

Transformasi

Ke Arah Daya Saing Global

Transformation
For Global Competitiveness





LAPORAN TAHUNAN 2011 **ANNUAL REPORT**

Untuk Maklumat Lanjut | **For Further Information Please Refer To:**
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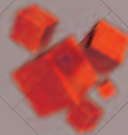
Visi Vision

Organisasi utama dalam meningkatkan produktiviti untuk inovasi dan daya saing global.
The leading organisation in productivity enhancement for global competitiveness and innovation.

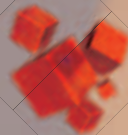
Misi Mission

Memberi perkhidmatan berkesan untuk mencapai prestasi cemerlang melalui inovasi ke arah meningkatkan taraf hidup.
To deliver high impact services towards achieving performance excellence through innovation for the betterment of life.

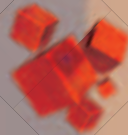
Objektif Objective



Menyediakan maklumat mengenai produktiviti, kualiti, daya saing dan amalan-amalan terbaik melalui aktiviti penyelidikan dan pembangunan pangkalan data;
Providing value-added information on productivity, quality, competitiveness and best practices through research activities and databases;



Membangunkan modal insan dan kecemerlangan organisasi bagi membentuk masyarakat berasaskan pengetahuan menerusi latihan, pembangunan sistem dan amalan-amalan terbaik; dan
Developing human capital and organisational excellence for building a knowledge-based society through training, systems development and best practices; and



Memupuk budaya kreatif dan inovatif melalui program-program promosi P&Q dan jalinan kerjasama.
Nurturing innovative and creative culture through P&Q promotion and partnership programmes.



Organisasi utama dalam meningkatkan produktiviti untuk inovasi
dan daya saing global.
The leading organisation in productivity enhancement
for global competitiveness.



PERUTUSAN PENGGERUSI CHAIRMAN'S MESSAGE

"MPC telah menyediakan satu rangkaian asas yang kukuh di mana setiap Bahagian saling berkolaborasi dalam memastikan aspirasi organisasi dicapai. Kerjasama serta guna tenaga pakar terutamanya dalam aktiviti semakan peraturan memantapkan lagi kepakaran sumber dalaman MPC."

"MPC had established an integrated networking environment where all Departments collaborate with one another to ensure that the Organisation's aspiration is achieved. Collaboration, as well as invaluable insights of experts, especially in the area of regulatory review, will further strengthen MPC's internal source of expertise."

Selaras dengan pelan dan program transformasi negara, MPC sebagai pemangkin pertumbuhan produktiviti negara, terus memandu di dalam usaha-usaha untuk merealisasikan kelebihan inisiatif inovasi melalui kerjasama antara sektor awam dan swasta dari pelbagai industri terutamanya yang dikenal pasti dalam bidang-bidang Ekonomi Utama Negara (NKEAs).

Pemangkin Produktiviti Berasaskan Inovasi

Inovasi adalah merupakan salah satu sumber pertumbuhan yang paling penting dalam menjana ekonomi di mana idea baru dikomersialkan, melalui kecemerlangan keusahawanan dan model baru perniagaan. Dalam usaha meningkatkan peningkatan produktiviti dan inovasi untuk enterprais di Malaysia, MPC telah menubuhkan Bahagian Inovasi Enterprais yang menumpukan kepada inisiatif pembudayaan inovasi, sistem inovasi enterprais, program peningkatan produktiviti dan juga perkongsian inovasi. Bilangan program latihan peningkatan produktiviti dan inovasi dalam tahun 2011 adalah sebanyak 884 dengan penglibatan sebanyak 20,172 orang peserta dari sektor awam dan swasta. Konvensyen Kumpulan Kreativiti dan Inovasi/*Innovative and Creative Circle (ICC)* merupakan acara tahunan MPC telah menyediakan platform bagi perkongsian amalan terbaik serta budaya inovasi yang menekankan kepada budaya kerja yang menambah nilai dan menjimatkan kos. Pada tahun 2011, sebanyak 153 kumpulan dari 98 organisasi telah menyertai Konvensyen ICC Kebangsaan dengan jumlah penjimatan kos adalah RM180 juta. Konvensyen ICC Kebangsaan ini telah diadakan serentak dengan Konvensyen Persekitaran Berkualiti/*Quality Environment (QE)* Kebangsaan bersempena *Annual Productivity and Innovation Conference and Exposition (APIC)* 2011 pada bulan Oktober 2011.

Sejajar dengan sasaran untuk mencapai ekonomi berpendapatan tinggi, MPC telah memperkenalkan Program Intervensi Inovasi Enterprais (*Enterprise Innovation Intervention Programme: EIIP*) yang merupakan gabungan pelaksanaan sistem bagi meningkatkan produktiviti dan daya saing dengan memberi tumpuan kepada keseluruhan ekosistem inovasi yang terdapat di setiap syarikat. Daripada 42 buah syarikat yang menyertai EIIP, sebanyak 20 telah berjaya tersenarai sebagai *Shining Company* pada tahun 2011.

In line with the Government Transformation Plan and programmes, MPC, as the country's productivity growth catalyst, continues to lead in the efforts to realise the benefits of the innovation initiatives through collaboration between public and private sectors from the various industries particularly those identified in the National Key Economic Areas (NKEAs).

Productivity Catalyst Innovation-Led

Innovation is one of the sources of growth that is pertinent to economic wealth generation where new ideas are commercialised, through entrepreneurial excellence and new business models. In our quest to enhance productivity and innovation for enterprises in Malaysia, MPC had established the Enterprise Innovation Department which focuses on the initiatives of innovation culture, enterprise innovation system, productivity improvement programmes and also best practice sharing. In 2011, there were 884 productivity improvement and innovation training programmes attended by 20,172 participants from both the public and private sectors. Innovative and Creative Circle (ICC) Convention is MPC's annual event that provides best practice sharing and innovation culture which stresses on culture that would add value and save costs. In 2011, 153 circles from 98 organisations participated in the National ICC Convention which recorded a total cost saving of RM180 million. This Convention was held simultaneously with the National Quality Environment (QE) Convention in conjunction with the Annual Productivity and Innovation Conference and Exposition (APIC) 2011.

In line with the target of achieving a high income economy, MPC introduced the Enterprise Innovation Intervention Programme (EIIP) which is a combination of multiple systems to enhance productivity and competitiveness by focusing on the entire innovation ecosystem that exists in a company. In 2011, out of 42 companies which participated in EIIP, 20 companies were successfully enlisted as "Shining Company".

Memodenkan Peraturan Perniagaan

Melalui Bahagian Semakan Peraturan di MPC yang mula beroperasi sepenuhnya pada tahun 2011, sejumlah 20 program dirancang yang tertumpu kepada pembangunan kapasiti, kesedaran terhadap peraturan dan kajian asas pelaksanaan peraturan. Sejumlah 945 organisasi dan 2,780 peserta terlibat dalam program-program mengenal pasti prosedur kerja yang tidak perlu dan boleh dihapuskan bagi mempercepatkan proses perniagaan serta perlesenan. Dianggarkan penjimatan sebanyak RM729 juta akan direkodkan apabila aktiviti semakan peraturan berkaitan pematuhan perlesenan perniagaan dilaksanakan sepenuhnya pada Jun 2012.

Peraturan yang mempengaruhi proses eksport dan import juga dikenal pasti dan ditangani melalui inisiatif Memodenkan Lesen Perniagaan. Projek ini telah siap pada bulan Disember 2011 dan impak yang diperolehi adalah pengurangan kitaran masa import dari 13 hari kepada lapan hari dan kitaran masa eksport kepada 17 hari kepada tujuh hari di samping membangunkan repositori amalan terbaik *Trade Facilitation*.

Kajian Perbandingan Amalan Baik Peraturan/*Good Regulatory Practices (GRP)* telah diadakan melalui lawatan ke beberapa organisasi yang bertanggungjawab memastikan Amalan GRP dilaksanakan secara efektif dan berkesan. Antara organisasi yang terlibat adalah *European Commission (EC)* di Brussels, *Organisation for Economic and Cooperation Development (OECD)* di Paris, *The Dutch Advisory Board on Administrative Burden (ACTAL)*, di Hague, Netherlands, *Better Regulation Executive, Department for Business Innovation and Skills (BIS)*, di London. Hasil dari kajian perbandingan ini mendapati terdapat keperluan penggunaan alat dan amalan terbaik secara berkesan dan konsisten bagi membangunkan peraturan baru dan membuat semakan ke atas peraturan sedia ada. Hasilnya, satu dasar dan rangka kerja diperkenalkan untuk mentransformasi kaedah membangunkan peraturan perniagaan melalui *Regulatory Impact Statement (RIS)* dan *Regulatory Impact Analysis (RIA)*.

Daya Saing Global

Dalam usaha mengenal pasti kedudukan sebenar

Modernising Business Regulation

Through MPC Regulatory Review Department, which became fully operational in 2011, 20 programmes were drafted which focused on capacity development, awareness of the regulations and regulatory implementation baseline study. A total of 945 organisations and 2,780 people were involved in these programmes that identified unnecessary work procedures that could be eliminated including to accelerate business licences processing. RM729 million savings in compliance cost will be recorded when the regulatory review activities are fully implemented by June 2012.

Rules which influenced export and import processes were also identified and handled through the Modernising Business Licence initiative. This project was completed in December 2011 and results achieved included the reduction in cycle time for import from 13 to eight days and export from 17 to seven days, as well as development of best practices for Trade Facilitation.

Good Regulatory Practices (GRP) were inculcated through fact-finding visits to several organisations that were responsible in ensuring that they were effectively and efficiently implemented. Among the organisations involved are European Commission (EC) in Brussels, Organisation for Economic and Cooperation Development (OECD) in Paris, the Dutch Advisory Board on Administrative Burden (ACTAL) in the Hague, Netherlands, and Better Regulation Executive Department for Business Innovation and Skills (BIS) in London. Based on these visits, it was found that there is a need for a tool application to develop effective and consistent good practices and also review of the existing regulations. As a result, a policy framework was introduced to transform the methodology of developing business regulations through both Regulatory Impact Statement (RIS) and Regulatory Impact Analysis (RIA).

Global Competitiveness

In our effort to identify the country's actual

daya saing negara, MPC telah memperkukuhkan lagi data dan maklumat di peringkat global dengan menjadi rakan institut kepada dua agensi penarafan utama iaitu *Institute for Management Development (IMD)* dan *World Economic Forum (WEF)* yang menerbitkan laporan daya saing dunia. Untuk tahun 2011 MPC telah berjaya mengendalikan 10 program *Competitiveness Champions* bagi mendedahkan responden yang berpotensi untuk memberi maklum balas yang mewakili keadaan sebenar terhadap daya saing negara.

MPC juga telah mengadakan enam siri lawatan jalinan kerjasama dengan rakan institut negara-negara jiran seperti Singapura dan Indonesia serta agensi-agensi antarabangsa dalam usaha memperolehi amalan terbaik bagi memperbaiki kedudukan daya saing Malaysia. Selain daripada tiga laporan daya saing utama iaitu *World Competitiveness Yearbook (WCY)* oleh IMD, *Global Competitiveness Report (GCR)* oleh WEF dan *Doing Business* oleh World Bank, MPC juga memantau 19 laporan lain berkaitan daya saing termasuk *Index of Economic Freedom*, *Global Innovation Index*, *Global Enabling Trade Report* dan *Global Cities Index*. Bagi tujuan pemantauan dibuat secara lebih tersusun dan berstruktur Jawatankuasa Kerja bagi Meningkatkan Daya Saing dan Kumpulan Kerja Meningkatkan Daya Saing telah ditubuhkan.

Penyelidikan ke arah Peningkatan Daya saing

Dalam tahun 2011 sebanyak 79 buah projek penyelidikan telah dilaksanakan yang meliputi sektor-sektor ekonomi utama seperti perkilangan, perkhidmatan dan pertanian termasuk sektor awam. Antara jenis-jenis kajian adalah kajian keberkesanan pelaksanaan *Productivity Linked-Wages System (PLWS)*, keberkesanan perkhidmatan kesihatan, pelancongan dan logistik, pembangunan modul-modul baru untuk latihan, pengurusan bakat dan kajian perbandingan kecekapan produktiviti dan daya saing.

MPC meneruskan usaha sebagai pemangkin aktiviti produktiviti negara melalui penerbitan Laporan Produktiviti 2011 edisi ke 19. Di samping melaporkan pencapaian kadar pertumbuhan produktiviti di dalam pelbagai sektor, laporan untuk tahun 2011 juga mempunyai tambahan dari segi kandungan iaitu laporan berkenaan Daya saing Antarabangsa, Pemodenan Peraturan Perniagaan dan Perkembangan Enteprais Inovasi. Terdapat juga

competitiveness level, MPC had further strengthened its collection of data and information globally by becoming a partner institute to two leading competitiveness ranking agencies namely, the Institute for Management Development (IMD) and the World Economic Forum (WEF) which published reports on world competitiveness. In 2011, MPC had successfully organised 10 Competitiveness Champion programmes to identify potential respondents that would be able to give accurate feedback on the country's competitiveness.

MPC also organised six series of network cooperation visits with partner institutes of neighbouring countries such as Singapore and Indonesia as well as international agencies in its effort to learn best practices to improve Malaysia's competitiveness level. Aside from the three main competitiveness reports, namely, World Competitiveness Yearbook (WCY) by IMD, Global Competitiveness Report (GCR) by WEF and Doing Business by World Bank, MPC also monitors 19 other reports related to competitiveness which includes Index of Economic Freedom, Global Innovation Index, Global Enabling Trade Report and Global Cities Index. In ensuring that a more systematic and structured monitoring is carried out, a Working Committee and a Working Group to Enhance Competitiveness were established.

Research towards Enhancement in Competitiveness

In 2011, 79 research projects were carried out which covered the main economic sectors such as manufacturing, services and agriculture, including the public sector. Among the researches carried out were the effectiveness of the implementation of Productivity Linked-Wages System (PLWS), health services, tourism and logistics, development of new modules for training, talent management and comparison study on the efficiency, productivity and competitiveness.

MPC continues its effort as the nation's productivity catalyst with the publication of the 19th Edition of Productivity Report 2011. Besides reporting on productivity growth achievements

liputan khas berkaitan isu Kualiti dalam Kehidupan.

Menurut Laporan Produktiviti 2011, Malaysia mencatatkan pertumbuhan produktiviti pada kadar 4.6% selari dengan pertumbuhan Keluaran Dalam Negara Kasar (KDNK) 5.1% dan peningkatan dalam guna tenaga sebanyak 0.6%. Walau bagaimanapun, untuk tempoh lima tahun (2007-2011), pertumbuhan produktiviti adalah pada kadar 3.2%. Selaras dengan hasrat Kerajaan untuk mencapai taraf negara berpendapatan tinggi, Malaysia perlu memastikan purata pertumbuhan produktiviti adalah pada kadar minimum 4-5% setiap tahun menjelang 2020.

Memantapkan Kecemerlangan Organisasi

Rangka Kerja Kecemerlangan Perniagaan/*Business Excellence Framework (BEF)* adalah standard pendekatan pengurusan yang komprehensif dalam membantu syarikat-syarikat meningkatkan produktiviti dengan menggalakkan mereka mengambil pendekatan pengurusan secara menyeluruh. BEF merangkumi kriteria Kepimpinan, Perancangan, Informasi, Pelanggan, Modal Insan, Proses dan Hasil. Pada tahun 2011 sejumlah 1,107 buah syarikat mengamalkan rangka kerja ini, yang terdiri daripada 885 buah syarikat Perusahaan Kecil dan Sederhana (PKS) di Semenanjung dan 222 buah syarikat PKS dari Sabah dan Sarawak.

Pelaksanaan program Promosi Kecemerlangan Organisasi pula adalah untuk meningkatkan proses penambahbaikan organisasi melalui amalan Pengurusan Kualiti Menyeluruh (TQM). Sebanyak 11 syarikat telah menyertai program ini pada 2011. Amalan ini telah memberikan impak yang cemerlang terhadap kualiti produk dan perkhidmatan serta meningkatkan daya saing syarikat yang terlibat.

Tinjauan 2012

MPC telah menyediakan satu rangkaian asas yang kukuh di mana setiap Bahagian saling berkolaborasi dalam memastikan aspirasi organisasi dicapai. Kerjasama serta guna tenaga pakar terutamanya dalam aktiviti semakan peraturan memantapkan lagi kepakaran sumber dalaman MPC. Tahun 2012 akan menyaksikan lebih impak ke atas program yang dilaksanakan, berbanding dengan tahun 2011. Sasaran penjimatan ke atas aktiviti semakan peraturan dijangka akan dapat

in various economic sectors, the 2011 Report also added new chapters namely, the Report on Global Competitiveness, Modernising Business Regulation and Innovation Enterprise Development. Furthermore, there was a special coverage on Quality in Life Index.

According to the Productivity Report 2011, Malaysia recorded a productivity growth of 4.6%, parallel to the Gross Domestic Product growth (GDP) of 5.1%, and an increase of 0.6% in manpower. Nevertheless, for the five-year period (2007-2011), the productivity growth was 3.2%. In accordance with the Government's aspiration to achieve a high income economy, Malaysia has to sustain an average productivity growth of at least 4-5% annually towards 2020.

