consider their implementation.

In 2020, a total of 23 online meetings had successfully been conducted by PEMUDAH Sector Private. This engagement program is implemented on an ongoing basis in collaboration between the public and private sectors aimed at gathering information and resolving business problems related to COVID-19. More than 40 ministries and agencies such as the Ministry of International Trade and Industry (MITI), Ministry of Finance (MOF), Ministry of Transport (MOT) and the Royal Malaysian Customs Department (RMCD) had conducted online meetings throughout the year.. Other than that, business and trade associations from various sectors such as the Federation of Malaysian Manufacturers (FMM), the Bar Council, the Master Builders Association Malaysia (MBAM) and the Malaysia Aquaculture Development Association (MADA) also involved in the meetings. Among the problems that had been successfully resolved were expediting the Goods and Services Tax (GST) refund process and changing the deduction schedule of further payments for contractors during MCO. The initiatives help to ease the burden and cash flow of businesses during this challenging time.

The weekly online PEMUDAH Private Sector meetings are also used as a platform for networking with international experts such as the World Bank, the Organisation for Economic Co-operation and Development (OECD) and the Asian Productivity Organization (APO) to gain knowledge and insights related to reducing the impact of COVID-19 through improvement in regulatory quality.

PEMUDAH had also conducted 9 webinars where topics and issues related to the impact of COVID-19, MCO and new norms were discussed. These webinars aimed to clarify issues involving regulations, processes and procedures as well as proposed solutions that need to be implemented. PEMUDAH's engagement with stakeholders continues online to ensure that the business sector can be assisted through the cooperation between the public and private sectors.

Continuous Improvement and Reform

PEMUDAH continues to support and strive to improve Malaysia's performance in the EoDB Re-

Pembaharuan dan Penambahbaikan Berterusan

PEMUDAH terus menyokong dan berusaha dalam meningkatkan prestasi Malaysia dalam Laporan EoDB bagi memastikan ekosistem peraturan sentiasa kondusif dan mesra peniaga. Walaupun dalam kondisi pandemik COVID-19, Kumpulan Kerja Teknikal (TWG) di bawah PEMUDAH terus bertindak dengan menyediakan cadangan penambahbaikan yang spesifik.

Selain itu, setiap tahun MPC menerima permintaan daripada Bank Dunia bagi mengemukakan Reform Update Memo dan melaporkan input berkenaan pembaharuan peraturan relevan yang akan memberi impak kepada indikator *Doing Business*. Pada tahun 2020, MPC telah mengemukakan 17 pembaharuan dan 4 pembedulan data untuk diambil kira dalam Laporan EoDB. Bank Dunia telah meneliti dan mengambil kira data-data tersebut dan juga telah memberi maklum balas kepada MPC.

e) PORTAL KONSULTASI AWAM BERPUSAT

UPC adalah platform tunggal yang diwujudkan dengan kerjasama Bank Dunia. Platform ini merupakan mekanisme untuk akses yang lebih mudah terhadap polisi atau peraturan yang dibuat. Ia juga memudahkan penglibatan pihak berkepentingan dalam proses pembentukan polisi/ peraturan baharu dan semakan polisi/peraturan sedia ada oleh pihak kerajaan yang mematuhi piawaian antara-bangsa bagi memastikan polisi/peraturan yang berkualiti.

Portal UPC menjadikan penglibatan pihak berkepentingan dalam proses pembentukan peraturan lebih seragam, efektif dan efisien. Selain itu, pandangan dan maklum balas yang diutarakan dapat menyokong komitmen negara untuk menjadi lebih berakuntabiliti, telus dan inklusif, malah berupaya mendukung aspirasi untuk menjadi negara berpendapatan tinggi menjelang tahun 2020.

Objektif UPC adalah:

- i) memudahkan konsultasi bersama pihak berkepentingan melalui maklum balas dalam talian; dan
- ii) mematuhi piawaian yang ditetapkan dalam konsultasi awam.

Sehingga kini, bilangan pengguna berdaftar UPC adalah sebanyak 14,737. Pada tahun 2020, seramai 8,394 pengguna berdaftar direkodkan berbanding 6,343 pada tahun 2019. Pecahan kategori pengguna berdaftar UPC adalah seperti di Gambar Rajah 1.

port to ensure that the regulatory ecosystem is always conducive and business-friendly. Despite the COVID -19 pandemic, the Technical Working Group (TWG) under PEMUDAH continues to take measures by providing specific improvement proposals.

Besides that, MPC receives an annual request from the World Bank to submit Reform Update Memo and provide an input on relevant regulatory reforms that will have an impact on the Doing Business indicator. In 2020, MPC had submitted 17 updates and 4 data corrections to be taken into account in the EoDB Report. The World Bank then reviewed and took the data into account; and provided feedback to MPC.

e) UNIFIED PUBLIC CONSULTATION PORTAL (UPC)

UPC is a single platform created in collaboration with the World Bank. This platform is a mechanism for easier access to policies or regulations made. It also facilitates the involvement of stakeholders in the process of formulating new policies/ regulations and reviewing existing policies/ regulations by the government that comply with international standards to ensure good quality policies/ regulations.

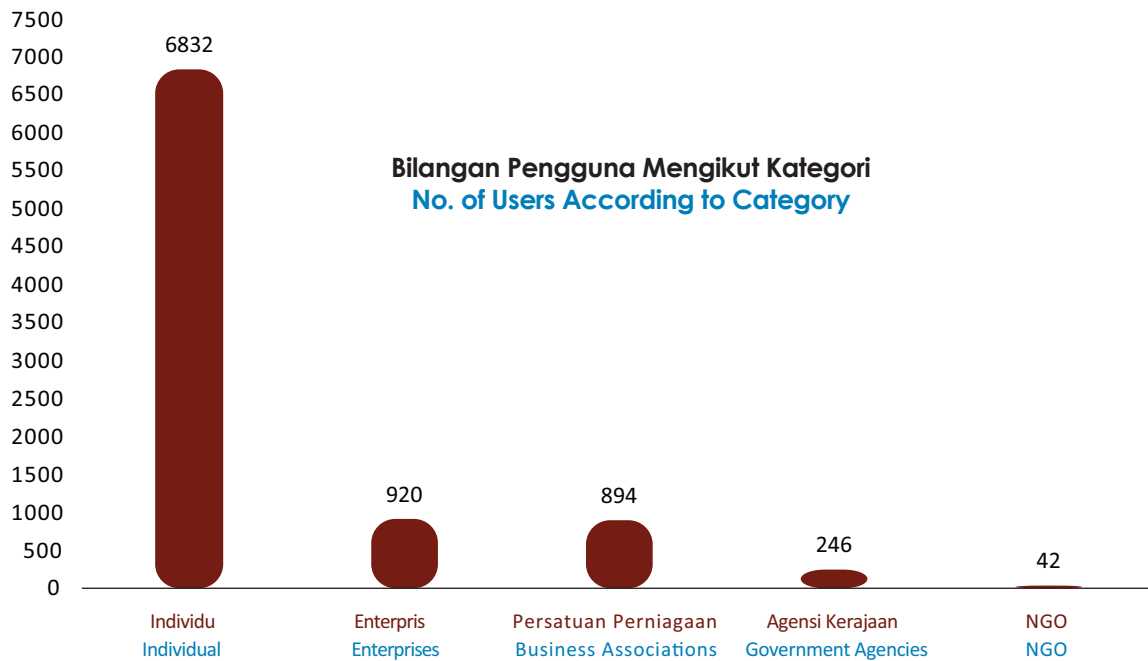
The UPC portal makes the involvement of stakeholders in regulation development process more uniform, effective and efficient. In addition, the views and feedback expressed could provide a support to the country's commitment to being more accountable, transparent and inclusive, and even to support the aspiration of becoming a high-income country by 2020.

The objectives of UPC are:

- i) facilitate consultation with stakeholders through online feedback; and
- ii) comply with the standards set out by public consultation.

To date, there are 14,737 registered UPC users. In 2020, there were 8,394 registered users compared to 6,343 in 2019. The breakdown of the categories of UPC registered users is shown in Figure 1.

Gambar Rajah 1: Statistik Kategori Pengguna Berdaftar Portal UPC 2020
Figure 1: Statistics of Registered User Categories of UPC 2020 Portal



Pada tahun 2020, sebanyak 50 kementerian dan agensi telah menggunakan portal UPC dalam menjalankan konsultasi awam bersama pihak berkepentingan. Manakala, sebanyak 158 dokumen konsultasi telah dimuat naik ke dalam portal UPC bagi mendapatkan maklum balas terhadap peraturan yang ada supaya ia dapat diselaraskan dan relevan dengan keadaan semasa. Antara dokumen-dokumen konsultasi yang telah dimuat naik adalah daripada Kementerian Perdagangan Dalam Negeri dan Hal Ehwal Pengguna yang telah menerima maklum balas tertinggi (1,136), Jabatan Kerajaan Tempatan (774) dan diikuti oleh Lembaga Pelesenan Tenaga Atom (774). MPC telah menyasarkan sebanyak 25,000 pengguna berdaftar yang akan memanfaatkan sistem ini pada tahun 2021.

PRODUK BAHARU

a) BEHAVIOURAL INSIGHTS

Pendekatan *Behavioural Insights* dalam pengubalan polisi awam telah banyak diguna pakai di negara-negara maju sejak 2010. *Behavioural Insights* merupakan alat polisi yang inovatif untuk meningkatkan keberkesanan dalam intervensi kerajaan agar sesuatu polisi yang digubal adalah berkesan dan mencapai kadar pematuhan peraturan yang tinggi.

Pada tahun 2020, sejumlah 10 Kajian Kes *Behavioural Insights* telah dijalankan bersama Kementerian / Nexus Produktiviti yang berkaitan seperti berikut:

In 2020, a total of 50 ministries and agencies had utilised the UPC portal in conducting public consultations with stakeholders. Meanwhile, a total of 158 consultation documents had been uploaded into the UPC portal to obtain feedbacks on the existing regulations so that they can be coordinated and remain relevant with current situation. Among the consultation documents that had been uploaded were the Ministry of Domestic Trade and Consumer Affairs, which received the highest response (1,136), the Local Government Department (774), and followed by the Atomic Energy Licensing Board (774). MPC is targeting 25,000 registered users to take advantage of the system by 2021.

NEW PRODUCT

a) BEHAVIOURAL INSIGHTS

The Behavioral Insights approach in public policy formulation has been widely adopted by developed countries since 2010. Behavioral Insights is an innovative policy tool to increase the effectiveness of government interventions so that any policy formulated is effective and achieves a high rate of regulatory compliance.

In 2020, there were 10 Behavioral Insights case studies being conducted with the relevant Ministries/ Productivity Nexus, they are as follows.

Jadual 4: Senarai Kajian Kes *Behavioural Insights* Pada Tahun 2020
Table 4: List of Behavioral Insights Case Studies in 2020

Bil./No.	Tajuk Kajian / Research title	Kementerian / Nexus Produktiviti Ministry/ Productivity Nexus
1	<i>To Encourage the Use of Public Transport in Major Cities in Malaysia Especially in The Klang Valley</i>	MOT
2	<i>Behavioural Insights (BI) For Better Regulations of Electrical Life and Asset Safety to Malaysians (Safety Inclusive of Existing Street Lighting Fixtures)</i>	Nexus Produktiviti Mesin & Peralatan (MEPN) Machinery & Equipment Productivity Nexus (MEPN)
3	<i>Enhancing Awareness and Empowerment of Malaysian on the Effects of 2nd and 3rd Hand Tobacco Smoke on Health</i>	MOH
4	<i>Understanding Human Behaviour in Practicing Life Course Preventive Care and Selfcare</i>	MOH
5	<i>Encouraging PTPTN Borrowers' Reporting During and After the Great Lockdown of Covid-19 Using Behavioural Insight</i>	MOHE
6	<i>Study on Traders' Mindset in Retail and Food & Beverage Subsector on Cashless Transactions (Adoption Of E-Wallet: Cashless Business Transaction)</i>	KPDNHEP
7	<i>Improving Waste Disposal Behaviour Among the People of Semporna, Sabah: A Case of Behavioural Insights Perspective</i>	MOTAC
8	<i>Behavioural Insights Case Study Through Volunteer Registration or Membership Drive to Formulate Initiatives for Entrepreneurship Development in Malaysia</i>	MEDAC
9	<i>Public Perception (Parents and School Leavers) of Ministry of Youth and Sports Skill Training Institutions as a Second-Class Option and Having No Job Prospect</i>	KBS
10	<i>To Increase the number of consumers who buys Agrofood goods with the Status of MyGAP</i>	Nexus Produktiviti Agro-Makanan (AFPN) Agro-Food Productivity Nexus (AFPN)

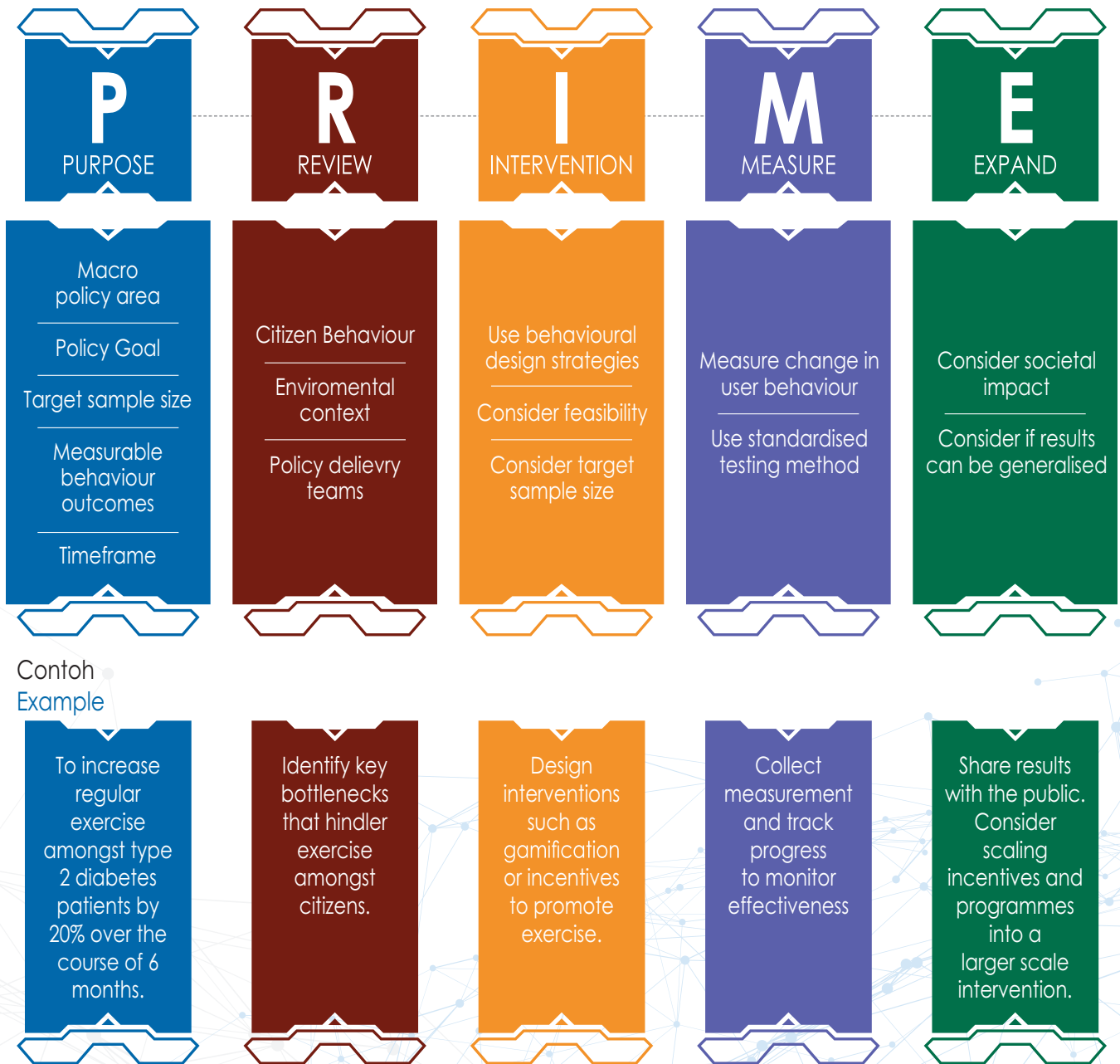
Daripada hasil kajian yang telah dijalankan ini, kesedaran dan pengetahuan masyarakat mengenai *Behavioural Insights* telah meningkat. Ini dapat dibuktikan dengan penyertaan yang sangat memberangsangkan dalam setiap webinar yang dijalankan oleh MPC. Kerajaan juga semakin menggalakkan penggunaannya melalui paparan media kepada umum. Susulan dari meluasnya kesedaran mengenai pendekatan Behavioural Insights di Malaysia, MPC telah membangunkan Rangka Kerja *Behavioural Insights* yang dinamakan PRIME.

PRIME yang terdiri daripada 5 fasa adalah panduan atau alat yang membantu penggubal dasar dalam mereka bentuk dan menyampaikan dasar awam melalui penerapan tingkah laku.

From the results of these studies, the public's awareness and knowledge of Behavioral Insights have improved. This is as evidenced by the encouraging number of participants in every webinar conducted by MPC. The government is also increasingly encouraging its utilisation through media displays to the public. Following the widespread awareness of the Behavioral Insights approach in Malaysia, MPC has developed a Behavioral Insights Framework called PRIME.

PRIME has 5 phases, and it is a guide or tool that assists policy makers in designing and delivering public policies through the application of behavior.

Gambar Rajah 2: Rangka Kerja *Behavioural Insights PRIME*
Figure 2: PRIME Behavioral Insights Framework



B. COMPETITIVENESS DEEP DIVE

i World Competitiveness Yearbook (WCY)

WCY 2020 terbitan *Institute for Management Development (IMD)* merekodkan Malaysia berada di kedudukan ke-27 dalam kalangan 63 ekonomi (2019: ke-22), penurunan sebanyak 5 tempat berbanding tahun sebelumnya. Dalam rantau ASEAN, Malaysia kekal berada di tangga ke-2 dengan Singapura mengekalkan kedudukan pertama. Malaysia mencatatkan peningkatan bagi faktor Prestasi Ekonomi iaitu dari kedudukan ke-11 (2019) kepada kedudukan ke-9 (2020). Peningkatan faktor Prestasi Ekonomi ini didorong oleh penambahbaikan sub-faktor ekonomi domestik dan perdagangan antarabangsa. Manakala, Harga dan Tenaga Kerja masing-masing kekal berada di kedudukan pertama dan ke-16.

ii. Global Competitiveness Report (GCR)

Laporan Edisi Khas GCR 2020 yang diterbitkan oleh *World Economic Forum (WEF)* memfokuskan kepada memulih dan membina semula serta mempertimbangkan transformasi sistem ekonomi baharu dengan menyasarkan produktiviti, tenaga kerja dan persekitaran. Laporan Edisi Khas ini tidak melaporkan perbandingan kedudukan indeks daya saing global negara seperti tahun-tahun sebelumnya disebabkan pengumpulan data yang terhad. Sebaliknya, Laporan Edisi Khas ini melihat kepada asas-asas mengukuhkan ekonomi dengan mengemukakan saranan pelan tindakan untuk pemulihan sistem ekonomi negara melalui pembangunan modal insan agar selari dengan keadaan persekitaran semasa.

Competitiveness Deep Dive Strategy

Dalam usaha untuk meningkatkan daya saing negara, MPC melalui PEMUDAH telah melaksanakan program *Competitiveness Deep Dive Strategy* melibatkan laporan WCY 2020 dan GCR 2019 dengan tujuan menambah baik kedudukan daya saing seterusnya meningkatkan produktiviti negara. Strategi yang dijalankan adalah menganalisis kriteria yang mengalami penurunan yang ketara dan berada di kedudukan terbawah. Seterusnya, cadangan penambahbaikan akan dibentangkan kepada Kementerian/ Agensi melalui sesi libat urus bagi mendapatkan maklum balas untuk tindakan selanjutnya. Pada tahun 2020, sebanyak 65 kriteria telah dianalisis dan empat daripadanya telah dibentangkan di peringkat Kementerian, manakala sebahagiannya masih dalam tindakan. Siri webinar juga diadakan bagi setiap kriteria yang dianalisis dengan objektif untuk berkongsi maklumat dan cadangan penambahbaikan.

B. COMPETITIVENESS DEEP DIVE

i. World Competitiveness Yearbook (Wcy)

WCY 2020 published by the *Institute for Management Development (IMD)* recorded that Malaysia ranked 27th among 63 economies (2019: 22nd), declining 5 rankings compared to the previous year. In the ASEAN region, Malaysia remained in the 2nd place with Singapore maintaining its first place. Malaysia recorded an increase in the Economic Performance factor from 11th position (2019) to 9th position (2020). This increase in Economic Performance factors was driven by the improvement of domestic economic sub-factors and international trade. Meanwhile, Prices and Labor remained in the first and 16th positions, respectively.

ii. Global Competitiveness Report (GCR)

The Special Edition GCR 2020 published by the *World Economic Forum (WEF)* focused on rehabilitating and rebuilding as well as considering the transformation of new economic systems by targeting productivity, labor and the environment. This Special Edition Report did not report on the comparison of countries' global competitiveness index position as in previous years due to limited data collection. Instead, this Special Edition Report looked at the fundamentals of strengthening the economy by presenting action plan recommendations for the recovery of the country's economic system through human capital development so that it will be in line with the current environmental conditions.

Competitiveness Deep Dive Strategy

In an effort to increase the country's competitiveness, MPC through PEMUDAH had implemented the *Competitiveness Deep Dive Strategy* program involving the WCY 2020 and GCR 2019 reports with the aim of improving the country's competitiveness position and further increasing national productivity. The strategy is to analyse the criteria that have experienced a significant decline and are at the bottom positions. Subsequently, improvement proposals will be presented to the Ministry/ Agency through a management engagement session to obtain feedback for further action. In 2020, a total of 65 criteria had been analysed and four of them were tabled at the Ministry level, while others were still being processed. A series of webinars were also held for each of the criteria analysed with the objective of information sharing and suggestions for improvement.

Selain itu, beberapa kriteria di dalam laporan GCR 2019 telah dikenal pasti untuk penambahbaikan seperti *Expenditure on R&D*, *Mean Years of Schooling* dan *School Life Expectancy* yang melibatkan usaha sama bersama MOSTI, KPM dan Jabatan Perangkaan Malaysia (DOSM). Projek *Deep Dive Mean Years of Schooling* menyasarkan peningkatan pencapaian pendidikan rakyat Malaysia menggunakan kaedah pengumpulan data pencapaian yang merangkumi pendidikan formal dan bukan formal. *School Life Expectancy* pula menggunakan pendekatan Behavioural Insights dalam mengubah tingkah laku pelajar dan pihak terlibat di dalam ekosistem pendidikan mengenai kepentingan melanjutkan pelajaran ke peringkat lebih tinggi. Manakala *Gross Expenditure on R&D* (GERD) melalui geran-geran kerajaan atau inisiatif swasta dan inovasi syarikat permulaan akan ditingkatkan untuk mencapai tahap negara maju dan berdaya saing di bawah projek *Expenditure on R&D*. Bagi tujuan penambahbaikan yang berterusan, program ini akan diteruskan bagi lain-lain kriteria yang terdapat di dalam laporan daya saing.

C. INISIATIF PENAMBAHBAIKAN GARIS PANDUAN PELESENAN PERNIAGAAN

Mesyuarat Jawatankuasa Khas Kabinet Mengenai Anti-Rasuah (JKKMAR) Siri 12 Bilangan 2 pada 25 Jun 2020 yang dipengerusikan oleh YAB Tan Sri Dato' Haji Muhyiddin bin Haji Mohd. Yassin, Perdana Menteri telah bersetuju dengan syor MPC supaya semua kementerian/ agensi yang bertanggungjawab mengeluarkan permit dan lesen menerbitkan Garis Panduan Permohonan Lesen yang dipaparkan secara dalam talian untuk makluman umum. Usaha ini bertujuan untuk meningkatkan keberkesanan dan ketelusan perolehan awam bagi mengelak ketirisan yang mampu menggugat usaha kerajaan dalam membina ekosistem lestari. Pembinaan ekosistem yang lestari mampu mendukung pembangunan sosio ekonomi negara menjadi lebih baik dari perspektif kerajaan dan komuniti perniagaan. Antara objektif utama pelaksanaan inisiatif ini adalah:

- i) mewujudkan mekanisme yang lebih telus dalam memproses pengeluaran permit dan lesen; dan
- ii) meningkatkan integriti, kecekapan dan keberkesanan penyampaian perkhidmatan awam.

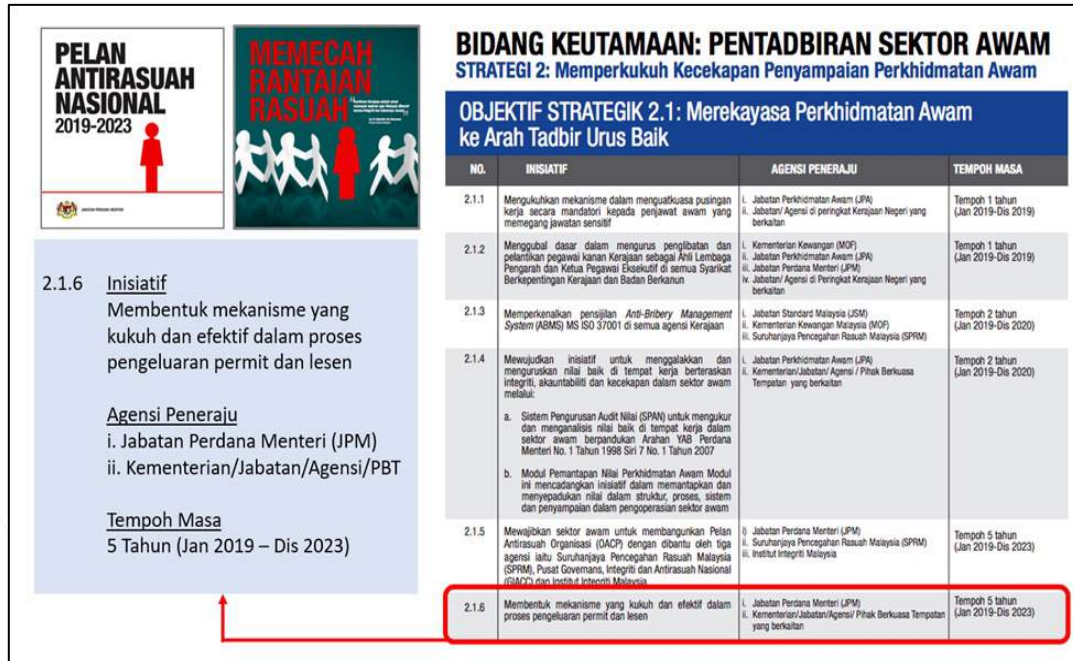
In addition, several criteria in the GCR 2019 report had been identified for improvement such as *Expenditure on R&D*, *Mean Years of Schooling* and *School Life Expectancy*, which involved joint ventures with MOSTI, MOE and the Department of Statistics Malaysia (DOSM). The *Deep Dive Mean Years of Schooling* project aimed at improving the educational achievement of Malaysians through a collection method where achievement data are gathered including formal and non-formal education. *School Life Expectancy* uses the Behavioural Insights approach in changing the behavior of students and parties involved in the education ecosystem on the importance of furthering education to a higher level. Meanwhile, *Gross Expenditure on R&D* (GERD) through government grants or private initiatives, and innovation of start-up companies will be increased to reach the level of developed and competitive countries under the *Expenditure on R&D* project. For the purpose of continuous improvement, this program will be continued for other criteria mentioned in the competitiveness report.

C. BUSINESS LICENSING GUIDELINE IMPROVEMENT INITIATIVES

The meeting of the Cabinet Special Committee on Anti-Corruption (JKKMAR) Series 12 Number 2 on 25 June 2020 chaired by YAB Tan Sri Dato' Haji Muhyiddin bin Haji Mohd. Yassin, the Prime Minister had agreed with MPC's recommendation that all ministries/ agencies responsible for issuing permits and licenses to publish the License Application Guidelines, which are to be posted online for public information. This effort aims to increase the effectiveness and transparency of public procurement to prevent leakages that could jeopardise the government's efforts in building a sustainable ecosystem. The construction of a sustainable ecosystem is able to support the country's socio-economic development to be better from the perspective of the government and business community. Among the main objectives of the implementation of this initiative are:

- i) Establish a more transparent mechanism in processing the issuance of permits and licenses; and
- ii) Improving the integrity, efficiency and effectiveness of public service delivery.

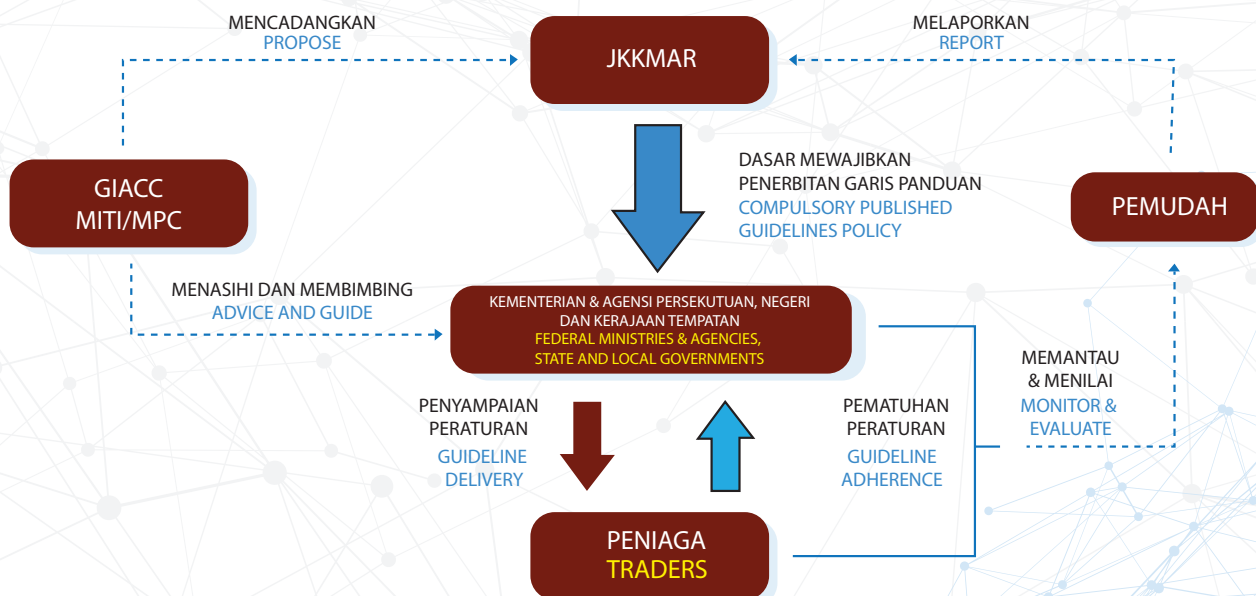
Gambar Rajah 3: Inisiatif 2.1.6 di dalam Pelan Antirasuah Nasional 2019-2023
Figure 3: Initiative 2.1.6 in the National Anti-Corruption Plan 2019-2023



Untuk memastikan inisiatif anti rasuah negara dilaksanakan secara cekap dan sistematik, satu struktur khusus dan mekanisme pelaksanaan penerbitan garis panduan telah dirangka yang melibatkan pelbagai peringkat. Pelaksanaan ini merangkumi tiga peringkat kerajaan, termasuk Negeri dan Kerajaan Tempatan. Butiran mekanisme pelaksanaan adalah seperti carta berikut:

To ensure that the country's anti-corruption initiatives are implemented efficiently and systematicly, a specific structure and implementation mechanism for guideline publication had been devised involving various levels. This implementation covers three levels of government, including State and Local Government levels. Details of the implementation mechanism are shown below:

Gambar Rajah 4: Pelaksanaan Inisiatif Anti Rasuah Negara di Peringkat Kerajaan, Negeri dan Kerajaan Tempatan
Figure 4: Implementation of the National Anti -Corruption Initiative at the Government, State and Local Government Levels



Pelan Tindakan pelaksanaan ini adalah mengikut fasa seperti berikut;

- Fasa Pertama : Semakan status semasa penyediaan garis panduan pelesenan;
- Fasa Kedua : Pembangunan garis panduan pelesenan;
- Fasa Ketiga : Seranta awam; dan
- Fasa Keempat : Terbitan garis panduan dalam talian.

Status Pelaksanaan Peringkat Kerajaan Persekutuan (2020)

Sebanyak 21 Kementerian dan 84 Agensi pihak berkuasa melesen telah terlibat dalam inisiatif Penambahbaikan Garis Panduan Pelesenan Perniagaan. Ringkasan penemuan Fasa Pertama adalah seperti berikut:

The implementation of Action Plan is according to the following phases;

- First Phase : Status review during preparation of licensing guidelines
- Second Phase : Development of licensing guidelines
- Third Phase : Public consultation
- Fourth Phase : Publication of online guidelines

The Implementation Status at Federal-Government Level (2020)

A total of 21 Ministries and 84 Licensing Authority Agencies were involved in the Business Licensing Guideline Improvement initiative. A summary of the findings of Phase One is as follows:

Jadual 5: Ringkasan Penemuan Fasa Pertama (Semakan Status Semasa)
Table 5: Summary of Phase One Findings (Current Status Review)

No.	Items	Total
1.	Bilangan pelesenan perniagaan No. of business licenses	617
2.	Bilangan pelesenan tiada garis panduan No. of licenses without guideline	54
3.	Bilangan pelesenan ada garis panduan No. of licenses with guideline	563
4.	Bilangan pelesenan ada garis panduan tetapi tiada dalam talian No. of licenses with guideline but not online	24
5.	Bilangan garis panduan untuk ditambah baik No. of guidelines to be improved	123

MPC bertindak sebagai pemudah cara dalam membimbing kementerian dan agensi yang terlibat melaksanakan penambahbaikan dan seranta awam sehingga dimuat naik ke dalam talian untuk diguna pakai.

D. PROGRAM #MYMUDAH

Inisiatif 'MalaysiaMudah' atau #MyMudah telah dipersetujui oleh YAB Perdana Menteri melalui Mesyuarat Majlis Tindakan Ekonomi Negara (EAC) pada 20 Julai 2020. Ia merupakan usaha kerajaan melalui pendekatan bukan fiskal, bagi membantu pemulihan perniagaan dan ekonomi yang terkesan dengan wabak COVID-19.

Sehingga 31 Disember 2020, sebanyak 373 isu telah didaftarkan oleh komuniti perniagaan melalui portal UPC. MPC telah berjaya menganalisis sebanyak

MPC acts as a facilitator in guiding the ministries and agencies involved in implementing improvements and public consultation until they are uploaded online for adoption.

D. #MYMUDAH PROGRAM

The 'MalaysiaMudah' or #MyMudah initiative was agreed by the YAB Prime Minister through the National Economic Action Council (EAC) meeting on 20 July 2020. It is a government effort through a non-fiscal approach to help businesses and the national economy affected by the COVID-19 pandemic to recover.

As of 31 December 2020, a total of 373 issues had been registered by the business community through the UPC portal. MPC had successfully

39 isu dan mengemukakan 64 cadangan penambahbaikan kepada para pembuat dasar untuk pertimbangan sama ada memansuhkan, mengkaji semula atau melonggarkan peraturan tertentu buat sementara atau secara kekal jika didapati membebankan perniagaan dan menghalang pertumbuhan ekonomi. Antara isu-isu yang telah diselesaikan di bawah inisiatif #MyMudah adalah seperti berikut:

- i) Isu pengeluaran permit eksport produk florikultur dan makanan proses:
Pengeluaran permit eksport yang dikenakan ke atas 524 kod produk termasuk florikultur dan makanan proses dimansuhkan kerana tidak selaras dengan Perintah Kastam (Larangan Mengenai Eksport) 2017.
- ii) Isu pengeluaran 'Surat Pelepasan' oleh Agensi Teknikal berkaitan Sijil Perakuan Penyiapan dan Pematuhan (CCC):
Bagi mempercepatkan proses mendapatkan CCC bagi bangunan/premis yang telah siap dan sedia diduduki, Agensi Teknikal iaitu Tenaga Nasional Berhad (TNB), Pengurusan Air Selangor Sdn. Bhd. dan Indah Water Konsortium (IWK) bersetuju untuk mengeluarkan 'Surat Pelepasan' dalam masa 28 hari daripada tarikh permohonan lengkap diterima. Sekiranya tiada maklum balas diberikan selepas tempoh tersebut, kelulusan akan diberikan secara automatik.
- iii) Isu lesen unggas berkaitan pembinaan penternakan ayam moden (tertutup):
Jabatan Perkhidmatan Veterinar (DVS) Ibu Pejabat tiada halangan dan menyambut baik cadangan memanjangkan tempoh lesen unggas daripada 1 tahun kepada 5 tahun bagi menyokong pemodenan industri agro-makanan. MPC akan melaksanakan sesi libat urus susulan bersama DVS negeri ke atas usul ini.
- iv) Isu berkaitan pembaharuan Lesen Pengendalian Pelancongan dan Agensi Pengembaraan:
Kementerian Pelancongan, Seni dan Budaya (MOTAC) bersedia memberikan kelonggaran syarat sedia ada bagi syarikat pengendali pelancongan berlesen di bawah Kementerian tersebut. Inisiatif ini telah membantu mengurangkan beban yang ditanggung oleh penggiat industri pelancongan yang terkesan daripada penularan pandemik COVID-19.

Sebanyak 65 Sesi Perbincangan Meja Bulat secara maya di seluruh negara membabitkan seramai 722 wakil persatuan dan pemilik syarikat telah

analysed a total of 39 issues and submitted 64 improvement proposals to policymakers for consideration on whether to repeal, review or relax certain regulations temporarily or permanently if they are found to burden businesses and hinder economic growth. Among the issues resolved under the #MyMudah initiative are as follows:

- i) Issuance issue of export permits for floriculture products and processed food:
The issuance of export permits imposed on 524 product codes including floriculture and processed food was abolished as it was not in line with Customs Order (Prohibition of Exports) 2017.
- ii) Issuance issue of 'Letter of Release' by Technical Agency related to Certificate of Completion and Compliance (CCC):
To expedite the process of obtaining CCC for buildings/ premises that have been completed and are ready to be occupied, the Technical Agency, namely Tenaga Nasional Berhad (TNB), Pengurusan Air Selangor Sdn. Bhd. and Indah Water Konsortium (IWK) had agreed to issue a 'Letter of Release' within 28 days from the date of a complete application is received. If no feedback is given after that period, approval will be given automatically.
- iii) Poultry license issues related to the construction of modern poultry farms (closed):
The Department of Veterinary Services (DVS) Headquarters had no objection and welcomed the proposal to extend the poultry license period from 1 year to 5 years to support the modernization of agro-food industry. MPC will conduct a follow-up session with state DVS on this proposal.
- iv) Issues related to license renewal of Tourism Operation and Travel Agencies:
The Ministry of Tourism, Arts and Culture (MOTAC) had agreed to relax the existing conditions for tour operators licensed under the Ministry. This initiative had helped to reduce the burden of tourism industry players affected by the COVID-19 pandemic.

A total of 65 virtual Roundtable Discussion Sessions nationwide involving a total of 722 association representatives and company owners had been conducted to identify regulatory problems faced in operating businesses. A total of 47 companies had participated in the online advisory clinic to verify the issues received by the UPC portal. In addition, throughout 2020 there were five webinar sessions involving about 1,030 participants who were rep-

dilaksanakan bertujuan untuk mengenal pasti masalah peraturan yang dihadapi dalam menjalankan operasi perniagaan. Sebanyak 47 syarikat telah menyertai klinik khidmat nasihat secara dalam talian untuk verifikasi isu yang diterima melalui portal UPC. Selain itu, lima sesi webinar membabitkan kira-kira 1,030 peserta bagi membincangkan masalah bebanan peraturan yang menampilkan wakil persatuan dan pemain industri telah diadakan sepanjang tahun 2020.

Implikasi Terhadap Rakyat

Kerajaan menyedari bahawa peraturan mempengaruhi ekosistem perniagaan dan tingkah laku terutamanya ketika negara dilanda pandemik COVID-19. Inisiatif-inisiatif di bawah Amalan Baik Peraturan ini dijangka memberikan manfaat dari segi pengurangan kos pematuhan yang disasarkan berjumlah RM10 bilion setahun. Unjuran ini adalah berdasarkan anggaran RM40 bilion kos beban pematuhan peraturan dan sasaran pengurangan sebanyak 25%. Inisiatif ini juga dapat memberi manfaat kepada pengurangan masa, mempercepatkan proses, pengurusan kewangan yang lebih baik dan persekitaran perniagaan yang lebih kondusif untuk pertumbuhan ekonomi. Ia akan menjadi tarikan kepada pelabur-pelabur asing, menambah peluang pekerjaan, meningkatkan produktiviti seterusnya menaikkan taraf hidup rakyat yang lebih berkualiti.

representatives of associations and industry players to discuss regulatory burden issues.

Implications on the Rakyat

The Government recognises that regulation affects businesses' ecosystem and behaviors especially when the country is hit by the COVID-19 pandemic. Initiatives under GRP are expected to provide benefits in terms of reduced compliance costs, which are targeted at RM10 billion per annum. This projection is based on an estimated RM40 billion in regulatory compliance burden cost and reduction target of 25%. These initiatives can also bring benefit in terms of reduced time, expedited processes, better financial management and a more conducive business environment for economic growth. It will attract foreign investors, increase employment opportunities, increase productivity; and in turn raise the living standard of the Rakyat.



MENINGKATKAN PERTUMBUHAN PRODUKTIVITI DI PERINGKAT NEGERI

**ENHANCING PRODUCTIVITY
GROWTH AT STATE LEVEL**

MENINGKATKAN PERTUMBUHAN PRODUKTIVITI DI PERINGKAT NEGERI

IMPROVING PRODUCTIVITY GROWTH AT STATE LEVEL

NEGERI PRODUKTIF

Inisiatif Negeri Produktif telah dirancang untuk meningkatkan pertumbuhan produktiviti di peringkat negeri. Inisiatif ini akan mendukung aspirasi Kerajaan Negeri menuju ke arah negeri berpendapatan tinggi, progresif dan berdaya saing seiring dengan matlamat Kerajaan Persekutuan. Inisiatif ini telah bermula pada Mac 2020 dengan kerjasama Kerajaan Negeri.

Objektif Negeri Produktif adalah membantu Kerajaan Negeri untuk:

- Mempercepat dan meningkatkan pertumbuhan produktiviti negeri;
- Mengukuhkan persekitaran perniagaan dengan mengurangkan peraturan perniagaan yang tidak perlu; dan
- Mempromosikan pemikiran yang produktif kepada semua pihak berkepentingan negeri.

RANGKA KERJA NEGERI PRODUKTIF

Rangka Kerja Negeri Produktif memfokuskan matlamat untuk meningkatkan pertumbuhan produktiviti Negeri melalui 5 teras utama iaitu modal insan, teknologi, insentif, peraturan dan minda produktif selaras dengan Blueprint Produktiviti Malaysia (MPB) yang akan memberi manfaat kepada sektor awam dan swasta di setiap negeri yang terlibat. Rangka Kerja ini turut menggariskan pengetahuan dan kemahiran serta projek penambahbaikan produktiviti sebagai asas yang menyokong 5 teras tersebut.

NEGERI PRODUKTIF

Negeri Produktif Initiative is designed to increase productivity growth at state level. This initiative provides the support to the aspirations of State Governments towards becoming a high-income, progressive and competitive state, compatible with the goals of the Federal Government. Through collaboration with State Governments, this initiative was introduced in March 2020.

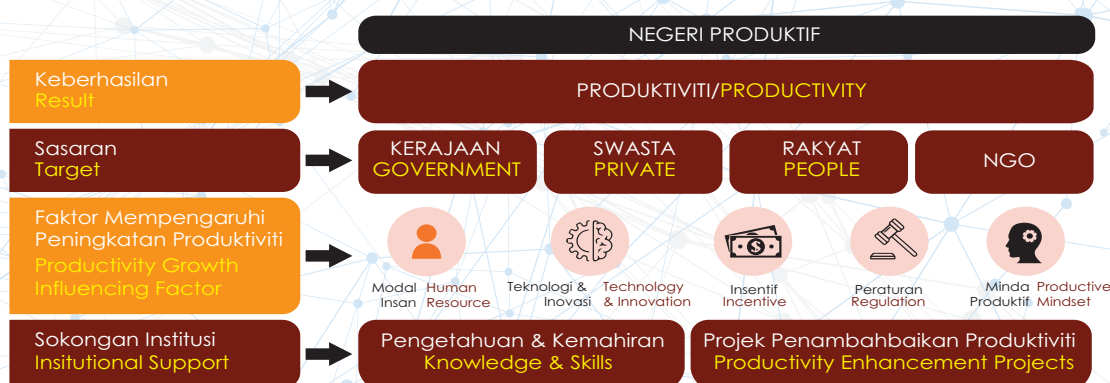
The objectives of *Negeri Produktif* are to assist the State Governments in:

- Accelerating and increasing state productivity growth;
- Strengthening the business environment by reducing unnecessary business regulation; and
- Promoting productive mindset to all state stakeholders.

NEGERI PRODUKTIF FRAMEWORK

The *Negeri Produktif* Framework focuses on enhancing State productivity growth through 5 main thrusts; namely human capital, technology, incentives, regulations and productive mindset in harmony with the Malaysian Productivity Blueprint (MPB). It is hoped that this will benefit both the public and private sectors of the states involved. The Framework also outlines the knowledge and skills as well as productivity improvement projects as the foundation that upholds those 5 thrusts.

Rajah 1: Rangka Kerja Negeri Produktif
Diagram 1 : *Negeri Produktif* Framework



#PerlisProduktif #KedahProduktif #PenangProduktif
#PerakProduktif

Inisiatif Negeri Produktif telah dipelopori di Wilayah Utara iaitu Perlis, Kedah, Pulau Pinang dan Perak sebagai negeri perintis. MPC telah menjalankan kajian pelan pembangunan negeri, keperluan tadbir urus, permintaan pelanggan serta kelemahan dan kekuatan negeri dalam menyediakan program Negeri Produktif untuk setiap negeri. Melalui pelbagai pendekatan penambahbaikan seperti Behavioural Insights dan Agile Regulation, inisiatif ini telah berjaya mencipta nilai atau hasil seperti di Jadual 1.

#PerlisProduktif #KedahProduktif #PenangProduktif
#PerakProduktif

The pioneering states that adopt *Negeri Produktif* initiative in the Northern Region are Perlis, Kedah, Penang and Perak. MPC has conducted a study on state development plans, governance requirements, customer demands as well as the states' weaknesses and strengths in preparing the *Negeri Produktif* programs for each state. Through various improvement approaches such as Behavioral Insights and Agile Regulation, these initiatives have been successful in creating value as shown in Table 1.

Jadual 1: Hasil Inisiatif Negeri Produktif
Table 1: Results of *Negeri Produktif* Initiatives

Projek Project	Hasil Result
Projek E10 (permit pembinaan ekspres) mempercepatkan prosedur kelulusan bangunan industri dan permit operasi bagi pelaburan melebihi RM100 juta di Kulim Hitech (proses semasa 24 bulan) The E10 Project (express construction permit) expedites the approval procedure for industrial buildings and operating permits for investments exceeding RM100 million in Kulim Hitech (current processing period is 24 months)	Kilang boleh beroperasi sepenuhnya dalam masa kurang dari 10 bulan dan lesen perniagaan dikeluarkan dalam masa 1 hari The factories could be fully operational in less than 10 months, and business licenses are issued within 1 day
Mempercepatkan Proses Ubah Jenis Kegunaan Tanah (UJKT) di Kedah Expedite the change in land usage status (UJKT) process in Kedah	Pengurangan tempoh masa memproses dari 365 hari kepada 45 hari Shorten the processing period from 365 days to 45 days
Program Pematuhan SOP COVID-19 di Jeti Kuala Kedah - Kuala Perlis - Pulau Langkawi COVID-19 SOP Compliance Program at Kuala Kedah - Kuala Perlis - Langkawi Island jetties	Memastikan 100% pengunjung mematuhi SOP melalui pendekatan Behavioral Insight Ensure 100% SOP compliance by visitors through the Behavioral Insight approach
Peningkatan Kecekapan Pergerakan Kargo di Pelabuhan Pulau Pinang. Improving Cargo Movement Efficiency at Penang Port	Kecekapan proses kerja meningkat 50% Work process efficiency increased by 50%

Pembangunan Usahawan Negeri Pulau Pinang, Perak dan Perlis melalui program Journey Towards Industry 4.0 dan MyReskill Internet of Things (IoT) <i>Entrepreneur Development in the states of Penang, Perak and Perlis through the Journey Towards Industry 4.0 and MyReskill Internet of Things (IoT) programs</i>	Melahirkan 600 usahawan yang menggunakan teknologi dalam perniagaan <i>600 technology-embracing entrepreneurs had been produced.</i>
Kempen Teknologi Tanpa Tunai JPJ Negeri Pulau Pinang, Kedah dan Perlis <i>JPJ Cashless Campaign for Penang, Kedah and Perlis</i>	98% pelanggan yang berurusan dengan JPJ menggunakan transaksi tanpa tunai <i>98% of customers dealing with JPJ use cashless transactions</i>
Projek peningkatan produktiviti pertanian Negeri Perak (padi-food security) melalui teknologi <i>Perak agricultural productivity improvement project (padi-food security) through technology</i>	Meningkatkan 80% produktiviti petani dan agensi pertanian di Negeri Perak melalui teknologi IoT untuk profiling kesuburan tanah <i>An increment of 80% in the productivity of farmers and agricultural agencies in Perak through IoT technology for soil fertility profiling</i>

IMPAK KEPADA NEGERI, INDUSTRI DAN RAKYAT

Inisiatif Negeri Produktif telah memberi impak yang tinggi kepada Kerajaan Negeri, Industri dan Rakyat iaitu dari segi:

- i) Peningkatan pembangunan negeri;
- ii) Peningkatan hasil negeri;
- iii) Peningkatan kualiti penyampaian perkhidmatan;
- iv) Pemindahan teknologi dan inovasi; dan
- v) Pengurangan beban peraturan yang tidak wajar.

MPC telah berjaya melahirkan lebih 500 agen produktiviti dari sektor awam dan swasta Negeri. Inisiatif ini telah menjadi tanda aras dan akan dilaksanakan sepenuhnya ke seluruh negeri-negeri di Malaysia dalam masa terdekat.

NUDGES BEHAVIORAL INSIGHTS NEGERI PRODUKTIF

Sebagai perintis, MPC Wilayah Utara telah bekerjasama dengan setiap Kerajaan Negeri bagi menghasilkan nudges yang selari dengan aspirasi negeri tersebut di lokasi-lokasi strategik. Sebagai tanda permulaan inisiatif, teknik Behavioural Insights telah diterapkan bagi memberi kesedaran, merubah dan membentuk minda rakyat di negeri-negeri utara agar menjadi warga yang lebih produktif.

IMPACT ON STATE, INDUSTRY AND THE PEOPLE

The impact of *Negeri Produktif* Initiative on the State Government, Industry and the People has been exceedingly favorable in terms of:

- i) Increased state development;
- ii) Increased state revenue;
- iii) Improved the quality of service delivery;
- iv) Technology transfer and innovation; and
- v) Reduced unnecessary regulatory burden.

MPC has successfully developed over 500 productivity agents from the States' public and private sectors. This initiative has become a benchmark and will be fully implemented in all states of Malaysia in the near future.

NEGERI PRODUKTIF NUDGES BEHAVIORAL INSIGHTS

As a pioneer, the Northern Region MPC has collaborated with each State Government to produce nudges that are in line with the state's aspirations at strategic locations. The Behavioral Insights technique is first employed to raise awareness, change and shape the minds of the people in the northern states to become more productive citizens.



Lobi Utama Bangunan SUK
Kerajaan Negeri Kedah
Main Lobby of Kedah State
Government SUK Building

Pintu Masuk Utama
Dewan Undangan Negeri Perlis
Main Entrance of Perlis State
Assembly Building



Dataran Majlis Perbandaran
Seberang Perai, Pulau Pinang
Seberang Perai City Council
Square, Penang



Dataran Utama Pelancongan
UNESCO, Lenggong, Perak
UNESCO Tourism Main Square,
Lenggong, Perak



MENINGKATKAN PRODUKTIVITI DI PERINGKAT SEKTOR

UPLIFTING PRODUCTIVITY AT SECTORAL LEVEL

MENINGKATKAN PRODUKTIVITI DI PERINGKAT SEKTOR

UPLIFTING PRODUCTIVITY AT SECTORAL LEVEL

Blueprint Produktiviti Malaysia (MPB) telah mengenal pasti 5 cabaran utama pertumbuhan produktiviti yang dihadapi oleh pelbagai sektor di Malaysia iaitu modal insan, teknologi, struktur insentif, persekitaran perniagaan dan minda produktif. Cabaran tersebut semakin membimbangkan apabila negara telah dilanda pandemik COVID-19 pada tahun 2020 yang menyebabkan kebanyakan aktiviti terpaksa dijalankan dengan cara baharu. Bagi memastikan cabaran dan halangan kepada pertumbuhan produktiviti ini diatasi, MPC terus komited melaksanakan inisiatif peningkatan produktiviti yang dipacu oleh pihak industri. Melalui MPB, 5 teras strategik telah dikenal pasti untuk memacu pertumbuhan dan pemulihan ekonomi ke arah negara berpendapatan tinggi iaitu melahirkan tenaga kerja masa hadapan, memacu pendigitalan dan inovasi, memastikan akauntabiliti industri terhadap produktiviti, membentuk ekosistem yang teguh dan menentukan mekanisme pelaksanaan yang padu.

Di peringkat sektor, 9 subsektor yang terdiri daripada 3 sektor utama iaitu Perkhidmatan, Pembuatan, dan Pertanian telah dikenal pasti sebagai pemangkin pertumbuhan produktiviti negara berdasarkan sumbangan terkumpul sebanyak 40% kepada Keluaran Dalam Negara Kasar (KDNK) dan 30% jumlah tenaga kerja. Sektor perkhidmatan merangkumi subsektor Peruncitan dan Makanan & Minuman, Perkhidmatan Profesional, Digital, Penjagaan Kesihatan Swasta dan Pelancongan. Subsektor Pembuatan pula merangkumi subsektor Elektrikal dan Elektronik, Jentera & Peralatan dan Bahan Kimia dan Produk Kimia manakala bagi Sektor Pertanian melibatkan subsektor Agro Makanan. Setiap subsektor tersebut diterajui oleh pihak industri dengan sokongan daripada pihak kerajaan yang dikenali sebagai Nexus Produktiviti. Pelbagai inisiatif dan program telah dilaksanakan oleh MPC yang memberi tumpuan kepada aspek tenaga kerja, teknologi, struktur industri dan persekitaran perniagaan.

1. Melahirkan Tenaga Kerja Masa Hadapan

Cabaran utama yang dihadapi sektor industri adalah kekurangan tenaga kerja yang berseesuaian dengan keperluan industri dan keberuntungan yang tinggi kepada pekerja asing. Untuk itu, MPB telah mengenal pasti Teras 1: Melahirkan Tenaga Kerja Masa Hadapan melalui penstruktur-an tenaga kerja dengan mengurangkan pergantungan kepada pekerja berkemahiran rendah dan meningkatkan bilangan pekerja berkemahi-

The Malaysian Productivity Blueprint (MPB) has identified that there are 5 main elements that hamper productivity growth of Malaysia's business sectors, those are human capital, technology, incentive structure, business environment and productive mindset. The challenges had become more pronounced when COVID-19 pandemic hit the country in 2020. The pandemic has caused most activities to be carried out unconventionally. To ensure that the challenges and obstacles to productivity growth are overcome, MPC remains committed to implement industry-driven productivity improvement initiatives. Through MPB, 5 strategic thrusts have been identified to accelerate economic growth and recovery towards a becoming a high-income nation. Those thrusts are producing workforce of the future, spurring digitisation and innovation, ensuring industry accountability in productivity, building a robust ecosystem and establishing strong implementation mechanisms.

At the sectoral level, 9 sub-sectors encompassing of 3 main sectors, i.e., Services, Manufacturing, and Agriculture have been identified as catalysts for national productivity growth. This is based on their cumulative contribution of 40% to Gross Domestic Product (GDP) and 30% to total labor force. The services sector includes the Retail and Food & Beverage, Professional Services, Digital, Private Healthcare and Tourism sub-sectors. The Manufacturing sub-sector includes the Electrical and Electronics, Machinery & Equipment, and Chemicals and Chemical Products subsectors; while the Agriculture Sector involves the Agro-Food sub-sector. Every sub-sector is led by the industry with a support given by the government known as Productivity Nexus. Various initiatives and programmes have been implemented by MPC with aspects of manpower, technology, industry structure and business environment being emphasised.

1. Building Workforce of the Future

The main challenges facing the industrial sector are the shortage of workforce, and high dependency on foreign workers. To that end, MPB has identified Thrust 1: Building Workforce of the Future through the structuring of workforce. This is done by reducing the nation's reliance on low-skilled workers and increasing the number of high-skilled workers to meet the needs of future job market and economy. A dynamic and efficient

ran tinggi bagi memenuhi keperluan pasaran kerja serta ekonomi pada masa hadapan. Tenaga kerja yang dinamik dan efisien bukan sahaja memenuhi permintaan pasaran kerja pada masa hadapan malah menjadi penggerak utama pertumbuhan industri dan sektor. Oleh itu, dalam usaha menuju ke arah ekonomi berpendapatan tinggi, negara perlu melahirkan lebih ramai tenaga kerja mahir yang berupaya menyumbang kepada nilai tambah yang tinggi.

Sehubungan itu, MPC melalui 9 Nexus Produktiviti melaksanakan inisiatif bagi mengatasi isu kekurangan tenaga kerja mahir melalui kerjasama dengan pelbagai pemegang taruh. Antara inisiatif yang telah dijalankan sepanjang tahun 2020 adalah membangunkan rangka kerja modal insan, modul latihan khas untuk pekerja mengembangkan kemahiran dan menyebarkan inisiatif ini kepada industri termasuk majikan dan pekerja. Inisiatif-inisiatif yang dilaksanakan ini telah memberi manfaat kepada 1,847 organisasi yang melibatkan seramai 3,132 orang peserta. Inisiatif ini diharap dapat membantu industri untuk mengekang masalah kekurangan tenaga kerja berkemahiran pada masa hadapan dan ketidakpadanan graduan dalam industri. Usaha melahirkan tenaga kerja berkemahiran perlu diberi perhatian bagi memacu transformasi industri ke arah digitalisasi selaras dengan perubahan proses kerja dalam persekitaran norma baharu.

Pada tahun 2020, sebanyak 6 rangka kerja modal insan telah dibentuk bagi meningkatkan jalinan kerjasama antara industri, kerajaan dan institusi pendidikan. Rangka kerja modal insan tersebut menjadi rujukan penting kepada pihak industri dalam membentuk tenaga kerja mahir selaras dengan keperluan masa kini. Setiap rangka kerja yang dibangunkan adalah berdasarkan keperluan dalam subsektor masing-masing. Penghasilan rangka kerja modal insan juga membantu industri merancang program penambahbaikan seperti program yang berkaitan dengan peningkatan kemahiran dan latihan semula. Kedua-dua program peningkatan modal insan ini memainkan peranan penting dalam melahirkan tenaga kerja produktif dalam sesebuah organisasi. Enam rangka kerja modal insan yang dibangunkan adalah seperti berikut.

- Pelan Pelaksanaan dan Rangka Tadbir Urus;
- Rangka Kerja Kejuruteraan Uji;
- Rangka Kerja Kerjasama Awam-Swasta;
- Rangka Kerja Kemahiran Industri (IndSF);
- Rangka Kerja *Quadruple Helix*; dan
- Rangka Kerja *Digital STARS*.

workforce does not only meet the demand of future job market but also becomes a key driver to the growth of industries and sectors. Therefore, to move towards becoming a high-income economy, the country needs to produce more skilled workers who are able to contribute to high added value.

Acknowledging the above requirement, MPC had through 9 Productivity Nexus introduced several initiatives to address the skilled manpower shortage issue through collaborations with various stakeholders. Among the initiatives that had been undertaken throughout 2020 were the development of human capital framework, and special training modules for workers to develop their skills. These initiatives were disseminated to the industry, where both the employers and their employees had been engaged. These initiatives had benefited 1,847 organisations involving 3,132 participants. It is envisioned that this initiative will assist the industry to overcome the issues of skilled manpower shortage and mismatch of graduates in the industry. The efforts of producing a skilled workforce need to be given the attention. This is to spur the industry's transformation towards digitalisation, consistent with the changes in work processes in the new environment.

In 2020, a total of 6 human capital frameworks had been developed to enhance the cooperation among the industry, government and educational institutions. Consistent with current requirement, the human capital frameworks are a vital reference for the industry in the formation of a skilled workforce. Each framework is developed based on the need of each sub-sector. The industry is assisted through the establishment of human capital frameworks where the industry could plan improvement programmes such as those related to upskilling and reskilling. These human capital enhancement programmes have a vital function in the generation of an organisation's productive workforce. The six human capital frameworks are as follows.

- Implementation Plan and Governance Framework;
- Test Engineering Framework;
- Public-Private Partnership Framework;
- Industrial Skills Framework (IndSF);
- Quadruple Helix Framework; and
- Digital STARS Framework

Selain itu, sebanyak 14 modul latihan telah dibangunkan dengan kerjasama industri dan institusi pendidikan bagi memastikan kandungan latihan adalah berkesan dan mencapai objektif program. Projek rintis dijalankan sebelum pembangunan modul bagi mengenal pasti latar belakang permasalahan serta penyelesaian yang dicadangkan. Dalam proses pembangunan, penglibatan industri dan institusi pendidikan adalah penting agar modul yang dihasilkan berkualiti, telus dan menepati keperluan industri.

Melalui inisiatif Nexus Produktiviti Elektrikal dan Elektronik (EENP), sebanyak 6 modul latihan berkaitan Pengenalan kepada *Integrated Circuit (IC) Design* telah dibangunkan bersama MIMOS yang merangkumi aspek *Digital Front End*, *Digital Back End*, *Design for Testability* (DFT), *Analogue* dan *Layout* telah diperkenalkan. Modul latihan tersebut menjadi rujukan dalam pelaksanaan latihan *IC Design* oleh organisasi-organisasi di Malaysia.

Produktiviti Nexus Jentera dan Peralatan (MEPN) pula telah berjaya membangunkan program *Industry Lean Apprentice* sebagai satu standard sukatan pelajaran produktiviti kepada para pelajar Latihan Teknikal dan Vokasional (TVET) serta universiti. Terdapat 8 modul latihan dan satu simulasi yang dihasilkan melalui program ini, antaranya ialah pengenalan kepada produktiviti, alat produktiviti seperti *Lean*, *Zero Waste*, *Kaizen*, *Quick Change Over*, dan *Poka Yoke*. Selain itu, modul ini juga meningkatkan kemahiran pelatih berkaitan penyelesaian masalah dan analisa kewangan organisasi. Program *Industry Lean Apprentice* ini berupaya memberi nilai tambah kemahiran graduan dan meningkatkan kemahiran pekerja sedia ada. Program ini juga secara tidak langsung menyumbang kepada peningkatan produktiviti pekerja, organisasi, industri dan ekonomi.

Nexus Produktiviti Digital (DPN) memperkenalkan program *Internship Digital STARS* bagi menempatkan pelatih teknologi digital dari Institut Pengajian Tinggi Malaysia (IHL) di industri terpilih bagi membentuk tenaga kerja digital masa hadapan seiring dengan keperluan ekonomi digital negara. DPN telah berjaya melaksanakan projek rintis pada bulan Julai 2020 dengan menempatkan 97 pelatih dalam teknologi digital di 20 buah organisasi. Para pelatih dilengkapi dengan kemahiran khusus seperti pengetahuan mengenai tingkah laku profesional, etika, kemahiran teknikal digital dan pra-pengurusan projek sebelum ditempatkan ke industri.

There are 14 training modules being developed in collaboration with the industry and educational institutions. This is to ensure that the training content is effective and achieves the programmes' objectives. A pilot project is conducted prior to the development of the module to identify the background of the problem as well as the proposed solution. In the development process, the involvement of the industry and educational institutions is important so that the modules are of high quality, transparent and meet the industry's requirement.

Through the Electrical and Electronic Productivity Nexus (EENP) initiative, a total of 6 training modules related to the Introduction to Integrated Circuit (IC) Design had been jointly developed with MIMOS. These modules cover the aspects of Digital Front End, Digital Back End, Design for Testability (DFT), Analogue and Layout; and become a reference for IC Design training by organisations in Malaysia.

Machinery and Equipment Productivity Nexus (MEPN) had successfully developed the Industry Lean Apprentice programme as a standard productivity syllabus for Technical and Vocational Training (TVET) and university students. The programme has 8 training modules and a simulation, among which are introduction to productivity, productivity tools such as Lean, Zero Waste, Kaizen, Quick Change Over, and Poka Yoke. This module also enhances the trainees' skills in problem solving and corporate financial analysis. The Industry Lean Apprentice programme is able to add value to the graduates' skills and improve existing employees' abilities. The programme also indirectly contributes to increased productivity of employees, organisations, industries and the economy.

Digital Productivity Nexus (DPN) had introduced the Digital Internship STARS programme. This programme involves the placement of digital technology trainees from Malaysian Institutions of Higher Learning (IHL) in selected industries. The aim of this programme is to form the future digital workforce, consistent with the needs of the country's digital economy. The DPN had successfully implemented a pilot project in July 2020 by placing 97 digital technology trainees in 20 corporations. Prior to their placement in the industry, the trainees were already equipped with specialised skills such as knowledge of professional conduct, ethics, digital technical skills and project pre-management.

2. Memacu Teknologi Digital

Bagi mempercepatkan aplikasi teknologi digital yang mampu meningkatkan produktiviti negara, MPB memberi fokus kepada kepentingan teknologi dan inovasi di bawah Teras 2: Memacu Pendigitalan dan Inovasi. Teras ini memberi tumpuan kepada usaha memperkasa kesiapsiagaan, pengetahuan dan penggunaan teknologi sektor industri dan mengukuhkan pendigitalan dalam kalangan Perusahaan Kecil dan Sederhana (PKS) melalui e-dagang dan teknologi yang inovatif. Perintah Kwalan Pergerakan (PKP) akibat pandemik COVID-19 telah mengubah cara kerja lama kepada norma baharu. Organisasi dan peniaga perlu beralih kepada penggunaan teknologi digital dan e-dagang bagi meningkatkan kecekapan proses dan memasarkan produk serta perkhidmatan mereka. Antara inisiatif yang telah dijalankan dibawah struktur industri adalah seperti berikut:

- *Business Virtual Advisory Services*
- *PRODUCTIVITY1010* (Produktiviti melalui Pendigitalan)
- Webinar "*Go B.I.G with Digital*"
- Pangkalan Data Teknologi Kompendium Agro-Makanan
- Penilaian Kesiediaan Industry4WRD
- Promosi *e-wallet Digital* dan Platform e-Pembayaran
- Program Transformasi Digital PKS
- Program Kesedaran Strategi e-Pasaran, Penjenamaan dan Pemasaran.

Sehubungan itu, Produktiviti Nexus telah melaksanakan inisiatif *Business Virtual Advisory Services* dengan tema *Bringing Productivity Activities to Every Business That Connects to the Internet* bagi meningkatkan kesediaan industri mengadaptasi teknologi digital. Inisiatif ini menawarkan program seminar, khidmat nasihat, program intervensi melalui bimbingan, koordinasi dan latihan secara atas talian. Program-program ini telah memberi manfaat kepada 937 organisasi yang melibatkan peserta seramai 4,243 orang pada tahun 2020. Program yang dijalankan secara atas talian terbukti telah menyumbang kepada penjimatan kos dan sumber sebanyak 50 peratus berbanding dengan kaedah konvensional.

Nexus Produktiviti Mesin dan Peralatan (MEPN) telah melancarkan program intervensi *PRODUCTIVITY1010* (Produktiviti melalui Pendigitalan) bagi membantu PKS yang ingin memulakan kesediaan pendigitalan ke arah Industry4WRD. Program ini membantu organisasi menilai tahap kesediaan pendigitalan organisasi dengan menggunakan alat Penilaian Pendigitalan Kendiri seterusnya dibimbing menerusi program bimbingan atas talian oleh pakar industri. Penilaian Pendigitalan Kendiri membolehkan perni-

2. Driving Digital Technology

In view that the national productivity could be improved through the utilisation of digital technology, MPB is focusing on technology and innovation under Thrust 2: Driving Digitalisation and Innovation. The thrust concentrates on the efforts to enhance the readiness, knowledge and utilisation of technology in the industrial sector; and enhance digitalisation among Small and Medium Enterprises (SMEs) through e-commerce and innovative technologies. The Movement Control Order (MCO), an outcome of the COVID-19 pandemic has changed the traditional working method to a new normal. Organisations and entrepreneurs need to shift to digital technology and e-commerce. This transformation is needed to improve the efficiency of the processes, as well as the marketing of products and services. Among the initiatives that had been carried out under industry structure are as follows:

- Business Virtual Advisory Services
- *PRODUCTIVITY1010* (Productivity through Digitalization)
- Webinar "*Go B.I.G with Digital*"
- Agrolink Malaysia Portal
- Industry4WRD Readiness Assessment
- Digital e-wallet promotion and e-Payment Platform
- SME Digital Transformation Programme
- e-Market, Branding and Marketing Strategy Awareness Programme

The Productivity Nexus has established the Business Virtual Advisory Services initiative with the theme, *Bringing Productivity Activities to Every Business That Connects to the Internet*. This initiative's aim is to increase the industry's readiness to digital technology adaptation. Through this initiative, virtual seminar programmes, advisory services, intervention programmes through coaching, coordination and trainings are offered. In 2020, these programmes had benefited 937 organisations involving 4,243 participants. It had been proven that these virtual programmes saved 50 percent in costs and resources compared to the conventional methods.

The Machinery and Equipment Productivity Nexus (MEPN) has established the *PRODUCTIVITY1010* (Productivity through Digitisation) intervention programme. This programme aims at assisting SMEs wishing to embark on digitisation readiness towards Industry4WRD. Through this programme, the organisations could assess their organisations' digitisation readiness by using the Self-Digitisation Assessment tool. This is then followed by guidance through on-line mentoring programme by industry experts. The

agaan menilai sendiri kesediaan organisasi untuk memulakan transformasi digitasi manakala Prioritization Matrix pula merujuk kepada alat perancangan pengurusan yang merangkumi rangka kerja 4R iaitu *Reality Check*, *ROI Calculation*, *KPIs Review* dan *Reference Global Best Practice*. Sebanyak 72 organisasi telah menggunakan alat ini yang mana 39 organisasi telah dibimbing bagi menghasilkan pelan pendigitalan individu.

Nexus Produktiviti Digital (DPN) berperanan memberikan kesedaran tentang inisiatif, insentif dan program latihan pendigitalan yang disediakan oleh pihak kerajaan kepada industri dan peniaga. Bagi mencapai tujuan tersebut, DPN telah menganjurkan 36 siri webinar dengan tema "*Go B.I.G with Digital*" dengan kehadiran seramai 7,000 peserta. Inisiatif ini telah diperluaskan kepada Nexus Produktiviti yang lain untuk menggalakkan penggunaan teknologi digital dalam subsektor masing-masing.

Melalui inisiatif *GO B.I.G with Digital* yang diperluaskan, Nexus Produktiviti Agro-Makanan (AFPN) telah membangunkan pangkalan data yang dikenali sebagai Teknologi Kompendium Agro-Makanan yang memberi manfaat kepada Sektor Pertanian dan Agro-Makanan. Pangkalan data yang dibangunkan ini menyediakan maklumat terperinci berkaitan bidang teknologi yang sedang digunakan di pasaran. Maklumat ini merangkumi rantai bekalan subsektor iaitu pengeluaran, pengendalian selepas penuaian, pemprosesan, pengedaran dan peruncitan. Kompendium ini mampu menghubungkan pemain industri yang pelbagai dalam satu platform yang sama. Kemudahan akses kepada maklumat penting ini memberi peluang kepada para petani untuk memanfaatkan sepenuhnya teknologi yang menyokong kepada amalan pertanian produktif dan lestari. Contohnya, petani dapat mengubah suai fungsi guna tanah sedia ada menjadi ladang moden dan berdaya saing. Sehingga kini, hampir 700 pengguna telah mendapat manfaat daripada pangkalan data yang dibangunkan.

Selain itu, Penilaian Kesediaan Industry4WRD yang mensasarkan kepada PKS juga disediakan untuk meningkatkan penggunaan teknologi dan inovasi dalam organisasi. Objektif program adalah untuk mengenal pasti tahap kesediaan perusahaan sebelum mengadaptasi teknologi di organisasi masing-masing. Fasa pertama ditumpukan kepada aktiviti perkongsian pengetahuan dan promosi kepada organisasi daripada subsektor kimia. Sebanyak 31 organisasi telah menjalani penilaian kesediaan tersebut melalui Dana Intervensi daripada pihak kerajaan dan telah memperoleh laporan tahap kesediaan melalui penilaian yang telah dilaksanakan.

Self-Digitisation Assessment allows businesses to conduct self-evaluation on their readiness towards digital transformation. Meanwhile, Prioritization Matrix refers to management planning tools. This matrix has 4R frameworks, i.e., Reality Check, ROI Calculation, KPIs Review and Global Best Practice Reference. The tool had been utilised by 72 organisations, of which 39 organisations had been guided in producing their own digitisation plan.

The Digital Productivity Nexus (DPN) involves the awareness on digitalisation initiatives, incentives and training programmes provided by the government to industry and entrepreneurs. In achieving its objective, DPN had organised 36 series of webinars under the theme "*Go B.I.G with Digital*" with 7,000 participants. This initiative is also extended to other Productivity Nexus to encourage the utilisation of digital technology in other sub-sectors.

Through the expanded *GO B.I.G with Digital* initiative, the Agro-Food Productivity Nexus (AFPN) has developed a portal known as the Agrolink Malaysia Portal. It is envisioned that it will positively serve the Agriculture and Agro-Food sectors. This portal furnishes detailed information on the technology employed by the market. This information encompasses of sub-sectors' supply chain activities; which are production, post-harvest handling, processing, distribution and retail. The compendium facilitates the communication of various industry players in a single platform. The accessibility to this vital information provides an opportunity for the farmers to exploit on technology that facilitates productive and sustainable farming practices. For example, farmers could transform their farms into being modern and competitive. To date, the database has benefitted almost 700 users.

With SMEs being its target, the Industry4WRD Readiness Assessment has the goal of increasing the technology adoption and innovation of businesses. It is the programme's objective to identify the companies' readiness prior to technology adoption. The focus of the first phase is on knowledge sharing and promotional activities of companies operating in the chemical sub-sector. Through the government's Intervention Fund, 31 organisations had taken the readiness assessment and obtained their readiness level reports.

Nexus Produktiviti Peruncitan dan Makanan & Minuman (RFBPN) pula telah melaksanakan 3 program utama untuk menggalakkan penggunaan teknologi digital. Program tersebut adalah Promosi *e-wallet Digital* dan Platform e-Pembayaran, Program Transformasi Digital PKS dan Program Kesedaran Strategi e-Pasaran, Penjenamaan dan Pemasaran. Program tersebut bertujuan memberi sokongan kepada organisasi yang berpotensi tinggi untuk melaksanakan pendigitalan dalam operasi perniagaan dan membina keupayaan e-Dagang dalam urusan pembelian dan penjualan. Beberapa siri webinar telah diadakan untuk menyebarkan kepentingan penggunaan platform digital yang memberi manfaat kepada 1,118 peserta. Hasil daripada penganjuran siri webinar ini telah membantu peniaga sektor peruncitan dan makanan & minuman memperoleh pengalaman praktikal dalam proses pembelian dan peruncitan secara digital. Program tersebut juga memberikan impak signifikan dari segi peningkatan kepuasan pelanggan dan telah menambah baik operasi perniagaan.

3. Mengukuhkan Struktur Industri

Struktur industri turut mempengaruhi pelaksanaan inisiatif Produktiviti Nexus yang unik mengikut sub-sektor ekonomi. Isu seperti kurangnya tumpuan kepada aktiviti nilai tambah seperti pembangunan dan reka bentuk produk memerlukan pendekatan penyelesaian struktur industri yang inklusif. Sebanyak 6 rangka kerja dan 6 modul latihan telah dibangunkan yang memberi manfaat kepada 4,035 peserta dari 1,146 organisasi. Antara inisiatif yang telah dijalankan di bawah struktur industri adalah seperti berikut:

- Program Pengalaman Maya Malaysia (MyVXp)
- Persijilan Kecemerlangan Pelancongan Malaysia (MaTeX)
- Garis Panduan Patuh dan Amal COVID-19 (GPPAC19)
- Program *Responsible Care* (RC)
- Program *Health Safety Environment* (HSE)
- Kerangka Konseptual untuk Konsortium Perkhidmatan Profesional
- Portal *Electrical & Electronics Malaysia Marketplace* (EEMM)
- Program *Hackathon*

Nexus Produktiviti Pelancongan (TPN) telah membangunkan Program Pengalaman Maya Malaysia (MyVXp) iaitu program pelancongan norma baharu yang dibangunkan sebagai adaptasi terhadap kesan pandemik COVID-19. Program ini dibangunkan untuk membantu pemain industri pelancongan tempatan yang terjejas akibat kekangan pergerakan secara fizikal. Program daripada 'industri untuk industri' ini melibatkan usaha sama antara pemain-pemain

Meanwhile, the Retail and Food & Beverage Productivity Nexus (RFBPN) has established 3 main programmes to encourage the utilisation of digital technology. The programmes are Digital e-wallet Promotion and e-Payment Platform, SME Digital Transformation Programme and e-Market Strategy Awareness Programme, Branding and Marketing. It is these programmes' goal to support businesses that have the high potential to digitalise their business operations and develop e-Commerce capabilities in their corporate purchases and sales. A series of webinars had been held to emphasise on the importance of digital platforms, benefiting 1,118 participants. As a result of these efforts, the retail and food & beverage sector has gained invaluable practical experience in digital purchasing and retailing process. The sector has also experienced increased customer satisfaction and improved business operations.

3. Strengthening the Industrial Structure

The industry structure also affects the uniquely designed Productivity Nexus, which is economic sub-sector oriented. Issues such as lack of focus on value-added activities, for examples product development and design require an inclusive solution to the industry structure. 6 frameworks and 6 training modules had been developed, benefiting 4,035 participants from 1,146 organisations. Among the initiatives that had been carried out under the industry structure are as follows:

- Malaysia Virtual Experience Programme (MyVXp)
- Malaysia Tourism Excellence (MaTeX) certification
- COVID-19 Adopt and Adhere Guideline (GPPAC19)
- Responsible Care (RC) programme
- Health Safety Environment (HSE) programme
- Conceptual Framework for Professional Services Consortium
- Electrical & Electronics Malaysia Marketplace (EEMM) portal
- Hackathon programme

The Tourism Productivity Nexus (TPN) has created the Malaysia Virtual Experience Programme (MyVXp), a new norm tourism programme developed in response to the COVID-19 pandemic. The aim of the programme is to assist local tourism industry players affected by the restriction of physical movement. The 'industry for industry' programme involves collaboration between tourism industry players and the relevant ministries and agencies. It is the programme's goal to transform products, packages and physical tourism experiences into live virtual experiences. In 2020, a total

industri pelancongan yang disokong oleh kementerian dan agensi berkaitan untuk mengubah produk, pakej dan pengalaman pelancongan fizikal kepada pengalaman maya secara langsung dalam talian. Program MyVXp telah memberi manfaat kepada 740 hos secara maya dan berjaya menghasilkan 305 produk pengalaman maya yang turut menyumbang kepada pendapatan dan produktiviti peserta pada tahun 2020.

Ketika negara masih dilanda pandemik COVID-19, program ini telah membantu kelangsungan pemilik produk pelancongan tempatan dengan penghasilan produk secara digital melalui strategi peningkatan kemahiran dan latihan semula. Program ini dirancang secara teliti untuk meningkatkan kemahiran, kecekapan dan pengetahuan peserta yang terlibat melalui sesi bimbingan dalam talian. Pelaksanaan program adalah secara 'mentor mentee' bagi melatih pemilik/ pengendali produk pelancongan, ejen pelancongan, pemandu pelancong, hos pengalaman dan individu atau organisasi lain yang berkaitan. Peserta dilatih untuk mengembangkan prototaip pakej pengalaman dalam talian sebagai alternatif untuk pengalaman pelancongan fizikal. Ketika musim PKP, program yang unik ini telah menyediakan pilihan pengalaman melancong secara maya kepada pelancong dalam dan luar negara. Program ini telah membantu mentee yang terdiri daripada pengusaha produk pelancongan memperoleh pendapatan melalui penjualan pakej pengalaman pelancongan dalam talian. Mereka juga dapat meningkatkan strategi pemasaran kreatif dalam usaha menarik kedatangan pelancong selepas kawalan pergerakan dilonggarkan melalui program ini.

Kecemerlangan Pelancongan Malaysia (MaTeX) merupakan program pensijilan industri pelancongan pertama yang menyediakan standard asas untuk organisasi perkhidmatan pelancongan tempatan. MaTeX menyediakan keperluan standard asas bagi organisasi pelancongan Mikro Kecil dan Sederhana (MSME) dalam kategori ejen pelancongan, aktiviti pelancongan ekstrim, organisasi pengurusan majlis, pemilik atau pengendali tempat penganjuran majlis dan pengeluar atau pemilik produk berkaitan pelancongan. Sebanyak 177 organisasi telah menyertai program pensijilan ini yang merangkumi 6 standard untuk 6 kategori seperti berikut:

- *Adventure Tourism;*
- *Event Management Companies;*
- *Homestay and Kampungstay;*
- *MICE and Event Venue Travel Agencies;*
- *Travel Agencies; dan*
- *Tourism Product and Site Operators.*

Untuk memastikan program MaTeX sentiasa relevan dengan keadaan semasa, garis panduan

of 740 virtual hosts had benefitted from the MyVXp programme with 305 virtual experience products created; in which consequently increased the businesses' income and productivity.

During this COVID-19 pandemic, the programme had managed to support the survival of local tourism products' owners. This is done through skills upgrading and retraining strategies where the products digitally produced. Via online coaching sessions, the carefully designed programme aims to enhance the skills, competencies and knowledge of the participants. The 'mentor mentee' approach is employed to train owners/ operators of tourism products, travel agents, tour guides, experience hosts and other relevant individuals or organisations. Participants are trained in developing online experience package prototypes, an alternative to physical tourism experiences. This unique programme provides the domestic and foreign tourists the option of virtual travel experiences during the MCO period. The mentees, i.e., the tourism product operators are assisted where they could sell their virtual travel experience packages online. Upon the relaxation of the MCO, through improved strategies, the tourism operator's creative marketing would attract the tourists.

Malaysia Tourism Excellence (MaTeX) is the first tourism industry certification programme that provides basic standards for organisations involved in local tourism services. MaTeX provides the basic standard requirements for tourism organisations of Micro, Small and Medium Enterprises (MSMEs) such as travel agents, extreme tourism activities, event management organisations, event venue owners or operators, and manufacturers or owners of tourism-related products. This certification programme had attracted the participation of 177 organisations encompassing 6 standards for 6 categories as follows:

- *Adventure Tourism;*
- *Event Management Companies;*
- *Homestay and Kampungstay;*
- *MICE and Event Venue Travel Agencies;*
- *Travel Agencies; and*
- *Tourism Product and Site Operators.*

To ensure that the MaTeX programme stays relevant with the current situation, guidelines on COVID-19 have been developed and introduced; namely the COVID-19 TPN Adopt and Adhere Guidelines (GPPAC19). In 2020, the GPPAC19 certification had been awarded to 88 organisations. The GPPAC19 initiative has a positive impact on the owners of tourism premises and products; in which there are increased tourist confidence in service delivery quality and compliance with

mengenai COVID-19 telah dibangun dan diperkenalkan iaitu Garis Panduan Patuh dan Amal COVID-19 TPN (GPPAC19). Sebanyak 88 organisasi telah diperakui dengan sijil GPPAC19 pada tahun 2020. Pelaksanaan inisiatif GPPAC19 telah memberi kesan positif kepada pemilik premis dan produk pelancongan dari segi peningkatan tahap keyakinan pelancong terhadap penyampaian perkhidmatan yang berkualiti dan pematuhan terhadap prosedur operasi standard (SOP) COVID-19.

Selain sektor pelancongan, pelaksanaan program *Responsible Care* (RC) telah meningkatkan tahap keselamatan, kesihatan dan persekitaran operasi pengendalian produk berisiko dalam industri kimia dan produk berkaitan kimia. Program ini dilaksanakan oleh Nexus Produktiviti Kimia dan Produk Kimia (CPN) yang memberi tumpuan kepada keselamatan dan kesejahteraan awam. Program ini telah memberi manfaat kepada 175 peserta. Lanjutan daripada itu, Program *Health Safety Environment* (HSE) juga telah diperkenalkan untuk memberikan latihan kepada peserta bagi meningkatkan tahap kesedaran dan kefahaman tentang aspek keselamatan dan kesihatan pekerjaan serta memupuk budaya kerja yang selamat dan sihat.

Usaha meningkatkan keupayaan organisasi tempatan di luar negara telah dilaksanakan melalui pembangunan Kerangka Konseptual untuk Konsortium Perkhidmatan Profesional yang melibatkan 6 perkhidmatan profesional di Malaysia iaitu Perakaunan, Pengiklanan, Seni Bina, Kejuruteraan, Perundangan dan Perundingan Pengurusan. Program yang melibatkan pembangunan model dan garis panduan ini adalah sebahagian daripada usaha MPC melalui Nexus Produktiviti Perkhidmatan Profesional (PSPN) dalam menyokong perkhidmatan profesional yang terjejas oleh COVID-19. Rangka kerja yang dibangunkan bersama pemain industri ini bertujuan mempromosikan Konsortium Perkhidmatan Profesional yang merangkumi program peningkatan kesedaran, penyediaan panduan, pelaksanaan dan pemantauan serta penilaian. Jangkaan impak daripada program ini adalah peningkatan daya saing organisasi perkhidmatan profesional tempatan di peringkat antarabangsa.

Pembangunan portal *Electrical & Electronics Malaysia Marketplace* (EEMM) secara maya oleh Nexus Produktiviti Elektrikal dan Elektronik (EENP) telah membantu mempromosikan produk organisasi pengeluar elektrikal dan elektronik (E&E) di Malaysia ke peringkat antarabangsa. Sebanyak 60 organisasi telah menyertai portal maya ini bagi mempromosikan dan mengiklankan produk organisasi tempatan di pasaran global. Di samping itu, Program *Hackathon* juga telah dilaksanakan untuk memberi pendedahan berkenaan isu-isu yang dihadapi oleh industri kepada pelajar univer-

COVID-19 standard operating procedures (SOPs).

Meanwhile for the chemical and chemical-related products industry, the Responsible Care (RC) programme is introduced. This programme aims to improve the safety, health and the operating environment of hazardous products. The programme which is under the Chemical Productivity and Chemical Products Nexus (CPN) focuses on public safety and well-being. The programme has 175 participants. In addition, the Health Safety Environment (HSE) Programme has also been introduced. This programme aims at providing trainings in increasing the participants' awareness and understanding on the aspects of occupational safety and health as well as instilling a safe and healthy work culture.