Strengthening Organisational Excellence

Business Excellence Framework (BEF) is a comprehensive management practice standard developed to assist companies to improve productivity by encouraging them to adopt a total management approach. BEF comprises the following criteria; Leadership, Planning, Information, Customer, People, Process and Results. In 2011, 1,107 companies adopted this framework, of which 885 were SMEs in the Peninsular and 222 were SMEs from Sabah and Sarawak.

Similarly, the implementation on the Promotion of Organisational Excellence Programme is to enhance an organisation's improvement process through the adoption of Total Quality Management practices. In 2011, 11 companies participated in this programme and registered an excellent impact on product qualities and services as well as improving their competitiveness.

Outlook for MPC

MPC had established an integrated networking environment where all Departments collaborate with one another to ensure that the Organisation's aspiration is achieved. Collaboration, as well as invaluable insights of experts, especially in the area of regulatory review, will further strengthen

meningkatkan produktiviti proses kerja dari segi masa dan kos. Begitu juga dengan jumlah syarikat yang menyertai program kecemerlangan MPC dijangka meningkat. Keseluruhan aktiviti MPC adalah dirancang bagi memastikan purata pertumbuhan produktiviti adalah pada kadar minimum 4-5% setiap tahun menjelang 2020.

Penghargaan

Saya mengambil kesempatan ini untuk merakamkan ucapan terima kasih kepada Kementerian Perdagangan Antarabangsa dan Industri di atas sokongan padu terhadap inisiatif-inisiatif MPC, ahli-ahli Lembaga Pengarah, ahli-ahli Panel Perunding serta Pasukan-Pasukan Petugas di atas sumbangan yang tidak ternilai. Ucapan terima kasih juga kepada warga MPC di atas komitmen dan usaha bersungguh dalam memastikan MPC terus memandu dalam bidang produktiviti dan inovasi di Malaysia. Saya yakin dengan gabungan intelek dan kepakaran dalam ekosistem produktiviti mampu membawa MPC ke tahap yang lebih cemerlang pada masa akan datang.

MPC's internal source of expertise. The coming year would see more impact on the programmes coming to fruition, as compared to 2011. It is anticipated that the target for savings on regulatory review activities would improve work process productivity through savings in time and costs. More companies will be participating in MPC's excellence programme. Overall, MPC's activities are planned with the emphasis that the average productivity growth of 4-5% per annum is sustained towards 2020.

Acknowledgment

I would like to take this opportunity to record my appreciation to the Ministry of International Trade and Industry for their support towards MPC's initiatives, to our Board Members, Members of the various Consultative Panels as well as the Task Forces for their valuable contribution. I wish also to thank all MPC staff for their hard work and commitment in ensuring MPC continues to lead in productivity and innovation in Malaysia. I am confident that the coming together of the creativity and expertise of everyone in the productivity ecosystem would elevate MPC to a higher level of excellence in the future.



Tan Sri Azman Hashim

Pengerusi | **Chairman**

Perbadanan Produktiviti Malaysia |

Malaysia Productivity Corporation

MAKLUMAT KORPORAT CORPORATE INFORMATION



PERBADANAN PRODUKTIVITI MALAYSIA
ialah sebuah badan berkanun persekutuan di bawah Kementerian Perdagangan Antarabangsa dan Industri (MITI).

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

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

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

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

Mengikut peruntukan Seksyen 7, Akta Perbadanan Produktiviti Malaysia, fungsi-fungsi Perbadanan adalah seperti berikut:

- menerajui penggalakkan dan penyebaran

MALAYSIA PRODUCTIVITY CORPORATION
is a federal statutory body under the Ministry of International Trade and Industry (MITI).

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

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

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

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

In accordance with the provision under Section 7 of the Act, the functions of the Corporation are as follows:

- to lead in the promotion and dissemination of productivity related information and issues;

maklumat dan isu-isu yang berhubungan dengan Produktiviti,

- menubuhkan satu pusat maklumat dan rujukan bagi indeks Produktiviti bagi negara dan bagi sistem-sistem pengurusan dan kajian-kajian kes;
 - mengeluarkan pakar dan kepakaran tempatan dalam bidang Produktiviti, Kualiti, Pengurusan dan Keusahawanan;
 - mempertingkatkan pembangunan sumber manusia pada peringkat penyeliaan dan peringkat pengurusan kedua-duanya dalam negara;
 - menasihati dan menyelaraskan pelaksanaan program-program dan aktiviti-aktiviti yang berhubungan dengan Produktiviti dan Kualiti;
 - menilai dan memperakui program-program penyeliaan dan latihan pengurusan, program-program Keusahawanan dan program-program Produktiviti dan Pengurusan Kualiti yang dijalankan oleh sektor swasta bagi orang awam;
 - menjalankan latihan atau program-program lain yang berhubungan dengan Produktiviti, Kualiti, Pengurusan dan Keusahawanan;
 - mengadakan perkhidmatan rundingan yang berhubungan dengan Produktiviti, Pengurusan dan Keusahawanan;
 - mengumpul, mengeluarkan dan menerbitkan maklumat mengenai Produktiviti, Pengurusan dan Keusahawanan dan hal-hal lain yang berhubungan;
 - menjalankan usaha-usaha perniagaan bagi maksud menunaikan kerja-kerjanya di bawah Akta ini dengan kelulusan Menteri;
 - memberikan laporan setiap tahun kepada Menteri mengenai kemajuan dan masalah-masalah meningkatkan Produktiviti dalam perdagangan dan industri dalam negara dan membuat syor-syor mengenai cara bagaimana masalah-masalah itu boleh diuruskan; dan
 - membuat semua perkara dan benda yang bersampingan dengan atau berbangkit daripada penunaian kerja-kerjanya di bawah Akta ini.
- to establish an information and reference centre for productivity indices for the country, and for management system and case studies;
 - to generate local expertise in the field of productivity, quality, management and entrepreneurship;
 - to enhance the development of human resource both at the supervisory and management levels in the country;
 - to advise and coordinate the implementation of programmes and activities related to productivity and quality;
 - 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;
 - to conduct training or other programmes relating to productivity, quality, management and entrepreneurship;
 - to provide consultancy services related to productivity, quality, management and entrepreneurship;
 - to collect, produce and publish information on productivity, quality, management and entrepreneurship and other related matters;
 - to carry out business undertakings for the purpose of discharging its functions under this Act, with the approval of the Minister;
 - to report annually to the Minister on the progress and issues of raising productivity in commerce and industry in the country and to make recommendations on the manner in which such issues may be dealt with; and
 - to do all such matters and things as may be incidental to or consequential upon the discharge of its functions under this Act.



KETUA PENGARAH
DIRECTOR-GENERAL

JABATAN KECERMERLANGAN
PERNIAGAAN
BUSINESS EXCELLENCE

JABATAN PENGURUSAN
PENGETAHUAN
KNOWLEDGE MANAGEMENT

JABATAN DAYA SAING
GLOBAL
GLOBAL COMPETITIVENESS

PEJABAT WILAYAH
UTARA
NORTHERN REGION
OFFICE

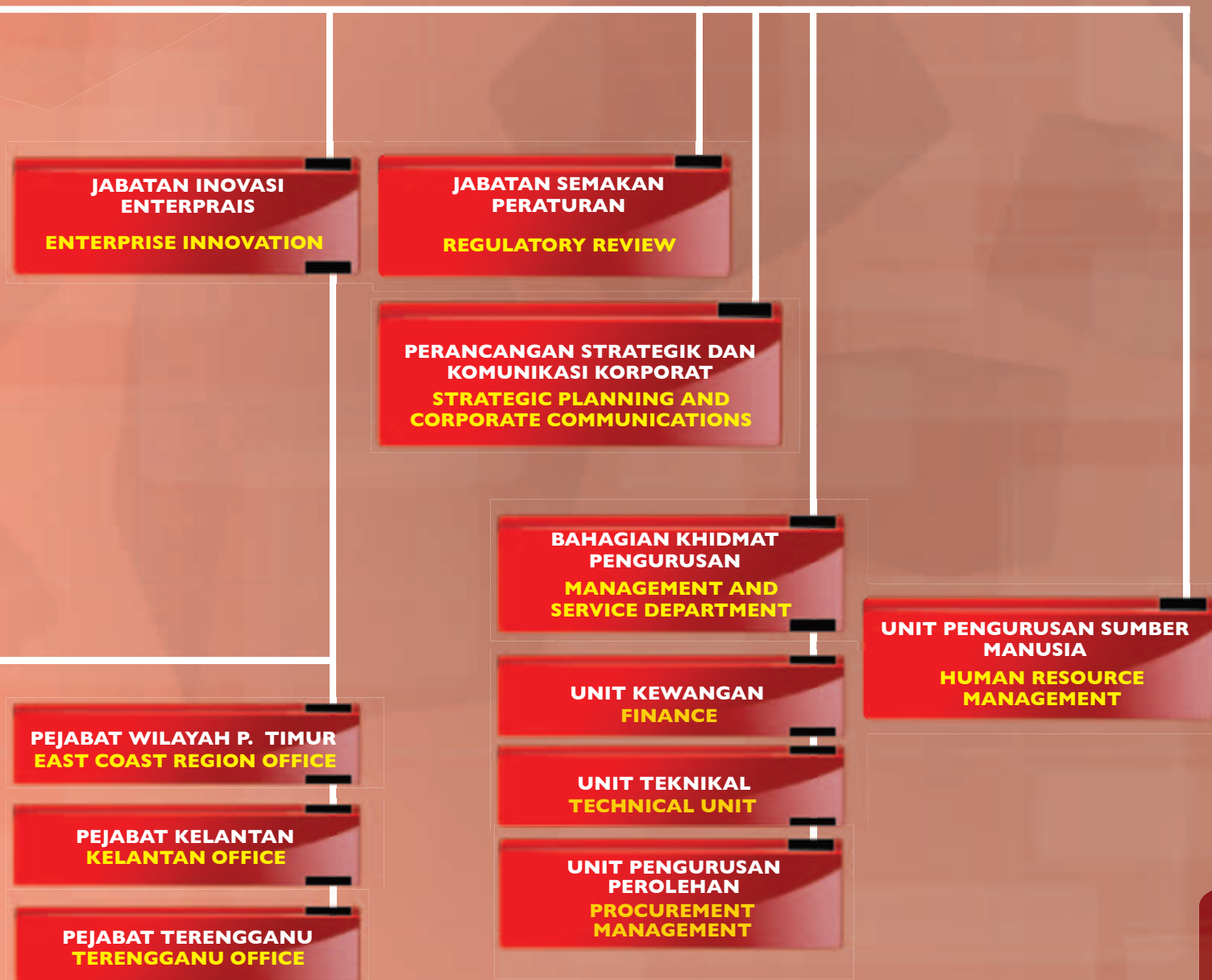
PEJABAT WILAYAH
SELATAN
SOUTHERN REGION
OFFICE

PEJABAT WILAYAH
SARAWAK
SARAWAK REGION
OFFICE

PEJABAT WILAYAH
SABAH
SABAH REGION OFFICE

Carta Organisasi

Organisation Chart





1



2



3



4



5



6



7



8



9



10



11



12



13



14



15



Lembaga Pengarah Board of Directors

1 Y. Bhg. Tan Sri Azman Hashim

Pengerusi
Perbadanan Produktiviti Malaysia |
Chairman
Malaysia Productivity Corporation

2 Y. Bhg. Dato' Nik Rahmat Nik Taib

Timbalan Ketua Setiausaha (Industri)
Kementerian Perdagangan Antarabangsa dan Industri |
Deputy Secretary General (Industry)
Ministry of International Trade and Industry

3 Y. Bhg. Dato' Mohd Razali Hussain

Ketua Pengarah
Perbadanan Produktiviti Malaysia |
Director-General
Malaysia Productivity Corporation

4 Y. Bhg. Tan Sri Datuk Mustafa Mansur

Pengerusi
Malaysian Green Business Association |
Chairman
Malaysian Green Business Association

5 Y. Bhg. Prof Tan Sri Dato' Dzulkifli Abdul Razak

Naib Canselor
Albukhary International University |
Vice-Chancellor
Albukhary International University

6 Y. Bhg. Tan Sri Dato' (Dr.) Ir. Wan Abdul Rahman Hj. Wan Yaacob

Pengerusi
Minconsult Sdn. Bhd. |
Chairman
Minconsult Sdn. Bhd.

7 Y. Bhg. Dato' Seri Zainal Rahim Seman

Ketua Setiausaha
Kementerian Sumber Manusia |
Secretary General
Ministry of Human Resources

8 Y. Bhg. Dato' Mohd Hashim Abdullah

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

9 Y. Bhg. Tan Sri Dato' Azman Shah

Dato' Seri Harun
Pengerusi
Antara Holiday Villas Sdn. Bhd. |
Chairman
Antara Holiday Villas Sdn. Bhd.

10 Y. Bhg. Datuk Abang Haji Abdul Karim Tun Abang Haji Openg

Presiden
Brooke Dockyard and Engineering Works Corporation |
President
Brooke Dockyard and Engineering Works Corporation

11 Y. Bhg. Datuk AG Buhtamam AG Mahmud

Pengerusi Eksekutif
Kumpulan Syarikat One Holdings Sdn. Bhd. |
Chief Executive Officer
Kumpulan Syarikat One Holdings Sdn. Bhd.

12 Y. Bhg. Datin Yasmin Ahmad Merican

Ketua Pegawai Eksekutif
Trax Associates Sdn. Bhd. |
Chief Executive Officer
Trax Associates Sdn. Bhd.

13 En. Muhamad Abd. Rahaman

Timbalan Pengarah
Unit Perancang Ekonomi
Jabatan Perdana Menteri |
Deputy Director
Economic Planning Unit
Prime Minister's Department

14 En. Zamzuri Abdul Aziz

Timbalan Pengarah Belanjawan
Kementerian Kewangan |
Deputy Director Budget
Ministry of Finance

15 En. A. Balasubramaniam

Naib Presiden (Sektor Swasta)
Kongres Kesatuan Sekerja Malaysia |
Vice President (Private Sector)
Malaysian Trade Union Congress

Pn. Roseleena Hashim

Setiausaha Perbadanan |
Corporate Secretary



Ahli Ganti

Alternate Members

- 1 En. Mohamed Shahabar Abdul Kareem**
Ahli Ganti Kementerian Perdagangan Antarabangsa dan Industri |
Alternate Member for Ministry of International Trade and Industry
- 2 Pn. Nik Rozelin Nik Ramzi Shah**
Ahli Ganti Unit Perancang Ekonomi |
Alternate Member for Economic Planning Unit
- 3 En. Asri Ab Rahman**
Ahli Ganti Kementerian Sumber Manusia |
Alternate Member for Ministry of Human Resources
- 4 Tn. Hj. Azini Mohd Shahid**
Ahli Ganti Kementerian Pertanian dan Industri Asas Tani |
Alternate Member for Ministry of Agriculture and Agro-based Industry
- 5 Pn. Rozita Hj. Ali**
Ahli Ganti Kementerian Kewangan |
Alternate Member for Ministry of Finance

- 1 Y. Bhg Tan Sri Datuk Mustafa Mansur**
Presiden
Persekutuan Pekilang-Pekilang Malaysia
President
Federation of Malaysian Manufacturers
- 2 Y. Bhg Datin Yasmin Merican**
Ketua Pegawai Eksekutif | Chief Executive Officer
Trax Associates Sdn. Bhd
- 3 En. Zamzuri Abdul Aziz**
Penolong Pengarah Kanan Belanjawan
Kementerian Kewangan
Senior Assistant Director Budget
Ministry of Finance
- 4 En. Muhamad Abd Rahaman**
Timbalan Pengarah Seksyen Ekonomi Makro
Unit Perancang Ekonomi
Jabatan Perdana Menteri
Deputy Director Macroeconomics Section
Economic Planning Unit
Prime Minister's Department



Ahli Jawatankuasa Audit Dalam Internal Auditors



1



2



3



4

Lembaga Pengurusan Board of Management

- 1 **Y. Bhg. Dato' Mohd Razali Hussain**
Ketua Pengarah | Director-General
- 2 **Tn. Hj. Ahmad Fadzil Mahmud**
Timbalan Ketua Pengarah I | Deputy Director-General I
- 3 **En. Abdul Latif Hj. Abu Seman**
Timbalan Ketua Pengarah II | Deputy Director-General II
- 4 **Pn. Hjh. Shahuren Ismail**
Pengarah Kanan | Senior Director