For the enhancement of local organisations' competitiveness abroad, a Conceptual Framework for the Professional Services Consortium involving 6 professional services in Malaysia namely Accounting, Advertising, Architecture, Engineering, Legal and Management Consulting has been developed. This programme that supports the professional services affected by COVID-19 is part of MPC's efforts through the Professional Services Productivity Nexus (PSPN). The jointly developed framework with industry players aims at promoting the Professional Services Consortium. The initiative includes awareness programmes, handbook preparation, implementation and monitoring, as well as evaluation. This programme is envisioned to increase the competitiveness of local professional service organisations internationally.

The Electrical & Electronics Malaysia Marketplace (EEMM) portal established through the Electrical and Electronics Productivity Nexus (EENP) has assisted in the global promotion of products manufactured by Malaysian electrical and electronics (E&E) companies. This virtual portal is participated by 60 domestic businesses with the goal of promoting and advertising their products in foreign markets. In addition, there is also the Hackathon Programme that aims to expose the university students to issues faced by the industry. An example of an activity carried out is the industry's employment of machine vision system based on Artificial Intelligence (AI). It is the programme's objective to produce a Proof of Concept where affordable vision machine is produced. It will also propel the students to be innovative or generate novel ideas for industrial use. The programme positively impacts the industry's structure where the students' ideas could be adopted by the industry. The three series programmes had attracted 33 groups with 132 participants from all over Malaysia.

siti. Antara aktiviti yang dijalankan ialah promosi berkenaan penggunaan sistem mesin visi berdasarkan Kecerdasan Buatan atau *Artificial Intelligence* (AI) oleh industri. Program ini juga bertujuan menghasilkan *Proof of Concept* bagi membangunkan mesin visi dengan kos yang berpatutan dan membantu pelajar menghasilkan inovasi atau idea baru untuk kegunaan industri. Program ini telah menunjukkan impak positif kepada skruktur industri yang mana cadangan idea yang dihasilkan oleh pelajar dapat digunakan oleh industri. Tiga siri program yang telah dijalankan mencatat 132 penyertaan daripada 33 kumpulan dari seluruh Malaysia.

4. Membentuk Ekosistem Perniagaan Yang Teguh

Cabaran ekosistem perniagaan turut menjadi faktor penghalang pertumbuhan produktiviti di peringkat sektor seperti yang dikenal pasti dalam MPB Teras 4: Membentuk Ekosistem Perniagaan Yang Teguh. Bagi mewujudkan persekitaran perniagaan yang mantap, dasar dan peraturan hendaklah dibuat dengan jelas, mudah dan dikuatkuasakan dengan berkesan. Peraturan yang tidak wajar perlu dikaji semula agar tidak membebankan sektor industri dan perniagaan. Walaupun berhadapan dengan pandemik COVID-19, beberapa strategi menambah baik peraturan yang bertepatan dengan keadaan krisis telah dilaksanakan oleh Nexus Produktiviti. Ia telah memberi manfaat kepada 260 organisasi dan 7,694 peserta yang secara langsung dapat menambah baik pelaksanaan dasar dan peraturan dalam usaha menjadikan Malaysia sebuah negara yang cekap dan mesra perniagaan.

Program *Virtual Advisory Clinic* merupakan satu program khidmat nasihat atas talian yang telah dilancarkan bagi mengenal pasti permasalahan organisasi yang terkesan dengan pandemik COVID-19. Program ini menawarkan satu jam khidmat rundingan solusi jangka pendek daripada pakar-pakar industri terpilih. Program ini telah berjaya mengenal pasti beberapa solusi dan intervensi bagi membantu organisasi yang terlibat secara langsung dan memberi manfaat kepada industri secara keseluruhannya. Antara isu yang diketengahkan adalah isu adaptasi teknologi digital, kewangan, penerokaan pasaran baru, insentif dan peningkatan produktiviti. Sehingga kini, program ini telah mendapat maklum balas yang positif daripada pemain industri. Kesan positif pelaksanaannya dilihat apabila organisasi-organisasi yang telah menghadiri program ini mengambil kira dan melaksanakan saranan yang diutarakan oleh pakar-pakar penasihat. Strategi ini terbukti membantu industri dalam menambah baik persekitaran perniagaan walaupun dalam keadaan yang getir. Sejak dilaksanakan, strategi ini telah memberi

4. Forging a Robust Ecosystem

It has been determined through MPB Thrust 4: Forging a Robust Ecosystem that the challenges of business ecosystem are productivity growth barriers at the sectoral level. For the creation of a conducive business environment, policies and regulations must be clear, simple and effectively enforced. There should be a review on unnecessary regulations so as not to burden the industrial and business sectors. Despite the COVID-19 pandemic, several regulatory improvement strategies appropriate to the crisis had been initiated by the Productivity Nexus. This initiative, which is an effort to make Malaysia an efficient and business-friendly country had benefitted 260 organisations and 7,694 participants. Through this effort, the implementation of policies and regulations had been improved.

The Virtual Advisory Clinic programme is an online advisory service programme launched to identify problems faced by organisations affected by the COVID-19 pandemic. The programme offers a one-hour consultation on short-term solution by selected industry experts. The programme had successfully identified a number of solutions and interventions; helping organisations that are directly involved and benefiting the industry as a whole. Among the issues highlighted were digital technology adaptation, finance, new market exploration, incentives and increased productivity. The programme has received positive feedbacks from the industry players. This programme's positive impact could be seen when the participating organisations consider and implement the recommendations put forth by the experts. It is proven that despite the hostile condition, this strategy has helped the industry to improve the business environment. Since its implementation, 493 organisations had gained benefit from this initiative.

In 2020, MPC through the Private Healthcare Productivity Nexus (PHPN) had produced 14 reports. These reports also contained proposals for regulatory improvements in each sub-sector. In addition, 5 guidelines had been published to address regulatory challenges and ensure regulations are implemented clearly and effectively. This initiative aims to develop consistent guidelines on regulations involved in the construction of private hospitals. Various parties from the public and private sectors through a series of workshops with ministries, agencies, private hospitals and submitting persons had contributed to this initiative. Following the workshops, a guidebook had successfully been published through collaborations between MPC and the industry, relevant ministries and agencies. The guidebook is to become a source of reference for industry players and stakeholders.

manfaat kepada 493 organisasi.

Pada tahun 2020, MPC melalui Nexus Produktiviti Penjagaan Kesihatan Swasta (PHPN) telah menghasilkan 14 laporan yang turut mengemukakan cadangan penambahbaikan peraturan di setiap subsektor. Selain itu, 5 buku garis panduan telah diterbitkan bagi menangani cabaran peraturan dan memastikan peraturan dilaksanakan dengan jelas dan berkesan. Inisiatif ini melibatkan pelbagai pihak dari sektor awam dan swasta melalui pengajaran beberapa siri bengkel bersama pihak kementerian, agensi, hospital swasta dan submitting person untuk membangun dan menyelaraskan garis panduan mengenai peraturan yang terlibat dalam pembinaan hospital swasta. Susulan daripada bengkel tersebut, MPC melalui kerjasama industri, kementerian dan agensi yang berkaitan telah berjaya menerbitkan buku panduan yang menjadi sumber rujukan kepada pemain industri dan pihak yang berkepentingan.

Dalam subsektor agro-makanan, MPC melalui Nexus Produktiviti Agro-Makanan (AFPN) telah terlibat dalam melaksanakan kajian *Behavioural Insights* (BI) berkaitan Skim Pensijilan Amalan Pertanian Baik Malaysia (MyGAP). Kajian ini bertujuan untuk menggalakkan lebih ramai lagi pengguna membeli produk makanan yang telah diiktiraf oleh MyGAP. MyGAP merupakan skim pensijilan yang dirangka oleh Jabatan Pertanian untuk mengiktiraf ladang-ladang yang mengamalkan Amalan Pertanian Baik (APB). Kajian BI ini dilaksanakan untuk mengenal pasti kefahaman pengguna mengenai skim pensijilan MyGAP sebagai standard amalan pertanian yang baik dalam kalangan pengguna dan mengubah tingkah laku pembeli agar membeli produk makanan yang mendapat pensijilan MyGAP melalui intervensi. Hasil daripada kajian BI, didapati terdapat peningkatan dalam penerimaan dan pembelian produk makanan yang dipersijilkan oleh MyGAP.

Bagi menjamin suasana perniagaan yang terbaik, EEPN telah melaksanakan kajian proses import dan eksport bahan untuk sektor E&E di sempadan luar dan dalam negara. Melalui pendekatan *Reducing Unnecessary Regulatory Burden* (RURB), laporan yang mengandungi isu-isu dan cadangan penyelesaian masalah telah dibincangkan dalam 4 sesi libat urus yang telah diadakan di seluruh Malaysia. Kajian ini dapat meningkatkan prestasi subsektor E&E agar bekalan bahan sentiasa berkualiti dan proses pengangkutan adalah cekap dan tidak membebankan industri. Selain itu, program semakan dan kemaskini standard produk domestik dan penguatkuasaan pematuhan telah diadakan bagi membangunkan Garis Panduan Pembuatan Pintar Kebangsaan untuk sektor pembuatan. Garis panduan tersebut telah dibangunkan dan diserahkan kepada Jabatan Standard Malaysia

In the agro-food sub-sector, MPC through the Agro-Food Productivity Nexus (AFPN) had conducted a Behavioral Insights (BI) study. This study was related to the Malaysian Good Agricultural Practices (MyGAP) certification scheme. It was this study's aim to encourage more consumers to buy food products recognised by MyGAP. MyGAP is a certification scheme designed by the Department of Agriculture to recognise farms that practice Good Agricultural Practices (GAP). The BI study was conducted to identify the consumers' understanding towards MyGAP certification scheme as the standard of good agricultural practice. It also aimed at changing their behavior towards purchasing MyGAP certified food products through intervention. As a result of the BI study, it was found that there was an increase in the acceptance and purchase of food products certified by MyGAP.

To guarantee the best business environment, a research had been conducted by EEPN on the import and export process of materials for the E&E sector, both locally and internationally. Using the Reducing Unnecessary Regulatory Burden (RURB) approach, reports containing issues and proposed solutions had been discussed in 4 engagement sessions held throughout Malaysia. The research is envisioned to improve the E&E sub-sector's performance so that the material supply is of good quality and the transportation process is efficient and does not burden the industry. In addition, an assessment and update programme on the standard of local product and adherence enforcement had been undertaken. It aimed to develop the National Smart Manufacturing Guideline for the manufacturing sector. The guidelines had been developed and submitted to the Department of Standards Malaysia (DOSM) for analysis for the issuance of official guidelines/smart manufacturing standards. The guidelines will be used by the stakeholders as a benchmark and reference for the implementation of Industry 4.0 strategies and expedite the digital and Industry 4.0 transformation process in Malaysia.

(DSM) untuk dikaji bagi mengeluarkan garis panduan/ piawaian pengilangan pintar secara rasmi. Garis panduan ini akan digunakan sebagai penanda aras dan rujukan kepada pihak berkepentingan dalam melaksanakan strategi Industri 4.0 dan mempercepatkan proses transformasi digital dan Industri 4.0 di Malaysia.

Selain itu, DPN bersama-sama dengan Suruhanjaya Komunikasi dan Multimedia Malaysia (SKMM) telah membangunkan Indeks Daya Saing Infrastruktur Digital (DICI) bagi mengukur kecekapan dan keberkesanan sistem pengeluaran permit pembinaan struktur telekomunikasi di 10 lokaliti terpilih di Malaysia. Tujuan indeks ini dibangunkan adalah bagi membolehkan penggubal dasar kerajaan persekutuan, negeri dan kerajaan tempatan menilai tahap kualiti peraturan sedia ada dan mencadangkan penambahbaikan untuk memperkemas dan memantapkan sistem penyampaian perkhidmatan Pihak Berkuasa Tempatan (PBT) dan agensi teknikal. Bagi membangunkan indeks tersebut, instrumen yang diguna pakai adalah bilangan prosedur di antara pemohon dan agensi, masa yang diambil oleh agensi untuk melengkapkan prosedur dan kos yang dikenakan oleh PBT dan agensi diukur dan dijadikan indeks perbandingan. Bandar Raya Kuala Lumpur mencatatkan indeks DICI tertinggi iaitu sebanyak 71% bagi struktur telekomunikasi iaitu memiliki kawal selia peraturan yang lebih baik untuk membina struktur telekomunikasi berbanding lokaliti terpilih yang lain. MPC menerusi platform MyMudah dan DPN akan terus bekerjasama dengan penggubal dasar di peringkat persekutuan, negeri dan kerajaan tempatan dalam usaha meningkatkan kecekapan dan keberkesanan kualiti peraturan dalam pembinaan struktur telekomunikasi di Malaysia. Inisiatif ini akan memudahkan dan mempercepatkan usaha pelaksanaan Jalinan Digital Negara (JENDELA) bagi melonjakkan produktiviti dan daya saing negara.

Kesimpulannya, inisiatif berasaskan peningkatan kemahiran tenaga kerja, teknologi digital, struktur industri dan persekitaran perniagaan adalah sangat relevan kepada semua subsektor industri yang sedang berdepan dengan cabaran pandemik COVID-19. Kekangan pergerakan telah mencetuskan kesedaran untuk mempertingkatkan kemahiran, mengoptimumkan penggunaan teknologi dan digitalisasi, mengukuhkan struktur industri dan mewujudkan ekosistem perniagaan yang teguh. Situasi perniagaan telah berubah dan memerlukan tindakan dan peraturan yang tangkas oleh pembuat dasar dalam membantu sektor industri yang kebanyakannya terkesan oleh pandemik yang melanda seluruh dunia ini. Komitmen dan kerjasama semua pihak melalui pelbagai inisiatif dan pakej rangsangan di peringkat sektor diharap berupaya mempercepatkan agenda pemulihan ekonomi negara.

The DPN and the Malaysian Communications and Multimedia Commission (MCMC) had worked together in developing the Digital Infrastructure Competitiveness Index (DICI). The index is to measure the efficiency and effectiveness of the permit issuance system for telecommunication structure construction in 10 selected localities in Malaysia. The index enables the analysis on the quality of existing regulations by federal, state and local government policy makers. As such, these policy makers could make suggestions on improvements to streamline and strengthen the service delivery system of local authorities and technical agencies. In developing the index, the instruments used were the number of procedures between the applicant and the agency, the time taken by the agency to complete the procedure and the charges imposed by the local authority and the measured agency; these were then utilised as a comparative index. The City of Kuala Lumpur recorded the highest DICI index of 71% for telecommunication structures; indicating a better regulation for telecommunication structures' construction compared to other selected localities. MPC through the MyMudah and DPN platforms will continue to work with policy makers at the federal, state and local government levels as an effort towards enhanced efficiency and effectiveness in regulatory quality of the telecommunication structures' construction in Malaysia. This initiative will facilitate and expedite the implementation of National Digital Network (JENDELA) to spur the country's productivity and competitiveness.

As a conclusion, initiatives that are based on upskilling workforce, digital technology, industry structure and business environment are significantly relevant to all sub-sectors challenged by the COVID-19 pandemic. Movement constraints have triggered the awareness to upgrade skills, optimise the adaptation of technology and digitalisation, fortify industry structure and develop robust business ecosystem. There is a transformation in the business landscape and this requires swift actions and agile regulations by the policy makers. This revolution is highly needed as majority of the industrial sectors are affected by this pandemic. The commitment and cooperation of all parties through various initiatives and stimulus packages at the sectoral level are expected to expedite the national economic recovery agenda.



MEMACU PRODUKTIVITI DI PERINGKAT ORGANISASI DAN ENTERPRIS

ENHANCING PRODUCTIVITY AT ORGANISATIONAL AND ENTERPRISE LEVEL

MEMACU PRODUKTIVITI DI PERINGKAT ORGANISASI DAN ENTERPRIS

ENHANCING PRODUCTIVITY AT ORGANISATIONAL AND ENTERPRISE LEVEL

Seiring dengan teras strategik Blueprint Produktiviti Malaysia (MPB) bagi meningkatkan jumlah pekerja berkemahiran tinggi dan kesiapsiagaan menggunakan pakai teknologi serta memupuk budaya produktiviti, MPC telah melaksanakan pelbagai inisiatif di peringkat organisasi dan enterpris. Program Peningkatan Produktiviti dan Inovasi adalah antara strategi MPC untuk memacu pertumbuhan produktiviti organisasi dan enterpris yang akan menyumbang kepada pertumbuhan produktiviti di peringkat sektoral dan nasional. Pelaksanaan pelbagai inisiatif di bawah program ini telah berjaya membantu organisasi dan enterpris membuat penambahbaikan proses dan inovasi secara berterusan. Di samping itu, mereka dapat menggunakan segala sumber sedia ada dengan cara yang paling optimum dan cekap bagi menghasilkan produk dan perkhidmatan yang ditambah nilai, berkualiti dan memuaskan hati pelanggan.

PRESTASI KESELURUHAN 2020

Agenda Peningkatan Produktiviti dan Inovasi disokong oleh beberapa program dan inisiatif yang dapat membantu organisasi dan enterpris menambah baik proses kerja dalam menghasilkan produk dan perkhidmatan yang berkualiti seterusnya melonjakkan pasaran ke peringkat yang lebih tinggi. Program dan inisiatif tersebut telah menyumbang kepada indeks prestasi utama (KPI) yang ditetapkan. Pada tahun 2020, MPC telah berjaya melaksanakan sebanyak 1,038 program yang melebihi 48% daripada sasaran. Berdasarkan pencapaian ini, organisasi yang terlibat adalah sebanyak 11,322 dengan 92,469 peserta yang masing-masing melepasi sasaran sebanyak 13% dan 54%. Pencapaian ini menunjukkan penglibatan aktif pihak industri dalam menggunakan pakai alat-alat produktiviti dan inovasi seperti Amalan Persekitaran Berkualiti (QE/5S), *Lean*, *Kaizen*, Kumpulan Inovatif dan Kreatif dan Latihan Kecemerlangan Perniagaan (BE).

MPC has undertaken various initiatives at the organisational and enterprise level consistent with the strategic thrust of Malaysian Productivity Blueprint (MPB). The objectives of MPB are to increase the number of highly skilled employees and the readiness of technology adoption, as well as to foster productivity culture. One of the strategies formulated by MPC is the the Productivity and Innovation Enhancement Programme. The programme aims to drive the productivity growth of organisations and enterprises; in which will consequently lead to productivity growth at the sectoral and national levels. The various initiatives undertaken through this programme have successfully helped organisations and enterprises to continuously improve and innovate their processes. In addition, the businesses can optimally and efficiently utilise all the available resources to produce quality value-added products and services, as well as achievement of customer satisfaction.

2020 OVERALL PERFORMANCE

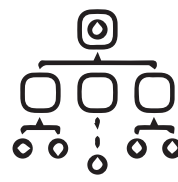
The Productivity Improvement and Innovation Agenda is supported by a number of programmes and initiatives that can help organisations and enterprises to improve their work processes. It is envisioned that through the initiatives, quality products and services could be produced; catapulting the market to new heights. The programmes and initiatives have contributed to targeted key performance indicators (KPIs). In 2020, 1,038 programmes had been successfully conducted by MPC, exceeding 48% of the target. Meanwhile, the participation of organisations was at 11,322 with 92,469 participants surpassing the target by 13% and 54%, respectively. These achievements demonstrate that the industry is relentless in their adoption of productivity and innovation tools such as Quality Environment (QE/5S) practices, *Lean*, *Kaizen*, Innovative and Creative Groups and Business Excellence (BE) training.

Pencapaian
Pengurusan
Outreach

**Outreach
Management
Performance**



Program
Programmes



Organisasi
Organisations



Peserta
Participants

Dalam menangani cabaran pandemik COVID-19, MPC telah memperkenalkan platform pelaksanaan program secara digital (maya) bagi memastikan program produktiviti dan inovasi berjaya dilaksanakan. Ia sekali gus dapat membantu organisasi dan enterpris untuk lebih kreatif dan inovatif dalam mengekalkan kelestarian perniagaan yang diusahakan.

To address the challenges brought upon by the COVID-19 pandemic, MPC has introduced a digital (virtual) platform for a successful implementation of productivity and innovation programmes. It aims to drive organisations and enterprises to be more creative and innovative in the preservation of their businesses' sustainability.

IMPAK PROGRAM PENINGKATAN PRODUKTIVITI ENTERPRIS 2020

Program Peningkatan Produktiviti dan Inovasi telah mencetuskan penciptaan nilai bukan saja kepada organisasi dan enterpris tetapi juga kepada peningkatan pertumbuhan produktiviti negara.

IMPACT OF ENTERPRISE PRODUCTIVITY IMPROVEMENT PROGRAMME, 2020

The Productivity Improvement and Innovation Programme does not only trigger value creation among organisations and enterprises, but it also leads to the nation's increased productivity growth.

PENCIPTAAN NILAI

Secara keseluruhannya, pelaksanaan program peningkatan produktiviti dan inovasi pada tahun 2020 telah menyumbang sebanyak RM1.14 bilion penciptaan nilai kepada organisasi dan enterpris yang terlibat.

VALUE CREATION

Overall, the productivity improvement and innovation programmes in 2020 had contributed RM1.14 billion in value creation to the organisations and enterprises involved.

Penciptaan Nilai 2020

Value Creation 2020



RM1,137,853,400

- Projek Inovasi *Team Excellence*
Team Excellence Innovation Projects
- Pensijilan QE/5S
QE/5S Certification
- Pengiktirafan *Lean*
Lean Recognition

Di samping itu, melalui kerjasama antara MPC dan industri, seramai 599 orang pakar produktiviti dan inovasi telah berjaya diiktiraf dari sektor awam dan swasta. Melalui Program Khidmat Nasihat dan Perundingan Umum, Program Pembangunan Kapasiti Vendor dan Skim Peningkatan Produktiviti Enterpris pula sebanyak 310 organisasi dan enterpris telah dinilai menggunakan Rangka Kerja Kecemerlangan Perniagaan (MBEF).

Secara keseluruhannya, sebanyak 31,100 organisasi telah terlibat dalam semua program peningkatan produktiviti dan inovasi anjuran MPC. Pelaksanaan program peningkatan produktiviti peringkat enterpris pula telah meningkatkan kadar keuntungan enterpris 30-50%, masa pengeluaran produk 50-90%, pengurangan kos 50-90% dan pengurangan pembaziran 60-90%. Ini membuktikan pelaksanaan dan impak projek khidmat nasihat dan perundingan telah memberi pemahaman yang tinggi dalam meningkatkan pertumbuhan produktiviti enterpris.

Pertumbuhan produktiviti bermakna lebih nilai tambah dapat dihasilkan dalam pengeluaran dan akan menjana lebih banyak pendapatan untuk dikongsi bersama. Pendapatan tersebut akan diagihkan dalam bentuk gaji dan upah kepada pekerja, dividen kepada pemegang taruh, produk dan perkhidmatan yang berkualiti dan harga yang lebih murah atau berpatutan kepada pelanggan, alam sekitar yang berkualiti, cukai kepada kerajaan, peluang pekerjaan kepada rakyat dan peningkatan hasil Keluaran Dalam Negara Kasar (KDNK) negara.

PEMBANGUNAN PRODUKTIVITI PERINGKAT ORGANISASI DAN ENTERPRIS

Pembangunan Produktiviti Peringkat Organisasi dan Enterpris dilaksanakan melalui program-program berikut:

- a. Program Kecemerlangan Perniagaan;
- b. Program Pembangunan Kapasiti;
- c. Program Perundingan Khidmat Nasihat Produktiviti;
- d. Program Amalan Terbaik Produktiviti; dan
- e. Program Pengiktirafan Kecemerlangan.

A. PROGRAM KECEMERLANGAN PERNIAGAAN

Bagi mencapai kelestarian dan kelebihan untuk berdaya saing, sesebuah organisasi hendaklah bermula dengan fokus kepada kecemerlangan operasinya berpandukan Rangka Kerja Kecemerlangan Perniagaan Malaysia (MBEF). MBEF adalah standard amalan pengurusan yang holistik dibangunkan untuk membantu organisa-

The collaboration between MPC and industry has also resulted in 599 productivity and innovation experts being recognised by the public and private sectors. Through the Advisory Services and General Consultancy Programme, the Vendor Capacity Building Programme and the Enterprise Productivity Improvement Scheme, 310 organisations and enterprises had been evaluated by the Malaysia Business Excellence Framework (MBEF).

The productivity improvement and innovation programmes organised by MPC had attracted the participation of 31,100 organisations. The enterprise level productivity improvement programmes have positively impacted the organisations where their profit increased by 30-50%, production time improved by 50-90%, cost reduced by 50-90% and waste reduced by 60-90%. This proves that through the advisory and consultancy services projects, the understanding in increasing enterprise productivity growth has improved.

Productivity growth equates to the increase in production's added-value, and this means more income could be shared. The income will be distributed in the forms of salaries and wages to employees, dividends to stakeholders, quality products and services and cheaper or more affordable prices to customers, quality environment, taxes to the government, employment opportunities to the people and increased gross domestic product (GDP).

PRODUCTIVITY DEVELOPMENT AT ORGANISATIONAL AND ENTERPRISE LEVEL

The productivity development at Organisational and Enterprise level is implemented through the following programmes:

- a. Business Excellence Programme
- b. Capacity Building Programme
- c. Productivity Advisory and Consultancy Services Programme
- d. Productivity Best Practices Programme
- e. Excellence Recognition Programme

A. BUSINESS EXCELLENCE PROGRAMME

For the attainment of sustainability and competitive advantage, an organisation must first focus on its operational excellence based on the Malaysia Business Excellence Framework (MBEF). MBEF is a holistic management practice standard. It is developed to help organisations to assess their readiness and adherence to ex-

si menilai kesediaan dan kepatuhan terhadap amalan kecemerlangan dalam usaha untuk meningkatkan prestasi perniagaan dan membangunkan organisasi bertaraf dunia.

cellence practices as an effort to improve corporate performance and become a world-class organisation.

Rajah 1: Rangka Kerja Kecemerlangan Perniagaan Malaysia (2020-2025)
Figure 1: Malaysia Business Excellence Framework (2020-2025)



MBEF merangkumi tujuh kriteria utama bagi memacu kecemerlangan iaitu Kepimpinan, Strategi, Maklumat, Pelanggan, Tenaga Kerja, Proses dan Hasil.

MBEF has seven main criteria to drive excellence; those are Leadership, Strategy, Information, Customers, Workforce, Process and Results.

Skop Utama Program Kecemerlangan Perniagaan

Key Scopes of the Business Excellence Programme

Pelaksanaan program kecemerlangan perniagaan dibuat secara terancang bagi memastikan objektif program tercapai. Berikut merupakan program-program utama yang telah dilaksanakan di bawah program Kecemerlangan Perniagaan sepanjang tahun 2020.

The business excellence programme is implemented in a structured manner to ensure that the objectives of the programme are achieved. In 2020, the following were the key programmes conducted under the Business Excellence programme:

i) Pembangunan Manual Latihan Kecemerlangan Perniagaan

i) Development of Business Excellence Training Manual

Pada tahun 2020, MBEF telah disemak semula dan penambahbaikan kriteria telah dilaksanakan selaras dengan senario perkembangan perniagaan semasa. Lanjutan penambahbaikan tersebut, MPC telah menambah baik tiga modul latihan Kecemerlangan Perniagaan iaitu Manual Latihan Pengamal, Manual Latihan Penilai dan Manual Latihan Perunding MBEF. Perubahan tersebut adalah bagi memastikan manual-manual latihan berkaitan MBEF mencapai piawai serta tahap kualiti manual latihan MPC.

In 2020, the MBEF was reviewed and improvements in the criteria had been undertaken for consistency with current business scenario. Following the improvements, MPC had improved three Business Excellence training modules, namely the Practitioner Training Manual, the Assessor Training Manual and the MBEF Consultant Training Manual. The changes were done to ensure that the MBEF-related training manuals meet the standard and quality of MPC training manual.

ii) Program Pembangunan Kompetensi Kecemerlangan Perniagaan

ii) Business Excellence Competency Development Programme

Dengan situasi pandemik COVID-19 yang belum berakhir, program latihan serta bimbingan secara maya telah diadaptasi bagi meningkatkan lagi kompetensi pengamal, perunding dan penilai Program Kecemerlangan Perniagaan. Beberapa siri bimbingan *Business Online Coaching* (BOC)

With the on-going COVID-19 pandemic, virtual training programmes and coaching have been conducted to further enhance the competencies of practitioners, consultants and assessors of the Business Excellence Programme. In 2020, several series of Business Online Coaching (BOC) had

secara maya telah dilaksanakan sepanjang 2020 seperti berikut:

- 1) BOC Siri 1: Memahami Rangka Kerja Kecemerlangan Perniagaan dan Profil Organisasi;
- 2) BOC Siri 2: Interpretasi Kriteria 1 dan 2 (Kepimpinan dan Strategi);
- 3) BOC Siri 3: Interpretasi Kriteria 3 dan 4 (Maklumat dan Pelanggan); dan
- 4) BOC Siri 4: Interpretasi Kriteria 5 dan 6 (Tenaga Kerja dan Proses).

Bimbingan atas talian yang dijalankan telah memberikan manfaat kepada hampir 200 orang pengamal kecemerlangan perniagaan.

iii) Penghasilan Buku Panduan Kriteria Kecemerlangan Perniagaan

Dalam usaha untuk meningkatkan kualiti Penilaian Kecemerlangan Perniagaan yang dijalankan oleh para penilai MBEF, Buku Panduan Kriteria MBEF telah dihasilkan sebagai rujukan kepada para penilai membuat penilaian yang tepat ke atas organisasi serta mendapatkan maklumat yang berkualiti semasa sesi penilaian dijalankan.

Penilaian yang tepat ini akan menghasilkan laporan penilaian yang berkualiti serta mempunyai nilai yang tinggi bagi organisasi. Buku panduan ini telah diguna pakai oleh para penilai MBEF pada sesi penilaian Anugerah Kecemerlangan Industri (AKI) 2020.

iv) Penulisan Kajian Kes Kecemerlangan Perniagaan

Buku Kajian Kes *Business Excellence Journeys of – ST Microelectronics*, Muar, Malaysia telah ditulis pada tahun 2020. Organisasi ini merupakan pemenang Anugerah Kecemerlangan Industri (AKI) Kategori Perkilangan tahun 2018.

Penulisan kajian kes ini dibuat sebagai medium perkongsian pengalaman organisasi cemerlang yang melaksanakan amalan terbaik kecemerlangan perniagaan sebagai strategi perniagaan serta alat untuk membina sebuah organisasi yang mampan serta bertaraf dunia.

v) Penilaian Kecemerlangan Perniagaan

Kriteria MBEF juga digunakan sebagai kriteria utama untuk menilai organisasi yang mengambil bahagian dalam AKI iaitu anugerah industri tertinggi negara yang dianjurkan oleh Kementerian Perdagangan Antarabangsa dan Industri (MITI) sejak tahun 2014. Anugerah ini diadakan sebagai satu bentuk penghargaan oleh kerajaan untuk

been conducted virtually; they are as follows:

1. 1st Series BOC: Understanding the Business Excellence Framework and Corporate Profile;
2. 2nd Series BOC – Criteria 1 and 2 Interpretation (Leadership and Strategy);
3. 3rd Series BOC: Criteria 3 and 4 Interpretation (Information and Customers); and
4. 4th Series BOC : Criteria 5 and 6 Interpretation (Workforce and Processes).

The online coaching programme had benefited almost 200 business excellence practitioners.

iii) Publication of Business Excellence Criteria Handbook

To improve the quality of Business Excellence Assessment undertaken by the MBEF assessors, the MBEF Criteria Handbook has been produced. The handbook is to be used by the assessors as their reference for accurate assessments and acquirement of quality information during assessment sessions.

A proper evaluation produces a quality evaluation report as well as creates high value for the organisation. This handbook was adopted by the MBEF assessors at the Industry Excellence Awards (AKI) 2020.

iv) Business Excellence Case Study Writing

The Case Study Book of Business Excellence Journeys of - ST Microelectronics, Muar, Malaysia was written in 2020. This organisation was the winner of the 2018 Industrial Excellence Award (AKI) under the Manufacturing Category.

It is envisioned that the case study writing will act as the medium of experience sharing by exceptional organisations. The winning organisations had adopted the business excellence best practices as their business strategy and tool in building a sustainable and world-class organisation.

v) Business Excellence Assessment

The MBEF criteria have also been used to evaluate organisations participating in AKI. The award which has been presented since 2014 is the nation's highest industry award organised by the Ministry of International Trade and Industry (MITI). This award is a form of the government's recognition of an organisation that is outstanding, and

mengiktiraf organisasi yang cemerlang dan telah menunjukkan hasil yang luar biasa dalam amalan pengurusan, kualiti produk dan perkhidmatan serta memberikan nilai yang lebih besar kepada pihak berkepentingan secara berterusan.

Pada tahun 2020, sebanyak 78 organisasi mengambil bahagian dalam AKI 2020. Peserta adalah seperti berikut:

- 1) 37 organisasi Kategori Perkilangan;
- 2) 32 organisasi Kategori Perkhidmatan; dan
- 3) 9 organisasi dari Kategori Terbuka.

Selain AKI, Penilaian MBEF ini turut digunakan untuk menilai pencapaian sebelum dan selepas intervensi program oleh organisasi yang terlibat dalam projek yang menggunakan Bajet Pembangunan, Usaha Sama dan Operasi. Antara projek tersebut adalah Skim Peningkatan Produktiviti Enterpris, Program Pembangunan Kapasiti Vendor dan Program Perundingan Umum. Sebanyak 310 penilaian MBEF telah dijalankan terhadap organisasi yang terlibat dalam projek ini pada tahun 2020.

vi) Perkongsian Amalan Terbaik MBEF (Nasional dan Antarabangsa)

Untuk memperluaskan jangkauan dan penerimaan amalan-amalan terbaik MBEF dalam kalangan para industri, 11 siri webinar secara maya telah dijalankan dengan jumlah penyertaan seramai 983 orang peserta dari dalam dan luar negara pada tahun 2020. Turut dianjurkan adalah sesi webinar Perkongsian Amalan Terbaik Kecemerlangan Perniagaan Peringkat Antarabangsa: *Dubai Government Excellence Program (DGEP): A Launching Pad for Public Service Delivery Transformation*. Webinar ini menampilkan perkongsian oleh Dr. Hazza Khalfan Alneaimi, Ketua Koordinator, DGEP mengenai perjalanan DGEP dalam membina organisasi cemerlang dan bertaraf dunia di Dubai.

BE CEO Forum 2020 iaitu sebuah program tahunan MPC diadakan secara maya dengan tema 'Kelestarian Perniagaan Semasa Krisis Ekonomi'. Program ini telah berjaya menarik penyertaan sebanyak 146 peserta dari kategori Pengurusan Tertinggi Swasta, Ketua-Ketua Jabatan Kerajaan Persekutuan dan Negeri.

vii) Program Antarabangsa

Pada peringkat antarabangsa, MPC memainkan peranan aktif dalam perkongsian amalan terbaik dan juga menanda aras amalan negara lain dalam bidang Kecemerlangan Perniagaan. MPC telah menjadi ahli *Global Excellence Model Council (GEC)* sejak tahun 2014 dan mengambil bahagian

produces spectacular outcome in management practices, product and service quality as well as provides greater value to stakeholders on an on-going basis.

78 organisations had participated in AKI 2020. The participants are as follow:

- 1) 37 organisations from Manufacturing category;
- 2) 32 organisations from Services category; and
- 3) 9 organisations from Open category

In addition to the AKI, the MBEF Assessment is also used to assess organisations' performance, pre- and post-programme intervention. These organisations are those involved in the Development, Joint Venture and Operations Budget. Among the projects undertaken are the Enterprise Productivity Improvement Scheme, Vendor Capacity Building Programme and General Consultancy Programme. In 2020, 310 MBEF assessments had been conducted on organisations involved in these projects.

vi) Sharing of MBEF Best Practice (National and International)

To broaden the reach and acceptance of MBEF best practices among industries, 11 series of virtual webinars had been conducted. In 2020, there were 983 participants, both locally and internationally. There was also a webinar session, the International Business Excellence Best Practices Sharing: *Dubai Government Excellence Programme (DGEP): A Launching Pad for Public Service Delivery Transformation*. This webinar features the sharing by Dr. Hazza Khalfan Alneaimi, Chief Coordinator, DGEP. The speaker had shared insights on DGEP's journey in carving out an outstanding and world-class organisation in Dubai.

BE CEO Forum 2020, an annual MPC programme was held virtually with the theme, 'Business Sustainability During the Economic Crisis'. The programme has attracted 146 participants encompassing of Private Top Management, Heads of Federal and State Government Departments.

vii) International Programme

Internationally, MPC plays an active role in the sharing of best practices and benchmarking the practices of other countries in Business Excellence areas. MPC has been a member of the *Global Excellence Model Council (GEC)* since 2014 and actively participates in its annual meetings.

secara aktif dalam mesyuarat tahunan yang dijalankan.

Mesyuarat tahunan GEC ini diadakan secara bergilir dalam kalangan negara ahli dengan objektif mendapatkan maklumat terkini perkembangan global mengenai amalan Kecemerlangan Perniagaan dan inisiatif-inisiatif yang sedang dilaksanakan oleh setiap ahli GEC (12 buah negara). Dalam mesyuarat GEC di Sydney pada 2018, Malaysia telah ditawarkan sebagai penganjur bagi mesyuarat GEC 2021 selepas Jepun pada 2020.

The annual GEC meeting is held on a rotating basis among member countries. The objective of the meetings is to obtain global development updates on Business Excellence practices and initiatives implemented by the GEC members (12 countries). During the 2018 GEC meeting in Sydney, Malaysia was offered to be the organiser of GEC (2021) meeting after Japan (2020).

Jadual 1: Senarai Negara Ahli *Global Excellence Council* (GEC)
Table 1: List of Member Countries of *Global Excellence Council* (GEC)

Bil.	Negara Ahli GEC / GEC Member Countries	Diwakili oleh / Represented by
1.	Afrika	AEF: African Excellence Forum (AEF) AFRICA
2.	Australia	BEA: Business Excellence Australia
3.	USA	NIST: National Institute of Standards and Technology
4.	China	CAQ: China Association for Quality
5.	India	CII-IQ: Confederation of Indian Industry (CII) Institute of Quality (IQ)
6.	United Arab Emirates	DGEP: Dubai Government Excellence Programme
7.	Europe	EFQM: The European Foundation for Quality Management
8.	Brazil	FNQ: National Quality Foundation
9.	Iberian Peninsula and Latin America	FUNDIBEQ
10.	Mexico	IECT: Instituto Para El Fomento A la Calidad Total
11.	Japan	JQA/JPC: Japan Quality Award Council/ Japan Productivity Center
12.	Malaysia	MPC: Malaysia Productivity Corporation

Pada 19 Oktober 2020, Malaysia telah dijemput sebagai speaker dalam *Inaugural Asia Pacific Quality Organization (APQO) Virtual Conference 2020* di peringkat Asia Pasifik. Pembentangan kertas kerja dengan tajuk *The Art of Staying Alive During the COVID-19 Crisis: Malaysia's Experience* telah dibentangkan oleh Datin Zainon Bakar, Timbalan Ketua Pengarah MPC.

B. PROGRAM PEMBANGUNAN KAPASITI

Bagi melahirkan modal insan yang berkemahiran tinggi, MPC meneruskan Program Pembangunan Kapasiti untuk meningkatkan produktiviti enterpris. Bagi tahun 2020, program pembangunan kapasiti telah mula dilaksanakan secara maya disebabkan oleh Perintah Kawalan Pergerakan (PKP) susulan pandemik COVID-19. Halangan untuk menjalankan program secara fizikal menyebabkan organisasi memilih untuk melaksanakannya secara atas talian. Program ini telah menjadi lebih efektif apabila dijalankan secara in-house kerana pemindahan ilmu dan penambahbaikan dapat dijalankan oleh kumpulan yang terlibat dalam latihan tersebut. Pada tahun 2020, sebanyak 218 program pembangunan kapasiti telah dijalankan dengan bilangan peserta seramai 4,977 orang dari 402 organisasi. Sebanyak 214 organisasi menjalankan pembangunan kapasiti secara maya manakala 188 organisasi telah melaksanakannya secara fizikal.

Bidang pembangunan kapasiti yang menjadi keutamaan pelanggan ialah *Innovative & Creative Circle (ICC)* sebanyak 15%, *Pengurusan 5S* sebanyak 30%, *Kaizen & Problem Solving Techniques* 15%, *Pengurusan Lean* 30% dan selebihnya dalam lain-lain bidang 10%. Program Pembangunan Kapasiti membolehkan pemindahan ilmu tentang kaedah-kaedah peningkatan produktiviti kepada organisasi dan pelaksanaan inisiatif ini telah meningkatkan produktiviti organisasi.

C. PROGRAM KHIDMAT NASIHAT DAN PERUNDINGAN (ACS)

Program Khidmat Nasihat dan Perundingan (ACS) telah dilaksanakan oleh MPC bagi meningkatkan produktiviti, kecekapan proses pengeluaran atau perkhidmatan dan kecemerlangan organisasi. Dengan menyertai program ini, organisasi akan melaksanakan kitaran penambahbaikan berterusan, bermula dari proses diagnostik, pembangunan kapasiti, intervensi (merangkumi mengenal pasti punca masalah, cadangan penambahbaikan, pelaksanaan cadangan penambahbaikan dan pemantauan) dan seterusnya melaksanakan pengukuran impak. Organisasi cemerlang dan berdaya saing adalah organisasi yang menjadikan program penambahbaikan berterusan sebagai

On 19 October 2020, Malaysia was invited to be a speaker at the *Inaugural Asia Pacific Quality Organisation (APQO) Virtual Conference 2020*, Asia-Pacific level. A working paper entitled, *The Art of Staying Alive During the COVID-19 Crisis: Malaysia's Experience* had been presented by Datin Zainon Bakar, Deputy Director General of MPC.

B. CAPACITY BUILDING PROGRAMME

To produce highly skilled human capital, MPC is persistently offering the Capacity Building Programme to increase enterprise productivity. In 2020, capacity building programmes were conducted virtually due to the Movement Control Order (MCO) following the COVID-19 pandemic. In view that there are restrictions on conducting programmes physically, the organisations had opted to conduct the programmes virtually. This programme had become more effective through in-house programme as the knowledge transfer and improvements could be undertaken by the groups involved in the trainings. In 2020, there were 218 capacity building programmes conducted with 4,977 participants from 402 organisations. A total of 214 organisations had involved in the capacity building programmes virtually, while 188 organisations involved them physically.

The areas of capacity development deemed as priorities by the customers are *Innovative & Creative Circle (ICC)* (15%), *5S Management* (30%), *Kaizen & Problem-Solving Techniques* (15%), *Lean Management* (30%) and other areas (10%). The Capacity Building Programme facilitates the transfer of knowledge on increasing productivity methods. The undertaking of this initiative has enhanced those organisations' productivity.

C. ADVISORY AND CONSULTANCY SERVICES (ACS) PROGRAMME

The Advisory and Consultancy Services (ACS) programme is implemented by MPC to increase productivity, production processes or services efficiency, and corporate excellence. Through the participation in the programme, there would be an adoption of continuous improvement cycle; spanning from diagnostic processes, capacity building, interventions (encompassing identification of problems' causes, improvement proposals, implementation of improvement proposals, and monitoring), to impact assessment. Organisations that are exceptional and competitive adopt continuous improvement programmes as their work culture. In 2020, 205 ACS projects had

satu budaya kerja dalam organisasi. Pada tahun 2020, sebanyak 205 projek ACS berjaya dilaksanakan secara fizikal, hibrid atau maya. Antara projek yang utama adalah Program Pembangunan Kapasiti Vendor, Skim Peningkatan Produktiviti Enterpris dan Program Umum.

i) Program Pembangunan Kapasiti Vendor (PPKV)

MPC telah dilantik oleh Kementerian Pembangunan Usahawan & Koperasi (MEDAC) sebagai Agensi Teknikal untuk melaksanakan program PPKV terhadap syarikat-syarikat vendor Bumiputera yang terpilih. MPC telah melaksanakan 3 program intervensi utama yang dijalankan dalam tempoh setahun dan disertai oleh 17 syarikat vendor terpilih dari pencalonan organisasi anchor masing-masing. Pecahan bilangan organisasi bagi setiap program intervensi adalah seperti berikut:

- 1) Pengurusan *Lean* – 9 organisasi vendor;
- 2) *Business Towards Industry 4.0* – 3 organisasi vendor; dan
- 3) *Kaizen Japan Study Tour* – 5 organisasi vendor.