Senarai Panel
Perundingan
List of
Consultative
Panels



1

Kesihatan Healthcare

Pengerusi | Chairman

Y. Bhg. Tan Sri Dato' Dr. Abu Bakar Suleiman
International Medical University

Ahli-Ahli | Members

Y. Bhg. Datin Paduka Siti Sa'diah Sheikh Bakir
KPJ Healthcare Berhad

Y. Bhg. Dato' Dr. Jacob Thomas
Persatuan Hospital Swasta Malaysia
Association of Private Hospitals of Malaysia

Y. Bhg. Datuk Dr. Noor Hissam Abdullah
Kementerian Kesihatan
Ministry of Health

Y. Bhg. Puan Sri Datuk Dr. Suraiya Hani Hussein
Malaysian Society for Quality in Health

Y. Bhg. Prof. Madya Dr. Muhammad Kadar Marikar
Malaysian Society for Quality in Health

Y. Bhg. Dr. Mary Wong Lai Lin
Malaysia Healthcare Travel Council

Y. Bhg. Dr. Mary Suma Cardosa
Malaysian Medical Association

Y. Bhg. Dr. Ahmad Razid Salleh
Kementerian Kesihatan
Ministry of Health

Y. Bhg. Prof. Dato' Dr. Syed Mohamed
Al-Junid
United Nations University
International Institute for Global Health

En. Wan Latiff Wan Musa
MATRADE

En. Mohd Rasli Muda
Malaysian Industrial
Development
Authority

2

Pertanian Agriculture

Ahli-Ahli | Members

Dato' Sabri Ahmad
Felda Holdings Bhd
Y. Bhg. Dato' Lee Yeow Chor
IOI Corporation Berhad
Y. Bhg. Dato' Hj. Aliasak Hj. Ambia
Persatuan Kebangsaan Pekebun-pekebun Kecil Malaysia
En. Muhammad Salimi Sajiri
Kementerian Pertanian dan Industri Asas Tani
Ministry of Agriculture and Agro-based Industry
En. Wan Darman Wan Abdullah
Jabatan Pertanian

Agriculture Department

Y. Bhg. Prof. Dr. Mad Nasir Shamsudin
Universiti Putra Malaysia
Pn Normah Omar
MARDI

Tn Hj. Muhammad Ariff Hj. Ariffin
TH Plantations Sdn. Bhd

En. Mustamir Mohamad
Sime Darby Plantation Sdn Bhd
En. Mohd Azizul Azmi

Agrobank
En. Chua Piak Chwee
Pakar Industri

3

Pembinaan Construction

Pengerusi | Chairman

Y. Bhg. Tan Sri Dato' (Dr.) Ir. Wan Abdul Rahman
Hj. Wan Yaacob
Minconsult Sdn. Bhd

Ahli-Ahli | Members

Y. Bhg. Dato' Hj. Mokhtar Samad
Persatuan Kontraktor Melayu Malaysia
Malay Contractors Association Malaysia
Ir. Hj. Mohd Mazlan Mohd Ismail Merican
Institusi Jurutera Malaysia
Institute of Engineers Malaysia

Ar. Lim Pay Chye
Pertubuhan Arkitek Malaysia
Board of Architect, Malaysia

Y. Bhg. Dato' Ng Kee Leen
Persatuan Pemborong Binaan Malaysia
Master Builders Association Malaysia

Y. Bhg. Dato' Tan Gim Foo
IJM Corporation Berhad
Y. Bhg. Dato' Sri Ir. Dr. Judin Abdul Karim
Construction Industry Development Board Malaysia

Y. Bhg. Prof. Dr. Ahmad Farhan Mohd Sadullah
Universiti Sains Malaysia
En. Mohd Uzir Mahidin
Jabatan Perangkaan Malaysia
Department of Statistics, Malaysia

4

Pelancongan Tourism

Pengerusi | Chairman

Y. Bhg. Tan Sri Dato' Azman Shah Haron

Antara Holiday Villas

Pengerusi Bersama | Co-Chairman

Y. Bhg. Dato' Anthony K.S Yeo

Genting Malaysia Berhad

Ahli-Ahli | Members

En. Christopher Raj

Shangri-La Hotel Putrajaya

Pn. Amutha Muniandy

Sunway Resort Hotel and Spa

Pn. Azizah Ariffin

Kementerian Sumber Manusia

Ministry of Human Resources

Pn. Zahriah Abdul Kadir

Rangkaian Hotel Seri Malaysia Sdn. Bhd.

En. Mohd. Nadzri Jelas

Engku Morris Engku Hussin

Holiday Villa Hotels and Resorts

En. Reginald T Pereira

Persatuan Hotel Malaysia

Malaysian Association of Hotel

Y. Bhg. Dr. Junaidah Lee Abdullah

Kementerian Pelancongan Malaysia

Ministry of Tourism Malaysia

En. Zulkifli Mat Said

Tourism Malaysia

Y. Bhg. Prof. Madya Dr. Za'faran Hassan

Universiti Teknologi MARA

MARA University of Technology

En. Shaharuddin Mohamad Saaid

Malaysian Association of Hotel Owners

Y. Bhg. Dato' Mohd Khalid Harun

Persatuan Agensi-agensi Pelancongan dan

Pengembaraan Malaysia

Malaysian Association of Tour and Travel Agents

En. Hisham Tan Abdullah

The Malaysian Food and Beverage

5

Gaya Hidup Berkualiti Quality of Working Life

Pengerusi | Chairman

Y. Bhg. Tan Sri Ismail Adam

Hay Group Sdn Bhd

Ahli-Ahli | Members

Y. Bhg. Tan Sri Datuk Yong Poh Kon

Persatuan Pekilang-pekilang Malaysia

Federation of Malaysian Manufacturers

Y. Bhg. Tan Sri Dato' Azman Shah Dato' Seri Haron

Persekutuan Majikan-majikan Malaysia

Malaysian Employers Federation

Y. Bhg. Dato' Prof. Dr. Rujhan Mustafa

Kementerian Pengajian Tinggi

Ministry of Higher Education

Y. Bhg Dato' Seri Abd. Ghafar Mahmud

Kementerian Pelajaran

Ministry of Education

Y. Bhg. Dato' Seri Zainal Rahim Seman

Kementerian Sumber Manusia

Ministry of Human Resources

En. Khoo Boo Seng

Kementerian Perdagangan Antarabangsa dan Industri

Ministry of International Trade and Industry

Pn. Liew Siew Lee

Unit Perancang Ekonomi

Economy Planning Unit

6

Kreativiti dan Inovasi Creativity and Innovation

Pengerusi | Chairman

Y. Bhg. Prof Tan Sri Dato' Dzulkifli Abdul Razak
Al-bukhary International University

Ahli-Ahli | Members

Y. Bhg. Prof. Dr. Zainul Fadziruddin Zainuddin,
Universiti Sains Malaysia

Y. Bhg. Dr Sidney Yee
Universiti Sains Malaysia

Y. Bhg. Prof. Madya Dr. Dato' Mohamed Najib
Ahmad Dawa

Universiti Pendidikan Sultan Idris

Y. Bhg. Datuk Ahmad Shukri Tajuddin
Senai Hi-Tech Park

Y. Bhg. Dato' Nik Zainiah Nik Abd Rahman
Penasihat MITI
MITI's Advisor

Pn. Yasmin Mahmood

Malaysian International Chamber of Commerce
and Industry and YTL Communications Sdn Bhd

En. Muhammad Aziph Dato' Mustapha
Yayasan Inovasi Malaysia

Y. Bhg. Datuk Kamaruzaman Che Mat
Bank Rakyat

Y. Bhg. Tan Sri Dato' Abd. Ghafar Mahmud
Kementerian Pelajaran

Ministry of Education

En. Abang Othman Abang Yusof
Kementerian Sains, Teknologi dan Inovasi

Ministry of Science, Technology and Innovation

En. Mark Rozario

Agensi Inovasi Malaysia

Malaysia Innovation Agency

7

Pembuatan Manufacturing

Pengerusi | Chairman

Y. Bhg. Dato' Dr. Ir. Andy Seo Kian Haw
Persatuan Pekilang-pekilang Malaysia
Federation of Malaysia Manufacturers

Ahli-Ahli | Members

Y. Bhg. Dato' Dr. Ong Eng Long
Kossan Rubber Industries Berhad

Y. Bhg. Dato' Nik Rahmat Nik Taib
Kementerian Perdagangan Antarabangsa dan
Industri

Ministry of International Trade and Industry

Mr. Woo Mun Meng

Enviri Industries Sdn. Bhd

Mr. A.H. Yong

Toprank Corporation Sdn. Bhd.

Mr. Chin Hon Meng

Sun Rubber Industry Sdn. Bhd

Mr. Choy Ming Bill

Expertise Resource Association

En. Mohd Shafie BP Mammal

National Union of Telecommunication Employee

CHAPTER



DAYA SAING GLOBAL

GLOBAL COMPETITIVENESS

Daya Saing Global

Global Competitiveness

Bersandarkan slogan “Memperkukuhkan Daya Saing Malaysia” di samping sokongan padu daripada Kementerian Perdagangan Antarabangsa dan Industri (MITI), MPC meneruskan usaha memantau prestasi daya saing Malaysia melalui tiga laporan utama iaitu laporan *World Competitiveness Yearbook*, *Global Competitiveness Report* dan *Doing Business Report*. Setakat ini, Malaysia mencatatkan prestasi daya saing yang menggalakkan dengan berada di kedudukan ke-14 daripada 59 ekonomi di dalam laporan *World Competitiveness Yearbook 2012* (WCY 2012), di kedudukan ke-21 daripada 142 ekonomi di dalam laporan *Global Competitiveness Report 2011-2012* (GCR 2011-2012) dan kedudukan ke-18 daripada 183 ekonomi dalam laporan *Doing Business 2012* (DB2012). Selain daripada tiga laporan utama laporan-laporan lain termasuk *Index of Economic Freedom*, *Global Innovation Index*, *Global Enabling Trade Report* dan *Global Cities Index* di dalam usaha memantau prestasi daya saing negara.

Pemantauan prestasi daya saing negara dibuat secara lebih tersusun dan berstruktur dengan penubuhan Jawatankuasa Kerja bagi Meningkatkan Daya Saing dan Kumpulan Kerja Meningkatkan Daya Saing. Jawatankuasa Kerja berperanan untuk membentuk strategi dan polisi untuk meningkatkan daya saing Malaysia dalam jangka masa panjang manakala Kumpulan Kerja Meningkatkan Daya Saing bertujuan untuk mengenal pasti pelan tindakan yang bersesuaian untuk menangani pelbagai isu daya saing. Kedua-duanya disertai oleh wakil-wakil dari agensi pusat yang terpilih dan juga wakil dari sektor swasta. Penglibatan semua iaitu pihak Kerajaan, swasta dan rakyat serta pemantauan yang dibuat secara berterusan membolehkan MPC mengenal pasti kekuatan dan cabaran-cabaran yang perlu diatasi dari masa ke semasa dalam usaha meningkatkan daya saing negara.

Asas kepada sesebuah laporan daya saing adalah data-data yang terkandung di dalamnya. Dalam hal ini MPC sebagai rakan institusi kepada *Institute for Management Development (IMD)* dan *World Economic Forum (WEF)* berfungsi untuk memastikan data-data yang dibekalkan kepada agensi-agensi antarabangsa menepati definisi yang ditetapkan dan juga dapat memberi gambaran yang sebenar mengenai Malaysia. Melalui Jawatankuasa Kerja Perancangan antara Agensi/*Inter Agency Planning Group (IAPG)*, MPC dan agensi-agensi pembekal data seperti Jabatan Perangkaan Malaysia, Bank Negara

Relying on the tagline “Enhancing Malaysia’s Competitiveness” as well as receiving strong support from the Ministry of International Trade and Industry (MITI), MPC continued its effort in monitoring Malaysia’s competitiveness performance through three main reports, namely, *World Competitiveness Yearbook*, *Global Competitiveness Report* and *Doing Business Report*. Malaysia’s competitiveness performance improved to rank 14th out of 59 countries in the *World Competitiveness Yearbook 2012* (WCY 2012), ranked 21st out of 142 economies in the *Global Competitiveness Report 2011-2012* (GCR 2011-2012) and ranked 18th out of 183 economies in *Doing Business 2012* (DB2012). The other reports that monitor the country competitiveness performance includes the *Index of Economic Freedom*, *Global Innovation Index*, *Global Enabling Trade Report* and *Global Cities Index*.

In ensuring that the monitoring is carried out in a structured and organised manner, a Working Committee to Enhance Competitiveness and a Working Group to Enhance Competitiveness were established. The Working Committee’s role is to formulate long term strategy and policy to enhance Malaysia’s competitiveness whereas the Working Group to Enhance Competitiveness’ role is to identify the action plan that is suitable to counter any issues related to competitiveness. Both are participated by representatives from selected central agencies and private sector. Participation of all parties, including, Government, private and public sectors, as well as continuous monitoring would enable MPC to identify the strengths and overcome the challenges in its effort to enhance national competitiveness from time to time.

The basis for any competitiveness report is the data contained in that particular report. In this instance, MPC’s is a partner institute to the *Institute for Management Development (IMD)* and *World Economic Forum (WEF)* to ensure that data supplied to the international agencies fulfills the specified description and presents the actual Malaysian situation. Through the *Inter Agency Planning Group (IAPG)*, MPC and other data supplier agencies, such as *Department of Statistics Malaysia*, *Bank Negara Malaysia*, *Economic Planning Unit*, *Malaysian Education Ministry* and *Malaysian Health Ministry* examine, verify, and validate the data requested prior to providing to the international

Malaysia, Unit Perancang Ekonomi, Kementerian Pelajaran Malaysia dan Kementerian Kesihatan Malaysia meneliti, menyemak dan mengesahkan data-data yang diperlukan sebelum dibekalkan kepada agensi berkaitan. Jawatankuasa Kerja IAPG menjadi pusat rujukan sekiranya terdapat isu-isu berkaitan data.

Selain daripada data kuantitatif, data kualitatif juga menjadi sebahagian daripada kriteria yang menentukan kedudukan daya saing negara. Data kualitatif yang dikumpul melalui Kaji Selidik Pendapat Eksekutif/ *Executive Opinion Survey (EOS)* yang dikendalikan oleh MPC merupakan persepsi responden terhadap isu-isu yang dikemukakan.

Untuk memastikan responden mendapat maklumat yang sebenar, sebanyak 10 program *Competitiveness Champions* telah dijalankan pada tahun 2011 dengan kerjasama PEMANDU bagi menyebarkan inisiatif-inisiatif Kerajaan dan perkembangan terkini daya saing kepada rakyat. MPC melalui inisiatif PEMUDAH giat menjalankan semakan ke atas peraturan perniagaan secara berterusan bagi meningkatkan sistem penyampaian sektor awam serta menyediakan persekitaran yang kondusif bagi menjalankan perniagaan.

Sebagai rakan institusi, MPC juga perlu berperanan secara lebih aktif dalam menjalankan kerjasama yang erat dengan agensi antarabangsa. Setiap tahun lawatan jalinan kerjasama diadakan di peringkat Kementerian dan juga MPC. Ini termasuklah lawatan ke IMD, WEF, *World Trade Organisation (WTO)*, *Organisation for Economic Co-operation and Development (OECD)*, *International Telecommunication Union (ITU)* dan *International Labour Organisation (ILO)*. Pada masa sama pakar-pakar dari IMD dan WEF juga dijemput sebagai pakar rujuk dalam bengkel dan persidangan-persidangan anjuran MPC.

Usaha perhubungan awam yang berterusan dan inisiatif komunikasi melalui media cetak dan elektronik sama ada media aliran utama atau alternatif sentiasa

agencies. IAPG Working Committee is the focal point of reference for any issue involved in relation to the data.

Aside from quantitative data, qualitative data is used in determining a country's competitiveness position. The qualitative data, managed by MPC, is gathered from the Executive Opinion Survey (EOS) that represents the respondents' perception on issues surveyed.

In ensuring that the survey was responded with accurate information at least 10 Competitiveness Champion Programmes were conducted in 2011 in collaboration with PEMANDU to disseminate Government's initiatives and the latest competitiveness development information to the society. MPC, through PEMUDAH's initiative, is actively carrying out the business regulatory review on a continuous basis to improve the delivery and efficiency of public service and to provide a conducive environment to conduct business in Malaysia.

As a partner institute, MPC also plays an active role in strengthening its collaboration with international agencies. On a yearly basis, visits are being arranged on the part of Ministry as well as MPC to strengthen such relationship. These include visits to IMD, WEF, World Trade Organisation (WTO), Organisation for Economic Co-operation and Development (OECD), International Telecommunication Union (ITU), and International Labour Organisation (ILO). At the same time, IMD and WEF expert consultants are also invited to attend any of the conferences organised by MPC.

In disseminating the initiatives undertaken by the Government to the public and business community continuous public relation and communication through printed and electronic media, either through mainstream or downstream, were being intensified. In enhancing competitiveness and facilitating business,

diperhebatkan untuk menyebarkan inisiatif yang dilaksanakan oleh kerajaan kepada orang awam dan komuniti perniagaan. Pelbagai aktiviti promosi telah dilaksanakan melalui liputan media dan juga kerjasama antara sektor awam dan swasta dalam isu meningkatkan daya saing dan memudahkan perniagaan. Antara aktiviti yang dilakukan adalah melalui penghasilan artikel dalam akhbar dan juga e-Buletin PEMUDAH. Usaha-usaha ini seiring dengan inisiatif-inisiatif yang dilakukan oleh PEMUDAH, PEMANDU, Kementerian dan Agensi di dalam meningkatkan daya saing negara.

Pada tahun 2011, MPC telah mencetak sebanyak 40 buah penerbitan dan bilangan pembaca adalah seramai 124,116 orang. Penerbitan ini berguna sebagai rujukan serta mengetengahkan amalan-amalan terbaik serta penanda aras bagi industri meningkatkan kecemerlangan organisasi dalam pencarian mereka untuk lebih berdaya saing. Selain pemantauan, dalam memastikan aliran maklumat yang berterusan berkaitan daya saing dan produktiviti, pangkalan data dan pusat sumber mengenai tanda aras dan amalan terbaik antarabangsa sedang dikemas kini secara berterusan melalui aktiviti.