Program ini dilaksanakan berdasarkan kepada rangka kerja *Enterprise Intervention & Innovation Programme* (EIIP) yang meliputi program latihan, perundingan projek, perkongsian amalan terbaik dan pengiktirafan/ pensijilan.

ii) Program Skim Peningkatan Produktiviti Enterpris (SPPE)

Program ini telah dilaksanakan sejak tahun 2017 untuk meningkatkan produktiviti dan daya saing organisasi. Pada tahun 2020, sebanyak 182 organisasi telah menjalani intervensi dalam bidang *Lean*, *Persekitaran Berkualiti (5S)*, *Kecemerlangan Perniagaan*, *Digitalisasi* dan lain-lain berbanding 163 organisasi pada tahun 2019.

successfully been implemented; physically, virtually, or hybrid. Among the major projects were the Vendor Capacity Building Programme, Enterprise Productivity Improvement Scheme and General Programme.

i) Vendor Capacity Building Programme (PPKV)

MPC has been appointed by the Ministry of Entrepreneur & Cooperative Development (MEDAC) as the Technical Agency in implementing the PPKV programme for selected Bumiputera vendor companies. MPC had conducted 3 major intervention programmes. These programmes were conducted over a period of one year and participated by 17 selected vendors nominated by their respective anchor organisation. The breakdown of the number of organisations for each intervention programme is as follows:

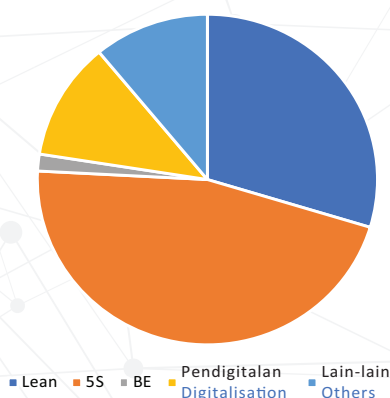
- 1) *Lean Management* – 9 vendor organisations;
- 2) *Business Towards Industry 4.0* – 3 vendor organisations; and
- 3) *Kaizen Japan Study Tour* – 5 vendor organisations.

The programmes were implemented based on the Enterprise Intervention & Innovation Programme (EIIP) framework, in which includes training programme, project consultation, best practice sharing and recognition/certification.

ii) Uplifting Enterprise Productivity Scheme Programme (SSPE)

The programme was established in 2017 to increase organisational productivity and competitiveness. In 2020, 182 organisations had undergone interventions in the areas of *Lean*, *Quality Environment (5S)*, *Business Excellence*, *Digitalisation* and others. This is an increase in comparison to 163 organisations in 2019.

Rajah 2: Jenis Intervensi di Bawah Program SPPE-MPB
Figure 2: Types of Intervention Under the SPPE-MPB Programme



iii) Program Umum

Pada tahun 2020, sebanyak 6 Projek ACS Umum telah berjaya dilaksanakan. Pecahan projek intervensi dan syarikat adalah seperti di jadual berikut:

Bil.	Syarikat / Companies	Program Intervensi / Intervention Programme
1.	CJ Bio Malaysia Sdn. Bhd.	Amalan Persekitaran Berkualiti (QE/5S) Quality Environment Practices (QE/5S)
2.	CJ Bio Malaysia Sdn. Bhd.	Kumpulan Inovatif dan Kreatif (ICC) Innovative and Creative Group (ICC)
3.	Majlis Bandaraya Subang Jaya	Pengurusan Lean Lean Management
4.	Malaysia Airlines Berhad	Amalan Persekitaran Berkualiti (QE/5S) Quality Environment Practices (QE/5S)
5.	Petronas Penapisan	Kumpulan Inovatif dan Kreatif (ICC) Innovative and Creative Group (ICC)
6.	Dynasun Sdn.Bhd	Amalan Persekitaran Berkualiti (QE/5S) Quality Environment Practices (QE/5S)

iii) General Programme

In 2020, 6 General ACS Projects had been successfully executed. The breakdown of intervention projects and companies is as follows:

D. PROGRAM AMALAN TERBAIK PRODUKTIVITI

Program Amalan Terbaik Produktiviti merangkumi inisiatif seperti berikut:

i) Konvensyen *Team Excellence* (TE)

Konvensyen *Team Excellence* merupakan program tahunan MPC yang bermula sejak tahun 2000 bagi mengukuhkan budaya inovasi, kualiti dan produktiviti organisasi di Malaysia. Inisiatif ini merupakan platform yang menghimpunkan pelbagai projek inovasi Kumpulan Inovatif dan Kreatif (ICC), Amalan Persekitaran Berkualiti (QE/5S), Pengurusan Lean, Industri 4.0 dan lain-lain. Platform ini disediakan bagi memberi peluang kepada organisasi untuk mempamerkan dan berkongsi pencapaian projek inovasi mereka dengan organisasi lain. Oleh itu, Konvensyen TE dapat meningkatkan kemahiran para pekerja industri melalui *peer learning* dengan menggunakan pendekatan kreativiti, inovasi dan penciptaan nilai. Selain dari itu, Konvensyen TE juga memberi peluang kepada organisasi untuk mendapat pengiktirafan ke atas projek penambahbaikan yang dilaksanakan di peringkat organisasi.

Kategori penyertaan dalam projek Inovasi TE adalah sektor perkilangan, sektor elektrik dan elektronik, sektor perkhidmatan swasta, sektor perkhidmatan awam persekutuan, sektor perkhidmatan awam negeri dan kategori QE/5S. Kebanyakan projek inovasi yang dihasilkan menekankan kepada kecekapan sistem, proses dan cara kerja dalam organisasi yang mengambil kira faktor alam

D. PRODUCTIVITY BEST PRACTICES PROGRAMME

The productivity best practices programmes encompass of the following initiatives:

i) *Team Excellence* (TE) Convention

Each year since 2000, the *Team Excellence* Convention is organised by MPC to strengthen the culture of innovation, quality and organisational productivity in Malaysia. This initiative is a platform that brings together various innovation projects of the Innovative and Creative Group (ICC), Quality Environmental Practices (QE/5S), Lean Management, Industry 4.0 and others. This platform provides the opportunity for organisations to showcase and share their innovation projects' achievement with other organisations. It is envisioned that the TE Convention can improve the skills of industrial workers through peer learning by means of creativity, innovation and value creation. Apart from that participating organization would be able to attain recognition and award for their innovation projects executed at organizational level.

The categories of the TE Innovation project are divided into the manufacturing sector, electrical and electronics sector, federal government sector, state government sector and QE/5S category. Most of the innovation projects emphasise on the efficiency of systems, processes and working methods where environmental and sustainability factors are considered. In 2020, all teams did their presentations through online platforms at

sekitar dan kelestarian. Pada tahun 2020, semua kumpulan telah membuat persembahan melalui platform dalam talian di konvensyen peringkat Mini (MTEx), Wilayah (RISTEx) dan kebangsaan (APIC).

1) **Mini Team Excellence Innovation Showcase (MTEx 2020)**

Platform khas untuk memberi pendedahan kepada kumpulan baharu TE dalam mempamerkan projek inovasi. Sebanyak 65 kumpulan telah menyertai MTEx 2020.

2) **Regional Innovation Showcase on Team Excellence (RISTEx 2020)**

Platform untuk kumpulan TE dari pelbagai organisasi mempamerkan projek inovasi yang dipraktikkan. Sebanyak 290 kumpulan telah menyertai RISTEx 2020. Jadual di bawah merupakan pecahan kumpulan mengikut kategori projek.

Jadual 3: Penyertaan Kumpulan TE mengikut Kategori Projek di RISTEx 2020
Table 3: TE Group Participation by Project Category at RISTEx 2020

Pejabat Wilayah Regional Office	ICC	LEAN	QE/5S	TOTAL
Wilayah Utara Northern Region	32	0	0	32
Wilayah Tengah Central Region	38	14	1	53
Wilayah Sabah Sabah Region	13	0	1	14
Wilayah Sarawak Sarawak Region	25	0	0	25
Wilayah Pantai Timur East Coast Region	61	4	4	69
Wilayah Selatan Southern Region	71	0	9	80
AQEC 2020	0	0	17	17
JUMLAH TOTAL	240	18	32	290

3) **Annual Productivity & Innovation Conference and Exposition (APIC 2020)**

Platform untuk kumpulan TE dari pelbagai organisasi mempamerkan projek inovasi dan amalan terbaik untuk mendapat pengiktirafan peringkat kebangsaan. Sebanyak 244 kumpulan dari 120 organisasi yang melibatkan 1,703 peserta telah menyertai APIC 2020 yang dijalankan secara maya melalui platform Webinar.

the Mini (MTEx), Regional (RISTEx) and national (APIC) conventions.

1) **Mini Team Excellence Innovation Showcase (MTEx 2020)**

A distinctive platform that provides the new TE groups an exposure in showcasing their innovation projects. MTEx 2020 had attracted the participation of 65 teams.

2) **Regional Innovation Showcase on Team Excellence (RISTEx 2020)**

It is a platform for TE groups from various organisations to share their innovation projects. RISTEx 2020 had attracted the participation of 290 teams. The breakdown of teams by project category is illustrated in the table below:

3) **Annual Productivity & Innovation Conference and Exposition (APIC 2020)**

It is a national-level platform for TE groups from various organisations to showcase their innovation projects and best practices to attain recognition. The virtual APIC 2020 through the Webinar platform had attracted the participation of 244 teams from 120 organisations with 1,703 participants.

Semasa pelaksanaan APIC 2020, MPC telah memperkenalkan *APIC YouTube Channel* bagi memamerkan video-video projek inovasi berdurasi 1 minit daripada kumpulan TE yang menyertai Program APIC 2020. Sebanyak 80 video telah dimuat naik dan seramai 3,000 *subscribers* telah berdaftar dan ditonton oleh seramai 170,000 orang. Video yang mendapat tontonan paling banyak telah menerima Anugerah “*We are Glamorous*”.

ii) Perkongsian Amalan Terbaik

Program perkongsian amalan terbaik bertujuan menyebarkan luas maklumat amalan terbaik agar ditanda aras dan menjadi inspirasi kepada organisasi lain melaksanakan pendekatan penyelesaian masalah terhadap ketidakcekapan proses kerja serta melaksanakan idea inovatif dan kreatif. Inisiatif ini dapat mempercepatkan pengukuhan budaya inovasi, kualiti dan produktiviti bagi membantu pekerja meningkatkan pengetahuan, kemahiran dan bakat dengan lebih tangkas.

Inisiatif ini merupakan platform perkongsian amalan terbaik kepada peserta dan kumpulan TE dalam usaha membantu meningkatkan pemahaman kriteria penilaian TE secara mendalam. Tiga siri Bengkel Menambah Nilai dalam penyertaan MTE_x, RISTEx dan APIC telah berjaya dijalankan.

Antara objektif bengkel tersebut adalah untuk:

- 1) Memberi maklumat berkaitan kriteria penilaian projek untuk menambah baik persembahan projek inovasi sebagai persediaan ke peringkat konvensyen seterusnya;
- 2) Menggalakkan penyertaan kumpulan TE bagi menyebarkan luas budaya inovasi dalam kalangan industri; dan
- 3) Memberi penerangan pelaksanaan program konvensyen secara kaedah baharu melalui pendigitalan.

Pada tahun 2020, seramai 520 peserta telah menyertai tiga siri Bengkel Menambah Nilai dalam penyertaan MTE_x, RISTEx dan APIC. Jadual di bawah merupakan pecahan peserta mengikut kategori bengkel tersebut.

During APIC 2020, MPC had introduced the APIC YouTube Channel to showcase 1-minute innovation project videos of the participating TE groups. The initiative was a success where 3,000 subscribers had uploaded a total of 80 videos with 170,000 viewers. The most viewed video had received the “*We are Glamorous*” Award.

ii) Best Practice Sharing

The best practice sharing programme aims to disseminate best practice information for benchmarking and becomes an inspiration to other organisations. It is envisioned that these organisations will adopt problem-solving approach in tackling work process inefficiencies and adopting innovative and creative ideas. This initiative could accelerate the fortification of innovation, quality and productivity cultures to help employees expediate their knowledge, skills and enhance talents agility.

This initiative is a platform for sharing of best practices to TE participants and to help in enhancing the understanding of TE evaluation criteria to TE participants and groups. Three workshop in adding values to the participation in MTE_x, RISTEx and APIC had been successfully conducted.

The objectives of the workshop are to:

- 1) Provide information related to project evaluation criteria to improve presentation and innovation projects in preparation for the next convention;
- 2) Encourage the participation of TE groups to spread the culture of innovation among the industries; and
- 3) Provide information on convention programme using new method through digitalisation.

In 2020, these three series of workshops had garnered a total of 520 participants. The table below is a breakdown of participants according to workshop category.

Jadual 4: Penyertaan Peserta Mengikut Program
Table 4: Participation by Programme

Tarikh / Date	Program / Programme	Bil. Peserta / No. of participants
24 April 2020	MTE _x	120 peserta
15 Mei 2020	RIST _x	170 peserta
15 Oktober 2020	APIC	230 peserta

iii) Pengukuhan Penyebaran Amalan Terbaik

Inisiatif mengukuhkan penyebaran amalan terbaik adalah bertujuan untuk mendokumentasikan dan menyebarkan amalan terbaik yang boleh ditanda aras oleh organisasi lain. Seiring dengan keperluan untuk mendokumentasi amalan terbaik ke bentuk elektronik, Sistem *Benchmarking Online Networking Database* (BOND) telah dibangunkan semula pada tahun 2017 bagi memastikan penyebaran amalan terbaik dibuat dengan lebih efektif secara *mass outreach*. BOND merupakan pangkalan data amalan terbaik utama di Malaysia dan sehingga 2020 jumlah dokumen amalan terbaik yang disebarkan melalui BOND adalah sebanyak 685 dokumen dalam bentuk artikel, kajian kes, buku dan video.

Terdapat 37 artikel dan 233 kajian kes daripada 270 organisasi yang merangkumi kategori Kepimpinan, Perancangan Strategik, Pengurusan Maklumat, Pelanggan, Sumber Manusia dan Proses. Di samping itu, terdapat juga artikel dan kajian kes mengenai isu pemeliharaan alam sekitar yang dilaksanakan oleh 20 organisasi dari pelbagai sektor. Ini dapat memberi kesedaran kepada pemain industri lain untuk ditanda aras dalam usaha meningkatkan produktiviti melalui penambahbaikan berterusan.

Selain daripada itu, penerbitan buku secara digital yang dihasilkan juga disebar luas melalui BOND. Sebanyak dua buah buku amalan terbaik yang berjudul *Inspiring Others to be Better: the 17 Best Practices of Malaysian Retail & F&B Enterprises* dan *Showcasing Malaysia's Tourism Heroes (2.0)*, merekodkan penyertaan dari 27 organisasi.

Inisiatif pengukuhan penyebaran amalan terbaik turut dijalankan melalui pembangunan video amalan terbaik mengenai organisasi contoh yang dipilih dari Projek Skim Peningkatan Produktiviti Enterpris (SPPE). Ini merupakan pengiktirafan dan penghargaan kepada 15 organisasi yang telah berjaya melaksanakan projek intervensi dan menunjukkan keberkesanan impak yang menyumbang ke arah kecemerlangan organisasi.

iii) Strengthening the Dissemination of Best Practices

The initiative to strengthen the dissemination of best practices is aimed at documenting and disseminating best practices that can be benchmarked by other organisations. Along with the need to document best practices into electronic form, the Benchmarking Online Networking Database (BOND) System had been developed in 2017. This is to ensure that the dissemination of best practices is done more effectively through mass outreach. BOND is the main best practice database in Malaysia; and until 2020 there were 685 documents being disseminated through BOND in the forms of articles, case studies, books and videos.

The initiative had received 37 articles and 233 case studies from 270 organisations covering the aspects of Leadership, Strategic Planning, Information Management, Customer, Human Resources and Process. In addition, 20 organisations of various sectors had contributed articles and case studies on environmental conservation issues. Consequently, this initiative could spark other industry players' awareness where these documents can be used as benchmark in the effort to increase productivity through continuous improvement.

Apart from that, digitally produced books are also widely disseminated through BOND. Two best practice books entitled *Inspiring Others to be Better: the 17 Best Practices of Malaysian Retail & F&B Enterprises* and *Showcasing Malaysia's Tourism Heroes (2.0)*, have recorded participation from 27 organisations.

The initiatives to strengthen the dissemination of best practices were also carried out through best practice videos on model organisations/companies selected from the Enterprise Productivity Improvement Scheme (SPPE) Project. This is a recognition and appreciation to the 15 organisations that have successfully implemented the intervention project and indicating the impact of the projects effectiveness towards organization excellence.

Aktiviti mempromosikan penyebaran amalan terbaik kepada industri dilaksanakan melalui media sosial MPC. Sebanyak 33 ePoster yang menarik telah dimuat naik ke dalam Instagram dan Facebook MPC. Semua ePoster ini mengandungi ringkasan artikel dan pautan untuk memudahkan pencarian artikel tersebut di dalam BOND. Pembaca juga boleh mengimbas kod QR yang tersedia dalam ePoster sebagai alternatif untuk memudahkan capaian kepada artikel tersebut. Selain itu, MPC turut menerbitkan eBuletin yang dikenali sebagai eBuletin Bond.MPC yang mengandungi ringkasan dokumen amalan terbaik berserta pautan dokumen tersebut untuk dihantar kepada 3,000 organisasi setiap bulan. Semua aktiviti ini telah berjaya meningkatkan jumlah *subscriber* BOND kepada 561,746 untuk tahun 2020.

E. PROGRAM PENGIKTIRAFAN

Salah satu inisiatif yang telah dikenal pasti dalam MPB adalah memperkukuhkan tadbir urus dan mekanisma sesebuah institusi bagi pelaksanaan inisiatif produktiviti yang telah dirancang. Peranan sesebuah Tadbir Urus Pengiktirafan ini adalah untuk membantu persatuan, industri dan sektor awam dan swasta dalam melaksanakan agenda produktiviti dan sekali gus membantu melonjakkan produktiviti dalam industri masing-masing.

Program pengiktirafan yang diwujudkan MPC merangkumi beberapa inisiatif seperti Program Pengiktirafan Individu yang dapat mengiktiraf pakar-pakar tempatan dan organisasi, Program Pengiktirafan Lean, Pensijilan QE/5S dan MPC-Certification Body (MPC-CB) serta program yang melihat kepada skop adaptasi Industri 4.0 ke dalam organisasi.

i) Pengiktirafan Individu: *Productivity Champion*

Idea mewujudkan *Productivity Champion* ini adalah untuk membantu menyebarkan agenda produktiviti terutama di peringkat enterpris dengan lebih berkesan dan komprehensif bagi merangsang pertumbuhan produktiviti negara.

Productivity Champion diperkenalkan sebagai mekanisma untuk mengiktiraf individu yang telah menunjukkan komitmen dalam pelaksanaan peningkatan produktiviti dan inovasi. Peranan dan tanggungjawab *Productivity Champion* adalah:

- 1) Memimpin dan memaju inisiatif peningkatan produktiviti dalam organisasi;
- 2) Berkongsi pengetahuan dan pengalaman dalam mengukuhkan prestasi organisasi bagi mencapai kecemerlangan; dan
- 3) Menggalak transformasi inovasi dalam organisasi dan masyarakat melalui idea

Activities to promote the dissemination of best practices to the industry are done through MPC social media. A total of 33 ePosters had been uploaded in MPC's Instagram and Facebook. All the ePosters contain a summary of the articles and links to facilitate in searching articles in BOND. As an alternative, the readers could also scan the QR code on the ePoster to access the articles instantly. In addition, MPC had also published an eBulletin or known as Bond.MPC eBulletin, in which contains the summary of best practice documents with the link to be sent to 3,000 organisation every month. All these activities had successfully increased the number of BOND subscribers to 561,746 in 2020.

E. RECOGNITION PROGRAMME

One of the initiatives identified through MPB is the strengthening of an institution's governance and mechanisms in implementing planned productivity initiatives. The role of a Recognition Governance is to assist associations, industries, public and private sectors in the implementation of productivity agenda. It is hoped that this will boost the respective industries' productivity.

The recognition programmes established by MPC are encompassed of several initiatives. The Individual Recognition Programme recognizes local experts and organisations, while Lean Recognition Programme, QE/5S Certification, MPC-Certification Body (MPC-CB) and other programmes look at the adaptation scope of Industry 4.0 by organisations.

i) Recognition of Individuals: *Productivity Champion*

The objective of Productivity Champion is to disseminate the productivity agenda effectively and comprehensively especially at enterprise level. It is envisioned that this initiative will consequently stimulate the nation's productivity growth.

Acknowledging the need to recognise committed individuals in implementing productivity improvement and innovation, the Productivity Champion was introduced. The roles and responsibilities of Productivity Champion are:

- 1) Drive productivity improvement initiatives in the organization;
- 2) Share knowledge and experience in strengthening organisational performance to achieve excellence; and
- 3) Encourage the transformation of innovation

dan teknik baharu yang lebih berkesan.

Antara keistimewaan yang layak diperolehi oleh *Productivity Champion* adalah:

- 1) Individu dapat menghadiri kursus Produktiviti dan Inovasi di MPC dengan diskaun tertentu;
- 2) Berpeluang menjadi penceramah atau pembentang kertas kerja dalam program MPC; dan
- 3) Berpotensi untuk dicadangkan sebagai *Productivity Specialist* di bawah Pengiktirafan APO MPC-CB.

Dengan adanya sistem urus tadbir pengiktirafan yang telah dibangunkan, Jawatankuasa Teknikal Pengiktirafan telah dibentuk dan bertanggungjawab untuk memastikan proses pengiktirafan dikawal selia dengan efektif dan berkesan. Melalui jawatankuasa ini tujuh kategori pengiktirafan telah ditentukan seperti berikut:

in organisations and societies through more effective new ideas and techniques.

Among the privileges enjoyed by the *Productivity Champion* are:

- 1) Discounts on Productivity and Innovation courses at MPC;
- 2) Opportunity to be a speaker or presenter of working papers in MPC programmes; and
- 3) Could potentially be nominated as a *Productivity Specialist* under the MPC-CB APO Recognition initiative.

Through the recognition governance system, the Recognition Technical Committee has been established. It is responsible in ensuring that the recognition process is effectively and efficiently regulated. The committee has determined the following seven recognition categories:

Jadual 5: Kategori Pengiktirafan *Productivity Champion*
Table 5: Productivity Champion Recognition Categories

Bil. / No	Kategori / Category
1.	Productivity Champion Leader or Practitioner
2.	Certified Business Excellence Assessor, Senior Assessor or Lead Assessor
3.	QE Specialist
4.	Excellent Facilitator
5.	Regulatory Champions
6.	Industry 4.0 - Readiness Assessment (RA) Assessor
7.	Productivity-Linked Wage System (PLWS)

Bagi memastikan inisiatif produktiviti ini dilaksanakan secara berterusan dan menyeluruh, *Productivity Champion* telah dijadikan sebagai KPI tahunan di peringkat MPC dan Kementerian Perdagangan Antarabangsa dan Industri (MITI). Sehingga kini, pencapaian yang telah direkodkan adalah seperti yang berikut:

To ensure that these productivity initiatives are continuous and comprehensive, MPC and the Ministry of International Trade and Industry (MITI) has employed *Productivity Champion* as their annual KPI. To date, the achievements are as follows:

Jadual 6: Bilangan *Productivity Champion* 2016 - 2020
Table 6: Number of Productivity Champions 2016 - 2020

Tahun / Year	2016	2017	2018	2019	2020
Bilangan individu yang diiktiraf No. of individuals recognized	345	395	452	459	477

ii) Pengiktirafan Organisasi: Pensijilan QE/5S

Program aktiviti Pensijilan Persekitaran Berkualiti (QE/5S) adalah aktiviti yang memberi pengiktirafan kepada organisasi yang melaksanakan amalan persekitaran berkualiti dari aspek Sisih, Susun, Sapu, Seragam dan Sentiasa Amal. Pada tahun 2020, sebanyak 134 organisasi telah dipersijilkan yang terdiri daripada sektor awam dan swasta. Program pensijilan ini telah melibatkan penyertaan seramai 24,456 orang peserta. Impak program ini dapat dilihat daripada persekitaran kerja yang kondusif, pengurangan kerja yang berulang, sistem kerja yang standard, malah dapat menyumbang kepada penjimatan kos organisasi. Penciptaan nilai keseluruhan yang telah direkodkan hasil dari impak pelaksanaan program ini adalah sebanyak RM32.2 juta.

Bagi memastikan kelestarian pelaksanaan program ini, MPC telah memperkenalkan penilaian dan audit secara atas talian serta semakan dokumentasi berdasarkan kriteria-kriteria kelayakan tertentu. Pendekatan seumpama ini telah berjaya menarik minat organisasi untuk bergerak secara aktif dalam melaksanakan program ini. Platform perkongsian pengetahuan dan pelaksanaan inisiatif 5S secara maya juga banyak dilaksanakan kerana hebahan maklumat yang lebih cepat dan efisien. Aspek digital merupakan elemen yang digunakan bagi merancang program 5S dan pelaksanaan yang lebih kreatif dan inovatif.

Annual Quality Environment Challenge (AQEC) adalah satu platform yang pertama kali diadakan pada tahun 2020 untuk perkongsian amalan terbaik khusus dalam lingkungan topik amalan 5S yang diamalkan dalam organisasi. Peserta telah membentangkan penambahbaikan projek (*Kaizen*) secara atas talian dan ianya telah berjaya menarik 17 organisasi dengan pencapaian penjimatan kos sebanyak RM5.4 juta.

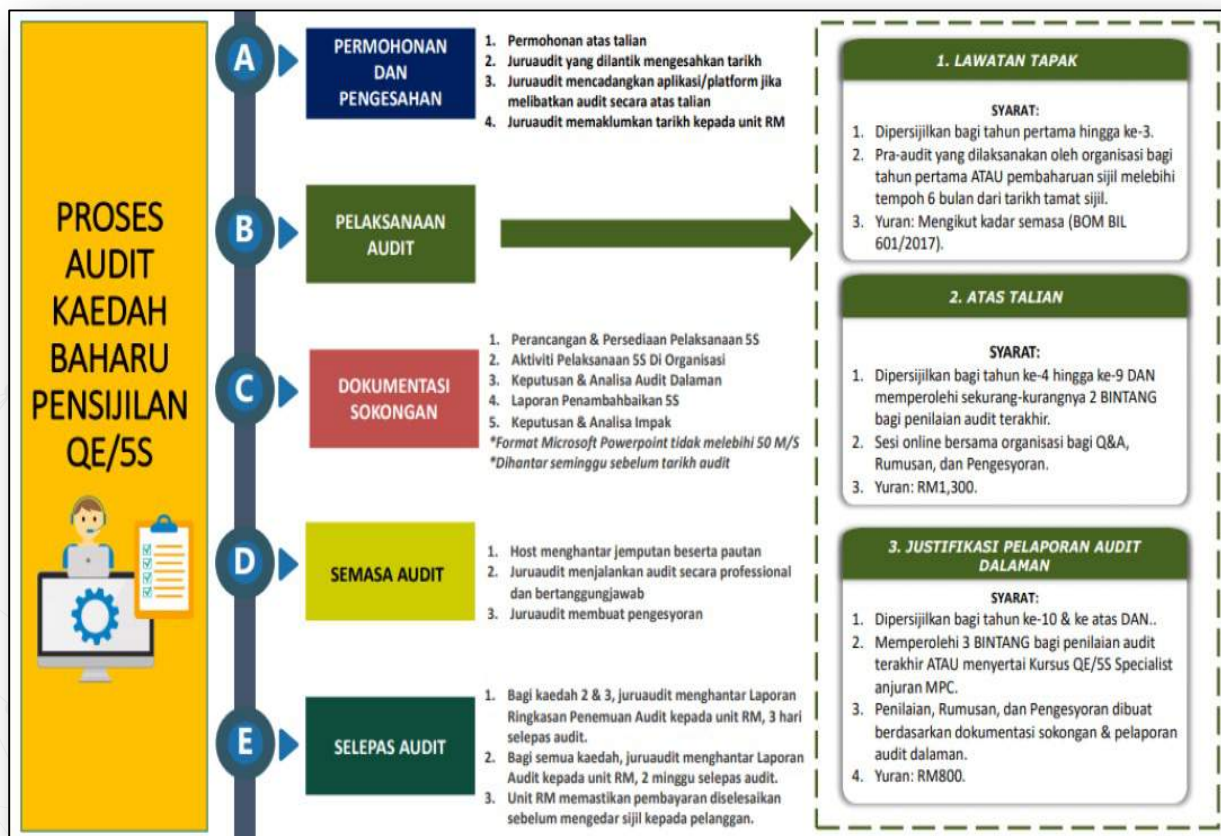
ii) Organisational Recognition: QE/5S Certification

The programme, Quality Environment (QE/5S) certification recognises organisations that adopt quality environmental practices from the aspects of Sort, Set in-order, Shine, Standardize, and Sustain. In 2020, 134 organisations comprising of both the public and private sectors had received their certification. This certification programme has attracted 24,456 participants. The programme's impact could be seen from the aspects of conducive work environment, reduced repetitive work, standard work system, and reduced organisational cost. The programme had been a success with RM32.2 million in value creation generated.

To ensure the sustainability of this programme, MPC has introduced online evaluation and audit as well as documentation review based on certain criteria. Such an approach has encouraged organisations to actively implement this programme. Knowledge sharing platforms and the virtual 5S initiatives are widely undertaken, demonstrating faster and more efficient dissemination of information. The digital aspect is an element used to boost 5S programmes and more creative and innovative implementation.

The Annual Quality Environment Challenge (AQEC) is a platform established in 2020 for the sharing of specific best practices within the 5S scope embrace by organisations. The participants had virtually presented their improvement projects (*Kaizen*) where 17 organisations had participated yielding cost savings of RM5.4 million.

Rajah 3: Kaedah Baharu Pensijilan QE/5S
Figure 3: New Method of QE/5S Certification



iii) MPC-Certification Body (MPC-CB)

MPC-CB merupakan Badan Pensijilan yang diakreditasi oleh Badan Akreditasi *Asian Productivity Organization* (APO) bagi pensijilan Individu di bawah Skim Pakar Produktiviti.

MPC-CB menawarkan Program Pensijilan *Productivity Specialist* bagi mengiktiraf individu yang pakar produktiviti, cendekiawan dan pemain industri sebagai *Certified Productivity Specialist* (CPS). Pengiktirafan ini akan membuka peluang untuk pakar menyebarkan kepakaran mereka ke peringkat nasional dan antarabangsa sama ada melalui program latihan, perundingan, penyelidikan dan promosi yang berkaitan dengan peningkatan produktiviti.

Terdapat tiga peringkat pengiktirafan yang ditawarkan iaitu *Tier 1: Certified Productivity Specialist* (CPS), *Tier 2: Certified Senior Productivity Specialists* (SPS) dan *Tier 3: Certified Master Productivity Specialist* (MPS). Sehingga kini, seramai lima individu telah diiktiraf sebagai CPS.

iii) MPC-Certification Body (MPC-CB)

MPC-CB is a Certification Body accredited by the Asian Productivity Organization-Accreditation Body (APO-AB) for certification of Persons under the Productivity Specialist Scheme.

MPC-CB offers a Productivity Specialist Certification Programme to recognise productivity experts, academicians and industry players as Certified Productivity Specialists (CPS). This certification allows the experts to offer their expertise nationally and internationally through training programmes, consultations, research and/or promotion related to productivity improvement.

There are three levels of recognition offered, namely *Tier 1: Certified Productivity Specialist* (CPS), *Tier 2: Certified Senior Productivity Specialists* (SPS) and *Tier 3: Certified Master Productivity Specialist* (MPS). To date, five individuals have been recognized as CPS.

Terdapat beberapa kelebihan yang dikenal pasti dapat mendorong penyertaan pakar untuk menyertai Skim Pakar Produktiviti yang ditawarkan. Selain dari berkongsi kepakaran bersama industri luar, pakar tersebut juga boleh meningkatkan jalinan kerjasama dalam komuniti yang terlibat dan berpeluang menyertai program-program yang dikendalikan oleh APO.

Several advantages have been identified to encourage the participation of experts in the Productivity Specialist Scheme. Apart from sharing their expertise with other industries, the experts are also able to enhance cooperation in the communities involved and could participate in programmes run by APO.

Rajah 4: Faedah-faedah Penyertaan Dalam MPC-CB
Figure 4: MPC-CB Participation Benefits



iv) Program Penilaian Kesiediaan Industry4WRD (RA)

Program Penilaian Kesiediaan Industry4WRD merupakan salah satu inisiatif kerajaan di bawah Polisi Perindustrian 4.0 yang bertujuan untuk menilai tahap kesiediaan organisasi perkilangan dan perkhidmatan berkaitan pembuatan (MRS) terutamanya organisasi perusahaan kecil dan sederhana (PKS) untuk beralih ke arah pelaksanaan Industri 4.0. Selain dari itu, analisa jurang kesiediaan antara keupayaan teknologi semasa organisasi dengan teknologi Industri 4.0 dapat diukur dan diberi penekanan mengikut klasifikasi yang ditetapkan. Jurang keupayaan teknologi ini dapat membantu organisasi ke arah transformasi yang lebih produktif dan berdaya saing dalam rantai nilai global.

MPC telah dilantik oleh MITI sebagai agensi pelaksana merangkap sekretariat bagi program Penilaian Kesiediaan Industry4WRD. Program ini telah bermula sejak tahun 2019 dan sehingga tahun

iv) Industry4WRD Readiness Assessment (RA)

The Industry4WRD Readiness Assessment programme is one of the government initiatives under Industry 4.0 Policy. The policy aims to assess the level of readiness of manufacturing organisations and manufacturing related services (MRS), especially small and medium enterprise (SME) organisations in moving towards Industry 4.0. In addition, the analysis on the readiness gap between the organisation's current technological capabilities and Industry 4.0 technology can be measured and emphasised upon according to the prescribed classification. This technological capability gap could assist organisations towards a more productive and competitive transformation in the global value chain.

MPC has been appointed by MITI as the implementing agency and secretariat for the Industry4WRD Readiness Assessment programme. The programme that started in 2019 had in 2020 at-

2020 sebanyak 1,663 organisasi telah membuat permohonan untuk mengikuti program Penilaian Kesiapan Industri4WRD. Permohonan yang telah diluluskan pada tahun 2020 adalah sebanyak 376 manakala pada 2019 sebanyak 508. Negeri Selangor mencatatkan negeri yang paling tinggi dalam penyertaan RA diikuti oleh Johor dan Pulau Pinang.

tracted the participation of 1,663 organisations in the Industry4WRD Readiness Assessment programme. There were 508 and 376 applications received in 2019 and 2020, respectively. The state with the highest RA participation was Selangor; and followed by Johor and Penang.

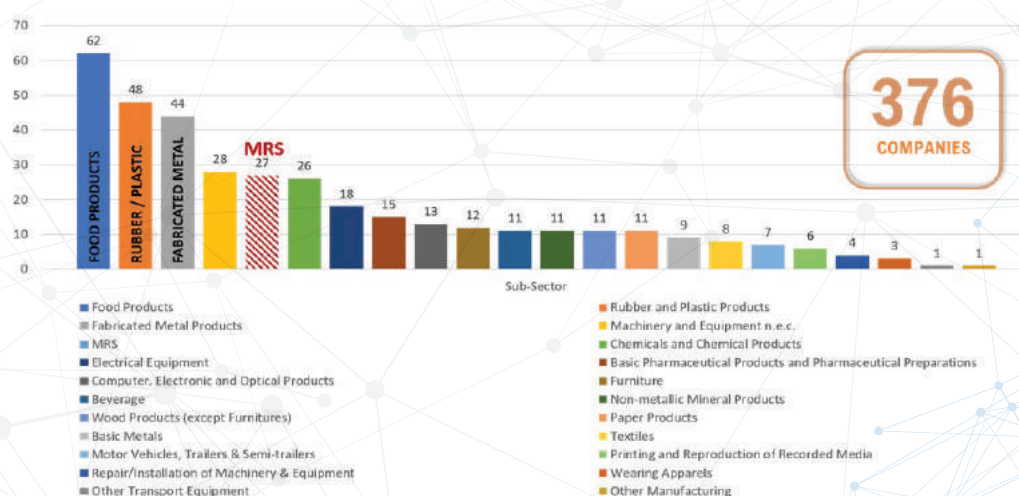
Jadual 6: Penyertaan RA Mengikut Negeri 2020
Table 6: RA Participation by State 2020

Negeri / State	Bil. Syarikat/No. of Companies
Selangor	134
Pulau Pinang	54
Johor	52
Perak	26
Kedah	21
W.P. Kuala Lumpur	17
Negeri Sembilan	16
Melaka	14
Sabah	10
Terengganu	8
Pahang	8
Sarawak	7
Kelantan	7
Perlis	2
Total	376

Penyertaan RA mengikut sub-sektor menunjukkan Produk Makanan sebagai sub-sektor tertinggi, diikuti oleh Produk Getah & Plastik dan Produk Logam yang Direka.

The Food-product sub-sector achieved the highest RA participation. This was followed by Rubber & Plastic Products sub-sector and Fabricated Metal Products sub-sector.

Jadual 7: Penyertaan RA Mengikut Sub-Sektor 2020
Table 7: RA Participation by Sub-Sector 2020



Penilaian Kesiapan Industry4WRD ini menekankan kepada tiga elemen utama iaitu Manusia, Proses dan Teknologi. Berdasarkan kepada ketiga-tiga elemen ini, penilai dari Badan Penilai yang dilantik akan membuat penilaian dan pemerhatian bagi melihat status kesiapan adaptasi teknologi yang dihadapi oleh organisasi serta memastikan jurang Teknologi 4.0 ini dapat dipertingkatkan. Badan penilai ini akan memberikan cadangan kesesuaian strategi pelaksanaan yang perlu diambil serta langkah seterusnya dalam Program 4.0 untuk organisasi yang dinilai. Setiap organisasi yang telah menjalani penilaian tersebut akan dipecahkan kepada 5 profil iaitu *Conventional*, *Newcomer*, *Learner*, *Experienced* dan *Leader*.

Bagi terus menerajui inisiatif peningkatan produktiviti enterpris, MPC sentiasa menjalankan kerjasama yang erat dengan pelanggan dan rakan strategik yang terdiri daripada sektor awam dan swasta dengan menyediakan platform untuk membincangkan isu-isu produktiviti. Jalinan ini telah memberikan peluang kepada MPC untuk mendapatkan maklum balas dan menawarkan perkhidmatan yang lebih efektif di samping meningkatkan produktiviti dan daya saing organisasi.

The Industry4WRD Readiness Assessment emphasizes on three main elements, namely People, Process and Technology. The assessors from the appointed Assessing Body will conduct their assessments and observations based on these three elements. They will review the status of each organisation's technology adoption readiness (pain point) and ensure that the 4.0 Technology gap is improved. This assessment body will provide recommendations on the suitability of the implementation strategy, as well as the way forward for Programme 4.0 in the organisations evaluated. Each organisation that has undergone the assessment will be broken down into 5 profiles; namely *Conventional*, *Newcomer*, *Learner*, *Experienced* and *Leader*.

For continuous leadership in enterprise productivity improvement initiatives, MPC is working diligently with its customers and strategic partners. These parties are comprised of both public and private sectors where they are provided with platforms to discuss productivity issues. The networking has provided MPC the opportunity to gain feedbacks and offer more effective services while increasing the productivity and competitiveness of the organisations.



MPC GO DIGITAL

MPC GO DIGITAL

Seiring dengan Blueprint Ekonomi Digital Malaysia dan Perintah Kawalan Pergerakan (PKP) pandemik COVID-19, MPC mengambil langkah yang tangkas dengan menukar medium komunikasi dari fizikal kepada digital bagi memenuhi keperluan pelanggan yang terdiri daripada industri dan sektor awam.

Selaras dengan keperluan ini, MPC telah menggariskan lima objektif pendigitalan:

- i) Menggandakan jangkauan kepada pelanggan tanpa had masa dan geografi;
- ii) Menambah baik kualiti perkhidmatan kepada pelanggan;
- iii) Membentuk warga yang lebih proaktif dan inovatif dalam penciptaan nilai;
- iv) Memperkasa warga dengan kemahiran baharu (reskilling/ upskilling); dan
- v) Mengurangkan kos operasi ke arah perkhidmatan yang lebih pantas, cekap dan berkesan.

PENCIPTAAN NILAI

Suasana kerja yang kondusif menyumbang kepada peningkatan produktiviti dan kelestarian organisasi. Oleh itu, transformasi digital yang holistik di MPC telah menyumbang kepada penciptaan nilai seperti cara kerja norma baharu, peningkatan jangkauan peserta, warga lebih produktif, inovasi program, peningkatan permintaan pelanggan, pengurusan sumber yang efisien, penjimatan kos operasi, peningkatan kecekapan proses dan pengembangan bakat dan kompetensi.

A. CARA KERJA NORMA BAHARU

Sekatan pergerakan pandemik COVID-19 tidak menghalang warga MPC untuk terus menjayakan inisiatif yang dirancang. Dengan sokongan ICT dan teknologi digital, MPC telah menyambut baik cara kerja norma baharu yang disarankan oleh kerajaan dengan memberi kemudahan Bekerja Dari Rumah (BDR) kepada warga MPC. BDR dengan slogan "*Productive @ Anywhere*" telah mendapat sambutan yang baik apabila 104 warga telah memohon dan diberi kelulusan untuk BDR secara 100% dengan syarat-syarat tertentu. Walaupun berada di rumah, komunikasi dengan pelanggan, pengurusan dan rakan sekerja tidak terjejas kerana kebanyakan komunikasi seperti mesyuarat dan perbincangan dibuat secara atas talian dengan menggunakan aplikasi Zoom dan

In line with the Malaysian Digital Economy Blueprint and the Movement Control Order (MCO) of COVID-19 pandemic, MPC is taking swift measures in shifting the communication medium from physical to digital to meet the needs of its customers, both from the industry and the public sector.

Consistent with this requirement, MPC has outlined five objectives of digitization:

- i) Amplifying the outreach to customers, irrespective of time and location;
- ii) Improving the quality of service to customers;
- iii) Shaping more proactive and innovative staff in value creation;
- iv) Empowering staff with new skills (reskilling/ upskilling); and
- v) Reducing operating costs towards faster, more efficient and effective services.

VALUE CREATION

A conducive work environment contributes to increased corporate productivity and sustainability. Therefore, MPC's holistic digital transformation has brought about value creation such as new work norms, increased participants' outreach, more productive staff, program innovation, increased customer demand, efficient resource management, operating cost savings, increased process efficiency and the development of talents and competencies.

A. WORK METHOD UNDER NEW NORMS

The movement restrictions due to the COVID-19 pandemic has not prevented MPC staff from accomplishing the planned initiatives. With the support of ICT and digital technology, MPC has embraced the new norms of working recommended by the government. The introduction of Work From Home (WFH) to MPC staff is the manifestation of this initiative. Employing the slogan "*Productive @ Anywhere*", MPC's WFH initiative was well received by the staff where 104 of them applied and approved for 100% WFH, subject to certain conditions. Despite working remotely from home, their communication with the customers, management and colleagues is not affected. This is because most communications such as meetings and discussions are done virtually through the Zoom and GoToMeeting ap-

GoToMeeting. Kajian dalaman mendapati motivasi warga meningkat kerana dapat bekerja dalam suasana yang kondusif dan seimbang di samping menjimatkan masa dan kos pengangkutan ke pejabat. MPC juga telah berjaya menjimatkan kos sebanyak RM53,740 sebulan dan RM644,880 setahun kerana tidak lagi perlu menyewa ruang pejabat di bangunan tambahan iaitu di PJ8.

B. PENINGKATAN JANGKAUAN (OUTREACH) PESERTA

Sebelum pandemik COVID-19, semua program MPC dilaksanakan secara fizikal. Bertepatan dengan Prosedur Operasi Standard (SOP) kerajaan semasa PKP yang melarang penganjuran atau penglibatan dalam perhimpunan secara bersempena, MPC telah melabur dalam infrastruktur dengan menambah kelajuan jalur lebar dan aplikasi sokongan atas talian bagi melaksanakan program upskilling/ reskilling kepada industri dan sektor awam. MPC telah berjaya mengubah program yang selama ini diadakan secara fizikal ke platform atas talian dengan menganjurkan siri webinar, klinik maya, latihan praktikal, konvensyen dan audit lapangan secara atas talian. Hasilnya, jangkauan peserta yang menghadiri program secara digital pada tahun 2020 telah melonjak berbanding tahun 2019 yang diadakan secara fizikal.

C. WARGA LEBIH PRODUKTIF

Walaupun kebanyakan pegawai MPC bertugas secara BDR, transformasi digital telah menjadikan warga lebih produktif. MPC mampu menganjurkan lebih banyak program dan sesi libat urus secara maya dalam masa sehari tanpa halangan masa dan kedudukan geografi.

Internal research found that the motivation among the staff members has surged. This is because they are able to work in a conducive and balanced environment, as well as enjoy savings in terms of time and transportation costs in commuting to the office. MPC has also managed to save RM53,740 per month and RM644,880 per year as the renting of additional office space at PJ8 has become irrelevant.

B. INCREASED OUTREACH PARTICIPATION

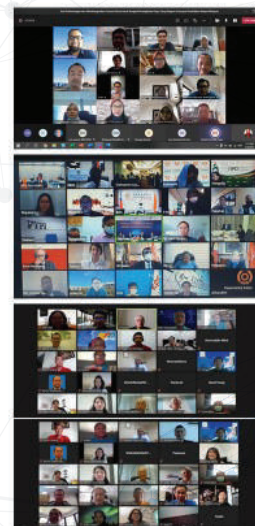
Prior to the COVID-19 pandemic, all MPC programs were physically executed. In line with the government's current MCO Standard Operating Procedures (SOPs) that prohibit face-to-face gathering, MPC has invested in the infrastructure by enhancing broadband speeds and online support applications to conduct the upskilling/reskilling programs to industry and the public sector. MPC has successfully transformed its previously physically held programs into an online platform by hosting a series of webinars, virtual clinics, practical training, conventions and online field audits. As a result, the number of participants attended those virtual programs in 2020 had soared compared to those held physically in 2019.

C. MORE PRODUCTIVE STAFF

With most MPC officers working remotely, the digital transformation has made them more productive. MPC is able to organise more virtual programs and sessions daily without the constraints of time and geographical location.

Rajah 1: Jadual Padat Sehari Pegawai MPC
Figure 1: MPC Officers' Packed Daily Schedule

Pegawai MPC lebih Produktif A more productive MPC officer



D. INOVASI PROGRAM

Selain meningkatkan produktiviti, *MPC Go Digital* telah menjadikan pegawai lebih berinovasi dengan mencipta dan membangunkan lebih banyak program baharu yang berjaya menarik minat peserta industri dan sektor awam seperti berikut:

- My Virtual Hammock Fest* (Pengalaman Pelancongan Maya);
- Pensijilan Organisasi Kemakmuran Bersama atas talian (pensijilan organisasi);
- MyMudah atas talian; dan
- Latihan *Artificial Intelligent* untuk PKS secara atas talian.

D. PROGRAMME INNOVATION

Besides the increased productivity, *MPC Go Digital* has engendered more innovative officers where more new programs are created and developed, in which have successfully attracted the partaking of industry and public sector in initiatives below:

- My Virtual Hammock Fest* (Virtual Tourism Experience);
- e-Shared Prosperity Organisation (organisation certification);
- Online MyMudah; and
- Online Artificial Intelligent for SME (AI practical training).

Rajah 2: Program-Program Baharu Atas Talian MPC
Figure 2: MPC's New Online Programmes



E. PENINGKATAN PERMINTAAN PELANGGAN

Ketangkasan mengubah suai modul, pendekatan mengajar dan penyaluran nasihat secara maya telah menarik minat peserta industri terhadap produk yang ditawarkan oleh MPC. Contohnya, program perintis *Plugfest Artificial Intelligent 2.0* (program praktikal I4.0) telah mendapat sambutan yang menggalakkan daripada peserta industri sehinggakan program tersebut telah diperluaskan ke seluruh negara pada tahun 2020.

F. PENGURUSAN SUMBER YANG EFISIEN

MPC Go Digital telah meyumbang kepada pengurusan sumber dalaman yang efisien. Memandangkan kerja-kerja manual dan aktiviti fizikal semakin berkurangan, sumber tenaga yang terli-

E. INCREASED CUSTOMER DEMAND

The agility in modifying modules, teaching approaches and virtual advice had attracted the industry's participation in products offered by MPC. For example, the *Plugfest Artificial Intelligent 2.0* pilot program (I4.0 practical program) had received an encouraging response from industry participants that in 2020, the program was expanded nationwide.

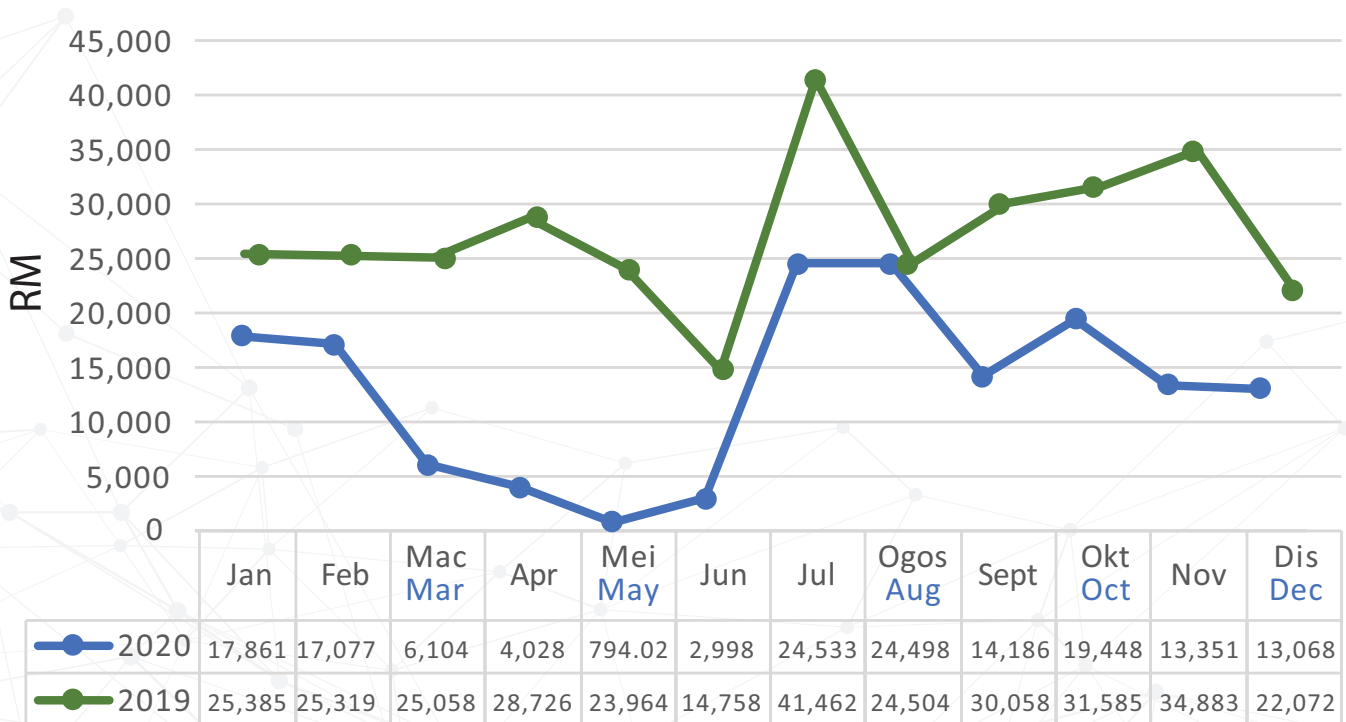
F. EFFICIENT RESOURCE MANAGEMENT

MPC Go Digital has led to efficient internal resource management. As manual labor and physical activities dwindled, those involved in such activities are given new skills and transferred to more

bat dengan aktiviti tersebut diberikan kemahiran baharu dan dipindahkan ke unit-unit yang lebih strategik. Contohnya, mereka telah didedahkan kepada teknologi atas talian dan mengendalikan perkakasan baharu di studio maya MPC. Kesannya, tuntutan kerja lebih masa oleh Kumpulan Pelaksana pada tahun 2020 telah berkurang berbanding 2019. Ini berikutan Kumpulan Pelaksana perlu bekerja lebih masa untuk membuat persiapan logistik dan percetakan sebelum kaedah norma-norma baharu dipraktikkan.

strategic units. For example, they are exposed to online technology and the handling of new hardware in MPC's virtual studio. As a result, the overtime claim by the Support Group in 2020 had decreased in comparison to 2019. The overtime claim is made when the members of this group have to work overtime for logistical and printing preparations prior to the new norms.

Graf 1: Perbandingan Tuntutan Elaun Lebih Masa 2019 dan 2020
Graph 1: Comparison of Overtime Allowance Claims, 2019 and 2020



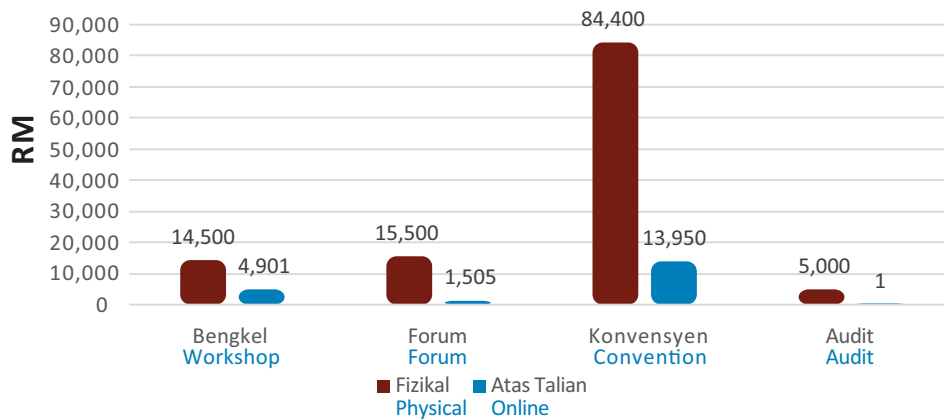
G. PENJIMATAN KOS OPERASI

Penjimatan kos operasi MPC dapat dinilai melalui peningkatan kecekapan dan keberkesanan inisiatif yang dijalankan. Secara keseluruhannya program-program dapat dijalankan dengan menggunakan sumber (input) dalaman yang rendah tetapi memberi hasil (output) dan impak yang tinggi. Perbandingan kos yang sangat ketara dapat dilihat antara program yang dijalankan secara fizikal dan atas talian seperti yang ditunjukkan dalam Graf 2.

G. OPERATING COST SAVINGS

The assessment of MPC's operating cost savings could be done from the aspects of increased efficiency and effectiveness in the initiatives undertaken. Overall, the programs are now run on low internal resources (input) but with powerful results (output) and impact. A very significant cost comparison could be seen in programs run physically and online as shown in Graph 2.

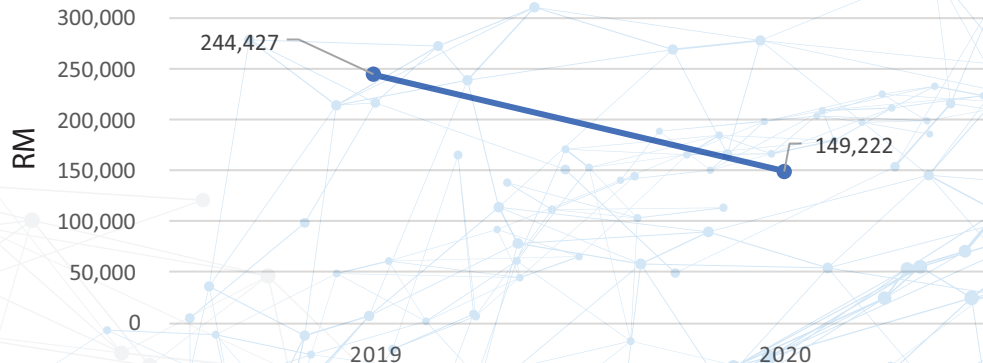
Graf 2: Perbandingan Kos Program Fizikal dan Atas Talian
Graph 2: Cost Comparison of Physical and Online Programs



Selain itu, penjimatan kos yang ketara juga dapat dilihat pada penggunaan mesin fotokopi pejabat yang telah berkurang sebanyak 61% pada tahun 2020 berbanding 2019 walaupun program yang dijalankan oleh MPC telah meningkat. Penjimatan kos ini ditunjukkan dalam Graf 3.

In addition, significant cost savings can also be seen from the office photocopiers' utilisation, in which had declined by 61% in 2020 compared to 2019; despite the escalating number of programs run by MPC. The cost savings is depicted in Graph 3.

Graf 3: Perbandingan Kos Penggunaan Mesin Fotokopi 2019 dan 2020
Graph 3: Cost Comparison of Photocopier Utilisation 2019 and 2020



H. PENINGKATAN KECEKAPAN PROSES

MPC Go Digital juga telah meningkatkan kecekapan proses dengan pengeluaran pesanan kerajaan (LPO) dan pemprosesan inbois secara atas talian. Proses peralihan tersebut dijalankan secara berfasa dengan menggunakan e-mel Lotus Notes (Mac – Mei 2020), perisian Microsoft Teams (Jun – Oktober 2020) dan Sistem Pengurusan Perolehan mulai 15 Oktober 2020 sehingga kini. Walaupun bilangan pesanan kerajaan dan inbois meningkat, masa memproses telah dapat dikurangkan daripada 10 hari dengan menggunakan e-mel Lotus Notes, kepada 8 hari dengan perisian Microsoft Teams dan 3 hari sahaja melalui Sistem Penguru-

H. IMPROVING PROCESS EFFICIENCY

MPC Go Digital has also increased the efficiency of processes through the issuance of government order (LPO) and online invoice processing. The transition process was carried out in phases using Lotus Notes email (March-May 2020), Microsoft Teams software (June-October 2020) and Procurement Management System from October 15, 2020 until now. Although the number of government orders and invoices increases, processing time has contracted; from 10 days using Lotus Notes email, 8 days with Microsoft Teams software and 3 days through the paperless Procurement Management System. All the transactions between the suppliers

san Perolehan tanpa menggunakan kertas. Segala transaksi antara pembekal dengan MPC hanya melalui e-mel dan direkod ke dalam sistem yang mengubah cara kerja dari manual ke digital secara 100%.

and MPC are only done via emails and documented in the system; a hundred percent revolution from manual to digital.

Jadual 1: Permohonan Pesanan Kerajaan dan Proses Inbois 2020
Table 1: Government Local Purchase Order Application and Invoice Processed 2020

Bulan / Month	Bil. Pesanan Kerajaan (LPO) / Government Local Purchase Order (LPO)	Bil. Inbois / Invoice	Bil. Kertas / No. of Papers	Masa proses (hari) / Processing Time (days)
Januari / January	116	185	3,010	10
Februari / February	181	142	3,230	10
Mac / March	214	108	3,220	10
April	124	65	0	8
Mei / May	159	64	0	8
Jun / June	188	89	0	6
Julai / July	181	147	0	6
Ogos / August	239	168	0	6
September	323	214	0	6
Oktober / October	544	219	0	6
November	418	378	0	3
Disember / December	204	895	0	3

I. PENGEMBANGAN BAKAT DAN KOMPETENSI

Pengembangan bakat dan kompetensi warga MPC terus dijalankan secara atas talian melalui langganan perisian Webinar dan Udemmy. Sebanyak 63 siri program webinar telah dikendalikan dengan jumlah kehadiran warga sebanyak 8,356 kali yang hanya melibatkan kos berjumlah RM30,000 sahaja. Selain itu, pendekatan pembelajaran sendiri juga telah diperkenalkan melalui langganan platform Udemmy. Udemmy menyediakan 5,500 kursus meliputi pelbagai bidang yang menarik dan relevan dengan keperluan pekerjaan semasa. Kos langganan adalah sangat berpatutan iaitu sebanyak RM50,000 bagi 50 lesen untuk tempoh setahun. Kelebihannya, warga MPC dapat memilih sendiri dan mengikuti kursus-kursus yang diminati mengikut kelapangan masa mereka. Sebanyak 197 kursus berjaya ditamatkan oleh warga melalui Udemmy pada tahun 2020. Secara perbandingan, hanya 65 kursus dalaman sahaja dapat diadakan pada tahun 2019 melalui kaedah fizikal. Tetapi

I. TALENT AND COMPETENCY DEVELOPMENT

The MPC staff's talents and competencies development continues virtually through Webinar and Udemmy software subscriptions. There were 63 series of webinar programs conducted with a total attendance of 8,356 times, in which costing RM30,000 only. In addition, self-learning approach was also introduced through a subscription to the Udemmy platform. The platform, Udemmy provides 5,500 courses covering myriad of interest areas relevant to current job needs. The subscription cost is very affordable at RM50,000 for 50 licenses for a period of one year. The advantage is that, MPC members can select the courses of their choice, and partake those courses at time convenient to them. In 2020, the staff had partaken 197 courses through Udemmy. By comparison, in 2019, only 65 internal physical courses were conducted. However, in 2020, the figure soared to 295 courses when conducted online, a remarkable improvement of 354%. The development of the staff's talents and

pada tahun 2020, angka tersebut telah meningkat kepada 295 kursus apabila dijalankan secara atas talian dengan peningkatan sebanyak 354%. Pengembangan bakat dan kompetensi warga sangat penting kerana ia menyumbang kepada kreativiti, inovasi dan kecekapan penyampaian perkhidmatan kepada pelanggan.

Secara keseluruhannya, *MPC Go Digital* telah berjaya meningkatkan produktiviti, kecekapan dan keberkesanan pentadbiran MPC dengan penggunaan sumber yang minimum tetapi memberi impak yang optimum. MPC akan terus meningkatkan kualiti penyampaian perkhidmatan dalam pentadbiran dalamannya bagi memberi perkhidmatan yang cemerlang kepada pelanggan luar yang terdiri daripada industri dan sektor awam. Inisiatif ini akan terus digiatkan lagi pada tahun 2021.

competencies is of utmost importance as this will yield creativity, innovation and efficiency in service delivery.

Overall, the MPC Go Digital has been successful in the attainment of improved productivity, efficiency and effectiveness in MPC administration, with minimal resource utilisation but optimal impact. MPC will continue to improve the quality of service delivery in its internal administration to provide exceptional services to external customers, both the industry and public sector. This initiative will be further intensified in 2021.

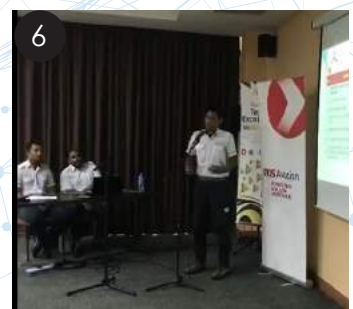


DIARI KORPORAT

CORPORATE DIARY



1. Siri Webinar MPC EEPN
MPC EEPN Webinar Series: Rethink, Reinvent, Revitalize in the New Normal
13 Mei/May 2020
2. Majlis Pelancaran TPN Virtual Advisory Clinic (T-VAC)
Official Launching of TPN Virtual Advisory Clinic (T-VAC)
14 Mei/May 2020
3. Pelancaran Laporan Produktiviti 2020
Launch of Productivity Report 2020
30 Jun/June 2020
4. APO Top Talk: Malaysia's Experience – Economic Resilience and Business Continuity Measures to Recover from COVID-19
2 Julai/July 2020
5. Konvensyen Team Excellence (RISTEX) Peringkat Wilayah Utara
Regional Team Excellence Convention (RISTEX) for Northern Region
1-2 September 2020
6. Konvensyen Team Excellence (RISTEX) Peringkat Wilayah Tengah
Regional Team Excellence Convention (RISTEX) for Central Region
3-4 September 2020





7. Pelancaran #MyMudah Peringkat Wilayah Utara Sempena Program Bicara Produktif Launch of Northern Region #MyMudah in Conjunction with Bicara Produktif Programme 5 September 2020
8. Konvensyen Team Excellence (RISTEx) Peringkat Wilayah Sabah Regional Team Excellence Convention (RISTEx) for Sabah Region 8-9 September 2020
9. Konvensyen Team Excellence (RISTEx) Peringkat Wilayah Sarawak Regional Team Excellence Convention (RISTEx) for Sarawak Region 17-18 September 2020
10. Forum CEO Kecemerlangan Perniagaan 2020 Business Excellence CEO Forum 2020 29 September 2020
11. Forum Kebangsaan Elektrikal & Elektronik (E&E) 2020 National Electrical & Electronics (E&E) Forum 2020 30 November 2020
12. Leadership and Digital Summit 2020: Go B.I.G with Digital 8 Disember/December 2020
13. Majlis Penyampaian Anugerah Persidangan dan Eksposis Tahunan Produktiviti & Inovasi (APIC) 2020 Prize Giving Ceremony of the Annual Productivity & Innovation Conference and Exposition (APIC) 2019 15 Disember/December 2020





LAPORAN DAN PENYATA KEWANGAN

FINANCIAL REPORT AND
STATEMENT

LAPORAN DAN PENYATA KEWANGAN

FINANCIAL REPORT AND STATEMENT

Peruntukan Geran Mengurus dan Pembangunan Tahun 2016 - 2020

Pada tahun 2020, MPC telah diperuntukkan geran mengurus sebanyak RM33,213,339 dan geran pembangunan sebanyak RM21,717,500.

Peruntukan asal mengurus adalah RM28 juta. Pada penghujung tahun 2020, MITI telah meluluskan tambahan peruntukan mengurus untuk perbelanjaan berikut:

- 1) Membiayai kerja-kerja naik-taraf ibu pejabat dan kompleks Wilayah Sarawak, Selatan dan Utara yang kesemuanya berjumlah RM3,239,150;
- 2) Menampung perbelanjaan operasi sebanyak RM1,921,000; dan
- 3) Menggunakan baki program Strategic Reform Initiative – Competition, Standards and Liberalisation (SRI-CSL) sebanyak RM53,189.23 untuk perbelanjaan operasi MPC.

Rizab mengurus menunjukkan trend penurunan dari tahun 2016 iaitu dari RM31,779,800 ke RM25,000,000 sahaja pada tahun 2019. Peningkatan peruntukan geran mengurus pada tahun 2020 membolehkan MPC meneruskan aktiviti-aktiviti penggalakan produktiviti dan daya saing negara.

Peruntukan pembangunan mulai meningkat dari RM2,677,672 pada tahun 2016 kepada RM21,020,511 pada tahun 2017 dan RM31,576,187 pada tahun 2019. Ini disebabkan program-program pembangunan yang baru seperti NPDIR, SPPE dan MPB pada tahun 2017 dan program T5-MPB, PTPS, NTM dan PKP pada tahun 2018 dan 2019. Program-program yang sama masih diteruskan pada tahun 2020 dengan penambahan satu program baru, iaitu Behavioural Insights. Peruntukan asal pembangunan pada tahun 2020 adalah RM37,035,000 dan dengan adanya sekatan, peruntukan diturunkan kepada RM21,717,500.

Allocation of Management and Development Grants 2016 - 2020

In 2020, MPC had been allocated management grant of RM33,213,339 and development grant of RM21,717,500.

The allocation for managing was originally RM28 million. At the end of 2020, MITI had approved additional allocation for the following expenditures:

- 1) To finance the upgrading of the headquarters and complexes of the Sarawak, Southern and Northern Provinces totalling RM3,239,150;
- 2) To cover operating expenses of RM1,921,000; and
- 3) The remaining Strategic Reform Initiative-Competition, Standards and Liberalization (SRI-CSL) program of RM53,189.23 for MPC's operating expenses.

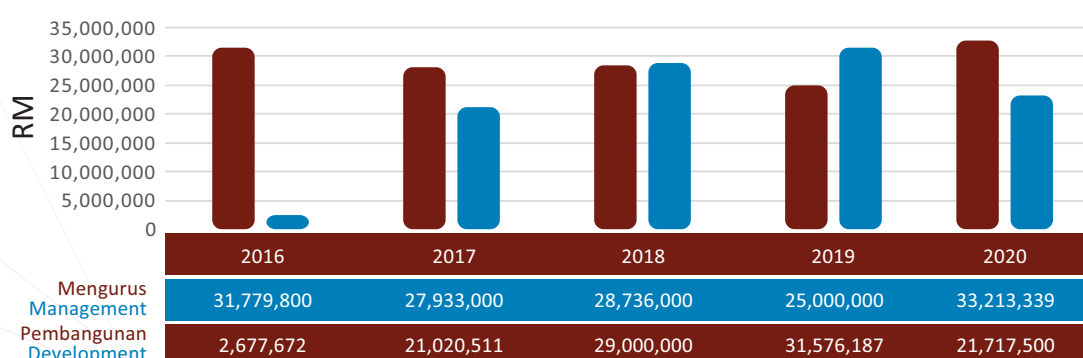
The operating reserve showed a downward trend; i.e. from RM31,779,800 (2016) to RM25,000,000 (2019). The increase in the allocation of operating grant in 2020 had enabled MPC to continue its productivity and competitiveness promotion activities.

The provision for development began to increase from RM2,677,672 in 2016 to RM21,020,511 in 2017 and RM31,576,187 in 2019. This was due to new development programs such as NPDIR, SPPE and MPB in 2017 and the T5-MPB program, PTPS, NTM and PKP in 2018 and 2019. The same programs will continue in 2020 with the introduction of a new program known as Behavioural Insights. The original allocation for development in 2020 was RM37,035,000 and with restrictions, the allocation was reduced to RM21,717,500.

Jadual 1: Peruntukan Geran Mengurus dan Pembangunan 2016 - 2020
Table 1: Allocation of Management and Development Grants 2016 - 2020

Geran / Grant	2016	2017	2018	2019	2020
Mengurus / Management	31,779,800	27,933,000	28,736,000	25,000,000	33,213,339
Pembangunan / Development	2,677,672	21,020,511	29,000,000	31,576,187	21,717,500
Jumlah / Total	34,457,472	48,953,511	57,736,000	56,576,187	54,930,839

Rajah 1: Peruntukan Geran Mengurus dan Pembangunan 2016 - 2020
Figure 1: Allocation of Management and Development Grants 2016 - 2020



Peruntukan Geran Pembangunan mengikut program adalah seperti di Jadual 2.

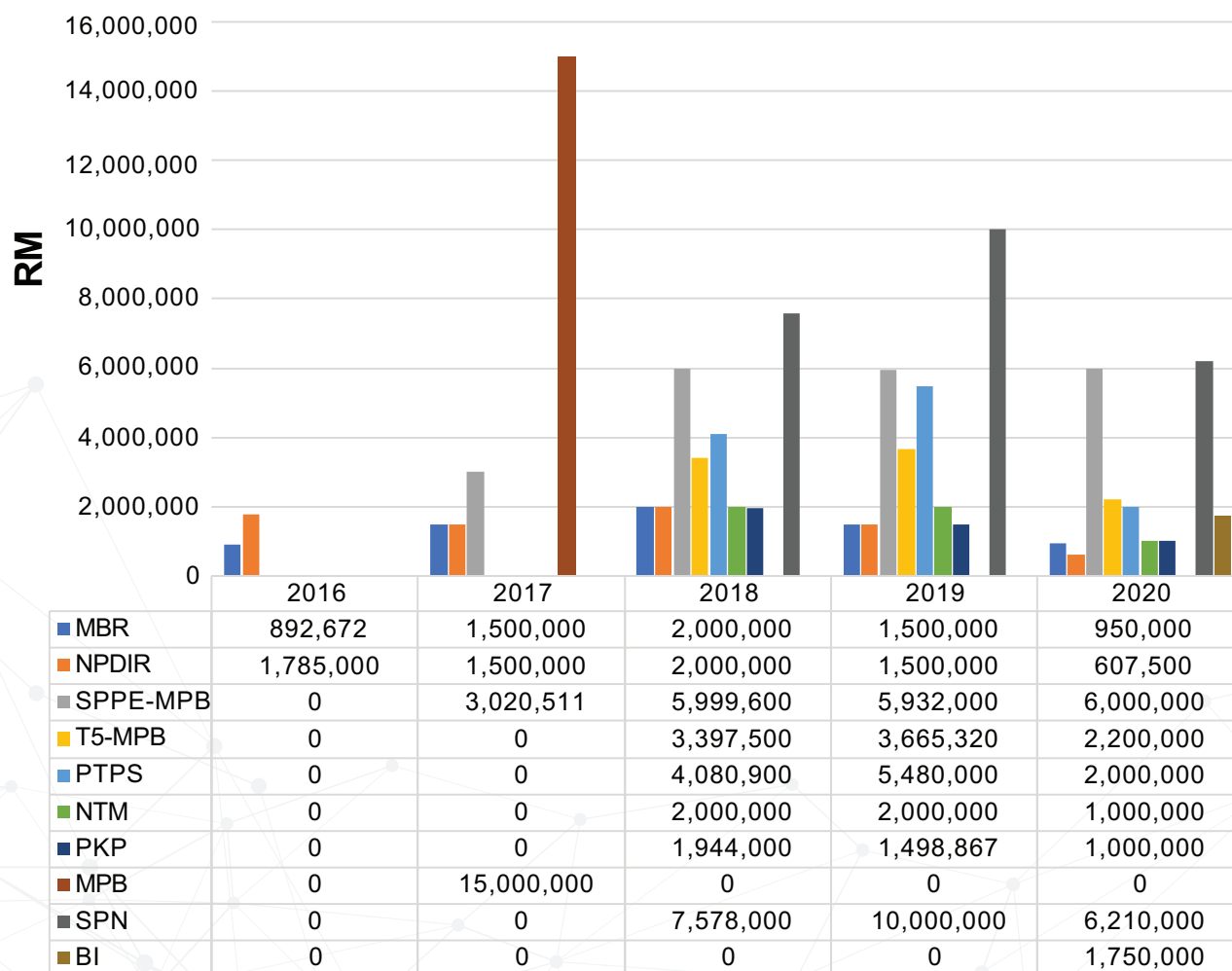
Development Grant Allocation according to programmes is as Table 2.

Jadual 2: Peruntukan Geran Pembangunan Mengikut Program
Table 2: Development Grant Allocation According to Programme

Program / Programme	2016	2017	2018	2019	2020
Program Memodenkan Peraturan Perniagaan (MBR) Modernising Business Regulations (MBR) Programme	892,672	1,500,000	2,000,000	1,500,000	950,000
Pelaksanaan NPDIR bagi Kerajaan Negeri dan Kerajaan Tempatan (NPDIR) Implementation of (NPDIR) for State and Local Governments	1,785,000	1,500,000	2,000,000	1,500,000	607,500
Skim Peningkatan Produktiviti Enterpris Selaras Dengan Malaysia Productivity Blueprint (SPPE-MPB) Enterprise Productivity Improvement Scheme in line with the Malaysia Productivity Blueprint (SPPE-MPB)	-	3,020,511	5,999,600	5,932,000	6,000,000

Program / Programme	2016	2017	2018	2019	2020
Membentuk Mekanisma Pelaksanaan Yang Padu dan Melancarkan Gerakan Produktiviti Selaras Dengan Strategi Malaysia Productivity Blueprint (T5-MPB) Establishing an Integrated Mechanism and Launching of the Productivity Movement in accordance with the Malaysia Productivity Blueprint Strategy (T5-MPB)	-	-	3,397,500	3,665,320	2,200,000
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)	-	-	4,080,900	5,480,000	2,000,000
Memudahkan Keperluan Peraturan Bagi Perdagangan Antarabangsa (NTM) Facilitating the Need for International Trade Regulations (NTM)	-	-	2,000,000	2,000,000	1,000,000
Peningkatan Kualiti Peraturan Selaras Dgn Strategi Malaysia Productivity Blueprint (PKP) Improving Quality of Regulations in accordance with the Malaysia Productivity Blueprint Strategy (PKP)	-	-	1,944,000	1,498,867	1,000,000
Pembangunan Produktiviti Nexus Malaysia Productivity Blueprint (MPB) Productivity Nexus Development Malaysia Productivity Blueprint (MPB)	-	15,000,000	-	-	-
Melaksanakan Inisiatif Produktiviti Nexus Peringkat Sektor (SPN) Implementation of Sectoral Level Productivity Nexus Initiatives (SPN)	-	-	7,578,000	10,000,000	6,210,000
Behavioural Insights (BI)	-	-	-	-	1,750,000
Jumlah Total	-	-21,020,511	-29,000,000	-31,576,187	21,717,500

Rajah 2: Peruntukan Geran Pembangunan Mengikut Program 2016 - 2020
Figure 2: Allocation of Development Grants by Programmes 2016 - 2020



Prestasi Perbelanjaan Mengurus MPC Tahun 2016 - 2020

Perbelanjaan mengurus adalah dalam lingkungan RM45 dari tahun 2016 hingga 2018 dan meningkat kepada RM47,648,054 pada tahun 2019. Walau bagaimana pun perbelanjaan mengurus pada tahun 2020 menurun sebanyak 20% berbanding tahun 2019. Ini disebabkan pandemik covid yang melanda seluruh dunia yang mengakibatkan kawalan pergerakan dan semua aktiviti terpaksa dibuat mengikut norma baru. Salah satunya adalah mengadakan aktiviti seminar, perbincangan, bengkel dan lain-lain secara atas talian.

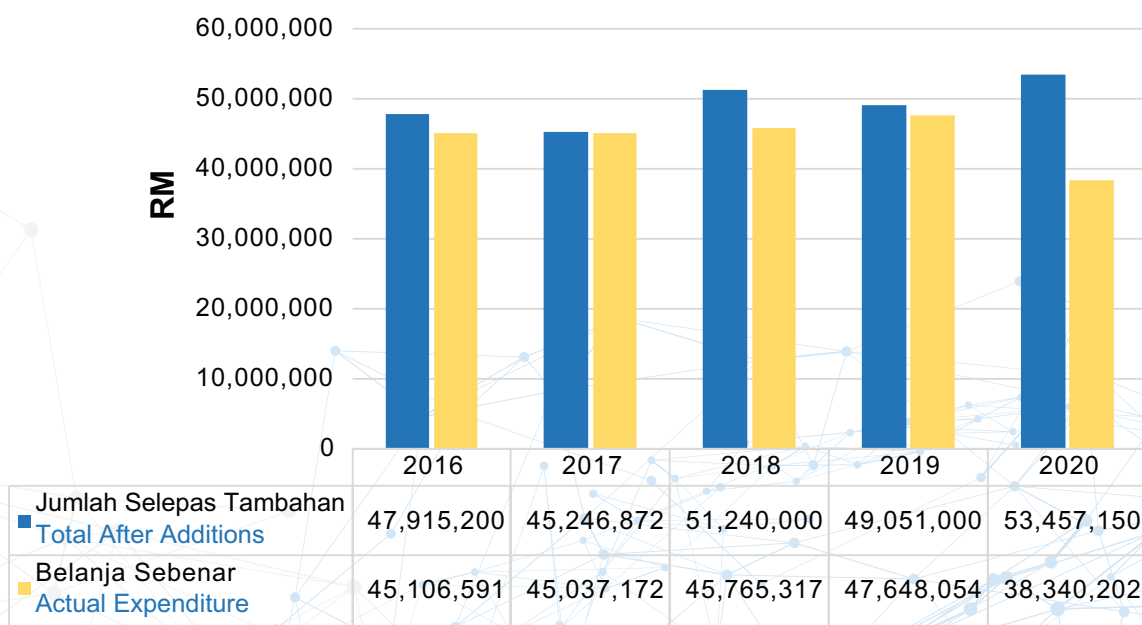
MPC Operating Expenditure Performance 2016 - 2020

Operating expenditure was in the range of RM45 million from 2016 to 2018 and increased to RM47,648,054 in 2019. However, operating expenditure in 2020 decreased by 20% compared to 2019. This was due to the Covid pandemic that hit the world in which resulting in movement control. All activities had to be undertaken according to the new norms; whereby seminars, discussions, workshops etc. were virtually conducted.

Jadual 3: Prestasi Perbelanjaan Mengurus 2016 - 2020
Table 3: Operating Expenditure Performance 2016 - 2020

Tahun / Year	2016	2017	2018	2019	2020
Geran Kerajaan / Government Grant	31,779,800	27,933,000	28,736,000	25,000,000	28,000,000
Hasil Dalamann / Internal Revenue	15,928,200	17,313,872	22,504,000	24,051,000	20,243,811
Tambahan Peruntukan / Additional Provision	207,200	-	-	-	5,213,339
Jumlah Selepas Tambahan / Total After Additions	47,915,200	45,246,872	51,240,000	49,051,000	53,457,150
Belanja Sebenar / Real Expenditure	45,106,591	45,037,172	45,765,317	47,648,054	38,340,202
Peratus / Percent	94%	99%	89%	97%	72%

Rajah 3: Prestasi Perbelanjaan Mengurus 2016 - 2020
Figure 3: Operating Expenditure Performance 2016 - 2020



Prestasi Perbelanjaan Pembangunan MPC Tahun 2016 - 2020

Perbelanjaan sebenar pembangunan menurun sebanyak 22% berbanding tahun 2019 disebabkan sekatan peruntukan sebanyak RM15,317,500 (41%) dari peruntukan asal yang berjumlah RM37,035,000. Pandemik covid juga menyebabkan kebanyakan program diadakan secara atas lain yang lebih menjimatkan perbelanjaan berbanding program secara fizikal. Perbelanjaan sebenar pembangunan melebihi peruntukan yang diberi pada tahun 2020 kerana menggunakan baki peruntukan pembangunan yang tidak dibelanjakan pada tahun 2019.

Prestasi perbelanjaan Program-program Pembana-

MPC Development Expenditure Performance 2016 - 2020

In comparison to 2019, actual development expenditure had decreased by 22%. This was due to allocation restrictions of RM15,317,500 (41%) from the original allocation of RM37,035,000. The covid pandemic also caused most programs to be held on top of others, in which more cost-effective than physical programs. The actual development expenditure exceeded the allocation of 2020 due to the using of unspent development allocation of 2019.

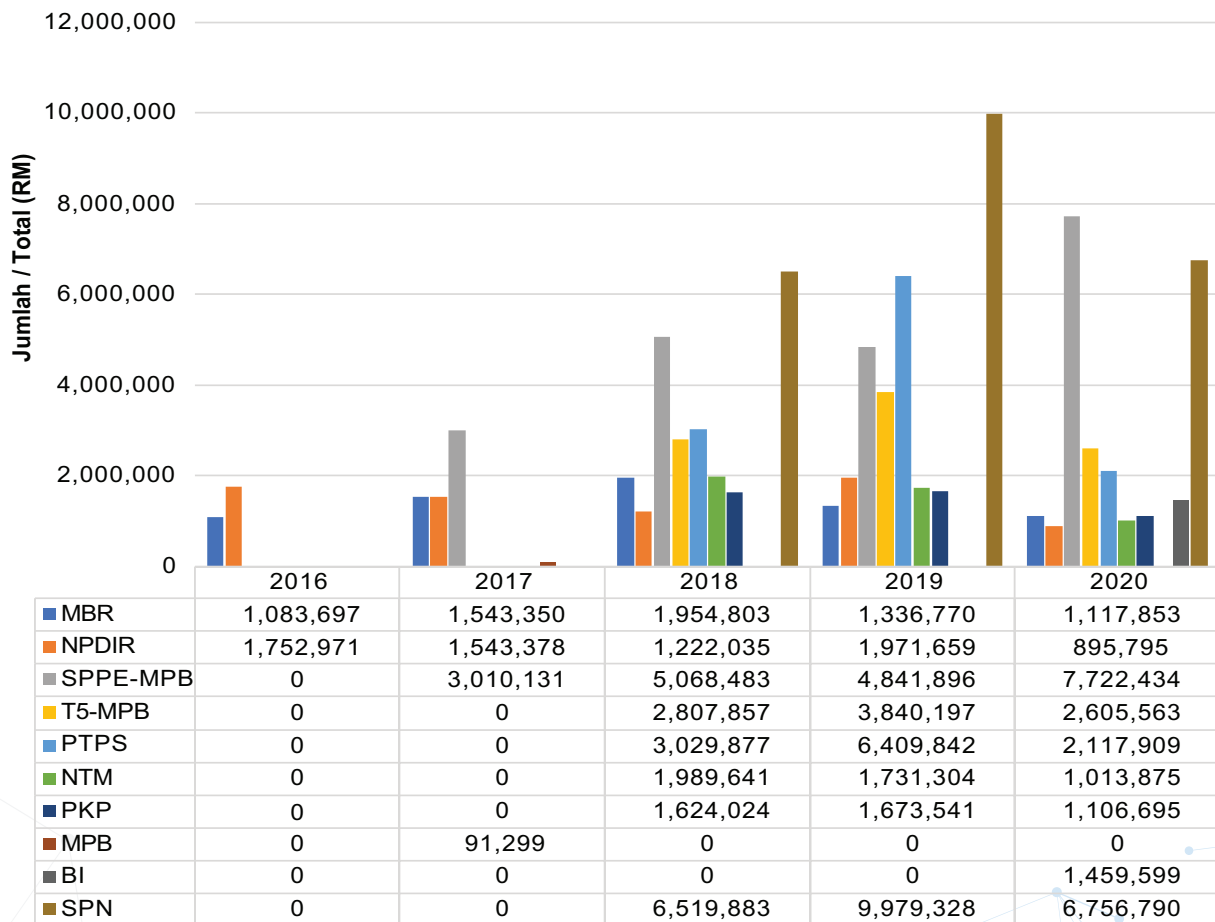
The expenditure performance of the Development Programs is as shown in Table 4.

gunan adalah seperti di Jadual 4.