Melalui usaha-usaha kolaboratif, sasaran yang ditetapkan untuk prestasi daya saing Malaysia bagi tiga laporan utama iaitu laporan *World Competitiveness Yearbook*, *Global Competitiveness Report* dan *Doing Business Report* seperti dinyatakan akan tercapai. Sasaran telah ditetapkan untuk Malaysia berada dalam kalangan 22% teratas daripada 59 ekonomi yang diketengahkan di dalam laporan *World Competitiveness Yearbook* dan juga meningkatkan kedudukan Malaysia di dalam laporan *Global Competitiveness* dan *Doing Business*.

various promotional activities were being implemented through media coverage and also through collaboration between public and private sectors. Among the initiatives carried out were the publication of articles in newspapers and PEMUDAH e-bulletin. This initiative was in line with the rest of the initiatives carried out by PEMUDAH, PEMANDU, Ministry and Agency in improving the country's competitiveness.

In 2011, MPC published 40 types of publications with 124,116 readerships. These publications were useful as references, highlighting the best practices and benchmarks for industries to enhance their organisational excellence in order to be more competitive in the market. Apart from monitoring, the database and benchmark resource centre on international best practices are regularly updated to ensure continuous provision of relevant information in relation to productivity and competitiveness.

Through these collaborative efforts, Malaysia's competitiveness ranking in the three main reports, namely, *World Competitiveness Yearbook*, *Global Competitiveness Report*, and *Doing Business Report* can be further improved. Malaysia targets to be among top 22% from 59 economies participating in the *World Competitiveness Yearbook* and also to move up Malaysia's position in the *Global Competitiveness* and *Doing Business Report*.



MENINGKATKAN DAYA SAING MALAYSIA ENHANCING MALAYSIA'S COMPETITIVENESS

1 Kolaborasi Daya Saing Collaboration to Compete

- i. Jawatankuasa Kerja bagi meningkatkan Daya Saing Malaysia.
Task Force on Enhancing Malaysia's Competitiveness
- ii. Kumpulan Kerja bagi meningkatkan Daya Saing Malaysia.
Working Group on Competitiveness.
- iii. Jawatankuasa Perancangan antara Agensi (IAPG)
Inter-agencies Planning Group on Competitiveness

2 Kumpulan Kerja bagi Meningkatkan Daya Saing Negara Working Group on Competitiveness

- i. Mengenalpasti pelan tindakan yang bersesuaian bagi menangani isu daya saing.
Identify appropriate competitiveness action plans.
- ii. Memaklumkan perkembangan daya saing Malaysia.
Updates on Malaysia's development.
- iii. Program *champion* daya saing secara kolaborasi antara MPC - PEMANDU - Unit Pemodenan Tadbiran dan Perancangan Pengurusan Malaysia (MAMPU) - *Economic Planning Unit (EPU)*.
Competitiveness champions programmes in collaboration with MPC - PEMANDU - Unit Pemodenan Tadbiran dan Perancangan Pengurusan Malaysia (MAMPU) - Economic Planning Unit (EPU)
- iv. Komunikasi melalui media, seminar, bengkel dan *Round Table Discussion (RTD)*.
Communications through media, seminars, workshops and RTDs.

3 Jawatankuasa Perancangan Antara Agensi (IAPG) Inter-agencies Planning Group on Competitiveness

- i. Mengenalpasti sumber-sumber data antarabangsa.
Determining the sources of data obtained from international data repository.
- ii. Perolehan dan pengesahan data oleh kementerian dan agensi seperti Jabatan Perangkaan (DOS), Unit Perancang Ekonomi (EPU), Bank Negara Malaysia (BNM), Kementerian Pelajaran (MOE), Kementerian Sumber Manusia (MOHR), *Ministry of New and Renewable Energy (MNRE)* dan Kementerian Sains, Teknologi dan Inovasi (MOSTI).
Data acquisition and verification by ministries and agencies: Department of Statistics (DOS), Economic Planning Unit (EPU), Bank Negara Malaysia (BNM), Ministry of Education (MOE), Ministry of Human Resource (MOHR), Ministry of New and Renewable Energy (MNRE) and Ministry of Science, Technology and Innovation (MOSTI).
- iii. Mengemaskini pangkalan data daya saing.
Updating competitiveness database.
- iv. Memantau laporan-laporan daya saing antarabangsa.
Monitoring international ranking reports.

4 Usahasama Kolaboratif Collaborative Engagement

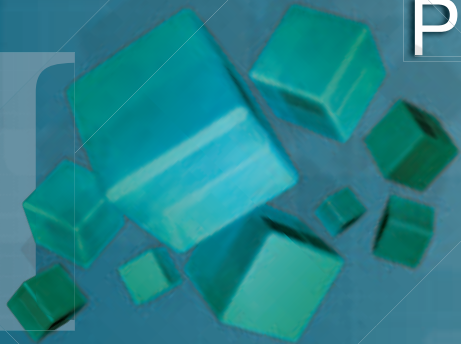
- i. Penglibatan dalam forum Asia Tenggara anjuran *World Economic Forum (WEF)*.
Participation in WEF East Asia Forum.
- ii. Penempatan di agensi penarafan antarabangsa seperti WEF dan *Institute for Management Development (IMD)*.
Attachment at international ranking agencies such as WEF and IMD.
- iii. Menjemput pakar rujuk dari agensi penarafan antarabangsa melalui pembiayaan *Asian Productivity Organisation (APO)*.
Hosting international ranking agencies' experts through APO sponsorship.

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CHAPTER
II



INISIATIF MEMODENKAN PERATURAN PERNIAGAAN

INITIATIVE
in MODERNISING the
REGULATORY
REVIEW

Inisiatif Memodenkan Peraturan Perniagaan Initiatives in Modernising the Regulatory Review

Mulai akhir tahun 2010, MPC telah diberi tugas dan tanggungjawab berkaitan semakan peraturan perniagaan. Fungsi ini telah dinyatakan di dalam RMKe-10 dan Program Transformasi Ekonomi (ETP) yang mandat untuk menerajui inisiatif semakan peraturan perniagaan ke arah meningkatkan produktiviti dan daya saing sektor-sektor ekonomi utama.

Effective from year end of 2010, MPC was tasked with the responsibility of business regulatory review portfolio. This function is stated in the MP10, while the mandate to lead the business regulatory review to enhance productivity and competitiveness for the main economic sectors is stated in the Economic Transformation Programme (ETP).

RANGKA KERJA PELAKSANAAN: INISIATIF MEMODENKAN PERATURAN PERNIAGAAN UNTUK MENINGKATKAN PRODUKTIVITI DAN DAYA SAING IMPLEMENTATION FRAMEWORK: INITIATIVE IN MODERNISING THE BUSINESS REGULATORY REVIEW TO ENHANCE PRODUCTIVITY AND COMPETITIVENESS



World Bank Doing Business Report (WBDB)

Status Kemajuan Inisiatif Bagi Tahun 2011

Di antara inisiatif-inisiatif yang dijalankan pada tahun 2011 adalah:

23 Projek Memodenkan Lesen Perniagaan Di Peringkat Kementerian

Inisiatif Memodenkan Lesen Perniagaan ini bertujuan untuk mengurangkan beban kos pematuhan yang tidak perlu dan meningkatkan keberkesanan lesen perniagaan. Aktiviti utama adalah mengurangkan lesen perniagaan yang membebankan melalui kerjasama kementerian dan agensi.

2011 Initiative Development Status

Among the initiatives carried out in 2011 were:

23 Projects in Modernising Business Licenses at the Ministry Level

The initiative to Modernise Business License was aimed to lessen the burden of unnecessary compliant cost and to enhance efficiency of business license application and processing. The main activity was to reduce the lengthy application processing with the assistance of the Ministry and agencies.

Penerangan

- Dilaksana melalui inisiatif *Focus Group On Business Process Reengineering* PEMUDAH.
- *Engagement Session* bersama setiap Kementerian.

Hasil

- 13% (100 lesen) telah dicadang untuk dimansuhkan daripada 767 lesen.
- 13% iaitu 101 lesen dikekalkan.
- 74% (566 lesen) telah dicadang untuk dikomposit dan dipermudahkan.
- 290 lesen dicadangkan sebagai lesen untuk dipermudahkan.

Impak

Anggaran penjimatan kos pematuhan adalah sebanyak RM729.2 juta

Memudahkan Pembangunan Stesen Minyak

Objektif projek ini adalah untuk mengurangkan beban komuniti perniagaan untuk memulakan operasi sesebuah stesen minyak dan untuk meningkatkan kecekapan dan daya saing industri minyak dan gas.

Projek ini dijalankan dengan kerjasama Kementerian Perdagangan Dalam Negeri, Koperasi dan Kepenggunaan (KPDNKK), Jabatan Kerajaan Tempatan (JKT), Dewan Bandaraya Kuala Lumpur (DBKL), Majlis Perbandaran Ampang Jaya (MPAJ) dan Majlis Bandaraya Shah Alam (MBSA). PETRONAS memberi reaksi positif dan sehingga Mei 2012 tiada rungutan tentang kelewatan pengeluaran PDA6 dari mereka.

Hasil

- Lesen premis perniagaan oleh PBT telah dikeluarkan serta-merta tanpa memerlukan pemeriksaan premis.
- Proses permohonan Lesen Premis Perniagaan

Information

- Implemented through PEMUDAH's Focus Group on Business Process Reengineering.
- Engagement Session with all Ministry agencies.

Outcome

- 13%, that is 100 licenses from the 767 licenses were proposed to be abolished.
- 13%, that is 101 licenses, to be maintained.
- 74%, that is 566 licenses, were proposed to be composited and simplified.
- 290 licenses were proposed to be simplified.

Impact

The estimated compliance cost saving was RM729.2 million.

Ease Of Starting A Petrol Station

The objective of the project was to lessen the business community's burden in operating a petrol station and to enhance efficiency and competitiveness of the oil and gas industries.

This project was carried out with the cooperation of Ministry of Domestic Trade, Co-operative and Consumerism, and local government departments, such as Dewan Bandaraya Kuala Lumpur, Ampang Jaya Municipal Council, and Shah Alam Municipal Council. PETRONAS had also given a positive reaction to this initiative and up to May 2012 there was no complaint for late issuance of PDA6.

Outcome

- A business premise license can be issued by the local authority without the need of a premise inspection.
- The application for a business premise license was simplified, whereby applicants need to submit only important documents.

dipermudahkan di mana pemohon hanya perlu mengemukakan dokumen penting sahaja.

- Lesen barang kawalan (bahan petroleum) dan *Petroleum Development Act 6 (PDA 6)* telah dikomposit. (PDA 6 digunakan bagi permohonan mendapatkan sokongan Kementerian berhubung pertukaran syarat tanah untuk kegunaan atau pembinaan stesen minyak di Malaysia).
- Penjimatan Kos: Diperoleh melalui pengurangan bilangan lesen, masa berurusan dan tenaga yang digunakan.

Trade Facilitation Initiatives

Objektif projek ini adalah untuk mengurangkan kitaran masa bagi penyediaan dokumen bagi proses eksport dan import dan bagi meningkatkan kecekapan semua organisasi dalam menangani penyediaan dokumen. Peraturan yang mempengaruhi proses eksport dan import juga dikenal pasti dan ditangani melalui inisiatif Memodenkan Lesen Perniagaan. Projek ini telah siap pada bulan Disember 2011.

- Dilaksana melalui inisiatif PEMUDAH *Focus Group on Trading Across Border*.
- Peserta projek meliputi Agensi Pengeluar Permit (Permit Issuing Agencies), Pengimport atau Pengeksport, Bank, Pengendali Pelabuhan, Kastam dan Syarikat Logistik.

Hasil

- Mengurangkan kitaran masa
Import: 13 hari kepada 8 hari
Eksport: 17 hari kepada 7 hari
- Mengurangkan bilangan dokumen
Import : 6 kepada 4
Eksport : 7 kepada 4
- Membangunkan repositori amalan terbaik *Trade Facilitation*.
- Anggaran penjimatan kos pematuhan kepada perniagaan adalah RM16 juta.

- Controlled item license (petroleum) and Petroleum Development Act 6 (PDA 6) were composited. PDA 6 is used to obtain support from the Ministry in relation to the change in land condition for construction of petrol station in Malaysia.

Impact

Cost savings were obtained from the reduction of number of licenses, processing time and effort used.

Trade Facilitation Initiatives

The objectives of the project were to reduce the cycle time for the preparation of documents for import and export processes, and to enhance efficiency in all organisations in handling this issue. The regulations that influence import and export were also identified and tackled through Modernising Business License initiative. This project was completed in December 2011.

- Implemented through Focus Group on Trading across Border PEMUDAH initiative.
- The project participants included permit issuing agencies, importers and exporters, banks, port operators, Customs and logistics companies.

Outcome

- Reduced cycle time
Import: from 13 days to 8 days
Export: from 17 days to 7 days
- Reduced the number of documents
Import: from 6 to 4
Export: from 7 to 4
- Developed Trade Facilitation best practices repository.
- The estimated business compliant cost saving was RM16 million.





Kajian Perbandingan Amalan Baik Peraturan Comparison Survey on Good Regulatory Practice (GRP)

1. Lawatan *Facts-finding*

MPC telah menghantar dua pegawai untuk menjalankan lawatan *Facts Finding* ke Eropah dan United Kingdom pada tahun 2011. Lawatan dan *engagement* telah dijalankan dengan beberapa organisasi yang bertanggungjawab memastikan GRP dilaksanakan secara efektif dan berkesan. Antara organisasi yang terlibat dengan kajian *Facts Finding* adalah *European Commission (EC)* di Brussels, *Organisation for Economic and Cooperation Development (OECD)* di Paris, *The Dutch Advisory Board on Administrative Burden (ACTAL)*, di Hague, Netherlands, *Better Regulation Executive, Department for Business Innovation and Skills (BIS)*, di London. Peserta juga telah menghadiri *Workshop on Regulatory Cooperation Between Members*, bertempat di Geneva, Switzerland.

Tujuan lawatan *Facts Finding* tersebut ialah untuk mempelajari cara-cara mewujudkan mekanisme bagi penggunaan alat dan amalan terbaik secara berkesan dan konsisten bagi membangunkan peraturan baru dan membuat semakan ke atas peraturan sedia ada. Lawatan ini juga bertujuan untuk membuat perbandingan pembangunan GRP antara negara-negara OECD dan *Department for Business and Innovation Skills (BIS)* di United Kingdom. Selain itu, ia juga bertujuan membina jaringan kerjasama dengan lain-lain agensi di Eropah dan United Kingdom.

2. Hasil Lawatan atau Kajian

Hasil daripada kajian perbandingan tersebut, didapati bahawa perlu ada usaha untuk menambah baik proses membuat peraturan di Malaysia. Satu dasar baru untuk mentransformasikan kaedah membangunkan peraturan perlu diperkenalkan. *Regulatory Impact Statement* atau (RIS) adalah keperluan pematuhan kepada kriteria *adequacy* dan Analisis Impak Peraturan (*Regulatory Impact Analysis* atau RIA) pula diperlukan untuk membangunkan semua peraturan baru.

1. Fact-finding Visit

In 2011, MPC sent two of its personnel to Europe and United Kingdom on fact-finding missions. Visits and engagements were conducted with several organisations responsible in ensuring that GRP is implemented effectively and efficiently. Among the organisations involved in the fact-finding survey were European Commission (EC) in Brussels, Organisation for Economic and Cooperation Development (OECD) in Paris, The Dutch Advisory Board on Administrative Burden (ACTAL), in the Hague, Netherlands, and Better Regulation Executive, Department for Business Innovation and Skills (BIS), in London. Participants also attended the Workshop on Regulatory Cooperation between Members, in Geneva, Switzerland.

The objective of the fact-finding visit was to learn the rope to create a mechanism which is effective and consistent, for the development of a new regulation and for conducting review on the existing regulation. The visit was also aimed to prepare a development comparison on GRP among OECD countries and Department for Business and Innovation Skills (BIS) in UK and to develop networking relationship with other agencies in Europe and UK.

2. Visit Result or Survey

Based on the survey, it was found that efforts should be made to improve the regulation making process in Malaysia. A new policy to transform and improve methods in developing regulations should be introduced. They are the Regulatory Impact Statement (RIS) on the need of compliance to the adequacy criteria and the Regulatory Impact Analysis (RIA) that is needed to develop all new regulations.

This will ensure that the new regulation is effective in achieving the intended objective for public policy and to satisfy the government's need for a balance,

Ini untuk memastikan peraturan baru adalah berkesan dalam mencapai objektif yang diinginkan bagi dasar awam dan memenuhi keperluan negara dengan cara yang seimbang dan saksama serta dilaksanakan secara telus. Inisiatif ini juga memastikan bahawa peraturan-peraturan yang membebaskan masyarakat dan perniagaan yang menghalang persaingan dan inovasi dihapuskan.

3. Penerbitan

MPC telah menerbitkan dua buah dokumen bagi menyokong pelaksanaan sistem *Gatekeeping*. Dokumen tersebut adalah Dasar Negara bagi Pembangunan dan Pelaksanaan Peraturan dan Buku Panduan Amalan Terbaik Peraturan. Dokumen ini adalah alat untuk memudahkan pelaksanaan sistem *gatekeeping* dan menyediakan garis panduan yang sistematik berpandukan kepada amalan-amalan terbaik peraturan (*Good Regulatory Practices*) di luar negara seperti Australia, Canada, United Kingdom dan lain-lain negara OECD.

Ini akan merapatkan jurang dalam sistem pengurusan peraturan dan sekaligus memastikan Malaysia menerima pakai GRP. Ini akan membantu meningkatkan ketelusan dan kredibiliti pengawal selia dalam mewujudkan kualiti hidup dan persekitaran perniagaan yang lebih baik. Tindakan ini akan menyumbang ke arah pembangunan ekonomi yang menarik industri dan pelaburan, mewujudkan peluang pekerjaan dan menjana kekayaan negara.

Aliran Sistem Kualiti Pengurusan Peraturan MPC adalah seperti berikut:



fair, and transparent regulation. This initiative also ensures that regulations that burden the society and business and those which prevent competition and innovation can be abolished.

3. Publication

MPC published two documents in supporting the Gatekeeping System implementation. These documents are the National Policy for Development, and Regulations Implementation and Guidebook on Regulation Best Practices. These documents are tools to facilitate the Gatekeeping System implementation and to provide a systematic guideline based on Good Regulatory Practices in other countries, such as Australia, Canada, United Kingdom, and other OECD countries.

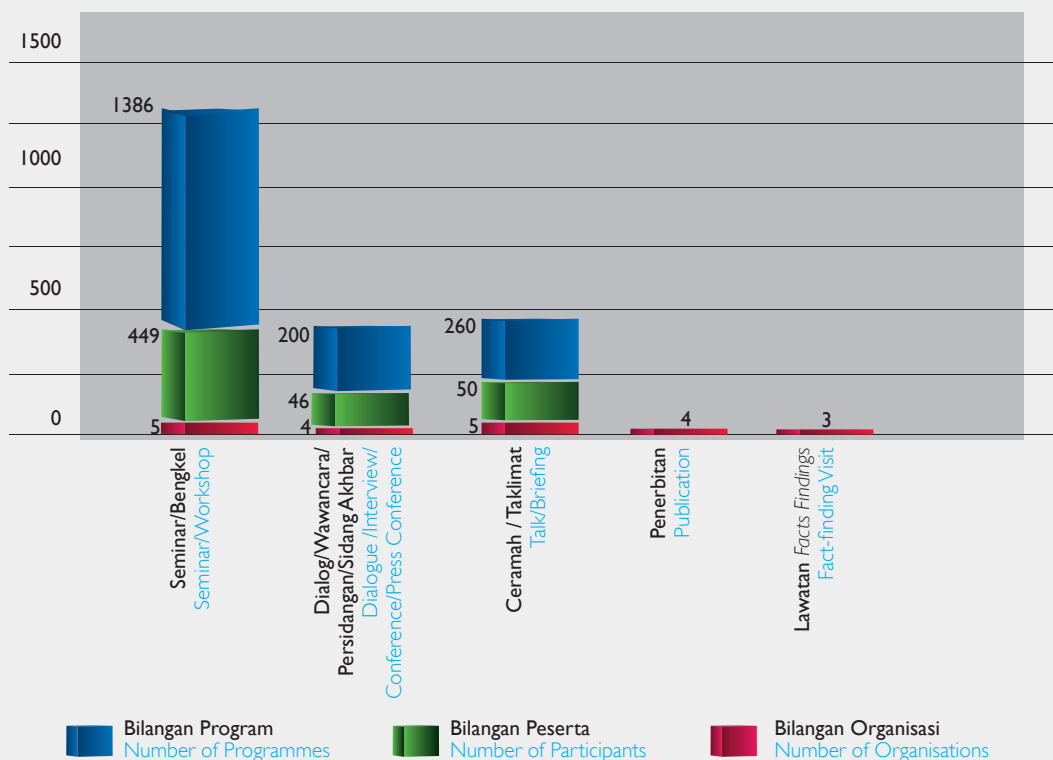
The gap in regulation management system will be closed and at the same time, ensures Malaysia adopts GRP. In a way, this will assists in improving regulatory transparency and credibility in creating quality lifestyle and conducive business environment in Malaysia. This action would contributes towards economic development by attracting industry and investment, creating job opportunities and generating wealth for the nation.

MPC Regulatory Quality Management System Flow is as follows:

4. Program Promosi Jabatan RR

Pelbagai aktiviti promosi telah dijalankan untuk memberi kesedaran awam dan kefahaman mengenai produktiviti dan isu-isu pengawalseliaan serta menyokong projek-projek semakan peraturan iaitu:

Pecahan Program Promosi Jabatan RR



4. RR Department Promotional Programme

Various promotional activities were conducted to create public awareness and understanding on productivity and regulatory issues as well as supporting the regulatory review project:

Breakdown of the RR Department's Promotional Programme

Seminar/Bengkel

Bil Item	Program Programme	Tempat Venue
1	Bengkel Pemodenan Peraturan Perniagaan	Kuantan
2	Bengkel Pemantapan Proses Penceraian di Mahkamah Syariah Seluruh Malaysia	Selangor
3	Seminar on Modernising Business Regulation	Kuching
4	Seminar on Modernising Business Regulation	Ipoh
5	Seminar on Modernising Business Regulation	Kota Kinabalu

Seminar/Workshop

Dialog/Wawancara/Persidangan/Sidang Akhbar**Dialogue /Interview/Conference/Press Conference**

Bil Item	Program Programme
1	Conference on Modernising Business Regulation
2	Press Conference : Modernising Business Regulation
3	Dialog Pendaftaran Hartanah
4	SME's Magazine Interview : Bersama Ketua Pengarah Perkhidmatan Awam (KPPA)

Ceramah/Taklimat**Talk/Briefing**

Bil Item	Program Programme
1	System Delivery on Modernising Business Regulation for Enhancing Productivity - 3 rd Country Seminar on TQM and Kaizen
2	Briefing on Education Excellence - Maktab Rendah Sains Mara
3	Peningkatan Produktiviti di Kalangan Kakitangan PBT Negeri Sembilan
4	Seeing Is Believing - Menandaaras Amalan Terbaik Mahkamah Sivil di Mahkamah Jalan Duta
5	Ministry Good Governance Index

Penerbitan**Publication****1. Guidebook For Understanding Regulatory Impact Analysis (RIA)**

Buku Panduan ini menyediakan maklumat asas tentang proses tipikal menjalankan RIA dan kepentingan RIA dalam memastikan peraturan yang cekap dan berkesan digunakan. Topik utama yang terkandung dalam buku panduan ini dibahagikan kepada empat bahagian:

- Keperluan RIA;
- Penentuan keperluan mengawal;
- Perbandingan kos dan faedah peraturan; dan
- Mendapatkan data yang diperlukan untuk menjalankan RIA.

2. Regulatory Review Department's Framework

Buku panduan ini memberi gambaran mengenai peranan, fungsi dan skop Jabatan Semakan Peraturan. Fungsi Jabatan adalah untuk:

- Meneliti peraturan-peraturan yang sedia ada, terutamanya pada NKEA;
- Menilai kesan peraturan ke atas ekonomi, melalui analisis kos-faedah dan menyelia pelaksanaan;

1. Guidebook for Understanding of Regulatory Impact Analysis (RIA)

This Guidebook provides basic knowledge on the typical processes in RIA implementation and the advantage of RIA in ensuring that efficient and effective rules are adopted. The content of this Guidebook is divided into four main topics, namely:

- RIA's importance;
- The importance of control;
- Costs comparison and benefits of the rules; and
- Obtaining the necessary data to implement RIA.

2. Regulatory Review Department's Framework

This publication explains the scope, function and role of the Regulatory Review Department. The Department's functions are to:

- Evaluate the existing rules, especially in relation to the NKEA;
- Evaluate the effect of such rules on economy, through cost-benefit analysis and overseeing the implementation;

- 
- c. Menyediakan amalan terbaik antarabangsa mengenai semakan peraturan;
 - d. Menjalankan penyelidikan produktiviti yang berkaitan; dan
 - e. Membuat syor kepada Kabinet mengenai perubahan dasar dan peraturan yang akan meningkatkan produktiviti.

3. Regulation Related Courses

Risalah yang menerangkan mengenai tawaran program latihan yang dijalankan oleh MPC (Bahagian Semakan Peraturan) yang berkaitan dengan pengawalseliaan (regulation).

4. Regulatory Review Services of MPC

Risalah yang menerangkan mengenai fungsi Bahagian Semakan Peraturan secara menyeluruh dan juga fungsi setiap Unit dalam Bahagian tersebut.

- c. Provide international best practices in relation to regulatory review;
- d. Conduct research on related productivity; and
- e. Make recommendations to the Cabinet on rules and policies changes that would enhance productivity.

3. Regulation Related Courses

Hand-outs are published to promote and explain the regulation related training programmes offered by MPC.

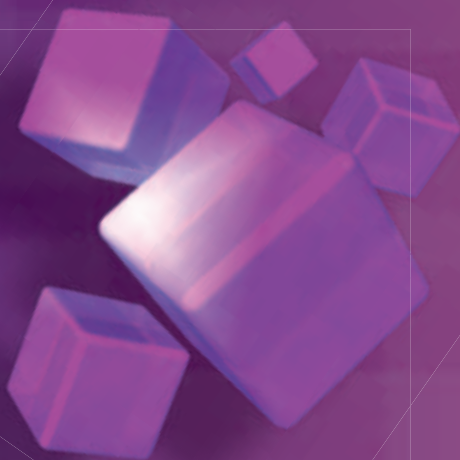
4. MPC Regulatory Review Services

These are hand-outs that explain the Regulatory Review's function in total and the function of each Unit in that Department.

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CHAPTER III

PENYELIDIKAN RESEARCH

Penyelidikan Research

Untuk tahun 2011, MPC meneruskan aktiviti di dalam membangunkan penyelidikan berkaitan produktiviti di dalam bidang-bidang utama terpilih termasuk Bidang Ekonomi Utama Negara (NKEAs). Jenis-jenis penyelidikan adalah terdiri daripada penyelidikan industri, kaji selidik industri dan kajian kes. MPC telah bekerjasama dengan industri dan rakan kongsi bagi tujuan membangunkan hasil penyelidikan berimpak tinggi.

- **Penyelidikan industri**

Penyelidikan industri atau penyelidikan strategi asas menyediakan kajian ke atas pengetahuan dan pembangunan terbaharu berkaitan produktiviti, kualiti dan daya saing. Ini termasuklah pembangunan bagi manual latihan dan model rangka kerja di dalam bidang peningkatan produktiviti, pengukuran dan amalan terbaik.

- **Kaji selidik industri**

Kaji selidik industri menyediakan pangkalan data sekunder dan analisis aliran semasa. Projek penyelidikan ini dapat mengubah data kepada statistik dan indikator berkaitan produktiviti, kualiti dan daya saing. Analisis tren yang dilakukan boleh diguna pakai oleh industri untuk menambah baik kecekapan perniagaan.

- **Kajian Kes**

Kajian kes menyediakan data-data dan maklumat berkaitan dengan kecemerlangan industri, amalan terbaik dan tanda aras yang boleh dirujuk oleh industri. MPC telah bekerjasama dengan industri dan rakan kongsi bertujuan untuk hasil penyelidikan berimpak tinggi.

Output Penyelidikan dan Petunjuk Prestasi

MPC telah menjalankan penyelidikan dan seterusnya memastikan perkongsian hasil penyelidikan berkaitan disebarkan melalui pelbagai saluran dan media. Ini bertujuan memastikan pengetahuan yang diperolehi daripada penyelidikan diubah kepada pelbagai bentuk seperti yang diperlukan oleh pelanggan dan memudahkan mereka mengakses hasil penyelidikan berkaitan. Antara saluran yang digunakan ialah penerbitan, perkongsian maklumat penyelidikan, persidangan, seminar dan bengkel di peringkat kebangsaan dan antarabangsa.

Sebanyak 79 projek penyelidikan telah dilaksanakan pada tahun 2011.

In 2011, MPC continued with its activities of developing research in relation to productivity on selected key areas including the National Key Economic Areas (NKEAs). The types of research included industry research, industry survey and case study. In achieving its vision of developing high impact research results, MPC has collaborated with industry and also has joint venture partners.

- **Industry Research**

Industry research or basic strategy research provides study on knowledge and any latest development in relation to productivity, quality and competitiveness. This includes development for training manual and framework model in productivity improvement, measurement and best practices.

- **Industry Survey**

Industry survey provides secondary database and current analysis flow. The research project managed to transform data in relation to productivity, quality and competitiveness to the statistical and indicator formats. The trend analysis carried out can be used by industry to enhance their business efficiency.

- **Case study**

Case study provides data and information related to industry excellence, best practices, and benchmarking that may be referred to by industry. MPC has collaborated with industry and joint venture partners to develop high impact research results.

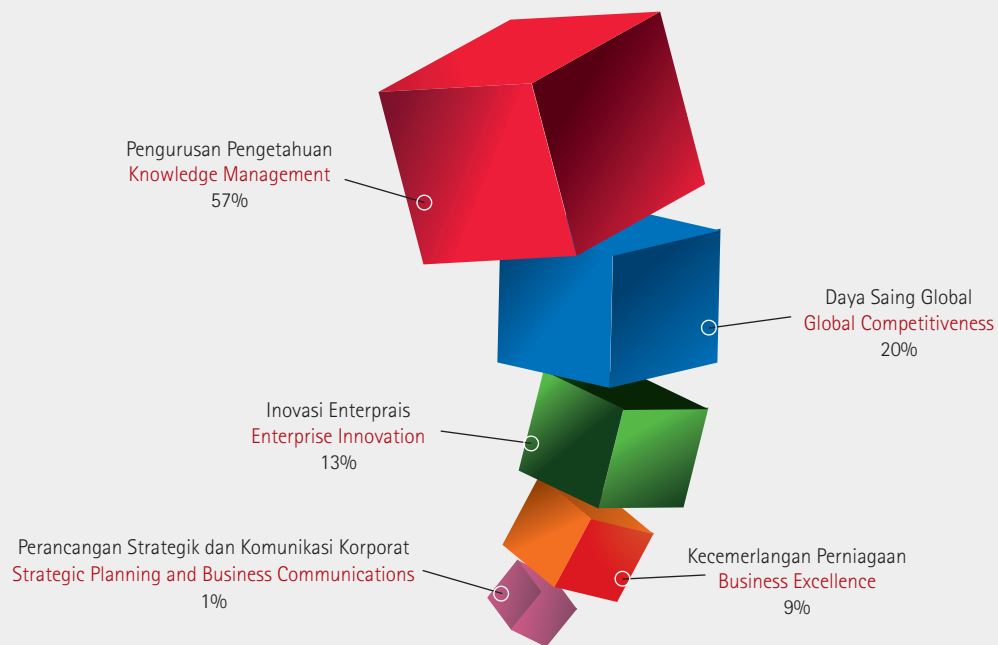
Research Output and Performance Indicator

MPC conducts research and at the same time ensures that the joint venture research results are disseminated through various platforms and media. The intention is to ensure that the knowledge obtained from such research is transformed into various formats according to customers' request and facilitating them in accessing the related research results. Publication, research information partnership, conference, seminar and workshop at national and international levels are among the various mediums used in disseminating such results.

In 2011, 79 research projects were implemented.



Rajah 1 : Output Penyelidikan MPC Pada 2011 Mengikut Bahagian
 Figure 1 : MPC Research Output in 2011 According to Category



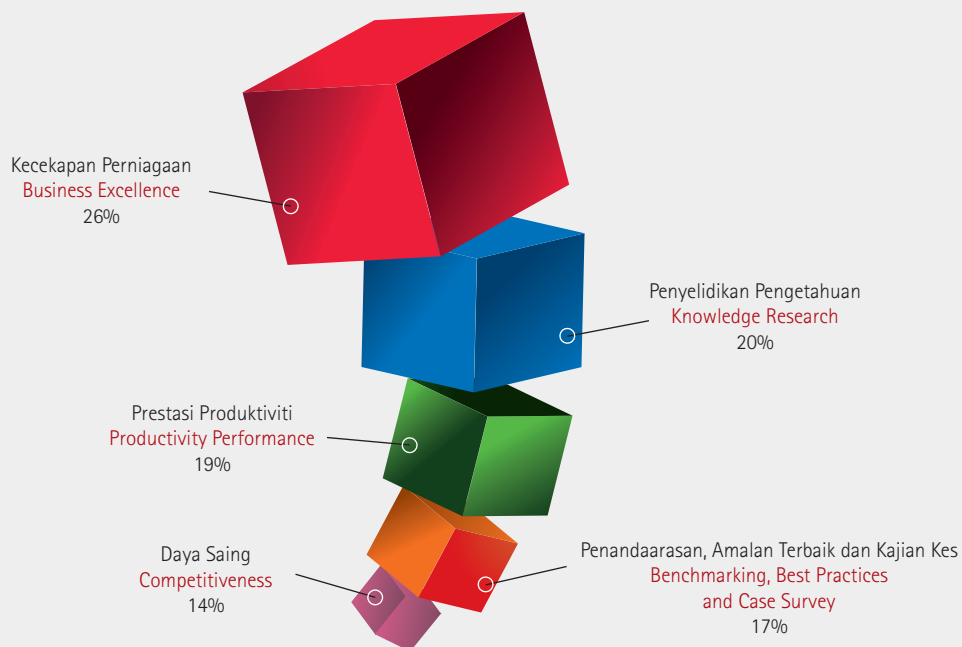
Untuk tahun 2011 (Rajah 2), penyelidikan MPC memberi tumpuan kepada bidang utama seperti berikut:

In 2011 (Figure 2), MPC research was focused on the following areas:

- Prestasi Produktiviti 19%
- Kecekapan Perniagaan 26%
- Penyelidikan Pengetahuan 24%
- Daya Saing 14%
- Penandaarasan, Amalan
- Terbaik dan Kajian Kes 17%

- Productivity Performance 19%
- Business Excellence 26%
- Knowledge Research 24%
- Competitiveness 14%
- Benchmarking, Best Practices and Case Survey 17%

Rajah 2 : Penyelidikan MPC pada 2011 Mengikut Bahagian Utama
 Figure 2 : MPC Research in 2011 According to Main Area



Hasil penyelidikan MPC telah disebar dan dikongsi bersama dengan sektor awam, kesatuan industri, organisasi bukan kerajaan (NGOs), kerajaan dan institusi pengajian tinggi dan digunakan sebagai rujukan bagi menyediakan penggubalan polisi ekonomi negara.