Jadual 4: Prestasi Perbelanjaan Pembangunan 2016 - 2020
Table 4: Development Expenditure Performance 2016 - 2020

Program / Programme	2016	2017	2018	2019	2020
Program Memodenkan Peraturan Perniagaan (MBR) Modernising Business Regulations (MBR) Programme	1,083,697	1,543,350	1,954,803	1,336,770	1,117,853
Pelaksanaan NPDIR bagi Kerajaan Negeri dan Kerajaan Tempatan (NPDIR) Implementation of (NPDIR) for State and Local Governments (NPDIR)	1,752,971	1,534,378	1,222,035	1,971,659	895,975
Skim Peningkatan Produktiviti Enterpris Selaras Dengan Malaysia Productivity Blueprint (SPPE-MPB) Scheme for Enhancing Enterprise Productivity in line with the Malaysia Productivity Blueprint (SPPE-MPB)	-	3,010,131	5,068,483	4,841,896	7,722,434
Membentuk Mekanisma Pelaksanaan Yang Padu dan Melancarkan Gerakan Produktiviti Selaras Dengan Strategi Malaysia Productivity Blueprint (T5-MPB) Establishing an Integrated Mechanism and Launching of the Productivity Movement in accordance with the Malaysia Productivity Blueprint Strategy (T5-MPB)	-	-	2,807,857	3,840,197	2,605,563
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)	-	-	3,029,877	6,409,842	2,117,909
Memudahkan Keperluan Peraturan Bagi Perdagangan Antarabangsa (NTM) Facilitating the Need for International Trade Regulations (NTM)	-	-	1,989,641	1,731,304	1,013,875
Peningkatan Kualiti Peraturan Selaras Dengan Strategi Malaysia Productivity Blueprint (PKP) Improving Quality of Regulations in accordance with the Malaysia Productivity Blueprint Strategy (PKP)	-	-	1,624,024	1,673,541	1,106,695
Pembangunan Produktiviti Nexus Malaysia Productivity Blueprint (MPB) Productivity Development Nexus Malaysia Productivity Blueprint (MPB)	-	91,299	-	-	-
Behavioural Insights (BI)	-	-	-	-	1,459,599
Melaksanakan Inisiatif Produktiviti Nexus Peringkat Sektor (SPN) Implementation of Sectoral Level Productivity Nexus Initiatives (SPN)	-	-	6,519,833	9,979,328	6,756,790
Jumlah / Total	2,836,668	6,179,158	24,216,553	31,784,537	24,836,693
Peruntukan Diterima / Allocation received	2,677,672	21,020,511	29,000,000	31,576,187	21,717,500
Peratus / Percent	106%	29%	84%	101%	114%

Rajah 4: Prestasi Perbelanjaan Pembangunan 2016 - 2020
Figure 4: Development Expenditure Performance 2016 - 2020



Prestasi Pengurusan Kewangan MPC 2016 - 2020

Penyata kewangan 2020 disediakan mengikut piawaian *Malaysian Public Sector Accounting Standard (MPSAS)*. MPC menggunakan piawaian MPSAS ini mulai 1 Januari 2016.

PENYATA KEDUDUKAN KEWANGAN PADA 31 DISEMBER 2017 - 2020

1. Kedudukan aset bersih pada tahun 2020 berjumlah RM31,243,799. Ianya menunjukkan prestasi yang lebih baik berbanding tahun 2019 tetapi lebih rendah berbanding tahun 2017. Aset bersih pada tahun 2017 berjumlah RM37,056,161 menurun kepada RM36,783,392 pada tahun 2018 dan RM29,949,092 pada tahun 2019.
2. Jumlah aset pada tahun 2017 adalah RM73,503,609. Ianya meningkat kepada RM84,978,545 pada tahun 2018 dan menurun kepada RM80,919,295 pada tahun 2019. Peningkatan jumlah aset pada tahun 2018 disebabkan peningkatan pemberian geran pembangunan. Pada tahun 2019, jumlah aset menurun sebanyak RM4,059,249 berbanding tahun 2018 disebabkan:

MPC Financial Management Performance 2016 - 2020

The 2020 financial statement is prepared in accordance with the *Malaysian Public Sector Accounting Standard (MPSAS)*. The MPSAS standard has been adopted by MPC since 1 January 2016.

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2017 - 2020

1. The net asset position in 2020 amounted to RM31,243,799. Even though this performance is weaker than 2017, it is better than the performance of 2019. The net assets in 2017, 2018 and 2019 stood at RM37,056,161, RM36,783,392 and RM29,949,092, respectively.
2. In 2017, total assets amounted to RM73,503,609. It increased to RM84,978,545 in 2018 and decreased to RM80,919,295 in 2019. The increase in total assets in 2018 was due to the increase in development grants. In 2019, total assets decreased by RM4,059,249 compared to 2018 due to:

i) Baki tunai/bank dan deposit tetap yang berkurang disebabkan pembayaran program pembangunan dan usahasama serta pengurangan geran mengurus dari MOF; dan

ii) Penurunan aset bukan semasa iaitu hartanah,engkapan dan peralatan sebanyak RM1,084,960 disebabkan peruntukan susutnilai dan pembelian aset.

3. Jumlah aset pada tahun 2020 adalah RM72,590,971, berkurang sebanyak 10% berbanding tahun 2019. Penurunan disebabkan:

i) Jumlah baki tunai dan baki bank serta deposit tetap adalah 89% berbanding tahun 2019. Ini disebabkan baki program usahasama yang semakin berkurangan dan pemberian geran pembangunan yang lebih rendah;

ii) Penghutang perniagaan adalah RM0.277 juta berbanding RM2.344 juta pada tahun 2019. Ini berpunca dari hasil dalaman yang berkurang pada tahun 2020 dan tindakan mengutip hutang-hutang lama;

iii) Pelbagai penghutang adalah RM1.659 juta berbanding RM0.956 juta pada tahun 2019. Ini disebabkan akru hasil yang berjumlah RM1.603 juta (2019:RM0.807 juta); dan

iv) Aset bukan semasa iaitu hartanah,engkapan dan peralatan adalah RM20.769 juta berbanding RM21.318 juta pada tahun 2019. Ini disebabkan susutnilai aset.

4. Jumlah liabiliti pada tahun 2017 adalah RM36,447,448. Ianya meningkat kepada RM48,195,153 pada tahun 2018 dan RM50,970,203 pada tahun 2019. Jumlah liabiliti pada tahun 2019 meningkat sebanyak 6% berbanding tahun 2018 disebabkan:

i) MPC menerima peruntukan Industry 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;

ii) 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; dan

iii) Penurunan geran tertunda sebanyak RM2,806,361 (9.05%) disebabkan peningkatan perbelanjaan aktiviti program pembangunan.

i) The decrease in cash/bank balances and fixed deposits was due to payment of development programs and joint ventures as well as reduction of operating grant from the MOF; and

ii) The decrease in non-current assets namely property, plant and equipment of RM1,084,960 was due to depreciation provision and purchase of assets.

3. Total assets in 2020 amounted to RM72,590,971, a decrease of 10% compared to 2019. The decrease was due to:

i) Total cash and bank balances as well as fixed deposits were 89% of that 2019. This was due to the declining balance of joint venture programs and lower development grant;

ii) Business receivables amounted to RM0.277 million against RM2.344 million in 2019. This was due to reduced internal revenue in 2020 and actions taken to collect old debts;

iii) Other receivables were RM1.659 million compared to RM0.956 million in 2019. This was due to accrued revenue amounting to RM1.603 million (2019: RM0.807 million); and

iv) Non-current assets namely property, plant and equipment amounted to RM20.769 million compared to RM21.318 million in 2019. This was due to depreciation of assets.

4. Total liabilities in 2017 were RM36,447,448. It increased to RM48,195,153 in 2018 and RM50,970,203 in 2019. Total liabilities in 2019 increased by 6% against 2018 due to:

i) MPC received Industry 4.0 allocation of RM13,500,000 from MITI and returned the remaining SME Corp Lean allocation of RM2,500,000 to SME Corp. This resulted in the Joint Venture Trust Fund to increase by RM9,924,409 compared to 2018;

ii) There was a decrease of RM4,633,491 (42.56%) in various creditors and deposits received due to reduced accrued creditors amounting to RM5,048,961 compared to RM10,405,549 in 2018; and

iii) Decrease in deferred grants of RM2,806,361 (9.05%) was due to increased expenditure of development program activities.

5. Walau bagaimanapun, pada tahun 2020 jumlah liabiliti menurun kepada RM41,347,172. Penurunan disebabkan:

i) Baki program usahasama berkurang sebanyak RM6.424 juta disebabkan pelaksanaan program Industry 4.0 yang berbaki RM8.210 juta (2019:RM13.50 juta);

ii) Baki geran tertunda berkurang disebabkan oleh sekatan geran pembangunan; dan

iii) Pemiutang terakru adalah RM8.417 juta berbanding RM5.049 juta pada tahun 2019. Pelbagai pemiutang pula berjumlah RM0.153 juta berbanding RM1.193 juta pada tahun 2019.

5. However, in 2020 the total liability decreased to RM41,347,172. The decline was due:

i) The balance of the joint venture programs decreased by RM6.424 million due to the execution of Industry 4.0 programs with remaining balance of RM8.210 million (2019: RM13.50 million);

ii) The balance of deferred grants decreased due to restrictions on development grant; and

iii) Accrued creditors amounted to RM8.417 million compared to RM5.049 million in 2019. The various creditors totalled RM0.153 million against RM1.193 million in 2019.

Jadual 5: Penyata Kedudukan Kewangan 2017 - 2020
Table 5: Statement of Financial Position 2017 - 2020

	2017	2018	2019	2020
ASET / ASSETS				
Aset Semasa / Current Assets				
Baki bank dan wang tunai / Bank and cash balances	9,226,827	15,245,466	9,518,166	6,953,385
Deposit tetap di institusi kewangan / Fixed deposit in financial institutions	37,499,384	43,829,857	46,226,681	42,596,526
Urusniaga pertukaran belum terima / Exchange transactions receivable	3,850,585	3,601,287	3,856,251	2,272,248
Jumlah Aset Semasa / Total Current Assets	50,576,796	62,676,610	59,601,098	51,822,159
Aset Bukan Semasa / Non-current Assets				
Urusniaga pertukaran belum terima / Exchange transactions receivable	396,426	344,009	445,231	362,729
Hartanah, loji dan peralatan / Property, plant and equipment	22,530,387	21,617,426	20,596,858	20,183,562
Aset tidak ketara / Intangible assets	-	340,500	276,108	222,521
Jumlah Aset Bukan Semasa / Total Non-current Assets	22,926,813	22,301,935	21,318,197	20,768,812
JUMLAH ASET / TOTAL ASSETS	73,503,609	84,978,545	80,919,295	72,590,971
LIABILITI / LIABILITIES				
Liabiliti Semasa / Current Liabilities				

	2017	2018	2019	2020
Urusniaga pertukaran belum bayar / Exchange transactions receivable	3,315,577	10,887,638	6,254,142	8,574,801
Peruntukan manfaat kakitangan / Employee benefit provision	290,232	484,420	402,296	381,224
Jumlah Liabiliti Semasa / Total Current Liabilities	3,605,809	11,372,058	6,656,438	8,956,025
Liabiliti Bukan Semasa / Non-current Liabilities				
Peruntukan manfaat kakitangan / Employee benefit provision	3,343,409	861,527	687,207	557,838
Kumpulan wang amanah usahasama Joint trust fund	539,677	4,964,274	15,435,625	9,401,879
Geran tertunda / Outstanding grant	28,958,554	30,997,294	28,190,933	22,431,430
Jumlah Liabiliti Bukan Semasa Total Non-current liabilities	32,841,639	36,823,095	44,313,765	32,391,147
JUMLAH LIABILITI TOTAL LIABILITIES	36,447,448	48,195,153	50,970,203	41,347,172
JUMLAH ASET BERSIH / TOTAL NET ASSETS	37,056,161	36,783,392	29,949,092	31,243,799
ASET BERSIH /NET ASSETS				
Kumpulan wang pengurusan Management Fund	34,756,161	34,483,392	27,649,092	28,943,799
Kumpulan wang pinjaman kenderaan Vehicle Loan Fund	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
JUMLAH ASET BERSIH / TOTAL NET ASSETS	37,056,161	36,783,392	29,949,092	31,243,799

Penyata Prestasi Kewangan Bagi Tahun Berakhir Pada 31 Disember 2016 - 2020

a) Pendapatan MPC pada tahun 2016 berjumlah RM47,178,952 dan ianya meningkat kepada RM49,108,593 pada tahun 2017 disebabkan peningkatan hasil dalaman dan geran pembangunan. Pendapatan MPC terus meningkat dalam lingkungan RM70 hingga RM75 juta pada tahun 2018 dan 2019. Ini juga disebabkan pertambahan geran pembangunan untuk program pembangunan yang baru dan juga peningkatan hasil dalaman MPC. Walau bagaimanapun, pendapatan MPC pada tahun 2020 berjumlah RM66,997,864, menurun sebanyak 11% berbanding tahun 2019. Walaupun pemberian geran mengurus meningkat pada tahun 2020, sekatan geran pembangunan dan penurunan hasil dalaman disebabkan pandemik COVID-19 telah memberi kesan pada jumlah pendapatan MPC pada tahun 2020.

b) Dari tahun 2016 hingga 2017, hasil dalaman MPC adalah dalam lingkungan RM13,000,000 dan meningkat kepada RM14,522,612 pada tahun 2018, seterusnya mencapai RM16,262,542 pada tahun 2019. Hasil dalaman pada tahun 2020 berjumlah RM6,307,522, 39% sahaja berbanding hasil dalaman tahun 2019. Program-program produktiviti yang kebiasaannya dijalankan secara fizikal dan program team excellence diluar negara terpaksa dibatalkan disebabkan wabak pandemik COVID-19. Untuk pemulihan semula ekonomi, MPC telah mengambil inisiatif mengadakan program-program secara maya dengan kadar bayaran yang lebih rendah yang dikenakan kepada peserta program. Walaupun hasil pendapatan berkurang, MPC membantu syarikat-syarikat memulihkan perniagaan mereka dengan aktiviti-aktiviti secara digital yang dapat memacu semula produktiviti negara.

c) Perbelanjaan dari tahun 2016 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-RM49,000,000.

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. Pandemik COVID-19 dan sekatan peruntukan pembangunan telah menyebabkan perbelanjaan berkurang kepada RM65,703,157 pada tahun 2020.

e) 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 pem-

Statement of Financial Performance for the Year Ended 31 December 2016 - 2020

a) MPC's income amounted to RM47,178,952 in 2016 and it increased to RM49,108,593 in 2017. This was due to increased internal revenue and development grant. MPC's revenue continued to increase in the range between RM70 and RM75 million in 2018 and 2019, respectively. This was also due to the increase in development grant for new development programs as well as the increase in MPC's internal revenue. Nonetheless, MPC's revenue in 2020 amounted to RM66,997,864, a decrease of 11% compared to 2019. Although management grant increased in 2020, development grant restrictions and declining internal revenue due to the COVID-19 pandemic had affected MPC's total revenue in 2020.

b) From 2016 to 2017, MPC's internal revenue was in the range of RM13,000,000 and increased to RM14,522,612 in 2018; and reached RM16,262,542 in 2019. The internal revenue in 2020 amounted to RM6,307,522, only 39% compared to 2019. Productivity programs that are normally conducted physically and team excellence programs abroad had to be cancelled due to the COVID-19 pandemic. For economic recovery, MPC has taken the initiative to hold virtual programs with lower fees charged on program participants. Despite the declining revenue, MPC is still assisting companies to revive their businesses with digital activities that can regenerate national productivity.

c) From 2016 to 2017, the expenditure ranged between RM50,000,000 and RM53,000,000. This was because the income consisting of government grant and internal revenue was consistently in the range of RM47,000,000-RM49,000,000.

d) Total expenditure began to increase in 2018 at RM72,807,259, an increase of 37% compared to 2017. In 2019, expenditure amounted to RM82,479,390, an increase of 13% compared to 2018. The COVID-19 pandemic and restrictions on development allocation had caused expenditure to decrease to RM65,703,157 in 2020.

e) There was a significant increase in expenditure due to high development grant expenditure of RM26,961,260 in 2018 compared to only RM7,251,909 in 2017 (an increase of 37%). The new development programs are the enterprise productivity improvement scheme in line with the Malaysia productivity blueprint (T5-MPB), an existing regulatory transformation program through reduction of bureaucracy at the state level (PTPS), simplifying regulatory requirements for international trade

bangunan 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. Pada tahun 2020, perbelanjaan pembangunan berjumlah RM27,477,003 berikutan sekatan peruntukan pembangunan.

f) Perbelanjaan mengurus pada tahun 2016 berjumlah RM46,568,422. Perbelanjaan mengurus pada tahun 2017 berkurang kepada RM45,925,947 selaras dengan pengurangan pemberian geran mengurus sebanyak RM3,846,800 berbanding tahun 2016. 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, tambahan sewaan komputer untuk kegunaan pegawai sambil harian yang terlibat dengan program pembangunan dan perbelanjaan penyelenggaraan bangunan pejabat yang usang. Perbelanjaan mengurus pada tahun 2020 berjumlah RM38,226,154, berkurang sebanyak 21% berbanding tahun 2019. Penurunan yang ketara adalah pada perbelanjaan konvensyen, perkhidmatan ikhtisas dan hospitaliti, perjalanan dan sara hidup, emolumen dan penyelenggaraan. Perintah kawalan pergerakan untuk mengekang penyebaran pandemik covid-19 telah menyebabkan program-program dilaksanakan secara maya dan ianya telah banyak mengurangkan perbelanjaan operasi MPC terutamanya perbelanjaan pakar runding perniagaan, makan minum peserta, pengangkutan orang jemputan, bahan kursus, bahan promosi dan tambang perjalanan pegawai.

g) Pengurangan pemberian geran mengurus dari RM33,952,800 pada tahun 2015 kepada RM31,779,800 pada tahun 2016 telah menyebabkan MPC mengalami defisit pendapatan sebanyak RM2,955,320. Defisit pendapatan semakin meningkat kepada RM4,069,263 pada tahun 2017 disebabkan pengurangan geran mengurus sebanyak 12%. Kawalan perbelanjaan, peningkatan geran mengurus dan hasil dalaman pada tahun 2018 telah menyebabkan defisit pendapatan berkurang kepada RM2,587,387. Walau bagaimanapun, pemberian geran mengurus sebanyak RM25,000,000 sahaja

(NTM) and improving regulatory quality in line with Malaysia productivity blueprint (PKP) strategy. In 2019, the development expenditure amounted to RM34,382,548, an increase of 28% compared to 2018. This was due to the increase in development grant for the same programs. In 2020, development expenditure amounted to RM27,477,003 due to restrictions on development allocation.

f) Operating expenditure in 2016 amounted to RM46,568,422. Operating expenditure in 2017 decreased to RM45,925,947 in line with the reduction in operating grant of RM3,846,800 compared to 2016. In 2018, operating expenditure amounted to RM45,845,999. This was due to savings in travel and living expenses, rental and professional services. Operating expenditure in 2019 amounted to RM48,096,842, an increase of 5% compared to 2018. This was due to an increase in convention expenditure of RM1,348,132, in which caused by the increase in the ICQCC, APIC and APQC programs' participants, rental of additional computers for the use of part-time officers involved in the programs, as well as development and maintenance expenses of dilapidated office building. Operating expenditure in 2020 amounted to RM38,226,154, a decrease of 21% compared to 2019. The significant decrease was caused by convention, professional and hospitality services, travel and subsistence, emoluments and maintenance expenses. Movement control orders to curb the spread of the Covid-19 pandemic had resulted in programs being implemented virtually. This had greatly reduced MPC's operating expenses especially business consultant, participants' food and drink, transportation of guests, course materials, promotional materials and official travel fares.

pada tahun 2019 (berbanding RM28,736,000 pada tahun 2018) telah menyebabkan defisit pendapatan berjumlah RM6,834,300. Pada tahun 2020, MPC telah memperolehi lebih pendapatan yang berjumlah RM1,294,707. Ini disebabkan peningkatan geran mengurus untuk perbelanjaan operasi dan kerja-kerja menaik-taraf kompleks pejabat-pejabat MPC. Kerja-kerja menaik-taraf kompleks pejabat-pejabat MPC yang berjumlah RM3,239,150 tidak berlaku pada tahun 2020 kerana proses pelantikan pembekal yang siap pada awal tahun 2021.

Penyata Pendapatan MPC dari tahun 2016 - 2020 adalah seperti di Jadual 6.

g) The reduction in management grant from RM33,952,800 (2015) to RM31,779,800 (2016) had caused MPC to experience income deficit of RM2,955,320. The income deficit widened to RM4,069,263 in 2017 due to 12% reduction in operating grant. Expenditure controls, increased operating grant and internal revenue of 2018 had reduced the income deficit to RM2,587,387. However, the management grant of only RM25,000,000 in 2019 (as opposed to RM28,736,000 in 2018) had resulted in income deficit of RM6,834,300. In 2020, MPC had an income surplus of RM1,294,707. This was due to the increase in management grant for operating expenses and the upgrading of MPC office complexes. The upgrading works the MPC office complex amounting to RM3,239,150 did not take place in 2020 as the supplier's appointment process was only completed in early 2021.

The MPC Income Statement from 2016 - 2020 is as shown in Table 6.

Jadual 6: Penyata Prestasi Kewangan Tahun 2016 – 2020
Table 6: Statement of Financial Performance Year 2016 - 2020

	2016	2017	2018	2019	2020
PENDAPATAN/ INCOME					
Pemberian Kerajaan Persekutuan:					
i. Mengurus	31,779,800	27,933,000	28,736,000	25,000,000	33,213,339
Federal Government Grant					
i. Management					
ii. Pelbagai pendapatan	11,833,302	13,923,684	14,522,612	16,262,542	6,307,522
ii. Miscellaneous income					
Jumlah Pendapatan Mengurus	43,613,102	41,856,684	43,258,612	41,262,542	39,520,861
Total Management Income					
iii. Pengiktirafan Geran Pembangunan	3,565,850	7,251,909	26,961,260	34,382,548	27,477,003
iii. Development Grant Recognition					
JUMLAH PENDAPATAN TOTAL INCOME	47,178,952	49,108,593	70,219,872	75,645,090	66,997,864
PERBELANJAAN EXPENDITURE					
Perbelanjaan mengurus	46,568,422	45,925,947	45,845,999	48,096,842	38,226,154
Management/ operational expenditure					
Perbelanjaan pembangunan	3,565,850	7,251,909	26,961,260	34,382,548	27,477,003
Development expenditure					
	50,134,272	53,177,856	72,807,259	82,479,390	65,703,157
KURANGAN PENDAPATAN SEBELUM CUKAI INCOME DEFICIT BEFORE TAX	(2,955,320)	(4,069,263)	(2,587,387)	(6,834,300)	1,294,707
Cukai / Tax	-	-	-	-	-
LEBIHAN PENDAPATAN SELEPAS CUKAI INCOME SURPLUS AFTER TAX	(2,955,320)	(4,069,263)	(2,587,387)	(6,834,300)	1,294,707

Penyata Aliran Tunai Bagi Tahun Berakhir 31 Disember 2016 - 2020

a) Terimaan tunai dari Kerajaan Persekutuan pada tahun 2016 berjumlah RM34,457,471 pada tahun 2016. Ianya meningkat kepada RM48,953,511 tahun 2017 dan RM57,736,000 pada tahun 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. Pada tahun 2020, terimaan tunai dari Kerajaan Persekutuan berjumlah RM54,930,839, berkurang sebanyak 3% berbanding tahun 2019 disebabkan sekatan peruntukan pembangunan.

b) Terimaan hasil pelbagai hasil meningkat dari RM11,086,496 pada tahun 2016 kepada RM13,285,176 pada tahun 2018 dan RM14,250,845 pada tahun 2019 seiring dengan peningkatan hasil dalam terutamanya dari yuran latihan, perundingan dan konvensyen. Walau bagaimanapun, pada tahun 2020, terimaan hasil berjumlah RM6,561,121 disebabkan hasil pendapatan yang rendah pada tahun 2020.

c) Bayaran tunai kepada pekerja dan pembekal juga meningkat dari tahun 2016 sehingga tahun 2019 berikutan peningkatan geran pembangunan dan tindakan pantas dalam membuat pembayaran tertunggak kepada pembekal. Pada tahun 2020, pembayaran kepada pekerja dan pembekal berjumlah RM68,301,075 berbanding RM75,345,927 pada tahun 2019. Pengurangan pembayaran disebabkan peruntukan pembangunan yang lebih rendah pada tahun 2020.

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 2020 berbanding tahun 2018 dan 2019 disebabkan penurunan kadar faedah bank untuk pelaburan simpanan tetap.

e) Tunai dan setara tunai pada tahun 2020 berjumlah RM49,549,911.

Penyata aliran tunai bagi tahun 2016-2020 adalah seperti di Jadual 7.

Cash Flow Statement for the Year Ended 31 December 2016 - 2020

a) In 2016, cash receipts from the Federal Government amounted to RM34,457,471. It increased to RM48,953,511 in 2017 and RM57,736,000 in 2018 due to the provision of development grant for new development programs. In 2019, cash receipts from the Federal Government amounted to RM56,576,187, a decrease of 2% compared to 2018. This was due to reduction in management grants. In 2020, cash receipts from the Federal Government amounted to RM54,930,839, a decrease of 3% compared to 2019 due to restrictions on development allocations.

b) Miscellaneous revenue receipts increased from RM11,086,496 (2016) to RM13,285,176 (2018), and RM14,250,845 (2019). This was consistent with the increase in internal revenue; especially from training, consultancy and convention fees. However, due to lower revenue in 2020, revenue receipts only amounted to RM6,561,121.

c) From 2016 to 2019, there was increased cash payments to employees and suppliers due to higher development grant and prompt payments made to suppliers. In 2020, payments to employees and suppliers amounted to RM68,301,075 compared to RM75,345,927 (2019). The reduction in payments was due to lower development allocation in 2020.

d) MPC invested in fixed deposits and earned interests on vehicle and computer loans given to staff. There was a decrease in interest earned in 2020 compared to 2018 and 2019. This was due to lower bank's interest rates for fixed deposits.

e) Cash and cash equivalents in 2020 amounted to RM49,549,911.

The cash flow statement for 2016-2020 is as shown in Table 7.

Jadual 7: Penyata Aliran Tunai 2016-2020
Table 7: Cash Flow Statement for 2016-2020

	2016	2017	2018	2019	2020
ALIRAN TUNAI DARI AKTIVITI OPERASI CASH FLOW FROM OPERATING ACTIVITIES					
Terimaan tunai dari kerajaan persekutuan Cash receipt from federal government	34,457,472	48,953,511	57,736,000	56,576,187	54,930,839
Terimaan tunai pelbagai hasil Cash receipt from various sources	11,086,496	11,272,153	13,285,176	14,250,845	6,561,121
Bayaran tunai kepada pekerja dan pembekal Cash paid to workers and suppliers	(52,058,909)	(53,149,358)	(59,474,686)	(75,345,927)	(68,301,075)
TUNAI BERSIH DIJANA DARI AKTIVITI OPERASI NET CASH GENERATED FROM OPERATING ACTIVITIES	(6,514,941)	(7,076,306)	11,546,490	(4,518,895)	(6,809,115)
ALIRAN TUNAI DARI AKTIVITI PELABURAN CASH FLOW FROM INVESTMENT ACTIVITIES					
Pembelian hartanah, loji dan peralatan Purchase of property, plant and equipment	(350,430)	(403,991)	(974,937)	(312,178)	(751,272)
Faedah diterima Interest received	1,286,483	1,116,816	1,687,111	1,480,307	1,281,335
Terimaan dari jualan hartanah, loji dan peralatan Receipts from sale of property, plant and equipment	-	38,275	90,448	20,290	84,116
TUNAI BERSIH DIJANA DARI AKTIVITI PELABURAN NET CASH GENERATED FROM INVESTMENT ACTIVITIES	936,053	751,100	802,622	1,188,419	614,179
Pertambahan bersih tunai & setara tunai Net increase in cash & cash equivalents	(5,578,888)	(7,827,406)	12,349,112	(3,330,476)	(6,194,936)
Tunai dan setara tunai pada awal tahun Cash and cash equivalents at the beginning of the year	44,477,693	38,898,805	46,726,211	59,075,323	55,744,847
TUNAI DAN SETARA TUNAI PADA AKHIR TAHUN CASH AND CASH EQUIVALENTS AT END OF YEAR	38,898,805	46,726,211	59,075,323	55,744,847	49,549,911
TUNAI DAN SETARA TUNAI CASH AND CASH EQUIVALENTS					
Wang tunai di tangan dan baki bank Cash in-hand and bank balance	9,862,531	9,226,827	15,245,466	9,518,166	6,953,385
Deposit tetap di institusi kewangan Fixed deposits in financial institutions	29,036,274	37,499,384	43,829,857	46,226,681	42,596,526
TUNAI DAN SETARA TUNAI PADA AKHIR TAHUN CASH AND CASH EQUIVALENTS AT END OF YEAR	38,898,805	46,726,211	59,075,323	55,744,847	49,549,911

Maklumat Hasil Dalam MPC

Hasil dalaman MPC yang utama terdiri dari yuran program untuk Badan Berkanun, Pihak Berkuasa Tempatan dan pihak swasta. Hasil dalaman MPC pada tahun 2016 berjumlah RM11,778,082 pada tahun 2016 dan terus meningkat saban tahun hingga mencapai RM14,522,612 pada tahun 2018 dan RM16,262,542 pada tahun 2019. Ini disebabkan peningkatan yuran konvensyen dan yuran penyelidikan/perundingan. Wabak pandemik covid-19 yang melanda negara pada akhir tahun 2019 telah menyebabkan hasil dalaman MPC berkurang menjadi RM6,307,522 sahaja pada tahun 2020. Untuk pemulihan semula ekonomi, MPC telah mengambil inisiatif mengadakan program-program secara maya dengan kadar bayaran yang lebih rendah yang dikenakan kepada peserta program. Walau pun hasil pendapatan berkurang, MPC berjaya membantu syarikat-syarikat memulihkan perniagaan mereka dengan aktiviti-aktiviti secara digital yang dapat memacu semula produktiviti negara. Prestasi hasil dalaman MPC adalah seperti di Jadual 8.

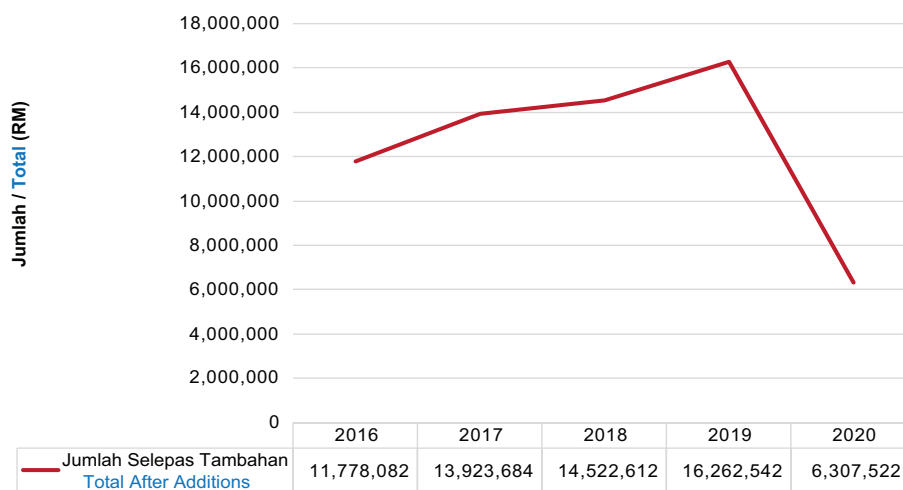
MPC Internal Revenue Information

The internal revenue of MPC mainly consists of program fees paid by Statutory Bodies, Local Authorities and the private sector. In 2016, MPC's internal revenue amounted to RM11,778,082 and continued to increase every year reaching RM14,522,612 in 2018 and RM16,262,542 in 2019. This was due to the increase in convention fees and research/consultancy fees. The Covid-19 pandemic that hit the country at the end of 2019 had reduced MPC's internal revenue to only RM6,307,522 in 2020. For economic recovery, MPC has taken the initiative to hold virtual programs with lower fees charged to program participants. Despite declining revenue, MPC has managed to help companies revive their businesses with digital activities that can regenerate national productivity. The internal revenue performance of MPC is as shown in Table 8.

Jadual 8: Hasil Dalaman MPC 2016 - 2020
Table 8: MPC Internal Revenue 2016 - 2020

Tahun / Year	2016	2017	2018	2019	2020
Hasil Yang Dikutip Collected Revenue					
Yuran Program Program Fees	10,050,583	11,742,536	12,237,261	13,964,822	4,764,221
Faedah Atas Pinjaman Komputer & Kenderaan Interests on Computer and Vehicle Loans	23,652	24,663	24,617	26,824	26,764
Faedah Bank & faedah deposit tetap Bank and Fixed Deposit Interests	1,262,831	1,523,383	1,881,222	1,740,735	1,388,047
Sewaan Rentals	385,464	471,723	325,241	447,923	66,343
Pelbagai Pendapatan Miscellaneous Income	55,552	161,379	54,271	82,238	62,147
Jumlah Hasil Total Revenue	11,778,082	13,923,684	14,522,612	16,262,542	6,307,522
% Kenaikan Kutipan Hasil % Increase in Revenue	(13.32)	18.22	4.3	0.12	(61.21)

Rajah 5: Hasil Dalaman MPC 2016 - 2020
Figure 5: MPC Internal Revenue 2016 - 2020



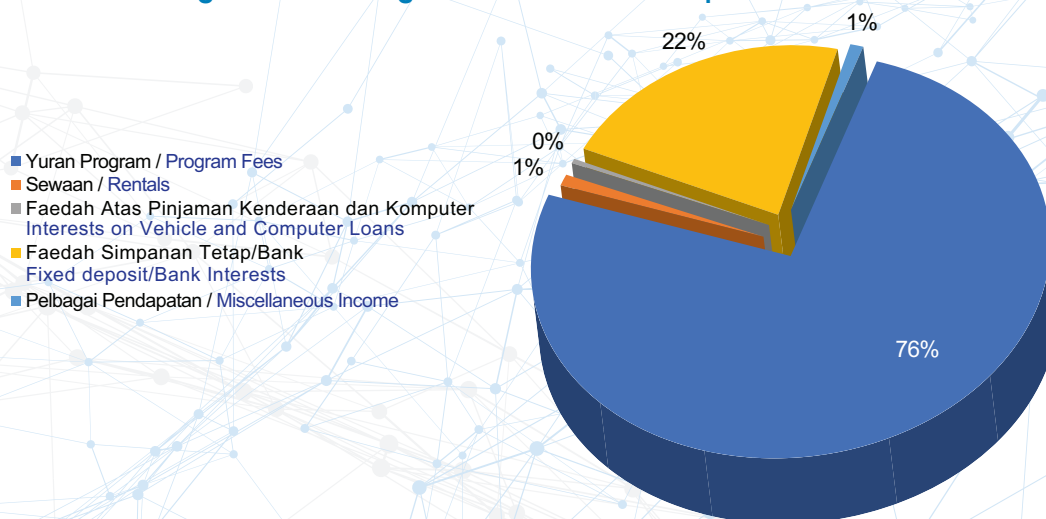
Penyumbang Hasil Dalaman MPC

Yuran program merupakan penyumbang hasil dalaman MPC yang terbesar iaitu sebanyak 75.53%. Ini diikuti oleh faedah simpanan tetap/bank 22.01%, sewaan dewan dan asrama 1.05%, pelbagai pendapatan 0.99%, dan faedah atas pinjaman kenderaan dan komputer 0.42%. Yuran program adalah terdiri dari yuran kursus, yuran perundingan dan pembangunan sistem, yuran konsvensyen, yuran pensijilan dan yuran penyelidikan. Rajah 6 menunjukkan pecahan komposisi hasil dalaman MPC pada tahun 2020.

MPC Internal Revenue Contributors

Program fees were the largest contributor to MPC's internal revenue at 75.53%. This was followed by fixed deposit/bank interest of 22.01%, hall and hostel rental of 1.05%, miscellaneous income of 0.99%, and interest on vehicle and computer loans of 0.42%. Program fees consist of course fees, consulting and system development fees, convention fees, certification fees and research fees. Figure 6 shows the composition of MPC's internal revenue in 2020.

Rajah 6: Peratus Komposisi Hasil MPC Pada Tahun 2020
Figure 6: Percentage of MPC Revenue Composition in 2020





**SIJIL KETUA AUDIT NEGARA
MENGENAI PENYATA KEWANGAN
PERBADANAN PRODUKTIVITI MALAYSIA
BAGI TAHUN BERAKHIR 31 DISEMBER 2020**

Sijil Mengenai Pengauditan Penyata Kewangan

Pendapat

Saya telah mewakili sebuah firma audit swasta untuk mengaudit Penyata Kewangan Perbadanan Produktiviti Malaysia yang merangkumi Penyata Kedudukan Kewangan pada 31 Disember 2020 dan Penyata Prestasi Kewangan, Penyata Perubahan 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 42.

Pada pendapat saya, penyata kewangan ini memberikan gambaran yang benar dan saksama mengenai kedudukan kewangan Perbadanan Produktiviti Malaysia pada 31 Disember 2020 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 bersesuaian untuk dijadikan asas kepada pendapat saya.

Kebebasan dan Tanggungjawab Etika Lain

Saya adalah bebas daripada Perbadanan Produktiviti Malaysia dan telah memenuhi tanggungjawab etika lain berdasarkan *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 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 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 untuk beroperasi sebagai satu usaha berterusan, mendedahkannya jika berkaitan serta menggunakannya sebagai asas perakaunan.

Tanggungjawab Juruaudit Terhadap Pengauditan Penyata Kewangan

Objektif saya adalah untuk memperoleh keyakinan yang munasabah sama ada Penyata Kewangan Perbadanan Produktiviti Malaysia secara keseluruhannya adalah bebas daripada salah nyata yang ketara, sama ada disebabkan fraud atau kesilapan, dan mengeluarkan 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. Mengetahui 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 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 atau, jika pendedahan tersebut tidak mencukupi, pendapat saya akan diubah. Kesimpulan saya dibuat berdasarkan bukti audit yang diperoleh sehingga tarikh Sijil Juruaudit.
- e. Menilai persembahan secara keseluruhan, struktur dan kandungan Penyata Kewangan Perbadanan Produktiviti Malaysia termasuk pendedahannya, dan sama ada Penyata Kewangan Perbadanan telah melaporkan asas-asas urus niaga dan peristiwa-peristiwa yang memberikan gambaran saksama.

Hal-hal Lain

Sijil ini dibuat untuk Lembaga Pengarah Perbadanan Produktiviti Malaysia 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
23 JULAI 2021



**Penyata Pengerusi
dan Seorang Ahli Lembaga Pengarah**

Kami, Dato'Sri Norazman Ayob 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 Bajet 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 2020 dan hasil kendaliannya serta aliran tunai bagi tahun berakhir pada tarikh tersebut.

Ditandatangani bagi pihak Lembaga Pengarah:



DATO' SRI NORAZMAN AYOB
Timbalan Pengerusi
Deputy Chairman

Tarikh/Date : 18 MAC 2021

Kuala Lumpur

**Statement by the Chairman
and A Member of the Board**

We, Dato' Sri Norazman Ayob and Ms. Hasliana binti Kamarudin who are the Chairman and one of the Board Members of Malaysia Productivity Corporation, hereby state that, in the opinion of the Board, the Financial Statements containing Statement of Financial Position, Statement of Financial Performance, Statement of Changes in Net Assets/Equity, Cash Flow Statement, Statements of Comparison Operational Budget and Development Budget and Actual Amount together with the notes to the Financial Statements therein, are prepared to give a true and fair view of the financial position of Malaysia Productivity Corporation as at 31 December 2020 and its operating results and cash flows for the year ended on that date.

Signed on behalf of the Board of Directors:



HASLIANA BINTI KAMARUDIN
Ahli Lembaga Pengarah
Board Member

Pengakuan oleh Pegawai Utama yang Bertanggungjawab ke atas Pengurusan Kewangan

Acknowledgment by the Principal Officer Responsible for Financial Management

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.