MPC's research results were disseminated and shared with the public sector, industrial union, non-governmental organisation (NGOs), government, and institutions of higher learning, and used as references to formulate the national economy policy and legislation.

Jenis Penyelidikan Mengikut Bidang Utama
Types of Research According to the Focus Themes

Bidang Utama : Prestasi Produktiviti
Focus Themes : Productivity Performance

1	Productivity Performance of the Services Sector
2	Productivity Performance of the Construction Sector
3	Productivity Performance of the Agriculture Sector
4	Malaysia's Productivity Performance
5	Industry Performance of the Selected Manufacturing Sub-Sector
6	Measuring TFP Using KLEMS (Capital, Labour, Energy, Material and Services) Methodology
7	Total Factor Productivity (TFP) of the Services Sector
8	Total Factor Productivity (TFP) of the Manufacturing Sector
9	Study Productivity Performance of Distributive Trade Industry
10	Productivity Performance of the Manufacturing Industries : 1 st Quarter
11	Malaysia Productivity Performance: 1 st quarter
12	Malaysia Productivity Performance: 2 nd quarter
13	Malaysia Productivity Performance: 3 rd quarter
14	Productivity and Innovation Enhancement Programmes
15	Productivity Improvement Initiatives Among the Selected Companies in Malaysia
16	Macro Perspective : New Sources of Growth Based on 12 NKEAs Strategies
17	Leveraging Sustainable Economic Growth Through Total Factor Productivity (TFP)
Bidang Utama : Penyelidikan Pengetahuan Focus Themes : Knowledge Research	
18	Development of Quality Environment (QE) Awards Winner

19	My Knowledge Economy (MyKE) Benchmarking Community of Practices (CoPs)
20	Development of MPC History
21	The Customer Satisfaction Measurement Model for Malaysian Industries
22	Kaji Selidik Tahap Kefahaman dan Kaedah Penyampaian Maklumat Produktiviti Dan Daya Saing Negara Di Kalangan Generasi Y
23	Study to Determine the Technological and Innovation Capabilities of Malaysian-Owned Companies
24	Review on the Importance of Knowledge Management in Public Sector
25	Development of Exposition Materials for Annual Productivity Innovation Conference (APIC)
26	Library Information Centre (LIC) : Digital Album Project
27	Guideline on Wage Reform and Productivity Linked Wage System (PLWS)
28	Analysis on Facts and Figures on Innovation
29	Malaysia's Technological Readiness Performance
30	A Study on Innovation Among Malaysian Universities, R&D Institutions and Schools
31	A Study on Innovation Among Malaysian Small and Medium Enterprises (SMEs)
32	Kajian Kes Pelaksanaan Naiktaraf Pusat Data MPC
	Bidang Utama : Penandaarasan, Amalan Terbaik dan Kajian Kes Focus Themes : Benchmarking, Best Practices and Case Survey
33	Development of Business Diagnostic Tools for MyKE Project
34	Knowledge Management Implementation in MARDI
35	Case Examples of Best Practices in Productivity and Quality Practices in the Manufacturing Industry
36	Study on Malaysia Retail Trade Industry
37	Study on Malaysia Food Service Industry
38	Case Study on Malaysian Franchise Award Winners - Daily Fresh Foods Sdn. Bhd.
39	Case Study on Malaysian Franchise Award Winners – Instant Biotech Resources Sdn. Bhd.
40	Case Study on Malaysian Franchise Award Winners - Focus Point Holding Bhd.
41	Case Study on Malaysian Franchise Award Winners - Smart Reader Worldwide Sdn. Bhd.
42	Benchmarking to Improve the Performance of Franchise Community of Practices (CoPs)
43	Benchmarking for Private Hospitals

44	Special Library Benchmarking
45	Best Practices on Flexi Wage System and PLWS : Singapore Experience
46	Best Practices in Library Management : Singapore
47	Best Practices : Innovation in University Management
48	Knowledge Management (KM) Internal Satisfaction Survey
49	Kajian Ke Atas Enam Elemen dalam MyKE Diagnostik Enterprais
	Bidang Utama : Kecekapan Perniagaan Focus Themes : Business Excellence
50	The Survey on Managers' Well-Being and Quality of Work Life (Malaysia)
51	Module on Sustaining Kaizen Culture
52	Business Excellence Framework Review
53	Module Development of "Business Excellence Framework for Assessors"
54	Module Development of "Business Excellence Framework for Practitioners"
55	Module Development of "Business Excellence Framework for Consultants"
56	Modul Sistem Pengurusan Persekitaran Berkualiti Amalan 5S
57	Analysis on The Efficiency Improvements on Registering Property
58	Performance Analysis of Quality Management Excellence Award (QMEA) Participating Companies
59	Study on Business Excellence Framework Guidebook
60	Modul Inovasi dan Mentor Kreatif
61	Modul Sistem Pengurusan Persekitaran Berkualiti : Audit Dalam 5S
62	Analysis on the Business Transformation of Organisations Through Innovation

63	Development of Innovation Assessment And Software
64	Module Creating Coaching Culture
65	Module on Management Innovation
66	Module on Lean Production System : The Toyota Way
67	MPC Customer Satisfaction Index Survey
68	Langkah-Langkah Pelaksanaan Amalan Persekitaran Berkualiti (5S) di Tenaga Cable Industries Sdn. Bhd.: Satu Kajian Kes (Projek Usahasama UKM dan MPC)
	Bidang Utama : Daya Saing Focus Themes : Competitiveness
69	Study on Malaysia's Performance in the Travel and Tourism Competitiveness Report
70	Comparative Study on Productivity and Efficiency Towards Malaysia's Competitiveness
71	Study on Industries Perception on Malaysia Competitiveness Performance
72	Highlights of Malaysia's Performance in the IMD World Competitiveness Yearbook
73	Study on Malaysia's Competitiveness : Structures and Initiatives Implemented
74	Comparative Study on Indonesia's Competitiveness
75	Study on Malaysia's Competitiveness Performance in the Global Competitiveness Report
76	Study on Competitiveness Performance of Selected Asian Economies
77	Study on Malaysia's Healthcare Competitiveness
78	State Competitiveness Study
79	Study on Malaysia's Competitiveness Performance Based on World Economic Forum (WEF) Reports and Networking Sessions



CHAPTER IV

KECEMERLANGAN PERNIAGAAN BUSINESS EXCELLENCE



Kecemerlangan Perniagaan Business Excellence

Bahagian Kecemerlangan Perniagaan telah dibentuk selaras dengan penstrukturan semula MPC pada tahun 2010. Bahagian ini berperanan sebagai pemacu kepada usaha peningkatan produktiviti dan inovasi menerusi tiga fungsi utama, iaitu:

- pembangunan model kecemerlangan perniagaan;
- penilaian dan pengukuran tahap pencapaian firma mengikut standard yang ditetapkan, serta;
- memberikan pengiktirafan kepada individu dan organisasi yang mencapai tahap kecemerlangan melalui program-program akreditasi dan persijilan.

In line with MPC's restructuring in 2010, the Business Excellence Department was established. This Department acts as a driver to productivity enhancement initiatives through its three main function, namely:

- business excellence development model;
- assessment and measurement on firm's achievement level according to standard set; and
- recognition of individuals and organisations that achieved the excellence level through accreditation and certification programmes.

Rajah 3 : Strategi dan Aktiviti BE
Figure 3 : BE Strategy and Activity



Strategi dan aktiviti jabatan adalah seperti Rajah 3 iaitu :

- Membangunkan model kecemerlangan perniagaan sebagai standard rangka kerja yang komprehensif bagi pengurusan kecemerlangan organisasi untuk ditanda aras oleh industri dalam meningkatkan daya saing.
- Meningkatkan bilangan organisasi yang menggunakan model ini sebagai kaedah untuk tahap pencapaian prestasi yang tinggi dan meningkatkan daya saing melalui pelbagai program *outreach* dan pembangunan kapasiti.

BE strategy and activity are shown in Figure 3:

- Developed business excellence model as a comprehensive standard framework for organisation management excellence to be benchmarked by industry for competitiveness enhancement.
- Increase the number of organisations using this model as a means to achieve a high level performance and to enhance competitiveness through various outreach programmes and capacity building.

- iii. Menjalankan aktiviti penilaian kepada amalan pengurusan organisasi untuk memastikan kepatuhan kepada standard yang ditetapkan oleh model.
- iv. Menambah bilangan organisasi yang diiktiraf mempunyai amalan pengurusan bertaraf dunia melalui program pengiktirafan dan anugerah.
- v. Menjalankan aktiviti penilaian dan persijilan kepada organisasi yang melaksanakan program pematuhan pengurusan dan kepakaran dalam bidang pengurusan kecemerlangan perniagaan.

- iii. Conduct organisation management practices assessment activity to ensure compliance with the standard set by the model.
- iv. Increase the number of organisations recognised with world class management practices through certification and award programmes.
- v. Conduct evaluations and award certifications to organisations that implemented experts and management compliance programmes in business excellence management field.

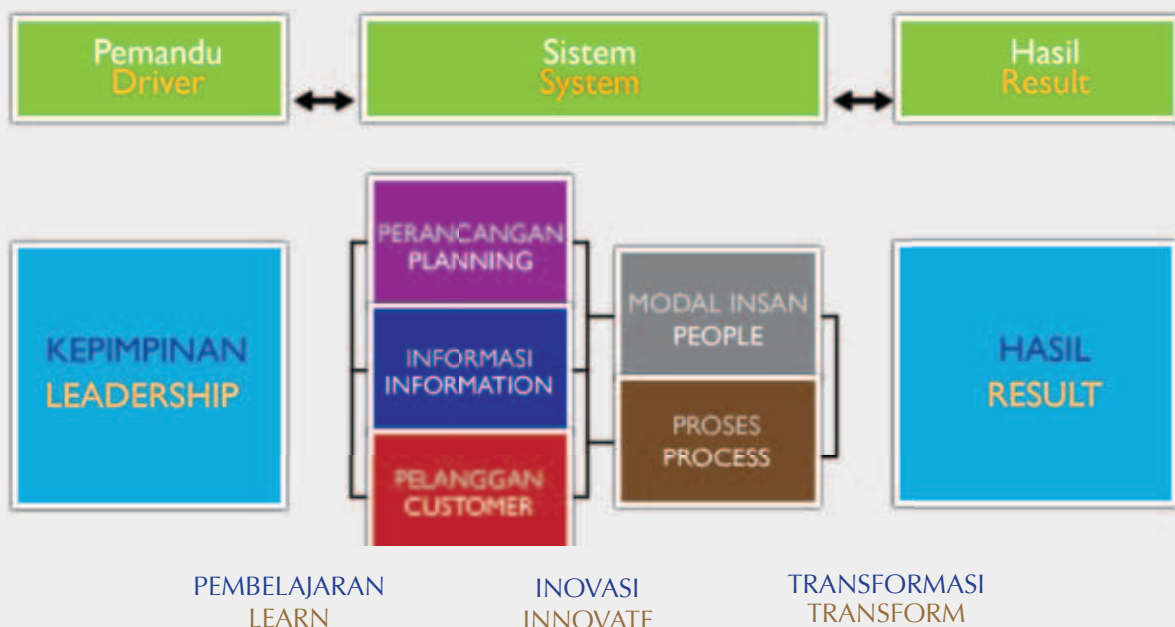
PEMBANGUNAN STANDARD DAN KOMPETENSI

Pembentukan Model Kecemerlangan perniagaan ini diselaraskan dengan model kecemerlangan perniagaan luar negara seperti *Malcom Baldrige National Quality Award (MBNQA)* di Amerika Syarikat. Rangka kerja yang telah diperkenalkan ialah seperti pada Rajah 4.

STANDARD AND COMPETENCY DEVELOPMENT

The formulation of this Business Excellence Model is in line with the international business excellence model, such as the *Malcom Baldrige National Quality Award (MBNQA)* in the United States. The framework which was introduced is as shown in Figure 4.

Rajah 4 : Rangka Kerja Kecemerlangan Perniagaan
Figure 4 : Business Excellence Framework



Rangka Kerja Kecemerlangan Perniagaan/*Business Excellence Framework (BEF)* digunakan bagi memandu organisasi mengurus dan mengkaji semula prestasi perniagaan mereka. Sebelum ini, Rangka kerja Kecemerlangan Perniagaan dipromosikan dalam kalangan organisasi yang bersaing untuk Anugerah Kecemerlangan Pengurusan Kualiti (AKPK) yang diselaraskan oleh MPC di bawah program Anugerah Kecemerlangan Industri MITI.

BEF menyediakan rangka kerja yang menyeluruh bagi membantu organisasi meningkatkan produktiviti dengan menggalakkan mereka mengambil pendekatan secara menyeluruh dalam pengurusan. BEF merangkumi kriteria Kepimpinan, Perancangan, Informasi, Pelanggan, Modal Insan, Proses dan Hasil yang merupakan elemen utama yang diperlukan dalam pengurusan organisasi.

Peningkatan bilangan penggunaan model kecemerlangan perniagaan dalam kalangan firma dan industri menerusi program penggalakkan yang terancang dan tersusun akan mempercepatkan proses transformasi ke arah prestasi organisasi yang tinggi dan menjadi lebih kompetitif di peringkat domestik dan juga antarabangsa. Pada tahun 2011 sejumlah 1,107 buah syarikat mengamalkan rangka kerja ini, yang terdiri daripada 885 buah syarikat Perusahaan Kecil dan Sederhana (PKS) di Semenanjung Malaysia dan 222 buah syarikat PKS dari Sabah dan Sarawak.

1. Komuniti Kecemerlangan Perniagaan

Komuniti Kecemerlangan Perniagaan telah ditubuhkan sebagai salah satu strategi untuk memperluaskan penggunaan BEF dengan pendekatan yang lebih bersepadu dalam kalangan industri di Malaysia. Keahlian Komuniti Kecemerlangan Perniagaan adalah daripada organisasi dan individu yang mempunyai satu matlamat yang sama iaitu membangunkan budaya kecemerlangan perniagaan untuk mencapai organisasi bertaraf dunia.

Kapasiti dan keupayaan ejen Kecemerlangan Perniagaan iaitu penilai, pengamal dan perunding dapat ditingkatkan melalui latihan dan program pensijilan. Melalui pengetahuan dan pengalaman yang berkaitan dengan amalan-amalan tersebut, mereka akan mampu untuk memimpin organisasi ke arah kecemerlangan.

Pada tahun 2011 juga MPC telah melatih seramai

Business Excellence Framework (BEF) is used to drive organisations to manage and re-evaluate their business performance. Prior to this, Business Excellence Framework was promoted among organisations that competed for Quality Management Excellence Award (QMEA) organised by MPC under the Ministry of International Trade and Industry Excellence Award programme.

BEF provides a comprehensive framework to assist organisations to improve their productivity by encouraging them to adopt a comprehensive management approach. BEF consists of the following criteria, namely: Leadership, Planning, Information, Customer, People, Process, and Results which are key elements in an organisation's management.

The increasing number of firms and industries adopting business excellence model through planned and organised promotion process would expedite the transformation programme towards high organisational excellence that is to be competitive at both domestically and internationally. In 2011, 1,107 companies had adopted BEF, consisting of 855 Small and Medium Enterprises in Peninsular Malaysia, and 222 from Sabah and Sarawak.

1. Business Excellence Community

Business Excellence Community was established as one of the strategies to expand BEF applications among industries in Malaysia with a more integrated approach. Business Excellence Community memberships are from individuals and organisations that have the same goal, which is to develop a business excellence culture that attains world class standards.

Capacity and capability are the agents for business excellence namely, the assessor, practitioner and consultant, could be improved through training and certification programmes. Based on the related knowledge and experience in those practices, they will be able to drive organisations towards excellence.

In 2011, MPC trained 115 business excellence practitioners, assessors and consultants in the quest to enhance their understanding and knowledge in this field.