I, Dato' Abdul Latif Haji Abu Seman, the principal officer responsible for the financial management and accounting records of the Malaysian Productivity Corporation, sincerely acknowledge that the Statement of Financial Position, Statement of Financial Performance, Statement of Changes in Net Assets/Equity, Cash Flow Statement, the Statements of Comparison Management Budget as well as the Development Budget and Actual Amount together with the notes to the Financial Statements therein to the best of my knowledge and belief, are correct and I make this declaration in the true belief that it is true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Sebenarnya dan sesungguhnya
Subscribed and solemnly

diakui oleh penama di atas
declared by the abovenamed

di PETALING JAYA
in PETALING JAYA

18 MAR 2021

pada
on

.....
DATO' ABDUL LATIF HAJI ABU SEMAN

Di hadapan saya,
Before me,

.....
PESURUHJAYA SUMPAAH
COMMISSIONER FOR OATHS

No. 40A, Jalan 52/18
46200 Petaling Jaya, Selangor
TLP: 012-6847688



PENYATA KEDUDUKAN KEWANGAN PADA 31 DISEMBER 2020
STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2020

Seperti Dinyatakan Semula
As Restated

		2020	2019
	Nota/Note	RM	RM
ASET SEMASA CURRENT ASSETS			
Baki bank dan wang tunai Cash and bank balances		6,953,385	9,518,166
Deposit tetap di institusi kewangan Fixed deposits at financial institutions		42,596,526	46,226,681
Urusniaga pertukaran belum terima Exchange transactions receivable	4	2,272,248	3,856,251
		51,822,159	59,601,098
ASET BUKAN SEMASA NON-CURRENT ASSETS			
Urusniaga pertukaran belum terima Exchange transactions receivable	4	362,729	445,231
Hartanah, loji dan peralatan Property, plant and equipment	5	20,183,562	20,596,858
Aset tidak ketara Intangible assets	6	222,521	276,108
		20,768,812	21,318,197
JUMLAH ASET TOTAL ASSETS		72,590,971	80,919,295
LIABILITI SEMASA CURRENT LIABILITIES			
Urusniaga pertukaran belum bayar Unpaid exchange transactions	7	8,574,801	6,254,142
Peruntukan manfaat kakitangan Provision for employee benefits	8	381,224	402,296
		8,956,025	6,656,438
LIABILITI BUKAN SEMASA NON-CURRENT LIABILITIES			
Peruntukan manfaat kakitangan Provision for employee benefits	8	557,838	687,207
Kumpulan wang amanah usahasama Joint trust fund	9	9,401,879	15,435,625
Geran tertunda Outstanding grants	10	22,431,430	28,190,933
		32,391,147	44,313,765
JUMLAH LIABILITI TOTAL LIABILITIES		41,347,172	50,970,203
JUMLAH ASET BERSIH TOTAL NET ASSETS		31,243,799	29,949,092
ASET BERSIH NET ASSETS			
Kumpulan wang pengurusan Management fund	11	28,943,799	27,649,092
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		31,243,799	29,949,092

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

PENYATA PRESTASI KEWANGAN BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2020
STATEMENT OF FINANCIAL PERFORMANCE FOR FINANCIAL YEAR ENDED 31 DECEMBER 2020

Seperti yang Dinyatakan Semula
As Restated

		2020	2019
	Nota/Note	RM	RM
HASIL DARIPADA URUSNIAGA BUKAN PERTUKARAN REVENUE FROM NON-EXCHANGE TRANSACTIONS			
Geran Kerajaan Persekutuan Federal Government Grant	12	60,690,342	59,382,548
HASIL DARIPADA URUSNIAGA PERTUKARAN REVENUE FROM EXCHANGE TRANSACTIONS			
Yuran latihan, perundingan & pensijilan Training, consultancy & certification fees		4,502,495	7,600,999
Yuran konvensyen Convention fees		261,726	6,363,823
Faedah deposit tetap Interest from fixed deposit		1,368,807	1,697,541
Sewaan Rental		66,343	447,923
Faedah Bank Bank interest		19,240	43,194
Faedah atas pinjaman komputer & kenderaan Interest earned from computer & vehicle loans		26,764	26,824
Pelbagai pendapatan Miscellaneous income		32,934	80,558
Pemulihan hutang ragu Doubtful debt recovered		20,760	-
Keuntungan jualan hartanah,loji dan peralatan Profit from sale of property, plant & equipment		8,453	1,680
JUMLAH HASIL TOTAL REVENUE		66,997,864	75,645,090

		2020	2019
	Nota/Note	RM	RM
Perbelanjaan Pengurusan Management/Operational Expenditure			
Emolumen/Emoluments	13	25,172,015	25,683,116
Perjalanan dan sara hidup Travel and subsistence		527,503	1,083,619
Pengangkutan barang-barang Transportation of goods		169,525	170,383
Perhubungan/Communication		306,064	326,279
Utiliti/Utilities		1,022,361	1,194,211
Sewaan/Rental		1,949,826	2,022,344
Perkhidmatan percetakan/Printing services		221,659	463,856
Bekalan dan alatan/Supplies and equipment		385,288	652,594
Penyelenggaraan dan pembaikan yang dibeli Maintenance and repairs purchased		1,862,296	2,282,508
Perkhidmatan ikhtisas dan hospitaliti Professional services and hospitality		3,912,964	5,618,683
Bayaran juruaudit/Payment to auditors		54,569	55,625
Yuran keahlian/Membership fees		1,159,968	1,193,873
Manfaat kakitangan/Employee benefits	14	388,916	377,433
Hutang lapuk dilupuskan/Bad debts written off		63,260	63,564
Hutang ragu/Doubtful debts		-	109,960
Kerugian pertukaran matawang asing Foreign exchange loss		58,657	-
Taksiran dan cukai tanah Assessment and quit rent		160,184	159,763
Perbelanjaan konvensyen Convention expenditure		203,250	5,795,147
Susutnilai hartanah, loji dan peralatan Depreciation of property, plant and equipment		1,142,492	1,378,527
Perbelanjaan pembangunan Development expenditure	15	26,942,360	33,847,905
JUMLAH PERBELANJAAN/TOTAL EXPENDITURE		65,703,157	82,479,390
LEBIHAN/(DEFISIT) SEBELUM CUKAI SURPLUS/(DEFICIT) BEFORE TAX		1,294,707	(6,834,300)
Peruntukan Cukai/Tax Provisions	16	-	-
LEBIHAN (DEFISIT) TAHUN SEMASA CURRENT YEAR SURPLUS/(DEFICIT)		(1,294,707)	(6,834,300)

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

PENYATA PERUBAHAN DALAM ASET BERSIH/EKUITI BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2020
STATEMENT OF CHANGES IN NET ASSETS / EQUITY FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

	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 01 Januari 2019, seperti dinyatakan sebelum As at 01 January 2019, as stated before	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
Pada 31 Disember 2019, seperti dinyatakan sebelum As at 31 December 2019, as stated before	28,196,034	2,000,000	300,000	30,496,034
Peralasan tahun sebelum Previous year adjustment	(546,942)	-	-	(546,942)
Pada 01 Januari 2020, seperti dinyatakan semula As at 01 January 2020, as restated	27,649,092	2,000,000	300,000	29,949,092
Lebihan tahun semasa Surplus for the current year	1,294,707	-	-	1,294,707
Pada 31 Disember 2020 As at 31 December 2020	28,943,799	2,000,000	300,000	31,243,799

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 2020
CASH FLOW STATEMENT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020

	Seperti yang Dinyatakan Semula As Restated	
	2020 RM	2019 RM
ALIRAN TUNAI DARI AKTIVITI OPERASI CASH FLOW FROM OPERATING ACTIVITIES		
Terimaan tunai dari kerajaan persekutuan Cash receipt from federal government	54,930,839	56,576,187
Terimaan tunai pelbagai hasil/Cash receipt from various sources	6,561,121	14,250,845
Bayaran tunai kepada pekerja dan pembekal Cash paid to workers and suppliers	(68,301,075)	(75,345,927)
Tunai bersih dijana dari aktiviti operasi Net cash flow from operating activities	(6,809,115)	(4,518,895)
ALIRAN TUNAI DARI AKTIVITI PELABURAN CASH FLOW FROM INVESTMENT ACTIVITIES		
Pembelian hartanah, loji dan peralatan Purchase of property, plant and equipment	(751,272)	(312,178)
Faedah diterima/Interest received	1,281,335	1,480,307

Seperti yang Dinyatakan Semula
As Restated

Terimaan dari jualan hartanah, loji dan peralatan Receipts from the sale of property, plant and equipment	84,116	20,290
Tunai bersih dijana dari aktiviti pelaburan Net cash generated from investment activities	614,179	1,188,419
Pertambahan bersih tunai dan setara tunai Increase in net cash and cash equivalents	(6,194,936)	(3,330,476)
Tunai dan setara tunai pada awal tahun Cash and cash equivalents at the beginning of the year	55,744,847	59,075,323
Tunai dan setara tunai pada akhir tahun Cash and cash equivalents at the end of the year	49,549,911	55,744,847
TUNAI DAN SETARA TUNAI CASH AND CASH EQUIVALENTS		
Wang tunai di tangan dan baki bank Cash in hand and bank balance	6,953,385	9,518,166
Deposit tetap di institusi kewangan Fixed deposits in financial institutions	42,596,526	46,226,681
Tunai dan setara tunai pada akhir tahun Cash and cash equivalents at end of year	49,549,911	55,744,847

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 2020
STATEMENT OF COMPARISON OPERATIONAL BUDGET AND ACTUAL AMOUNT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020**

	Bajet Asal Proposed Budget	Bajet Akhir Actual Budget	Belanja Sebenar Actual Expenditure	Varian Bajet Budget Variance
	RM	RM	RM	RM
BELANJA MENGURUS OPERATING EXPENSES				
Gaji dan upahan/Salary and wages	19,500,000	19,400,000	17,315,788	2,084,212
Elaun tetap/Fixed allowance	4,538,300	4,538,300	4,278,474	259,826
Sumbangan berkanun untuk kakitangan Statutory contribution for employees	3,352,700	3,352,700	2,999,957	352,743
Elaun lebih masa/Overtime allowance	312,000	312,000	181,018	130,982
Faedah-faedah kewangan yang lain Other financial benefits	400,000	400,000	396,778	3,222
EMOLUMEN/EMOULMENTS	28,103,000	28,003,000	25,172,015	2,830,985
Perjalanan dan sara hidup Travel and subsistence	1,000,000	1,000,000	527,503	472,497
Pengangkutan barang-barang Transportation of goods	110,000	310,000	169,525	140,475
Perhubungan dan utiliti Communications and utilities	1,400,000	1,400,000	1,328,425	71,575
Sewaan/Rental	2,142,000	2,142,000	1,949,826	192,174
Bahan-bahan penyelenggaraan Maintenance materials	50,000	50,000	24,083	25,917

	Bajet Asal Proposed Budget	Bajet Akhir Actual Budget	Belanja Sebenar Actual Expenditure	Varian Bajet Budget Variance
Bekalan dan bahan-bahan lain Supplies and other materials	700,000	700,000	361,205	338,795
Penyelenggaraan dan pembaikan kecil Maintenance and repairs	2,640,000	3,521,410	1,862,296	1,659,114
Perkhidmatan ikhtisas Professional services	11,000,000	11,146,590	4,392,442	6,754,148
PERKHIDMATAN DAN BEKALAN SERVICES AND SUPPLIES	19,042,000	20,270,000	10,615,305	9,654,695
Tanah dan pembaikan tanah Land and land repairs	-	897,958	-	897,958
Bangunan dan pembaikan bangunan Building and building repairs	525,000	525,000	-	525,000
Kemudahan/Facilities	-	917,692	-	917,692
Kenderaan dan jentera Vehicles and machinery	240,000	240,000	209,318	30,682
Harta modal yang lain Other capital assets	400,000	595,500	484,054	111,446
ASET/ASSETS	1,165,000	3,176,150	693,372	2,482,778
Pemberian dalam negeri mestic contributions	5,000	5,000	-	5,000
Pemberian luar negeri Foreign contributions	1,200,000	1,200,000	1,159,968	40,032
Ganjaran cuti rehat Cash award in lieu of accumulated leave	530,000	630,000	539,358	90,642
SUMBANGAN/CONTRIBUTIONS	1,735,000	1,835,000	1,699,326	135,674
Cukai dan pelbagai Taxes and miscellaneous	173,000	173,000	160,184	12,816
PERBELANJAAN LAIN/OTHER EXPENSES	173,000	173,000	160,184	12,816
JUMLAH PERBELANJAAN TOTAL EXPENDITURE	50,218,000	53,457,150	38,340,202	15,116,948
SUMBER DALAMAN/INTERNAL SOURCES	22,218,000	20,243,811	5,126,863	15,116,948
PEMBERIAN KERAJAAN GOVERNMENT CONTRIBUTION	28,000,000	33,213,339	33,213,339	-
JUMLAH/TOTAL	50,218,000	53,457,150	38,340,202	15,116,948

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

**PENYATA PERBANDINGAN BAJET PEMBANGUNAN DAN AMAUN SEBENAR
BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2020
STATEMENT OF COMPARISON DEVELOPMENT BUDGET AND ACTUAL BUDGET
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2020**

	Baki Balance 2019	Bajet Asal Proposed Budget	Bajet Akhir Actual Budget	Belanja Sebenar Actual Expenditure	Varian Bajet Budget Variance
	RM	RM	RM	RM	RM
BELANJA PEMBANGUNAN DEVELOPMENT EXPENSES					
Pelaksanaan NPDIR bagi Kerajaan Negeri dan Tempatan (NPDIR) Implementation of NPDIR for State and Local Government (NPDIR)	303,956	1,215,000	607,500	895,975	15,481

	Baki Balance 2019	Bajet Asal Proposed Budget	Bajet Akhir Actual Budget	Belanja Sebenar Actual Expenditure	Varian Bajet Budget Variance
	RM	RM	RM	RM	RM
Memodenkan Peraturan Perniagaan (MBR) Modernising Business Regulations (MBR)	208,964	1,500,000	950,000	1,157,853	1,111
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)	2,031,602	7,000,000	6,000,000	7,722,434	309,168
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)	414,765	4,400,000	2,000,000	2,605,563	9,202
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)	121,182	4,000,000	2,000,000	2,117,909	3,273
Memudahkan Keperluan Peraturan bagi Perdagangan Antarabangsa (NTM) Facilitating the Need for International Trade Regulations (NTM)	279,055	2,000,000	1,000,000	1,013,875	265,180
Peningkatan Kualiti Peraturan Selaras dengan Strategi Malaysia Produktiviti Blueprint (PKP) Improving Quality Regulations in accordance with the Malaysia Productivity Blueprint Strategy (PKP)	145,302	2,000,000	1,000,000	1,106,695	38,607
Melaksanakan Inisiatif Produktiviti Nexus Peringkat Sektor (SPC) Implementing Sector Level Productivity Nexus Initiatives (SPC)	1,078,840	12,420,000	6,210,000	6,756,790	532,050
Behavioural Insights (BI)	-	2,500,000	1,750,000	1,459,599	290,401
JUMLAH PERBELANJAAN TOTAL EXPENDITURE	4,583,666	37,035,000	21,717,500	24,836,693	1,464,473
			Operasi/ Operation RM	Pelaburan/ Investment RM	Jumlah/ Total RM
Amaun sebenar pada asas boleh banding Actual amount based on actual comparison			62,483,523	693,372	63,176,895
Perbezaan asas/Basic difference			(69,292,638)	(79,193)	(69,371,831)
Seperti Penyata Aliran Tunai As per Cash Flow Statement			(6,809,115)	614,179	(6,194,936)

Penyata Perbandingan Bajet Mengurus dan Amaun Sebenar

Bagi tahun kewangan berakhir 31 Disember 2020

Statement of Comparison Operational Budget and Actual Budget For the financial year ended 31 December 2020

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 2020 sehingga 31 Disember 2020.
2. Yang Berhormat Menteri Kewangan telah membentangkan bajet 2020 di Parlimen pada 11 Oktober 2019.
3. Bajet Mengurus Perbadanan berjumlah RM50.218 juta bagi tahun 2020. Sebanyak RM28 juta dibiayai oleh Kementerian Kewangan manakala RM22.218 juta dibiayai dari hasil dalaman Perbadanan.
4. Perbadanan menerima tambahan peruntukan mengurus dari Kementerian Kewangan untuk perkara-perkara berikut:-

- **4 September 2020** - Kementerian Kewangan telah meluluskan peruntukan tambahan bajet mengurus sebanyak **RM3,239,150** bagi membiayai projek kerja-kerja naiktaraf:-

- i. Ibu Pejabat MPC : RM542,090
- ii. Kompleks MPC Wilayah Selatan : RM449,910
- iii. Kompleks MPC Wilayah Utara : RM285,000
- iv. Kompleks MPC Sarawak : RM1,962,150

- **26 Oktober 2020** - MITI telah meluluskan permohonan Perbadanan untuk menggunakan baki program PEMANDU SRI-CSL yang berjumlah **RM53,189.23** bagi membiayai perbelanjaan operasi Perbadanan.

- **27 Oktober 2020** - Kementerian Kewangan telah meluluskan peruntukan tambahan bajet mengurus RM1,921,000 untuk menampung perbelanjaan operasi Perbadanan.

- Bagi tahun 2020 peruntukan mengurus secara keseluruhan selepas tambahan dari Kementerian Kewangan dan MITI berjumlah RM33,213,339.

5. Memandangkan lantikan pembekal untuk kerja-kerja menaik-taraf bangunan ibu pejabat dan pejabat-pejabat Wilayah melibatkan

A. Notes to the statement of comparison operational budget and actual amount:-

1. Budgets are approved on an accrual basis according to functional classification consisting of objects and programs. The approved budget covers the fiscal period from 1 January 2020 to 31 December 2020.
2. The Honourable Minister of Finance presented the 2020 budget in Parliament on 11 October 2019.
3. The Corporation's Operational Budget was RM50.218 million for the year 2020. RM28 million is funded by the Ministry of Finance while RM22.218 million is funded by the Corporation's internal revenue.
4. The Corporation received additional management allocation from the Ministry of Finance for the following matters:-

- **4 September 2020**- The Ministry of Finance approved an additional allocation of operating budget of **RM3,239,150** to fund upgrading works projects:-

- i. MPC Headquarters : RM542,090
- ii. Southern Region MPC Complex : RM449,910
- iii. Northern Region MPC Complex : RM285,000
- iv. Sarawak MPC Complex : RM1,962,150

- **26 October 2020** - MITI approved the Corporation's application to use the remaining PEMANDU SRI-CSL program amounting to **RM53,189.23** to fund the Corporation's operating expenses.

- **27 October 2020** - The Ministry of Finance approved an additional budget of RM1,921,000 to cover the Corporation's operating expenses.

- For the year 2020, the overall management allocation after the addition from the Ministry of Finance and MITI amounted to RM33,213,339.

5. As the appointment of suppliers for the upgrading works of the headquarters building and Regional offices involves procurement procedures, these upgrading works are made in 2021.

prosedur perolehan, kerja-kerja menaik-taraf ini dibuat pada tahun 2021.

6. Perbelanjaan sebenar Mengurus pada tahun 2020 berjumlah RM38.340 juta iaitu 72.00% berbanding peruntukan mengurus yang berjumlah RM53.457 juta. Penurunan perbelanjaan adalah disebabkan oleh perkara-perkara berikut:-

6.1 Kerja-kerja menaik-taraf kompleks pejabat-pejabat Wilayah dan ibu pejabat Perbadanan akan dilaksanakan pada tahun 2021;

6.2 Wabak pandemik covid-19 yang berlaku pada awal tahun 2020 telah memberi kesan kepada pelaksanaan program-program produktiviti dan inovasi di Perbadanan. Kebanyakan program anjuran Perbadanan dilaksanakan secara maya dan program team excellence di luar negara seperti ICQCC dan APQC dibatalkan. Ini menyebabkan perbelanjaan perkhidmatan ikhtisas hanya berjumlah RM4.392 juta berbanding RM11.933 juta pada tahun 2019. Perbelanjaan perkhidmatan ikhtisas yang banyak berkurang adalah pakar runding perniagaan, makan-minum peserta kursus, pengangkutan orang jemputan, penginapan orang jemputan, pengiklanan dan perkhidmatan percetakan;

6.3. Perbelanjaan emolumen berjumlah RM25.172 juta, 90% berbanding dengan peruntukan yang diterima RM28.003 juta. Perbezaan sebanyak RM2.831 juta adalah disebabkan oleh jawatan-jawatan kosong yang masih belum diisi;

6.4 Perbelanjaan penyelenggaraan berjumlah RM1.862 juta berbanding dengan peruntukan yang diterima berjumlah RM3.521 juta. Termasuk dalam peruntukan ini adalah kerja-kerja menaik-taraf kompleks pejabat-pejabat Perbadanan yang berjumlah RM0.881 juta yang akan dilaksanakan pada tahun 2021. Peratus perbelanjaan adalah 53%. Perbelanjaan penyelenggaraan yang banyak menurun adalah penyelenggaraan bangunan, komputer dan hawa dingin;

6.5 Perbelanjaan perjalanan dan sara hidup berkurang sebanyak RM0.472 juta bersamaan 53% berbanding peruntukan. Pengurangan ini disebabkan oleh penurunan tambang perjalanan dan bayaran hotel, lojing dan elaun makan. Pandemik covid-19 menyebabkan pegawai-pegawai Perbadanan bekerja dari rumah (BDR) dan mengikuti program yang dilakukan secara maya. Program-program secara fizikal dan program-program diluar negara turut dibatalkan.

6. Actual Operating Expenditure in 2020 amounted to RM38.340 million, which is 72.00% compared to the operating allocation of RM53.457 million. The decrease in expenditure is due to the following:-

6.1 Upgrading works on the complexes of Regional offices and the Corporation's headquarters will be implemented in 2021;

6.2 The covid-19 pandemic that occurred in early 2020 had affected the implementation of productivity and innovation programs of the Corporation. Most of the programs organized by the Corporation were implemented virtually and team excellence programs abroad such as ICQCC and APQC were cancelled. As a result, professional services expenditure amounted to only RM4.392 million compared to RM11.933 million in 2019. The significantly reduced professional services expenses were business consultants, course participants' meals, guests' transportation, guest accommodation, advertising and printing services;

6.3. Emolument expenditure amounted to RM25.172 million, 90% compared to the allocation of RM28.003 million. The difference of RM2.831 million was due to vacancies that have yet to be filled;

6.4 Maintenance expenditure amounted to RM1.862 million compared to the allocation of RM3.521 million. Included in this allocation is the upgrading of the Corporation's office complex amounting to RM0.881 million; which will be undertaken in 2021. The percentage of expenditure was 53%. The significantly decreased maintenance expenses are building maintenance, computers and air conditioning;

6.5 Travel and living expenses decreased by RM0.472 million, equivalent to 53% against the allocation. The reduction was due to lower travel and hotel expenses, as well as lodging and meal allowances. The covid-19 pandemic had forced the Corporation officers to work from home (WFH) and to participate in virtual programs. Physical programs and overseas programs were also cancelled.

6.6 Perbelanjaan bekalan dan bahan-bahan lain berjumlah RM0.361 juta berbanding peruntukan yang berjumlah RM0.700 juta. Perbelanjaan hanya 52% sahaja disebabkan pengurangan perbelanjaan bekalan pejabat, bahan kursus/seminar, bekalan bahan promosi serta perabut danengkapan pejabat. Kesimpulannya, wabak pandemik covid-19 telah menyebabkan perbelanjaan mengurur dan hasil dalaman berkurang berbanding peruntukan yang telah diluluskan oleh Lembaga Pengarah Perbadanan.

7. Lembaga Pengarah Perbadanan telah meluluskan agihan semula peruntukan mengurur pada mesyuarat Lembaga Pengarah Bil. 1/2020 disebabkan beberapa perbelanjaan Objek Sebagai telah melebihi peruntukan yang diberi.

6.6 Expenditure on supplies and other materials of RM0.361 million is against the allocation of RM0.700 million. This expenditure is only 52% of the allocation due to reduced expenses in office supplies, course/seminar materials, promotional materials as well as office furniture and equipment. In conclusion, the covid-19 pandemic had reduced operating expenses and internal revenue compared to the allocation approved by the Corporation's Board of Directors.

7. The Board of Directors of the Corporation had approved the redistribution of the management allocation during Board meeting No. 1/2020 as several expenditure of Object As exceeded the allocation given.

Penyata Perbandingan Bajet Pembangunan dan Amaun Sebenar **Bagi tahun kewangan berakhir 31 Disember 2020**

Statement of Comparison Development Budget and Actual Budget **For the financial year ended 31 December 2020**

B. Nota kepada penyata perbandingan bajet pembangunan dan amaun sebenar :-

1. Bajet Pembangunan yang diluluskan kepada MPC berjumlah RM21.718 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

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

1. The Development Budget approved to MPC amounted to RM21.718 million. The development programs are as follows:-
 - a. Forming a Cohesive Implementation Mechanism and Launching a Productivity Movement consistent with the Malaysia Productivity Blueprint Strategy (T5-MPB). The channelling of the T5-MPB allocation is for the implementation of sector initiatives under the Malaysian Productivity Action Plan (MPB) to support productivity-driven economic growth and increased national competitiveness. The main purpose of this provision is to cultivate the mindset and practice of an effective productivity management system and innovation among competitive enterprises and population.
 - b. The Transformation of Existing Regulations through Reduced Bureaucracy program at the State Level (PTPS) aims to improve existing regulations and create quality regulations through Guillotine, MyCURE and Benchmarking/Federal and State initiatives. Among the objectives of this program are to eliminate bureaucracy and unnecessary regulatory requirements, and simplify business dealings by streamlining business licensing process. The ex-

dengan mempermudah proses perlesenan perniagaan. Perbelanjaan merangkumi pelaksanaan inisiatif di peringkat 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. Untuk tahun 2020, peruntukan bajet pembangunan NTM diguna untuk semakan profiling bagi MOT, MINDEF dan Sabah; MAFI dan KEPKAS, Sarawak; MAFI, MANRED dan MUDENR.

d. Peningkatan Kualiti Peraturan Selaras Dengan Strategi Malaysia Produktiviti Blueprint (PKP) merupakan inisiatif pembentukan tadbir urus yang efektif menerusi pelaksanaan Amalan Baik Peraturan (GRP) melalui projek pematuan GRP dikalangan Kementerian dan Agensi, mewujudkan Regulatory Champion dan pembangunan portal Konsultasi Awam Berpusat.

e. Melaksanakan Inisiatif Produktiviti Nexus Peringkat Sektor (SPC) adalah bagi menjawab kepada Kertas Strategi 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 RM12.420 juta bagi tahun 2020. Baki tahun 2019 adalah sebanyak RM1.079 juta. Peruntukan telah digunakan sebanyak RM0.532 juta. Sekatan telah diadakan sekali melibatkan sejumlah RM6.2 juta. 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

penditure covers the initiative implementation at the state level.

c. Facilitating the Regulatory Requirements for International Trade (NTM) is one of the programs under the MPB thrust that abolishes Non-Tariff Measures by inhibiting business growth and accelerating the performance efficiency of the logistics sector in Malaysia. This activity belongs to the 6 main activities that need to be immediately undertaken to achieve productivity targets of the country. In 2020, the NTM development budget allocation was used for profiling review on MOT, MINDEF and Sabah; MAFI and KEPKAS, Sarawak; MAFI, MANRED and MUDENR.

d. Improving Regulatory Quality consistent with the Malaysia Productivity Blueprint Strategy (PKP) is an initiative towards effective governance through the implementation of Good Regulatory Practices (GRP). This is done through GRP compliance projects among Ministries and Agencies, creating a Regulatory Champion and the development of a Centralized Public Consultation portal.

e. Implementing the Sector Level Productivity Nexus initiative (SPC). This is as a response to the 11MP Strategy Paper 1 of which is to Increase Productivity Potential. It emphasizes on the five-year Productivity Development Plan (Malaysia Productivity Blueprint) that gives priority to the strengthening of productivity in the national development agenda. The SPC Development Project received an allocation of RM12.420 million in 2020. The balance in 2019 was RM1.079 million. From the allocation, RM0.532 million had been utilized. There was a one-time sanction imposed involving RM6.2 million. The allocation was used by the nine (9) Productivity Nexus to implement the identified initiatives in the Malaysia Productivity Blueprint. The sectors of 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 have to be implemented under the Productivity Nexus to address key challenges related to workforce, digitization and innovation, industry accountability, ecosystem and productivity cultivation at sector level.

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.

g. MPC telah diberi mandat untuk melaksanakan projek Behavioural Insights (BI) pada tahun 2020. Pendekatan Behavioural Insights dalam penggubalan polisi awam telah banyak digunapakai di negara-negara maju sejak 2010. Behavioural Insights merupakan alat polisi yang inovatif bertujuan untuk meningkatkan keberkesanan intervensi kerajaan. Behavioural Insights mengambil kira pelbagai disiplin ilmu seperti sains tingkah laku dan sosial termasuk pembuatan keputusan, psikologi, sains kognitif dan neurosains supaya sesuatu polisi yang digubal lebih berkesan dan mencapai kadar pematuan peraturan yang tinggi.

h. Antara faedah yang boleh dicapai melalui penggunaan kaedah BI di mana ianya boleh dijalankan dengan mudah tanpa melibatkan kos operasi yang tinggi kerana tidak terlalu bergantung kepada penguatkuasaan peraturan atau pemberian insentif seperti sekarang. BI mengambil kira tingkah laku dan bagaimana respon kumpulan sasar terhadap sesuatu peraturan atau dasar yang dibangunkan.

i. Program pembangunan 2019 yang masih diteruskan lagi pada tahun 2020 :

- 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. Inisiatif yang dijayakan hasil kolaborasi antara pihak sektor awam dan swasta ini dilihat mampu mempercepatkan proses pembaharuan peraturan yang membebaskan peniaga serta membangunkan kaedah yang mampan dan berkesan untuk menangani pembaharuan kawal selia sektoral di Malaysia.
- Pelaksanaan NPDIR bagi Kerajaan Negeri dan Kerajaan Tempatan (NPDIR) adalah projek untuk menebar luas pelaksanaan Amalan Baik Peraturan GRP daripada peringkat Kerajaan Persekutuan kepada peringkat Kerajaan Negeri dan Kerajaan Tempatan. Projek ini melibatkan cadangan pelaksanaan GRP dan pembangunan

f. The MPB development program is used to undertake initiatives under MPB to ensure the achievement of productivity targets at the sector level. The 9 sectors identified are 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.

g. MPC has been mandated to undertake the Behavioral Insights (BI) project in 2020. The Behavioral Insights approach in public policy formulation has been widely adopted by developed countries since 2010. Behavioral Insights is an innovative policy tool aimed at enhancing the effectiveness of government interventions. Behavioral Insights takes into account various disciplines such as behavioral and social sciences including decision making, psychology, cognitive science and neuroscience so that a policy formulated is more effective and achieves a high rate of regulatory compliance.

h. The BI method has several benefits. It is easily implemented without involving much operating costs due to its minimal reliance on the enforcement of regulations or the provision of incentives. BI also takes into account the behavior and how the target group responds to a rule or policy developed.

i. The 2019 development programs that are still ongoing in 2020:

- The Modernization of Business Regulations (MBR) Initiative is one of the services sector regulatory reform strategies as proposed by the Services Sector Blueprint. It aims to reduce the regulatory burden on businesses of the identified sectors. This successful initiative as a result of collaboration between the public and private sectors is seen to be able to accelerate the process of regulatory reform that burdens businesses as well as develop sustainable and effective methods to address sectoral regulatory reform in Malaysia.
- Implementation of NPDIR for State and Local Governments (NPDIR) is a project to spread the implementation of Good Practices of GRP Regulations at the Federal Government level as well as the State Government and Local Government levels. This project involves proposed GRP implementation and capacity building to policy makers and regulators at the State and Local Government levels.

kapasiti kepada pembuat dasar dan pengawal selia di peringkat Kerajaan Negeri dan Kerajaan Tempatan.

- 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 tahun 2020, jumlah peruntukan yang diterima adalah untuk membiayai perbelanjaan melaksanakan program kepada 175 syarikat. Ia melibatkan aktiviti seperti intervensi, program promosi, pembelajaran berterusan, dan penilaian kecemerlangan perniagaan (BE - Business Excellence).

B. Nota kepada penyata perbandingan bajet pembangunan dan amaun sebenar :-

1. Berdasarkan prestasi perbelanjaan suku ketiga tahun 2020, Bajet Pembangunan telah dikurangkan dari RM37.035 juta kepada RM21.718 juta pada akhir tahun 2020. Perbelanjaan sebenar berjumlah RM24.837 juta. Perbelanjaan ini telah menggunakan peruntukan pembangunan bagi tahun 2020 serta baki peruntukan bagi tahun 2019.
2. Justifikasi perbelanjaan pembangunan terhadap peruntukan yang diberikan :
 - i. Jumlah baki peruntukan T5-MPB bagi tahun 2019 dan peruntukan bagi tahun 2020 adalah sebanyak RM2.615 juta. Peruntukan yang telah dibelanjakan pada tahun 2020 adalah sebanyak RM2.606 juta.
 - ii. Bagi projek pembangunan SPPE, lebihan peruntukan pada tahun 2020 adalah disebabkan oleh proses intervensi ke atas beberapa syarikat tertentu tidak dapat disempurnakan atau dilaksanakan pada tahun 2020 dan terpaksa dibawa untuk dilaksanakan pada tahun 2021. Walau bagaimanapun, KPI tahun 2020 telah dicapai melebihi sasaran iaitu sebanyak 182 syarikat telah menjalani aktiviti intervensi.
 - iii. Antara aktiviti-aktiviti yang telah dijalankan sepanjang tahun 2020 di bawah peruntukan Behavioural Insights adalah seperti pembangunan rangka kerja BI, 10 kajian kes BI, projek penandaarasan, Seminar Kebangsaan Behavioural Insights dan lain-lain. Lebihan peruntukan pada akhir tahun

- The Enterprise Productivity Enhancement Scheme consistent with the Malaysia Productivity Blueprint (SPPE-MPB) is a program targeted at SMEs (Small and Medium Enterprises). The scheme aims to help the implementation of productivity and quality improvement initiatives among the SMEs through guidance and mentoring by appointed consultants. In 2020, the allocation is to fund programs under this initiative to 175 companies. It involves activities such as interventions, promotional programs, continuous learning, and assessment of business excellence (BE - Business Excellence).

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

1. Based on the expenditure position for the third quarter of 2020, the Development Budget had been reduced from RM37.035 million to RM21.718 million at the end of 2020. The actual expenditure was RM24.837 million. This expenditure was utilized from the development allocation for 2020 as well as the remaining allocation for 2019.
2. The justification for development expenditure against the given allocation:
 - i. The total remaining allocation of T5-MPB for 2019 and allocation for 2020 was RM2.615 million. The allocation spent in 2020 amounted to RM2.606 million.
 - ii. For SPPE development projects, the excess allocation in 2020 was due to interventions on certain companies could not be completed or implemented in 2020 and brought forward for implementation in 2021. However, the KPI of 2020 had exceeded the target whereby 182 companies had undergone intervention activities.
 - iii. Among the activities carried out throughout 2020 under the Behavioral Insights provision were the development of the BI framework, 10 BI case studies, benchmarking projects, the National Behavioral Insights Seminar and others. The surplus allocation at the end of 2020 for the Behavioral Insights Program of RM290,401.85 was due to 5 BI case studies had to be extended until March 2021. This is because the data collection process and research interventions could not be completed due to COVID 19, especially for the study case in Semporna, Sabah. The Extension of Time (EOT) application had received

2020 bagi Program Behavioural Insights iaitu sebanyak RM290,401.85 adalah disebabkan terdapat 5 kajian kes BI terpaksa dilanjutkan hingga Mac 2021. Ini adalah disebabkan oleh proses pengumpulan data dan intervensi kajian tidak dapat disiapkan disebabkan oleh isu COVID 19, khususnya bagi kajian kes di Semporna, Sabah. Permohonan Extension of Time (EOT) ini telah mendapat kelulusan daripada pihak Kementerian Perdagangan Antarabangsa dan Industri (MITI) melalui surat bertarikh 23 Februari 2021.

the approval from the Ministry of International Trade and Industry (MITI) through a letter dated 23 February 2021.

Nota-nota kepada Penyata Kewangan

Bagi tahun kewangan berakhir 31 Disember 2020

Notes to the Financial Statements

For the financial year ended 31 December 2020

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

Penyata Kewangan Perbadanan Produktiviti Malaysia (MPC) bagi tahun berakhir 31 Disember 2020 yang belum diaudit telah dibentangkan dan diluluskan pada mesyuarat Lembaga Pengarah Bil. 1/2021 pada 25 Mac 2021.

1. CORPORATION INFORMATION

The Malaysia Productivity Corporation (MPC) formerly known as the National Productivity Center was established under the National Productivity Council (Incorporation) Act No. 19 in 1966 (amendment 1975 "Act A305 1975" and amendment 1991 "Act A801 1991"). It was known as the National Productivity Corporation from 1 December 1991. The National Productivity Corporation is officially known as the Malaysia Productivity Corporation effective 21 February 2008.

The corporate objectives of the Corporation are:

- Providing value-added information on productivity, quality, competitiveness and best practices through research and database development activities.
- Developing human capital and organizational excellence to form a knowledge-based society through trainings, system development and best practices.
- Conducting regulatory reviews and promotion of Good Regulatory Practices to create a more competitive business environment.
- Nurturing a creative and innovative culture for productivity and competitiveness through collaboration programs.

The unaudited Financial Statements of the Malaysia Productivity Corporation (MPC) for the year ended 31 December 2020 were presented and approved at the Board meeting No. 1/2021 on 25 March 2021.

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 menggunakan dasar perakaunan yang mempunyai kesan ketara ke atas amaun yang diiktiraf dalam penyata kewangan selain daripada yang dinyatakan dalam nota-nota kepada penyata kewangan.

3. POLISI PERAKAUNAN PENTING

Polisi-polisi perakaunan berikut telah digunakan secara konsisten dalam tempoh tahun kewangan yang dibentangkan di dalam penyata kewangan melainkan jika dinyatakan sebaliknya.

3.1. Instrumen Kewangan

3.1.1. Aset Kewangan

(a) Pengiktirafan dan Taksiran Awal

Aset kewangan diiktiraf dalam Penyata Kedudukan Kewangan apabila Perbadanan menjadi satu pihak kepada peruntukan kontrak instrumen berkenaan.

Aset-aset kewangan dikelaskan seperti berikut:-

- Aset kewangan pada nilai saksama melalui lebihan atau defisit;
- Pinjaman dan penghutang;

2. BASIS OF PREPARATION OF FINANCIAL STATEMENTS

2.1. Basis of Accounting

The Financial Statements of the Corporation have been prepared in accordance with the Malaysian Public Sector Accounting Standards (MPSAS).

2.2. Basis of Measurement

These financial statements have been prepared using the historical cost basis unless otherwise stated in Note 3.

2.3. Presentation and Functional Currency

The financial statements are presented in Ringgit Malaysia (RM), the Corporation's functional currency.

2.4. Estimates and Significant Changes in Accounting

The preparation of financial statements that comply with MPSAS requires the management's judgments, estimations 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.

Underlying estimates and assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods involved.

There is no significant unreliable estimation and critical judgment in applying accounting policies that have a material impact on the amounts recognised in the financial statements other than those disclosed in the notes to the financial statements.

3. IMPORTANT ACCOUNTING POLICIES

The following accounting policies have been applied consistently during the financial year presented in the financial statements unless otherwise stated.

3.1. Financial instruments

3.1.1. Financial Assets

(a) Recognition and Preliminary Assessment

Financial assets are recognized 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;

- 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.

(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 balaasan yang akan diterima atau dibayar kecuali jika urusan berkenaan sebenarnya adalah transaksi pembiayaan.

- 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 time-frame 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.

(b) Subsequent Evaluation

Subsequent valuations for financial assets depend 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. 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.

(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 diperolehi 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 kemungkinan bayaran atau tundaan yang signifikan dalam pembayaran.

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.

(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.

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 dagan-gan dan pemiutang lain, overdraf bank, pinja-man dan pembiayaan, dan kontrak jaminan ke-wangan.

Semua liabiliti kewangan asalnya diiktiraf pada nilai saksama dan untuk pinjaman dan pem-biyaan, dicampur kos transaksi langsung berkait-tan.

(b) Penilaian Berikutan

Penilaian berikutan untuk liabiliti kewangan ber-gantung 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 diten-tukan di waktu pengiktirafan asalnya pada nilai saksama melalui lebihan atau defisit.

Liabiliti kewangan diklasifikasikan sebagai di-pegang untuk diniagakan sekiranya diperoleh dengan tujuan untuk dijual dalam tempoh ter-dekat.

Keuntungan atau kerugian dari liabiliti dipegang untuk diniagakan diiktiraf ke lebihan atau defisit.

ii. Pinjaman dan Pembiayaan

Selepas pengiktirafan awal, pinjaman mengand-ungi 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 se-barang diskaun atau premium semasa pengam-bilan dan fi atau kos yang berhubung dengan kadar faedah efektif.

(c) Penyahiktirafan

Liabiliti kewangan dinyahiktiraf apabila obligasi telah dipisah keluar, dibatal atau tamat.

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 fi-nancing, and financial guarantee contracts.

All financial liabilities are originally recognized at fair value and for loans and financing, plus relat-ed direct transaction costs.

(b) Subsequent Evaluation

Subsequent valuations for financial liabilities de-pend on their respective classifications.

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 trad-ing if acquired for the 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 us-ing the effective interest method. Gains and loss-es 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 inter-est rates.

(c) Derecognition

Financial liabilities are derecognised when the obligation has been detached, cancelled or ex-pired.

Apabila liabiliti kewangan sedia ada ditukar dengan yang lain oleh pemiutang yang sama pada terma yang ketara perbezaannya, atau terma liabiliti sedia ada dimodifikasi secara ketara, pertukaran atau modifikasi berkenaan dikaedahkan sebagai penyahiktirafan liabiliti asal dan pengiktirafan liabiliti yang baru, dan perbezaan diantara nilai bawa diiktiraf ke lebihan atau defisit.

(d) Hapus silang (*Offsetting*) Instrumen Kewangan

Aset dan liabiliti kewangan dihapus silang dan nilai bersih dilaporkan di Penyata Kedudukan Kewangan sekiranya terdapat hak perundangan yang boleh dikuatkuasakan untuk menghapus silang amaun yang diiktiraf dan terdapat hasrat untuk menyelesaikan secara asas bersih, atau untuk merealisasikan aset dan liabiliti secara serentak.

3.2. Tunai dan Setara Tunai

Tunai dan setara tunai adalah tunai di tangan, baki dalam bank dan pelaburan jangka pendek cair yang boleh ditukarkan kepada jumlah tunai yang diketahui.

3.3. Hartanah, Loji dan Peralatan

(a) Pengiktirafan dan Ukuran

Hartanah, loji dan peralatan dinyatakan pada harga kos setelah ditolak susut nilai dan penjejasan nilai terkumpul.

Kos adalah termasuk kos perbelanjaan yang berkait secara terus semasa perolehan aset tersebut. Apabila terdapat bahagian penting sesuatu hartanah, loji dan peralatan mempunyai anggaran usia penggunaan yang berbeza, bahagian berkenaan akan dikaedahkan sebagai aset berasingan.

Sekiranya aset diperolehi melalui transaksi bukan pertukaran, tanpa sebarang kos atau balasan nominal, dan di mana nilai saksama boleh ditentukan, aset tersebut pada mulanya diiktiraf pada nilai saksama dan sebagai pendapatan di dalam penyata prestasi kewangan.

Kos berikutnya akan dimasukkan dalam nilai bawa aset tersebut atau diambil kira sebagai aset yang berasingan, sekiranya bersesuaian, hanya apabila faedah ekonomi masa hadapan berkaitan dengan aset itu, berkemungkinan 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.

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 of Financial Instruments

Financial assets and liabilities are offset and their net values are reported in the Statement of Financial Position if there is a legally enforceable legal right to offset the recognised amounts and there is a desire to settle on a net basis, or to realise the assets and liabilities simultaneously

3.2 Cash and Cash Equivalents

Cash and cash equivalents are cash in hand, bank 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.

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.

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).

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 danengkapan 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.

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).

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.

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 diperoleh melalui urus niaga bukan pertukaran, kos hendaklah diukur berdasarkan nilai saksama pada tarikh perolehan. Aset-aset ini kemudiannya akan dikreditkan di dalam Penyata Prestasi Kewangan, melainkan jika terdapat syarat-syarat mengenai penggunaan aset tersebut, di mana ia perlu diiktiraf di dalam liabiliti semasa.

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. Kumpulan Wang Usahasama

Kumpulan Wang Usahasama Perbadanan merujuk kepada peruntukan yang telah diterima oleh Perbadanan dari agensi kerajaan dan juga dari pihak swasta untuk melaksanakan program-program tertentu. Program ini akan diuruskan mengikut program masing-masing dan akan disatukan di bawah Kumpulan Wang Usahasama Perbadanan.

3.6. 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

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 re-valued 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.

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. Joint Trust Fund

The Corporation's Joint Trust Fund refers to the allocation received by the Corporation from government agencies as well as from the private sector to implement certain programs. These programs will be managed according to their respective programs and consolidated under the Corporation Joint Trust Fund.

3.6. 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.

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 pekerjaannya. Caruman tersebut diiktiraf sebagai perbelanjaan dalam Penyata Prestasi Kewangan.

(c) Pelan Manfaat Persaraan

Pekerja bertaraf tetap di Perbadanan, boleh memilih skim berpencen atau KWSP. Ganjaran Gantikan Cuti Rehat (GCR) pula akan diperolehi ketika persaraan. Peruntukan manfaat kakitangan selepas persaraan telah dinilai semula pada nilai saksama dengan mengambil kira kriteria berikut:

- i. menggunakan jadual gaji maksima
- ii. tempoh perkhidmatan selama 10 tahun dan ke atas
- iii. berumur 40 tahun dan ke atas
- iv. mengambil kira nilai maksima hari bagi gantikan cuti rehat setiap warga

Ganjaran ini adalah berdasarkan Pekeliling Perkhidmatan yang dikeluarkan oleh Jabatan Perkhidmatan Awam (JPA) dan digunapakai oleh Perbadanan.

Ganjaran GCR adalah dikira berdasarkan formula berikut:

$1/30 \times \text{Gaji akhir diterima} \times \text{Jumlah hari cuti rehat yang dibawa untuk GCR (maksima: 150 hari)}$

3.7. Transaksi Matawang Asing

Transaksi matawang asing dinyatakan asal-nya 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.

(b) Compulsory Contribution Plan

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

(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. The provision for post-retirement employee benefits has been re-assessed at fair value by taking into account the following criteria:

- i. using the maximum pay schedule
- ii. service period of 10 years and above
- iii. aged 40 and over
- iv. taking into account the maximum number of days for cash award in lieu of accumulated leave of each employee.

This reward is based on the Service Circular issued by the Public Service Department (JPA) and used by the Corporation.

The GCR reward is calculated based on the following formula:

$1/30 \times \text{Last salary drawn} \times \text{Total leave accumulated for GCR (maximum : 150 days)}$

3.7. Foreign Currency Transactions

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.

3.8. Government Grants

Government grants are divided into:-

(a) Management Grants

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 Grants

3.8. 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.

3.9. 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.

3.10. 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.

3.11. 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.

Nilai boleh pulih aset adalah nilai yang lebih tinggi di antara nilai saksama selepas kos untuk jualan dan nilai guna. Untuk mentafsir nilai guna, 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

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.

3.9. 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.

3.10. 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.

3.11. 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.

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.

3.12. Revenue Recognition

Revenue from non -exchange transactions

- i. Unconditional Government grants without specific stipulations are accounted for when there is confirmed acceptance of the grant.
- ii. Government Grants with specific implementation requirements are

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.

3.12. Pengiktirafan Hasil

Hasil daripada urusniaga bukan pertukaran

- i. Geran Kerajaan tanpa syarat pelaksanaan spesifik diakaunkan sebagai hasil apabila geran berkenaan dapat dipastikan penerimaannya.
- ii. Geran Kerajaan dengan syarat pelaksanaan spesifik diakaunkan sebagai hasil apabila terlaksana syarat-syarat berkenaan.

Hasil daripada urusniaga pertukaran

- i. Hasil daripada yuran kursus dan latihan diiktiraf apabila kursus dan latihan telah dijalankan.
- ii. Hasil faedah dari simpanan dan deposit tetap diiktiraf mengikut asas akruan.
- iii. Hasil dari kutipan sewaan adalah diiktiraf mengikut asas akruan.
- iv. Hasil dividen diiktiraf apabila hak untuk menerima pembayaran ditetapkan.
- v. Hasil jualan aset diiktiraf apabila risiko dan ganjaran signifikan telah beralih kepada pembeli.

3.13. 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.

accounted for when the conditions apply.