115 Pengamal, Penilai dan Perunding Kecemerlangan Perniagaan dalam usaha untuk meningkatkan pemahaman dan pengetahuan mereka dalam bidang ini.

2. Program MPC- PROTON HOLDINGS BERHAD

MPC telah menandatangani satu Memorandum Persefahaman dengan PROTON Holdings Berhad pada tahun 2011 bagi tujuan melaksanakan program kecemerlangan perniagaan. Program secara kolaborasi ini bertujuan untuk meningkatkan prestasi perniagaan, penyampaian perkhidmatan dan membangunkan budaya kecemerlangan perniagaan dalam kalangan pembekal-pembekal PROTON.

Bagi mencapai objektif tersebut, MPC dan PROTON telah melaksanakan program *Business Excellence* yang disertai oleh 20 syarikat pembekal dan vendor. Syarikat yang menyertai program ini telah diberikan latihan dan melalui tiga fasa proses penilaian iaitu Penilaian Kendiri (Self Assessment), Penilaian Verifikasi dan Penilaian Semula. Program ini telah diteruskan dengan penyertaan tambahan 35 lagi syarikat yang terpilih.

PENILAIAN DAN PENGIKTIRAFAN

Penilaian prestasi organisasi atau firma berbanding dengan keperluan suatu model kecemerlangan perniagaan antarabangsa akan merangsang mereka untuk meningkatkan keupayaan dan menjadi lebih berdaya saing. Ini adalah bagi tujuan kemampunan organisasi dalam jangka panjang.

1. *Malaysian Productivity and Innovation Class (MPIC)*

Hasil penilaian akan membolehkan firma menanda aras tahap kepatuhan mereka kepada piawaian kecemerlangan perniagaan. Maklumat yang diperolehi daripada sistem penilaian ini akan memberi petunjuk tahap kedudukan dan prestasi sesebuah firma. Firma yang memperolehi skor

2. MPC- PROTON HOLDINGS BERHAD Programme

In 2011, MPC executed a Memorandum of Understanding with PROTON Holdings Berhad with the intention of implementing the business excellence programme. This collaboration programme was aimed to enhance business performance and service delivery, and to develop a business excellence culture among PROTON's suppliers.

To achieve the objective, MPC and PROTON conducted the Business Excellence Programme which was participated by 20 contractor and vendor companies. Companies that participated in the programme were given training and had to go through three evaluation processes namely, Self Assessment, Verification Assessment and Reassessment. This programme was repeated with an additional 35 companies selected to participate.

ASSESSMENT AND RECOGNITION

An organisation's or firm's performance assessment as compared to the need of a world class business excellence model would stimulate an organisation to enhance their capability and becoming more competitive which is essential to sustainable organisational excellence in the long term.

1. *Malaysian Productivity and Innovation Class (MPIC)*

The result of the assessment would enable firms to benchmark their compliance with the business excellence standard. Information obtained from the assessment system would show the firm's performance level. Firms that obtained 400 points or more for their assessment scoring based on the seven BEF criteria would be given recognition as a member of the Malaysian Productivity and Innovation Class (MPIC).

MPIC aims to assist firms in Malaysia to improve their productivity and quality movement in order to

penilaian yang dibuat berdasarkan tujuh kriteria BEF melebihi 400 markah akan diberi pengiktirafan sebagai ahli *Malaysian Productivity and Innovation Class (MPIC)*. Pembentukan MPIC ini adalah bertujuan untuk membantu firma-firma Malaysia meningkatkan gerakan produktiviti dan kualiti dalam mencapai kecemerlangan organisasi. Antara strategi ialah dengan cara memberi pengiktirafan kepada firma yang telah mencapai satu tahap kecemerlangan organisasi; membantu firma mencapai kecemerlangan organisasi dan menyediakan platform untuk berkongsi pengetahuan dan tanda aras mengenai kecemerlangan masing-masing. Pada tahun 2011, sebanyak 1,101 syarikat melaksanakan Rangka Kerja Kecemerlangan Perniagaan, di mana 885 syarikat adalah dari Semenanjung dan 216 lagi adalah dari Sabah dan Sarawak. Daripada jumlah itu, sebanyak 216 syarikat mencapai tahap melebihi 400 markah.

2. Program Anugerah Kecemerlangan Pengurusan Kualiti (Quality Management Excellence Award (QMEA))

Anugerah Kecemerlangan Pengurusan Kualiti (AKPK) adalah salah satu daripada anugerah-anugerah di bawah Anugerah Kecemerlangan Industri (AKI) yang ditadbir oleh Kementerian Perdagangan Antarabangsa dan Industri (MITI) dan MPC sebagai pentadbir. Objektif AKPK adalah untuk memberi pengiktirafan yang sewajarnya kepada syarikat-syarikat yang mempunyai amalan pengurusan kualiti yang cemerlang dalam kerja dan operasi harian mereka. Ia juga berfungsi untuk menggalakkan pencapaian kualiti dan kesedaran nilai-nilai kualiti oleh syarikat-syarikat swasta. Selain itu, ia juga menggalakkan pengeluaran produk dan perkhidmatan yang berkualiti di samping dapat berkongsi maklumat mengenai strategi kejayaan dan pelaksanaan oleh pelbagai syarikat.

Kriteria yang digunakan dalam penilaian AKPK adalah seperti di dalam Rangka Kerja Kecemerlangan Perniagaan yang menekankan kepada Kepimpinan, Perancangan, Maklumat, Pelanggan, Modal Insan, Proses dan Hasil. Jumlah penyertaan AKPK bagi tahun 2011 adalah sebanyak 62 syarikat berbanding 57 syarikat yang menyertai AKPK pada tahun 2010. Status penyertaan mengikut wilayah pada

achieve the status of excellent organisations. Among the strategies taken are to give recognition to firms that achieved the level of excellence, to assist firm to achieve this excellence level and to provide the platform for knowledge sharing and benchmarking on their excellence achievements. In 2011, 1,101 companies implemented the Business Excellence Framework, of which 885 companies were from Peninsular and 216 from Sabah and Sarawak. Out of that figure, 216 companies scored more than 400 points.

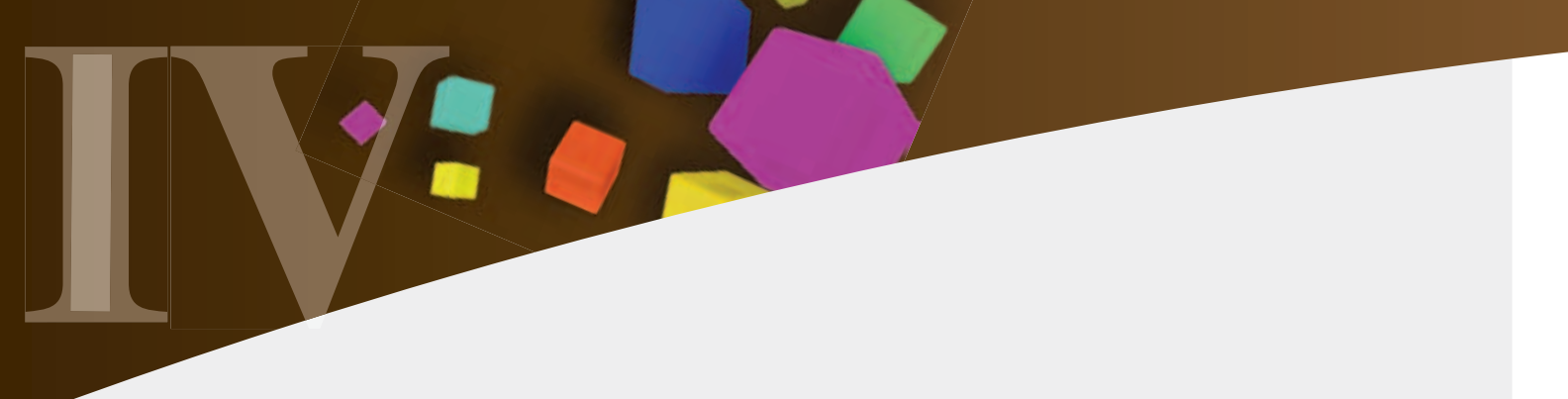
2. Quality Management Excellence Award (QMEA) Programme

Quality Management Excellence Award (QMEA) is one of the awards under the Industry Excellence Award that is administered by the Ministry of International Trade and Industry, in which MPC is the administrator. QMEA's objective is to give due recognition to companies that have excellent quality management practices in their work and daily operation. It also functions to encourage quality achievements and quality awareness at private companies. At the same time, it also encourages manufacturing of quality products and quality services as well as knowledge sharing with various companies' implementation and achievement strategies.

The same criteria are used in QMEA assessment as in BEF that emphasised on Leadership, Planning, Information, Customer, People, Process, and Results. Compared to 57 participations of companies in 2010 for QMEA, the total participations for 2011 were 62 companies. Participation status according to the regions in 2011, showed an increased number of participations in the Northern and Southern Region. Nevertheless, Central Region still recorded the highest participation.

All participation documents submitted by companies were evaluated by skilful assessors appointed by MPC. Effective from this year, industry representatives, besides MPC's consultants, will be appointed as QMEA assessors. Based on the audited assessment on documents submitted, only 38 companies fulfilled the quality management's standard practices.





tahun 2011 menunjukkan peningkatan bagi Wilayah Utara dan Selatan. Wilayah Tengah masih mencatatkan penyertaan paling tinggi jika dibandingkan dengan wilayah-wilayah lain.

Semua dokumen penyertaan yang diserahkan oleh syarikat-syarikat dinilai oleh penilai yang terlatih yang dilantik oleh MPC. Mulai tahun ini, wakil-wakil dari industri, selain daripada pegawai MPC telah dilantik sebagai penilai AKPK. Berdasarkan kepada penilaian audit ke atas dokumen-dokumen yang diserahkan oleh pihak syarikat, hanya 38 syarikat dianggap memenuhi piawaian amalan pengurusan kualiti di dalam syarikat mereka.

3. Persijilan

Persijilan dan pengiktirafan yang diperolehi oleh organisasi akan memberikan mereka kelebihan bersaing dalam pasaran. Organisasi yang dipersijilkan akan mendapat akses kepada sumber tanda aras dan amalan terbaik dari dalam dan luar negara bagi membantu mereka mencapai kecemerlangan.

4. Sistem Pengurusan Persekitaran Berkualiti/*Quality Environment Management System (QEMS)*.

Sistem ini meliputi aktiviti persijilan Amalan Persekitaran Berkualiti (dahulunya dikenali sebagai 5S) dan Kumpulan Inovatif dan Kreatif (ICC). Bagi QEMS, ia adalah alat pengurusan yang dilaksanakan untuk menggalakkan kebersihan, keselamatan dan persekitaran kerja yang kondusif. QEMS menyediakan fungsi kecemerlangan untuk menyediakan keperluan asas sebelum menerima pakai mana-mana piawaian antarabangsa seperti ISO 9001:2008, ISO 14001:2005 dan Keselamatan dan Kesihatan Pekerjaan (OSH) 18000. Aktiviti ini boleh mewujudkan tempat kerja yang teratur, selamat dan cekap. MPC merupakan organisasi pertama yang menawarkan persijilan QEMS bagi mengiktiraf organisasi yang melaksanakan

3. Certification

Certification and recognition obtained by the organisation would give them the added advantage to compete in the market. Certified organisations would get access to benchmarking sources and best practices within and outside the country, to help them achieve excellence.

4. Quality Environment Management System(QEMS)

This system covers the Quality Environment Practices (previously known as 5S) and Innovative and Creative Circle. QEMS is a management tool that is implemented to encourage a clean, safe, and conducive working environment. QEMS provides the basic needs for excellence prior to accepting any international certification, such as ISO 9001:2008, ISO 14001:2005, and Occupational Safety and Health 18000. This activity managed to establish orderly, safe and efficient work place. MPC is the first organisation that offered QEMS certification as a recognition for organisation that implemented such system. As of 2011, 584 organisations were certified, of which 383 organisations were from the public sector, 128 multinational companies, GLC and large companies, and 73 SMEs.

To further improve 5S activities implementation and to attract new customers, MPC organised the Quality Environment Convention/5S. This Convention aimed to share best practices while implementing quality environment practices among government agencies and private sectors. Participating organisations were requested to showcase their quality environment management practices and the evaluation on such initiatives was based on the QE culture formation/5S, which had impact on the implementation and creativity elements inculcated in the environment practices. This Convention was conducted on two levels namely, regional and national level. Altogether, in 2011, five Regional QE Conventions

sistem tersebut. Sehingga tahun 2011, sebanyak 584 buah organisasi telah dipensijilkan di mana 383 organisasi adalah dari Sektor Awam, 128 organisasi dari MNC, GLC dan Besar serta 73 SME telah berjaya dipersijilkan.

Bagi meningkatkan lagi pelaksanaan aktiviti amalan 5S dan seterusnya menarik minat pelanggan baru, MPC telah menganjurkan Konvensyen Persekutaran Berkualiti QE/5S. Konvensyen ini bertujuan berkongsi amalan terbaik daripada pelaksanaan amalan persekitaran berkualiti dalam kalangan agensi kerajaan dan syarikat swasta. Organisasi peserta diminta untuk mempersembahkan pengurusan amalan persekitaran berkualiti mereka dan penilaian terhadap inisiatif tersebut dibuat berdasarkan pembentukan budaya QE/5S, impak kepada pelaksanaan dan elemen kreativiti yang diterapkan dalam amalan persekitaran berkualiti. Konvensyen ini dijalankan dalam dua peringkat, iaitu peringkat wilayah dan peringkat kebangsaan. Sebanyak lima Konvensyen QE/5S peringkat Wilayah telah dijalankan pada tahun 2011. Konvensyen tersebut dijalankan di Wilayah Pantai Timur, Wilayah Selatan, Wilayah Utara, Sabah/Sarawak dan Wilayah Tengah.

Pada tahun 2011, sebanyak 48 organisasi yang telah melepasi tahap ditetapkan mengambil bahagian dalam konvensyen tersebut. Sebanyak 30 buah agensi awam dan 18 buah syarikat swasta telah mengambil bahagian. Seramai 660 orang peserta telah mendapat manfaat daripada perkongsian amalan terbaik ini. Perkongsian ini diharap akan memperkayakan lagi pengetahuan dan pengalaman peserta bagi memantapkan pelaksanaan amalan persekitaran berkualiti di organisasi masing-masing.

Program Pembangunan Kecemerlangan Organisasi

5. Syarikat Contoh (TQM Model Company)

Program Pembangunan Kecemerlangan Organisasi (*TQM Model Company*) merupakan satu projek jangka masa panjang yang menggunakan pendekatan Pengurusan Kualiti Menyeluruh berasaskan modul yang dibangunkan oleh *Japan Standard Association (JSA)* bagi meningkatkan Produktiviti dan Kualiti di syarikat PKS supaya lebih berdaya saing dan menjadi tanda aras yang terbaik. Objektif pelaksanaan program adalah

were conducted nationwide.

A total of 48 organisations that attained the expected level of quality environment practices, participated in the 2011 Convention; comprising of 30 public agencies and 18 private companies with 600 participants benefited from this best practices sharing. It is hope that such sharing would enhance participants' knowledge and experience in strengthening quality environment practices in their respective organisation.

5. TQM Model Company

TQM Model Company programme is a long term project which adopts the Total Quality Management approach based on the module developed by the Japan Standard Association to improve productivity and quality in SMEs in order to be more competitive and be benchmarked. The objective of the implementation is to improve an organisation's value-added process through TQM practices. Adoption of this practice would create an excellent impact to their products and services quality as well as improve their business competitiveness. Among the impacts that could be obtained are increased in export for international market, improving work process efficiency, customer recognition, minimising product defect, minimising accident rate, reducing raw material wastage and enhancing global competitiveness.