Revenue from exchange transactions

- i. Proceeds from course fees and training are recognised when courses and training have been conducted.
- ii. Proceeds from savings and fixed deposits are on an accrual basis.
- iii. The proceeds from rental receivables are recognised on an accrual basis.
- iv. Dividend revenue is recognised when the right to receive payment is established.
- v. Revenue from sale of an asset is recognised when significant risks and rewards have been transferred to the buyer.

3.13. 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**4. EXCHANGE TRANSACTIONS RECEIVABLE**

	2020 RM	2019 RM
Penghutang perniagaan (Nota 4a)/Business debtors (Note 4a)	277,109	2,344,307
Pelbagai penghutang/Miscellaneous debtors	1,659,078	956,436
Penghutang pinjaman kenderaan (Nota 4b) Vehicle loan debtors (Note 4b)	430,298	492,439
Penghutang pinjaman komputer (Nota 4c) Computer loan debtors (Note 4c)	79,547	132,943
Pelbagai pendahuluan/Various advances	2,970	43,922
Deposit diberi dan prabayar/Deposits paid and prepaid	185,975	331,435
	2,634,977	4,301,482
Ditera sebagai:-/Stated as:-		
Aset semasa/Current assets	2,272,248	3,856,251
Aset bukan semasa/Non-current assets	362,729	445,231
	2,634,977	4,301,482

4(a) Penghutang Perniagaan

Analisis pengumuran bagi penghutang perniagaan adalah seperti berikut:-

4(a) Business Debtors

Categorisation of analyses for business debtors is as follows:

	2020 RM	2019 RM
Belum tertunggak dan tidak dijejasnilai Not overdue and not impaired	146,415	2,166,871
1 hingga 4 tahun tertunggak dan tidak dijejasnilai 1 to 4 years overdue and not impaired	130,694	134,936
Lebih dari 4 tahun dan tidak dijejasnilai More than 4 years and not impaired	89,200	152,460
	366,309	2,454,267

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.

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 that are overdue but not impaired are 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) Penghutang yang diragui.

Penghutang yang diragui pada tarikh pelaporan dan pergerakan dalam akaun peruntukan kerugian diragui penghutang adalah seperti berikut:

	2020 RM	2019 RM
Pada 1 Januari/As at 1 January	109,960	-
Pemulihan hutang ragu/Doubtful debt recovery	(20,760)	-
Hutang ragu/Doubtful debts	-	109,960
Pada 31 Disember/As at 31 December	89,200	109,960

Penghutang yang diragui merupakan penghutang yang telah dikenalpasti secara individu untuk diragui kerana berdasarkan kepada penilaian pada tarikh pelaporan Perbadanan menganggarkan hutang ini berpotensi untuk tidak dapat dipungut semula.

4(b) Penghutang Pinjaman Kenderaan

Penghutang pinjaman kenderaan terdiri daripada:

iii) Doubtful Debtors

Doubtful debtors as at the date of reporting and the movement in the accounts for the provision of doubtful debts are as follows:

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.

4(b) Vehicle Loan Debtors

Vehicle loan debtors comprise of:

	2020 RM	2019 RM
Pinjaman yang perlu dibayar selepas 12 bulan Loans to be paid after 12 months	329,000	372,458
Pinjaman yang perlu dibayar dalam masa 12 bulan Loans to be paid within 12 months	101,298	119,981
	430,298	492,439

4(c) Penghutang Pinjaman Komputer

Penghutang pinjaman komputer terdiri daripada :-

4(c) Computer Loan Debtors

Computer loan debtors comprise of:

	2020 RM	2019 RM
Pinjaman yang perlu dibayar selepas 12 bulan Loans to be paid after 12 months	33,729	72,773
Pinjaman yang perlu dibayar dalam masa 12 bulan Loans to be paid within 12 months	45,818	60,170
	79,547	132,943

5. HARTANAH, LOJI DAN PERALATAN

5. PROPERTY, PLANT AND EQUIPMENT

Seperti dinyatakan semula
As restated

	Tanah Land	Bangunan Buildings	Perabot lengkapan dan kemu- dahan am Furniture Fixtures and General Facilities	Mesin dan alat kelengkapan Machinery and Equipment	Kender- aan Vehicles	Ubahsuai Renovation	2020	2019
KOS COST	RM	RM	RM	RM	RM	RM	RM	RM
Pada 1 Januari 2020 As at 1 January 2020	7,517,214	26,618,239	5,834,765	12,356,541	1,776,493	2,712,598	56,815,850	56,660,404
Tambahan Additions	-	-	-	252,667	209,318	272,287	734,272	302,578
Pelupusan Disposal	-	-	(426,184)	(651,107)	(103,598)	-	(1,180,889)	(147,132)
Pada 31 Disember 2020 As at 31 December 2020	7,517,214	26,618,239	5,408,581	11,958,101	1,882,213	2,984,885	56,369,233	56,815,850
SUSUT NILAI TERKUMPUL ACCUMULATED DEPRECIATION								
Pada 1 Januari 2020 As at 1 January 2020	23,628	14,860,949	5,740,262	11,813,816	1,535,902	2,244,435	36,218,992	35,042,978
Susut nilai tahun semasa Current Year Depreciation	2,624	532,310	30,581	180,891	132,729	192,770	1,071,905	1,304,535
Pelupusan Disposal	-	-	(425,935)	(592,959)	(86,332)	-	(1,105,226)	(128,521)
Pada 31 Disember 2020 As at 31 December 2020	26,252	15,393,259	5,344,908	11,401,748	1,582,299	2,437,205	36,185,671	36,218,992
NILAI BAWA BERSIH NET CARRYING VALUE								
Pada 31 Disember 2020 As at 31 December 2020	7,490,962	11,224,980	63,673	556,353	299,914	547,680	20,183,562	-
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
Susut nilai dikenakan bagi tahun berakhir 31 Disember 2019 Depreciation for the year ended 31 De- cember 2019	2,624	532,310	137,632	192,532	168,178	271,259	-	1,304,535

a. Dana pengurusan

a. Management Fund

Seperti dinyatakan semula
As restated

	Tanah Land	Bangunan Buildings	Perabot kelengkapan dan kemuda- han am Furniture Fixtures and General Facilities	Mesin dan alat keleng- kapan Machinery and Equipment	Kenderaan Vehicles	Ubahsuai Renovation	2020	2019
PENGURUSAN/ MANAGEMENT Kos/Cost	RM	RM	RM	RM	RM	RM	RM	RM
Pada 1 Januari 2020 As at 1 January 2020	6,680,000	17,290	3,522,588	6,848,456	1,776,493	2,712,598	21,557,425	21,399,343
Tambahan Additions	-	-	-	252,667	209,318	272,287	734,272	302,578
Pelupusan Disposal	-	-	(311,332)	(546,546)	(103,598)	-	(961,476)	(144,496)
Pada 31 Disember 2020 As at 31 December 2020	6,680,000	17,290	3,211,256	6,554,577	1,882,213	2,984,885	21,330,221	21,557,425
SUSUT NILAI TERKUMPUL ACCUMULATED DEPRECIATION								
Pada 1 Januari 2020 As at 1 January 2020	-	15,398	3,428,256	6,305,858	1,535,902	2,244,435	13,529,849	12,885,845
Susut nilai tahun semasa Current Year Depreciation	-	291	30,581	180,891	132,729	192,770	537,262	769,892
Pelupusan Disposal	-	-	(311,147)	(488,419)	(86,332)	-	(885,898)	(125,888)
Pada 31 Disember 2020 As at 31 December 2020	-	15,689	3,147,690	5,998,330	1,582,299	2,437,205	13,181,213	13,529,849
NILAI BAWA BERSIH NET CARRYING VALUE								
Pada 31 Disember 2020 As at 31 December 2020	6,680,000	1,601	63,566	556,247	299,914	547,680	8,149,008	-
Pada 31 Disember 2020 As at 31 December 2020	6,680,000	1,892	94,332	542,598	240,591	468,163	-	8,027,576
Susut nilai bagi tahun berakhir 31 Disember 2019 Depreciation for the year ended 31 De- cember 2019	-	291	137,632	192,532	168,178	271,259	-	769,892

b. Dana pembangunan

b. Development Fund

Seperti dinyatakan semula
As restated

	Tanah Land	Bangunan Buildings	Perabot kelengkapan dan kemuda- han am Furniture Fixtures and General Facilities	Mesin dan alat keleng- kapan Machinery and Equipment	Kenderaan Vehicles	Ubahsuai Renovation	2020	2019
PEMBANGUNAN DEVELOPMENT Kos/Cost	RM	RM	RM	RM	RM	RM	RM	RM
Pada 1 Januari 2020 As at 1 January 2020	837,214	26,600,949	2,312,177	5,508,085	-	-	35,258,425	35,261,061
Tambahan Additions	-	-	-	-	-	-	-	-
Pelupusan Disposal	-	-	(114,852)	(104,561)	-	-	(219,413)	(2,636)
Pada 31 Disember 2020 As at 31 December 2020	837,214	26,600,949	2,197,325	5,403,524	-	-	35,039,012	35,258,425
SUSUT NILAI TERKUMPUL ACCUMULATED DEPRECIATION								
Pada 1 Januari 2020 As at 1 January 2020	23,628	14,845,551	2,312,006	5,507,958	-	-	22,689,143	22,157,133
Susut nilai tahun semasa Current Year Depreciation	2,624	532,019	-	-	-	-	534,643	534,643
Pelupusan Disposal	-	-	(114,788)	(104,540)	-	-	(219,328)	(2,633)
Pada 31 Disember 2020 As at 31 December 2020	26,252	15,377,570	2,197,218	5,403,418	-	-	23,004,458	22,689,143
NILAI BUKU BERSIH NET BOOK VALUE								
Pada 31 Disember 2020 As at 31 December 2020	810,962	11,223,379	107	106	-	-	12,034,554	-
Pada 31 Disember 2019 As at 31 December 2019	813,586	11,755,398	171	127	-	-	-	12,569,282
Susut nilai dikenakan bagi tahun berakhir 31 Disember 2019 Depreciation for the year ended 31 December 2019	2,624	532,019	-	-	-	-	-	534,643

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 nilai 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, nilai 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. Nilai 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. MITI dalam suratnya ke Kementerian Tenaga dan Sumber Asli (KeTSA) telah memberi ulasan berkenaan Permohonan Pajakan Keseluruhan Tanah Milik Pesuruhjaya Tanah Persekutuan di atas PTB 12330 HS(D) 181386 Bandar Johor Bahru oleh MPC. MITI menyokong permohonan pajakan oleh MPC bagi mempertim-

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. Land tenure is freehold
- ii. Land category is building
- iii. Express condition is business
- iv. Land area is 20,234.30 square meters
- v. The land is hilly with uneven terrain
- vi. Not Malay Reserve land
- vii. Property is free from all liabilities and encumbrances
- viii. Basis of land valuation is vacant possession

c. Lease applications for land lots in MPC Southern Region, MPC Northern Region and MPC Headquarters were made simultaneously on the advice of the Department of the Director General of Lands and Mines (JKPTG). At the JKPTG level through the Ordinary Lease Committee Meeting of Owned Land and Lease of Federal Reserve Land No. 1/2020 on 23 January 2020 in principle supported this lease application with a nominal payment for 99 years. MITI in its letter to the Ministry of Energy and Natural Resources (KeTSA) commented on the Application for Lease of Entire Land Owned by the Federal Land Commissioner on PTB 12330 HS (D) 181386 Bandar Johor Bahru by MPC. MITI supports the lease application by MPC to consider its approval with a nominal fee, as MPC is a Federal Statutory Body under MITI. This proposal paper will be submitted to the next Cabinet Meeting (MJM).

d. However, the lease status for the land lot in MPC Northern Region is subject to the resolution of the issue of overlapping ownership of the land lot between Bertam Properties

bangkan kelulusannya dengan caj kadar bayaran nominal, kerana MPC merupakan Badan Berkanun Persekutuan dibawah MITI. Kertas cadangan ini akan diangkat ke Mesyuarat Jemaah Menteri (MJM) yang akan datang.

- 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. JKPTG akan mengangkat kertas cadangan pajakan ini ke MJM yang akan datang setelah isu pertindihan di selesaikan oleh PTG PP. Pihak PTG PP juga dalam usaha mengembalikan semula cukai yang dibayar oleh MPC dari tahun 1995-2016.
- 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.

Sdn. Bhd. and PTP. This issue will be resolved by the Penang Land and Mines Office (PTG) through the Penang Legal Adviser's Office. JKPTG will submit a proposal paper on the lease to the next MJM after the duplication issue is resolved by PTG PP. The PTG PP is also in the process of returning the tax paid by MPC from 1995-2016.

- e. Regarding the status of the land in the MPC, the JKPTG Headquarters will raise the MPC land lease application to the Cabinet Meeting (MJM) after obtaining the date from the MJM.

6. ASET TIDAK KETARA

Kos/ Cost	2020 RM	2019 RM
Pada 1 Januari/ As at 1 January	276,108	340,500
Tambahan/ Additions	17,000	9,600
Rosotnilai/ Impairment	(70,587)	(73,992)
Pada 31 Disember/As at 31 December	222,521	276,108
Nilai Bawa Bersih/Net Carrying Value		
Pada 31 Disember/As at 31 December	222,521	276,108

6. INTANGIBLE ASSETS

7. URUSNIAGA PERTUKARAN BELUM BAYAR

	2020 RM	2019 RM
Pemiutang terakru/ Accrued creditors	8,416,981	5,048,961
Pelbagai pemiutang/ Miscellaneous creditors	152,820	1,192,931
Deposit diterima/ Deposits received	5,000	12,250
	8,574,801	6,254,142

7. EXCHANGE TRANSACTIONS PAYABLE

8. PERUNTUKAN MANFAAT KAKITANGAN

	2020 RM	2019 RM
Pada awal tahun/ At beginning of the year	1,089,503	1,345,947
Peruntukan tahun semasa/ Current year allocation	939,062	377,433
Pelarsan terkurang peruntuk/ Under-allocated adjustment	71,406	-
Pelarsan tahun semasa/ Current year adjustment	(621,551)	-
Pembayaran tahun semasa/ Current year payment	(539,358)	(633,877)
	939,062	1,089,503
Ditera sebagai/Indicated as:		
Liabiliti semasa/ Current liabilities	381,224	402,296
Liabiliti bukan semasa/ Non-current liabilities	557,838	687,207
	939,062	1,089,503

8. ALLOCATION FOR EMPLOYEE BENEFITS

9. KUMPULAN WANG AMANAH USAHASAMA

9. JOINT VENTURE TRUST FUNDS

	Seperti dinyatakan semula As restated	
	2020 RM	2019 RM
Pada 31 Disember, seperti dinyatakan sebelum Balance on 31 December, as restated before	14,888,683	-
Pelarasan tahun sebelum Previous year adjustment	546,942	-
Baki pada 31 Disember, seperti dinyatakan semula Balance as at 31 December, as restated	15,435,625	-
Baki pada 1 Januari 2020 Balance on 1 January 2020	15,435,625	4,964,274
Tambahan dalam tahun semasa Additions in current year	1,243,097	16,927,708
Belanja dalam tahun semasa Expenses in current year	(7,276,843)	(6,456,357)
Baki pada 31 Disember Balance as at 31 December	9,401,879	15,435,625

	Seperti dinyatakan semula As restated	
	2020 RM	2019 RM
Program usahasama Joint Venture Programmes		
Program MTCP-JICA MTCP-JICA Programme	926	1,196
Program Pembangunan Vendor MITI MITI Vendor Development Programme	-	113,097
Program PEMANDU SRI-CSL PEMANDU SRI-CSL Programme	-	53,190
Program SME Corp LEAN SME Corp LEAN Programme	-	345,658
Program Industri 4.0 (4WRD) Industry 4.0 (4WRD) Programme	8,209,900	13,500,000
Program Anugerah Kecermelangan Industri Industry Excellence Award (AKI) Programme	146,953	33,856
Program PPV-MED 2018 PPV-MED 2018 Programme	-	321,524
Program Pengukuran Produktiviti Perkhidmatan Awam (JPA) Productivity Measurement for Public Service (JPA) Programme	70,802	-
Program PPV-MED 2019 PPV-MED 2019 Programme	-	389,516
Program Pengukuran Prestasi (DBKL) Performance Measurement Programme (DBKL)	83,655	-
Program Impak Perlaksanaan Program Keusahawanan Pendidikan Tinggi Programme on the Impact of the Implementation of the Higher Education Entrepreneurs Programme	351,491	677,588

	Seperti dinyatakan semula As restated	
	2020 RM	2019 RM
Program Kemudahan Latihan Pembangunan Kapasiti Vendor 2019-2020 (MEDAC 2020-LEAN) Vendor Capacity Building Training Facility Programme 2019-2020 (MEDAC 2020-LEAN)	360	-
Program Kemudahan Latihan Pembangunan Kapasiti Vendor 2019-2020 (MEDAC 2020-KAIZEN) Vendor Capacity Building Training Facility Programme 2019-2020 (MEDAC 2020-KAIZEN)	3,393	-
Program Kemudahan Latihan Pembangunan Kapasiti Vendor 2019-2020 (MEDAC 2020-I4.0) Vendor Capacity Building Training Facility 2019-2020 Programme (MEDAC 2020-I4.0)	144,399	-
Program Pembangunan Sistem Kaedah Inovasi TRIZ untuk PKS 2020 TRIZ Innovation Method System Development Programme for SMEs 2020	50,000	-
Program 'Journey towards Industry 4.0' untuk Usahawan PKS Journey towards Industry 4.0 programme For SME Entrepreneurs	225,000	-
Program Peningkatan Produktiviti Sektor Pertanian Ke Arah Dasar Food Security Negeri Perak Perak's Agricultural Sector Productivity Improvement Towards Food Security Policy Programme	55,000	-
Program Kesyediaan Usahawan PKS Negeri Perak Ke Arah Revolusi Industri 4.0 Perak's SME Entrepreneurs Readiness Towards Industry 4.0 Revolution	60,000	-
Baki pada 31 Disember Balance as at 31 December	9,401,879	15,435,625

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.

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 pe-

MTCP-JICA Programme

The MTCP-JICA program is a cooperation program between the Malaysian Technical Corporation Programme (MTCP) and the Japan International Cooperation Agency (JICA) to assist developing countries under the Third Country Training Program (TCTP). The program is based on three core areas namely KAIZEN, Total Quality Management (TQM) and Productivity and Innovation.

SRI-CSL PEMANDU Programme

The Reform Initiative Strategy - Competition, Standards and Liberalization (SRI-CSL) program is a program under MITI and the Performance Management and Delivery Unit (PEMANDU) to reduce the burden of business regulations.

MITI Vendor Development Programme (PPV)

Vendor Development Program (PPV) is a program under MITI. This program focuses on the Lean Transformation Program. The program aims to develop small and medium enterprises (SMEs) by increasing

rusahaan kecil sederhana (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 Industry-4WRD 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 Anugerah Kecemerlangan Industri (AKI)

Program Anugerah Kecemerlangan Industri MITI merupakan program anjuran Bahagian AKI & Seranta, MITI dengan mengunapakai 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 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 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 penganjuran baru.

productivity and improving the work processes of SMEs.

SME CORP LEAN Programme

The Lean Transformation Program is a collaborative program between SME Corporation and MPC that focuses on small and medium enterprises (SMEs) to help improve process efficiency and optimal use of manpower and help reduce/eliminate waste.

Industry 4.0 Programme (4WRD)

The National Policy on Industry 4.0 or Industry-4WRD 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.

Industry Excellence Awards 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.

Public Service Productivity Measurement Research Programme 2019-2020

This programme aims to transform the Public Service for productivity under Pillar 1 of the 11MP Mid-Term Review towards greater transparency and enhanced efficiency of JPA's public service.

Vendor Capacity Building 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.

Kuala Lumpur City Hall (DBKL) Performance Measurement Programme

The Kuala Lumpur City Hall (DBKL) Productivity Measurement Program is a productivity measurement program for local authorities. DBKL's Productivity Performance Measurement Program aims to ensure that the use of resources that include manpower, technology, costs, etc. can be optimized in line with the need to improve the quality of service delivery. Key productivity indicators down to the basic level will be identified through productivity performance measurement research and it will be

Program Pengukuran Prestasi Dewan Bandaraya Kuala Lumpur (DBKL)

Program Pengukuran Produktiviti Dewan Bandaraya Kuala Lumpur (DBKL) merupakan program pengukuran produktiviti pihak berkuasa tempatan. Program Pengukuran Prestasi Produktiviti DBKL bertujuan untuk memastikan penggunaan sumber yang merangkumi tenaga kerja, teknologi, kos dan sebagainya dapat dioptimumkan seiring dengan kehendak untuk meningkatkan kualiti penyampaian perkhidmatan. Indikator produktiviti utama sehingga peringkat asas akan dikenal pasti melalui kajian pengukuran prestasi produktiviti dan ianya akan dijadikan panduan untuk membuat perancangan bagi memantapkan kualiti kerja sedia ada.

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.

Program Pembangunan Kapasiti Vendor (PPKV) - Kementerian Pembangunan Usahawan dan Kooperasi (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 Kemudahan Latihan Pembangunan Kapasiti Vendor 2019-2020 (MEDAC 2020 - LEAN)

Program Kemudahan Latihan Pembangunan Kapasiti Vendor 2019-2020 (MEDAC 2020 - LEAN) merupakan satu sistem pengurusan yang menekankan aspek penghapusan pembaziran dan aktiviti yang tidak memberi nilai tambah kepada organisasi. Pengurusan Lean merupakan satu sistem pengurusan yang terbukti dapat membantu meningkatkan kecekapan organisasi daripada pelbagai sudut seperti pengurangan kos operasi, peningkatan kualiti pengeluaran produk / perkhidmatan dan memaksimumkan kepuasan pelanggan. Program ini akan dilaksanakan menggunakan pendekatan integrasi Perundingan Projek, Pembangu-

used as a guide for the plans of strengthening the quality of existing work.

Programme on the Impact of the Implementation of the Higher Education Entrepreneurship Programme

This program is a study offered by the Ministry of Education Malaysia using Education Policy Studies fund. It aims to study the effectiveness of initiatives under the HEI Strategic Entrepreneurship Plan and detail the direction of the new strategic plan through critical analysis of current acceptance and performance, issues, challenges and gaps and impact on the creation of a conducive community ecosystem.

Vendor Capacity Building Programme (PPKV) - Ministry of Entrepreneur and Cooperative Development (MEDAC) 2019/2020

This program is a vendor capacity building program conducted by MEDAC under the 11MP to help enhance the capacity development of vendor companies selected by MEDAC. For this program, MPC has been selected by MEDAC as the technical agency to implement 3 sub-programs that have been agreed, namely Lean Management (15 companies), Industry 4.0 (3 companies) and Kaizen (5 companies).

Vendor Capacity Development Training Facility Programme 2019-2020 (MEDAC 2020 - LEAN)

The Vendor Capacity Development Training Facility Program 2019-2020 (MEDAC 2020 - LEAN) is a management system that emphasizes on the elimination of waste and activities that do not add value to the organization. Lean Management is a management system that has been proven to help improve organizational efficiency from various aspects such as reducing operating costs, improving the quality of product/service production and maximizing customer satisfaction. The program will be implemented using an integrated approach of Project Consulting, Capacity Building, Evaluation and Recognition.

Vendor Capacity Development Training Facility Programme 2019-2020 (MEDAC 2020 - KAIZEN)

The Vendor Capacity Development Training Facility Program 2019-2020 (MEDAC 2020 - KAIZEN) is a program developed to provide exposure and train vendor companies in the implementation of continuous improvement activities that focus on increasing productivity. The program contains activities such as Training with the Experts in the countries visited, Simulation and Practical Training for the understanding of the theories studied. The program also provides an opportunity for corporate participants to gain hands-on training on the use of specific tools especially those involving produc-

nan Kapasiti, Penilaian dan Pengiktirafan.

Program Kemudahan Latihan Pembangunan Kapasiti Vendor 2019-2020 (MEDAC 2020 - KAIZEN)

Program Kemudahan Latihan Pembangunan Kapasiti Vendor 2019-2020 (MEDAC 2020 - KAIZEN) merupakan satu program yang dibangunkan untuk memberi pendedahan dan melatih syarikat vendor di dalam pelaksanaan aktiviti penambahbaikan berterusan yang memfokuskan kepada peningkatan produktiviti. Mekanisme program yang dijalankan mengandungi aktiviti-aktiviti seperti Latihan bersama Pakar di negara yang dilawati, Simulasi dan Latihan Praktikal bagi kefahaman teori-teori yang dipelajari. Program ini juga memberi peluang kepada peserta syarikat untuk mendapatkan latihan secara amali tentang penggunaan alatan-alatan tertentu terutamanya yang melibatkan pengeluaran dan sistem.

Program Kemudahan Latihan Pembangunan Kapasiti Vendor 2019-2020 (MEDAC 2020 - I4.0)

Program ini bertujuan untuk mengenalpasti punca-punca yang menjadi faktor penghalang dalam meningkatkan produktiviti terutamanya dari penggunaan digitalisasi di dalam peningkatan kecekapan operasi Syarikat. Program ini juga merupakan satu program khidmat nasihat serta menawarkan penyelesaian kepada peluang penambahbaikan berdasarkan kepada teknologi terkini yang berorientasikan Industri 4.0.

Program Pembangunan Sistem Kaedah Inovasi TRIZ Untuk PKS 2020

Program ini bertujuan untuk memberi pembelajaran berkenaan kaedah TRIZ kepada syarikat-syarikat PKS agar dapat menyebarkan aplikasi TRIZ ke atas PKS di Wilayah Utara. Program ini juga bertujuan untuk membantu PKS menerusi TRIZ untuk meningkatkan produktiviti, kualiti, inovasi dan daya saing organisasi.

Program 'Journey Towards Industry 4.0' Untuk Usahawan PKS

Program ini bertujuan untuk meningkatkan pemahaman mengenai *Internet Of Things* (IoT) dan peranan IoT dalam "*Smart Manufacturing*". Program ini juga akan memberi pendedahan dan peluang untuk mempelajari proses "*Smart Manufacturing*" (Industri 4.0) dan teknologi digital yang terlibat dalam membina "*Smart Manufacturing*" (Industri 4.0)

Program Peningkatan Produktiviti Sektor Pertanian Ke Arah Dasar Food Security Negeri Perak

Program ini bertujuan untuk membangunkan satu rangka kerja kolaborasi antara pihak awam

tion and systems.

Vendor Capacity Development Training Facility Programme 2019-2020 (MEDAC 2020 - I4.0)

This program aims to identify the barriers of increasing productivity, especially from the use of digitalization in improving the operational efficiency of companies. The program is also an advisory service program and offers solutions to improvement based on Industry 4.0 oriented technologies.

TRIZ Innovation Method System Development Programme for SMEs 2020

This program aims to provide learning on the TRIZ method to disseminate TRIZ applications among SMEs in the Northern Region. The program also aims to assist SMEs through TRIZ to increase productivity, quality, innovation and organizational competitiveness.

'Journey Towards Industry 4.0' Programme for SME Entrepreneurs

This program aims to increase understanding of the Internet of Things (IoT) and the role of IoT in "Smart Manufacturing". This program will also provide exposure and opportunities to learn the process of "Smart Manufacturing" (Industry 4.0) and digital technology involved in building "Smart Manufacturing" (Industry 4.0)

Perak's Agricultural Sector Productivity Improvement Programme Towards Food Security Policy

The program aims to develop a collaborated framework between the public and industry players as well as improve the agrofood supply chain model towards higher productivity in the agrofood sector.

dan pemain industri serta menambahkan baik model rantai bekalan agrofood ke arah yang lebih produktif agar produktiviti sektor agrofood dapat ditingkatkan.

Program Kesedaran Usahawan PKS Negeri Perak Ke Arah Industri 4.0

Program ini bertujuan untuk membangunkan laporan kumpulan data (*inventory*) merangkumi usahawan Negeri Perak dan mengenalpasti jenis-jenis bidang usahawan diperingkat negeri dengan lebih terperinci, tersusun dan lengkap agar dapat membina rakan strategik dan membangunkan inisiatif tadbir urus yang lebih berkesan dan membentuk modal insan yang lebih produktif.

Perak's SME Entrepreneur Awareness Programme Towards Industry 4.0

This program aims to develop a data collection report (*inventory*) encompassing of Perak entrepreneurs and identify the types of entrepreneurial fields at state level in a more detail, organized and complete manner for strategic partnership and develop more effective governance initiatives and engender more productive human capital.

10. GERAN TERTUNDA

	2020 RM	2019 RM
Baki pada 1 Januari/Balance as at 1 January	28,190,933	30,997,294
Pendapatan/Income		
Pemberian Kerajaan Persekutuan/Federal Government Grant	21,717,500	31,576,187
Jumlah Pendapatan/Total Income	49,908,433	62,573,481
Tolak: Perbelanjaan/Less: Expenses		
Pengiktirafan geran pembangunan (Nota 12) Recognition of Government Development Grant (Note 12)	(27,477,003)	(34,382,548)
Jumlah Perbelanjaan/Total Expenditure	(27,477,003)	(34,382,548)
Baki pada 31 Disember/Balance as at 31 December	22,431,430	28,190,933

10. ACCRUED GRANT

11. KUMPULAN WANG PENGURUSAN

	Seperti dinyatakan semula As restated	
	2020 RM	2019 RM
Baki pada 1 Januari, seperti dinyatakan sebelum Balance as at 1 January, as restated before	28,196,034	34,483,392
Pelaras tahun sebelum/Previous year adjustment	(546,942)	
Baki pada 1 Januari, seperti dinyatakan semula Balance as at 1 January, as restated again	27,649,092	34,483,392
Pendapatan/Income		
Pemberian Kerajaan Persekutuan/Federal Government Grant	33,213,339	25,000,000
Pelbagai Pendapatan/Various Income	6,307,522	16,262,542
	39,520,861	41,262,542
Tolak: Perbelanjaan/Less: Expenses		
Emolumen/Emoluments	25,172,015	25,683,116
Perbelanjaan Pengurusan/Management expenditure	11,854,124	15,397,262
Perbelanjaan Konvensyen/Convention expenditure	203,250	5,795,147
Pelaras Peruntukan GCR/GCR allocation adjustment	388,916	377,433

11. MANAGEMENT FUND

Susutnilai/Depreciation	607,849	843,884
	38,226,154	48,096,842
Lebihan/(Defisit) tahun semasa/Current year surplus/(deficit)	1,294,707	(6,834,,300)
Baki pada 31 Disember/Balance as at 31 December	28,943,799	27,649,092

12. GERAN KERAJAAN PERSEKUTUAN

12. FEDERAL GOVERNMENT GRANT

	2020 RM	2019 RM
Geran Mengurus/Management grant	33,213,339	25,000,000
Pengiktirafan geran pembangunan Recognition of development grant	27,477,033	34,382,548
	60,690,342	59,382,548

Geran Pembangunan sebenar yang diterima dari Kerajaan Persekutuan bagi tahun 2020 adalah sebanyak RM21,717,500 (tahun 2019: RM31,576,187).

The actual Development Grant received from the Federal Government for 2020 amounted to RM21,717,500 (2019: RM31,576,187).

13. EMOLUMEN

13. EMOLUMENTS

	2020 RM	2019 RM
Gaji Kakitangan/Staff salaries	17,313,788	17,649,602
Elaun tetap/Fixed allowance	4,278,474	4,317,611
Tambahan kos kakitangan/Additional staff costs	2,999,957	3,072,790
Elaun lebih masa/Overtime allowance	181,018	305,705
Pelbagai faedah kewangan/Various financial benefits	396,778	337,408
	25,172,015	25,683,116
Bilangan kakitangan/Number of employees	321	317

14. MANFAAT KAKITANGAN

14. EMPLOYEE BENEFITS

	2020 RM	2019 RM
Pwmbayaran tahun semasa/Current year payment	539,358	678,389
Pelarasan tahun semasa/Current year adjustment	(467,953)	(650,044)
GCR kurang peruntuk/Under provision GCR	71,405	28,345
Pelarasan GCR pegawai masih berkhidmat GCR adjustment for officers currently serving	(621,551)	(740,415)
Peruntukan tahun semasa/Current year provision	939,062	1,089,503
	388,916	377,433

15. PERBELANJAAN PEMBANGUNAN

	2020 RM	2019 RM
Lain-lain faedah kewangan/Other Financial Benefits	1,500	49,070
Perjalanan dan sara hidup/Travelling and subsistence	254,415	2778,152
Pengangkutan barang/Transportation of goods	-	171
Perhubungan/Communications	161,326	17,664
Sewaan/Rental	137,070	644,681
Perkhidmatan percetakan/Supplies and Equipment	626,804	768,222
Bekalan dan alatan/Supplies and tools	392,643	418,746
Perkhidmatan iktisad dan perkhidmatan lain yang dibeli dan hospitaliti Professional and other services purchased and hospitality	25,367,401	29,171,199
Kerugian pertukaran wang asing/Foreign exchange loss	1,201	-
	26,942,360	33,847,905

16. 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).

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.

15. DEVELOPMENT EXPENDITURE

16. 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 that are gazetted or to a large extent gazetted on the date of statement of financial position, and any adjustments to the tax payable since the date of incorporation.

Deferred taxation is recognised through 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).

Deferred taxation is calculated at the tax rate 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 on each reporting date and reduced to the ex-

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 direalisasi.

Cukai tambahan yang timbul daripada pengagihan dividen diiktiraf pada masa yang sama apabila liabiliti untuk membayar dividen berkaitan diiktiraf.

tent 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.

	2020 RM	2019 RM
Cukai pendapatan Malaysia/Malaysia income tax		
Peruntukan tahun semasa/Provision for current year	-	-
	-	-

Penyesuaian Cukai

Cukai ke atas kerugian sebelum cukai Perbadanan adalah berbeza dengan amaun teori yang biasa wujud apabila kadar cukai berkaitan di Malaysia digunakan, seperti berikut:

Tax Adjustment

The tax on the Corporation's pre-tax loss is different from the theoretical amount that normally exists when the statutory tax rate in Malaysia is applied, as follows:

	Seperti dinyatakan semula As restated	
	2020 RM	2019 RM
Lebihan (Kurangan) sebelum cukai/Surplus/(Deficit) before tax	1,294,707	(6,287,358)
Cukai dikira pada kadar 24% (2019 : 24%)/Tax calculated at 24% (2019: 24%)	310,730	(1,508,966)
Perbelanjaan tidak dibenarkan/Non-deductible expenses	294,363	226,017
Elaun modal tidak diserap/Capital allowance not absorbed	(605,093)	1,282,949
Peruntukan Cukai/Tax Provision	-	-

18. 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.

19. KAKITANGAN PENGURUSAN UTAMA

Lembaga Pengarah (BOD) MPC

Ahli Lembaga Pengarah (BOD) MPC adalah terdiri daripada 17 orang ahli tetap dan 5 orang ahli ganti. Jumlah keseluruhan bayaran elaun tetap bulanan dan elaun kehadiran mesyuarat adalah berjumlah RM454,200 bagi tahun 2020.

Lembaga Pengurusan (BOM) MPC

Ahli Lembaga Pengurusan (BOM) MPC terdiri daripada Ketua Pengarah MPC, 2 orang Timbalan Ketua Pengarah dan 2 orang Pengarah yang dilantik oleh Lembaga Pengarah MPC. Jumlah keseluruhan bayaran emolumen kepada ahli BOM adalah sebanyak RM1,111,275 pada tahun 2020.

20. 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")

18. 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.

19. KEY MANAGEMENT PERSONNEL

MPC Board of Directors (BOD) of the MPC

The Board of Directors (BOD) of the MPC consists of 17 permanent members and 5 alternate members. The total payment of monthly fixed allowance and meeting attendance allowance amounted to RM454,200 for the year 2020.

MPC Board of Management (BOM)

MPC's Board of Management (BOM) consists of the MPC Director General, 2 Deputy Directors General and 2 Directors appointed by the MPC Board. The total amount of emolument payments to BOM members amounted to RM1,111,275 in 2020.

20. 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) Amortized Costs ("AC")
- (b) Fair Value Through Profit or Loss ("FVPTL")
- (c) Fair Value Through Other Comprehensive Income ("FVOCI")
- (d) Other Liabilities ("OL")

20.1. Kategori Instrumen Kewangan

20.1. Financial Instrument Categories

	Amaun Bawaan Carrying Amount RM	AC RM	FVPTL RM
2020			
Aset Kewangan/Financial Assets			
Baki bank dan wang tunai/Bank and cash balance	-	6,953,385	6,953,385
Deposit tetap di institusi kewangan Fixed deposits at financial institutions	-	42,596,526	42,596,526
Urusniaga pertukaran belum terima Exchange transactions receivable	2,724,177	-	2,724,177
	2,724,177	49,549,911	52,274,088
Liabiliti Kewangan/Financial Liability			
Urusniaga pertukaran belum bayar Unpaid exchange transactions	-	8,964,801	8,964,801
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 diterima Exchange transactions receivable	4,414,441	-	4,414,441
	4,414,441	55,744,847	60,156,288
Liabiliti Kewangan/Financial Liability			
Urusniaga pertukaran belum bayar Unpaid exchange transactions	-	6,254,142	6,254,142

20.2. 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 memungkirkan 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 konvensional 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

20.2. 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 an overdue financial instrument if a counterparty defaults on its obligations. The maximum exposure to credit risk is represented by the carrying amount of each class of financial assets.

Debtors from exchange transactions

The majority of debtors from exchange transactions consist of those conventional and course debtors. Debt balances are monitored on an ongoing basis so that the Corporation is not exposed to significant bad debt risk.

Exposure to credit risk

The Corporation is not exposed to significant concentrations of credit risk for debtors from exchange

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 akan dibuat melalui pemotongan gaji.

(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.

Hierarki nilai saksama

Semua aset dan liabiliti yang mana nilai saksama diukur atau dinyatakan di dalam penyata

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.

(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 is the risk that the fair value or future cash flows of the Corporation will fluctuate due to 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 interest rates at the end of the reporting year will not affect the surplus or deficit.

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.

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 pendiskaunan yang tidak ketara terhadap instrumen kewangan ini. Oleh itu, instrumen kewangan ini tidak dinyatakan pada nilai saksama.

21. 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;

Level 2: Valuation technique for which is the lowest level input significant to the fair value measurement that 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 on these financial instruments. Therefore, these financial instruments are not stated at fair value.

21. EFFECTS OF USING 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 by taking into account the following criteria:

- using the maximum salary schedule;
- service period of 10 years and above;
- aged 40 years and above;
- taking into account the maximum number of days for cash award in lieu of accumulated leave of each employee.

22. PREVIOUS YEAR ADJUSTMENT

Based on the previous year's performance, there was a change in the amount of the Joint Venture Trust Fund and the Management Fund. These changes refer to comparative figures that have been adjusted in the previous year to be in line with the presentation of the current year's finan-

	Seperti dinyatakan sebelum As restated before	Pelarasan Adjustment RM	Seperti dinyatakan semula As restated RM
Kumpulan Wang Amanah Usahasama Joint-Venture Trust Fund	14,888,683	546,942	15,435,625
Kumpulan Wang Pengurusan Management Fund	28,196,034	(546,842)	27,649,092

- iii. berumur 40 tahun dan ke atas;
- iv. mengambil kira nilai maksima hari bagi gantian cuti rehat setiap warga.

The above adjustment refers to the adjustment that had been made between the Joint Venture Trust Fund and various income. It involves the PPV-MED program and the SME-CORP program as below:

22. PELARASAN TAHUN TERDAHULU

Merujuk kepada persembahan tahun terdahulu, terdapat perubahan dalam jumlah Kumpulan Wang Amanah Usahasama dan Kumpulan Wang Pengurusan. Perubahan ini merujuk kepada angka-angka perbandingan yang telah dibuat pelarasan pada tahun terdahulu agar selari dengan persembahan penyata kewangan tahun semasa. Keterangan seperti di bawah :

a. Penyata Kedudukan Kewangan

Pelarasan seperti di atas merujuk kepada pelarasan yang telah dibuat antara Kumpulan Wang Amanah Usahasama dengan pelbagai pendapatan. Ia melibatkan program PPV-MED dan program SME-CORP seperti di bawah :

PPV-MED	314,000
SME-CORP	232,942
	546,942

b. Penyata Aliran Tunai

b. Cash Flow Statement

	Seperti dinyatakan sebelum As restated before	Pelarasan Adjustment RM	Seperti dinyatakan semula As restated RM
Tunai bersih dijana dari aktiviti operasi Net cash generated from operating activities	(74,515,234)	69,996,339	(4,518,895)
Tunai bersih dijana dari aktiviti pelaburan Net cash generated from investment activities	71,184,758	(69,996,339)	1,188,419
Pengeluaran bersih tunai dan setara tunai Reduction in net cash and cash equivalents	(3,330,476)	-	(3,330,476)
Tunai dan setara tunai pada awal tahun Cash and cash equivalents at beginning of the year	59,075,323	-	59,075,323
TUNAI DAN SETARA TUNAI PADA AKHIR FINAL CASH AND CASH EQUIVALENTS	55,744,847	-	55,744,847

23. 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 31 Disember 2020 (Perintah Kawalan Pergerakan Pemulihan (PKPP)).

23. SIGNIFICANT ACCOUNTING DISCLOSURES

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 the Federal Government Gazette on 18 March 2020 which imposes a Movement Control Order ("MCO") effective from 18 March 2020 to 31 December 2020 (Rehabilitation Movement Control Order (RMCO)).

Akibat daripada COVID-19, Perbadanan telah mengalami pengurangan pendapatan dan penjimatan perbelanjaan pada tahun 2020. Ianya telah dinyatakan dalam penyata kewangan bagi tahun kewangan berakhir 31 Disember 2020.

As a result of COVID-19, the Corporation experienced reduced revenue and expenditure savings in 2020. These have been disclosed in the financial statements for the financial year ended 31 December 2020.

The background is a dark blue, semi-transparent overlay on a futuristic office scene. It features wireframe outlines of office buildings, desks, and people working. Scattered throughout are various circular icons representing different concepts: a percentage sign, a location pin, a heart, a play button, a gear, a power button, a speech bubble, a bar chart, a telephone, a camera shutter, and an upward arrow.

ALAMAT PEJABAT

OFFICE ADDRESS

ALAMAT PEJABAT

OFFICE ADDRESS

Pejabat/ Wilayah/Office/ Region	Alamat / Address	No. Telefon, Faks & E-mel Telephone no., Fax & Email
Ibu Pejabat Headquarters	Lorong Produktiviti, Jalan Sultan, 46200 Petaling Jaya, Selangor	Tel: +603-7955 7266 Faks/Fax: +603-7957 8068 marketing@mpc.gov.my
Petaling Jaya (Sehingga Julai 2020 / Until July 2020)	A-06-01 Tingkat 6, Blok A, PJ8, No. 23, Jalan Barat Seksyen 8, 46050 Petaling Jaya Selangor	Tel: +603-7960 0173/176/178/179 Faks/Fax: +603-7960 0211 marketing@mpc.gov.my
Wilayah Utara Northern Region	Beg Berkunci 206, Jalan Tun Hamdan Sheikh Tahir, 13200 Kepala Batas, Pulau Pinang	Tel: +604-575 4709 Faks/Fax: +604-575 4410 nro@mpc.gov.my
Wilayah Selatan Southern Region	No. 8, Jalan Padi Mahsuri, Bandar Baru UDA, 81200 Johor Bahru, Johor	Tel: +607-237 7422/7644 Faks/Fax: +607-238 0798 sro@mpc.gov.my
Wilayah Sarawak Sarawak Region	Lot 894, Lorong Demak Laut 3A, Taman Perindustrian Demak Laut, 93050 Kuching, Sarawak	Tel: +6082-439 959/960 Faks/Fax: +6082-439 969 sko@mpc.gov.my
Wilayah Sabah Sabah Region	Pejabat Aras 2, Menara MAA, No. 6, Lorong Api-Api 1, 88000 Kota Kinabalu, Sabah	Tel: +6088-233 245/456 598 Faks/Fax: +6088-242 815 sbo@mpc.gov.my
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