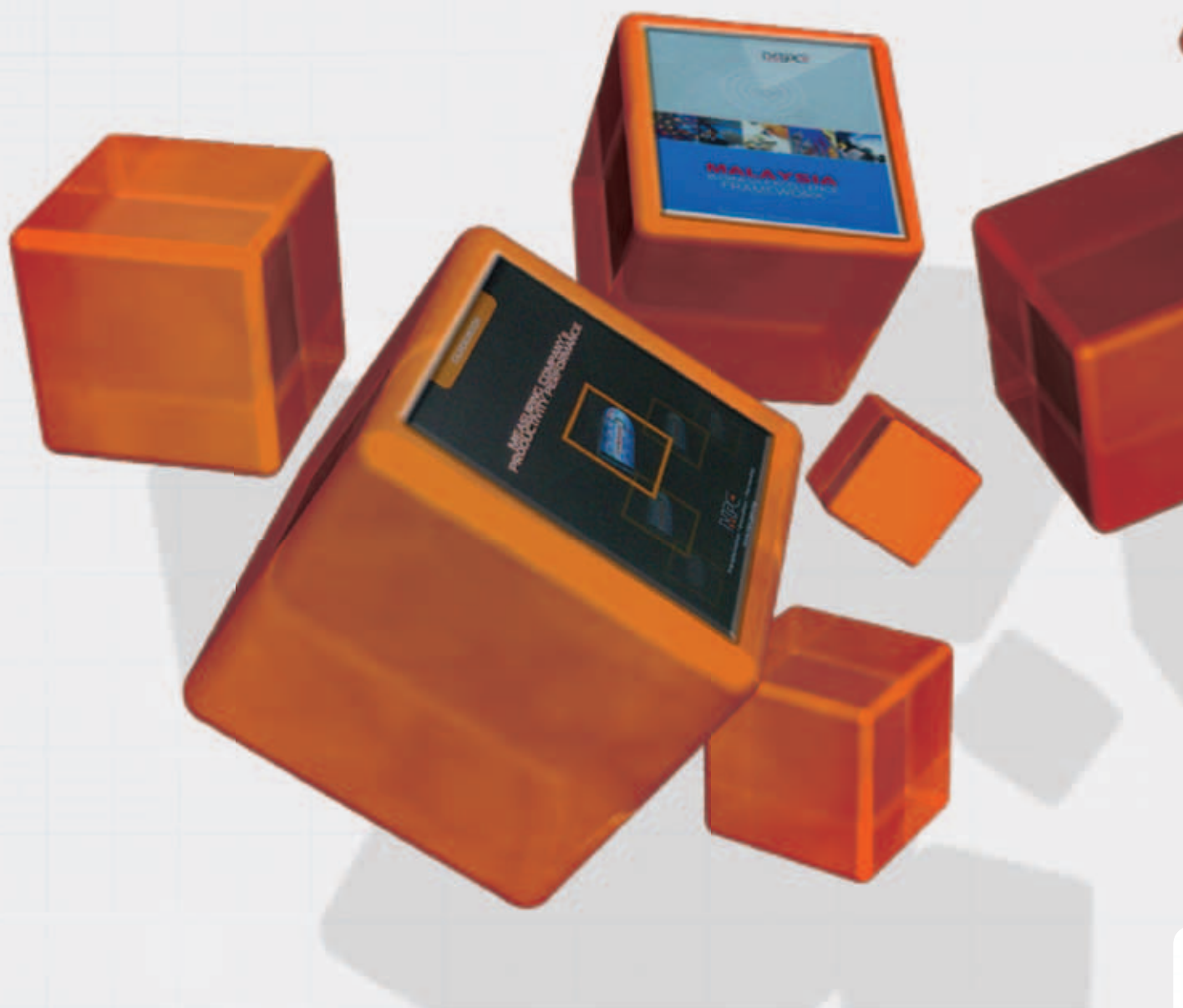




untuk meningkatkan proses penambahbaikan organisasi melalui Amalan TQM. Amalan ini akan memberikan impak yang cemerlang terhadap kualiti produk atau perkhidmatan serta meningkatkan daya saing perniagaan. Di antara impak yang diperoleh adalah peningkatan penembusan produk ke pasaran antarabangsa (Export Ready), peningkatan kecekapan proses kerja, pengiktirafan pelanggan, pengurangan kecacatan produk, pengurangan kadar kemalangan, pengurangan pembaziran bahan mentah dan meningkatkan daya saing peringkat global.

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“YOUR KNOWLEDGE PARTNER“





INOVASI ENTERPRAIS ENTERPRISE INNOVATION

Inovasi Enterprais Ke Arah Peningkatan Produktiviti Dan Daya Saing Innovation Enterprise: To Enhance Productivity And Competitiveness

Enterprais perlu terus memberi perkhidmatan dan mengeluarkan produk yang berkualiti dan inovatif untuk menghadapi persaingan industri yang semakin hebat dan mampu bersaing di pasaran global. MPC telah menubuhkan Jabatan Inovasi Enterprais sebagai langkah pro-aktif untuk mempertingkatkan keupayaan inovasi di kalangan enterprais. Strategi ini juga dijangka dapat mencapai sasaran pertumbuhan produktiviti sebanyak 4.6% dan menjadikan MPC sebagai peneraju produktiviti dan inovasi berimpak tinggi menjelang tahun 2010 hingga 2015. Jabatan ini berfungsi untuk membantu industri untuk meningkatkan keupayaan inovasi dan meningkatkan kecekapan. Satu rangka kerja intervensi telah dibangunkan untuk memperjelaskan ciri dan peringkat yang terlibat bagi melahirkan syarikat yang cemerlang.

Enterprises must continue to manufacture and provide quality and innovative products and services to compete in this challenging global market. As a proactive effort to enhance innovation capabilities among enterprises, MPC has set up an Enterprise Innovation Department in its organisation. It is expected that this strategy will assist Malaysia to achieve the targeted 4.6% productivity growth annually to realise Vision 2020. This department's function is to render assistance to industry to enhance their innovation and improve efficiency. An intervention framework have been created to clarify the features and levels involved to produce an excellent organisation.

Carta 1 : Rangkakerja Intervensi MPC
Chart 1 : MPC Intervention Framework



Rangka kerja ini memberi tumpuan kepada empat inisiatif utama iaitu pembudayaan, keupayaan, kemampuan dan ke saling hubungan. Beberapa program telah dikenal pasti untuk dilaksanakan bagi setiap inisiatif iaitu:

This framework focuses on four main initiatives, namely, culture, capacity, capability and connectivity. Several programmes have been identified to be implemented through these initiatives, namely:

- Program Pembudayaan Inovasi;
- Sistem Inovasi Enterprais;
- Program Peningkatan Produktiviti; dan
- Inovasi dan Perkongsian Inovasi.
- Culture Building Programme;
- Capacity Building System;
- Capability Building Programme; and
- Connectivity Programme.

Enterprise Innovation Intervention Programme (EIIP) ini diwujudkan bertujuan untuk meningkatkan daya saing dan kapasiti inovatif enterpris dalam bidang masing-masing. Objektif keseluruhan EIIP adalah untuk memandu syarikat dalam meningkatkan kecekapan proses-proses mereka, membangunkan pengetahuan dan kemahiran pekerja-pekerja, mencipta dan melaksanakan sistem untuk meningkatkan produktiviti dan daya saing serta perkongsian amalan terbaik. Sebahagian daripada program yang ditawarkan oleh MPC di bawah EIIP adalah seperti di Jadual 1.

Enterprise Innovation Intervention Programme (EIIP) was created with the aim of enhancing competitiveness and innovation capabilities in organisations. The overall objective of EIIP is to drive organisations to improve their efficiency through processes improvement, employees' skill and knowledge development, creation and implementation of system to increase productivity and competitiveness, as well as the sharing of best practices. Some of the programmes offered by MPC under EIIP are shown in Table 1.

Jadual 1 : Rangkakerja Intervensi MPC

Table 1 : MPC Intervention Framework



Program Pembudayaan Inovasi

1. Kumpulan Inovatif dan Kreatif (ICC)

Konvensyen ICC merupakan program tahunan MPC. Konvensyen ini menyediakan platform bagi perkongsian amalan terbaik serta pengetahuan berkaitan kaedah dan teknik penyelesaian masalah yang sistematik seperti *Six Sigma*, *Work Improvement Team (WIT)*, *Lean Sigma*. Penganjuran konvensyen ICC ini terbahagi kepada tiga peringkat iaitu peringkat Mini Konvensyen, Konvensyen Wilayah dan Konvensyen Kebangsaan. Di peringkat antarabangsa pula, pada setiap tahun MPC akan menyelaras delegasi Malaysia bagi menyertai *International Convention of Quality Control Circle (ICQCC)*. Pencapaian di Konvensyen ICC 2011 adalah seperti di Jadual 2.

Culture Building Programmes

1. Innovative and Creative Circle (ICC)

ICC Convention is an annual programme by MPC. This Convention provides a platform for best practices and knowledge sharing in relation to systematic methods and problem solving techniques such as *Six Sigma*, *Work Improvement Team (WIT)* and *Lean Sigma*. ICC Convention is divided into three levels namely, Mini Convention, Regional Convention and National Convention. At the international level, MPC would coordinate Malaysian delegations to participate in the International Convention of Quality Control Circle (ICQCC). ICC 2011 Convention's achievements were as stated in Table 2.

Jadual 2 : Konvensyen ICC Kebangsaan
Table 2 : National ICC Convention

Penyertaan Keseluruhan

Overall Participation

Jumlah Kumpulan Total Number of Circles		Jumlah Penjimatan Kos Total Cost Savings	Maklumat Kumpulan Circles' Particular	
153 Kumpulan Circles	98 Organisasi Organisations	RM 180 juta millions	1284 Jumlah Penyertaan Total Participants	214 Jumlah Pemerhati Total Observers

Penyertaan Mengikut Sektor Awam dan Swasta

Participation According to Private and Public Sectors

Organisasi Organisation	Bilangan Organisasi Number of Organisations	Bilangan Kumpulan Number of Circles	Bilangan Penyertaan Number of Participations	Bilangan Pemerhati Number of Observers
Sektor Swasta Private Sector	67	117	931	149
Sektor Awam Public Sector	31	36	353	65
Jumlah Total	98	153	1284	214

Penyertaan Mengikut Saiz bagi Sektor Perkilangan

Participation According to Size for Manufacturing Sector

Sektor Organisation	Multinasional Multinational	Besar Large	IKS SMEs	Awam Public
Perkilangan Manufacturing	10	17	-	-
Elektrikal dan Elektronik Electrical and Electronic	5	6	-	-
Sektor Awam Public Sector	-	-	-	31
Perkhidmatan (Swasta) Services (Private)	15	10	4	-
Jumlah Total	30	33	4	31



Penyertaan Mengikut Bilangan Kumpulan dan Penjimatan Kos **Participation According to Groups and Cost Savings**

Sektor Sector	Bilangan Organisasi Number of Organisations	Bilangan Kumpulan Number of Circles	Bilangan Penyertaan Number of Participations	Penjimatan Kos Cost Savings
Perkilangan (termasuk EKS) Manufacturing (including SMEs)	27	50	471	RM 26,669,635.57
Elektrikal dan Elektronik Electrical and Electronic	11	20	138	RM 15,834,769.89
Sektor Awam Public Sector	31	36	353	RM 123,497,042.16
Perkhidmatan (Swasta) Services (Private)	29	47	322	RM 14,048,972.73
Jumlah Total	98	153	1284	RM 180,050,420.30

PEMENANG KONVENSYEN ICC 2011

- Anugerah Kecemerlangan Keseluruhan ICC**
Kumpulan 1 RMA
Flextronics Technology (M) Sdn Bhd
- Anugerah Pengerusi MPC**
Kumpulan TMS POWER
Toshiba Electronics (M) Sdn Bhd
- Anugerah Ketua Pengarah MPC**
Perusahaan Otomobil Nasional Sdn Bhd
- SEKTOR ELEKTRONIK DAN ELEKTRIK**

ICC CONVENTION 2011 WINNERS

- Overall Circles Excellence Award**
Circle 1 RMA
Flextronics Technology (M) Sdn Bhd
- MPC Chairman Award**
TMS POWER Circle
Toshiba Electronics (M) Sdn Bhd
- MPC-Director General Award**
Perusahaan Otomobil Nasional Sdn Bhd
- ELECTRONIC AND ELECTRICAL SECTOR**

Johan Sektor Sector Champion	1 RMA	Flextronics Technology (M) Sdn Bhd
Naib Johan 1st Runner Up	MEGA	Sharp Manufacturing (M) Sdn Bhd
Ketiga 2nd Runner Up	GEMBA D'PREQUEL	Panasonic AVC Networks (M) Sdn Bhd

v. **SEKTOR PERKILANGAN**

Johan Sektor <i>Sector Champion</i>	DREAM TEAM	Proton Tanjung Malim Sdn Bhd
Naib Johan <i>1st Runner Up</i>	NON STOP 2	Ingress Technologies Sdn Bhd
Ketiga <i>2nd Runner Up</i>	TOUCH N GO	Samsung Coming (M) Sdn Bhd

v. **MANUFACTURING SECTOR**vi. **SEKTOR PERKHIDMATAN**

Johan Sektor <i>Sector Champion</i>	HORSESHOESCRAB	Tenaga Nasional Berhad
Naib Johan <i>1st Runner Up</i>	OPTIMUS PRIME	QSR Brands Berhad
Ketiga <i>2nd Runner Up</i>	AGRO'S	Felda Agricultural Services Sdn Bhd

vi. **SERVICE SECTOR****2. CreaNova 2011**

Program ini adalah satu platform bagi industri tempatan untuk mendapat pendedahan maklumat dalam membina budaya dan meningkatkan sinergi inovasi di dalam organisasi agar dapat meningkatkan produktiviti. Aktiviti-aktiviti yang dianjurkan adalah sesi perkongsian dan paparan kisah kejayaan tentang inovasi oleh syarikat model dan individu yang diiktiraf. Sejumlah 589 individu telah menyertai program ini dan 238 penyertaan dari organisasi dengan 155 syarikat adalah dari sektor swasta dan 83 buah dari sektor awam. Siri CreaNova terus diadakan di pejabat wilayah MPC dalam menggalakkan kreativiti dan inovasi dalam kalangan industri dari peringkat akar umbi. Aktiviti yang terlibat adalah *Innorace* atau dikenali juga sebagai Larian Inovasi di mana para peserta menyertai acara larian seperti *treasure hunt* sambil menjawab soalan kuiz berkaitan Produktiviti dan Inovasi. Acara ini telah diadakan di beberapa tempat terutamanya di pejabat wilayah MPC.

3. Annual Productivity and Innovation Conference and Exposition (APIC) 2011

APIC 2011, bertemakan “Produktiviti di Era Inovasi”, terdiri daripada empat acara utama iaitu: Konvensyen ICC Kebangsaan, Konvensyen Persekitaran Berkualiti/*Quality Environment (QE)* Kebangsaan,

2. CreaNova 2011

This programme is a platform for local industry to acquire exposure on culture building to enhance innovation capabilities. Activities organised included innovation sharing sessions, model company success story display, and recognition of individuals. Another creative and engaging activity included in this programme was the Innorace or “Innovation Marathon” where participants would run while playing treasure hunt game and answering quiz question in relation to productivity and innovation. A total of 589 individuals from 238 organisations, with 155 from the private sector and 83 from public sector, participated in this programme. In encouraging creativity and innovation among industries from the grassroot level, CreaNova series will continue to be held at MPC’s regional offices.

3. Annual Productivity and Innovation Conference and Exposition (APIC) 2011

APIC 2011, with the theme of “Productivity in the Innovation Era” consisted of four main events, namely, National ICC Convention, National Quality Environment (QE) Convention, Innovation and Productivity Conference, and Expo. A total of 153 circles participated in the National ICC Convention where 48 organisations comprising of 30 from the public sector and 18 private agencies participated in the National QE Convention.





Konferens Produktiviti dan Inovasi serta acara Ekspo. Sebanyak 153 kumpulan telah mengambil bahagian di dalam Konvensyen ICC Kebangsaan, manakala 48 organisasi telah menyertai Konvensyen QE Kebangsaan di mana 30 buah agensi awam serta 18 buah syarikat swasta.

Seramai 660 orang peserta telah mendapat manfaat dari perkongsian amalan terbaik menerusi konvensyen ini. Peserta telah menunjukkan usaha mereka untuk memudahkan kerja, mengurangkan pembaziran, menghapuskan aktiviti yang tidak menambah nilai pada masa yang sama meningkatkan kualiti, kecekapan dan keselamatan. Organisasi contoh telah menerima Anugerah Kualiti Alam Sekitar Negara mengikut kategori. Persidangan Produktiviti pula membincangkan isu-isu produktiviti yang kritikal di peringkat makro dan mikro seperti inovasi IT, Modal Insan Kompetitif, Kajian Peraturan, Keseimbangan Kehidupan Bekerja dan Perusahaan Penciptaan Lestari. Persidangan itu menampilkan 16 penceramah terkemuka dari sektor awam dan swasta serta ahli akademik. Selain itu, Ekspo Produktiviti dan Inovasi diadakan bagi memaparkan amalan terbaik produktiviti dan inovasi dan peningkatan proses dari sektor pembuatan, perkhidmatan dan pendidikan.

4. Sistem Inovasi Enterprais

Program Peningkatan Produktiviti dan Inovasi meliputi kursus dan latihan yang berkaitan dengan Produktiviti dan Inovasi (P&I). Program-program yang dijalankan memberi bimbingan dan pengetahuan dalam pembangunan sistem produktiviti dan kualiti ke arah meningkatkan prestasi perniagaan dan organisasi. Program-program ini ditawarkan melalui kursus latihan yang dijadualkan sepanjang tahun dan juga berdasarkan permintaan. Program-program ini boleh dikategorikan sebagai Pembangunan Kebudayaan Inovasi, Sistem Inovasi Enterprais dan Program Peningkatan Produktiviti. Prestasi program peningkatan P&I telah ditunjukkan dalam Jadual 3.

At least 660 participants benefited from this Convention through best practices sharing. Participants had shown their efforts to lighten work, reduce wastage, eliminate activities or processes that do not add value to their work and at the same time, managed to improve quality, efficiency and safety. Model organisations were awarded the *Anugerah Kualiti Alam Sekitar Negara*, according to different categories. On the other hand, Productivity Conference discussed critical productivity issues at both macro and micro levels, such as IT innovation, Competitive Human Resource, Regulatory Review, Balancing Work Life and Sustainable Wealth-Creating Enterprise. The Conference featured 16 prominent speakers from both public and private sectors, as well as academicians. Likewise, Innovation and Productivity Expo was organised to showcase productivity and innovation, and process improvement from manufacturing, service and education sectors.

4. Innovation Enterprise System

Innovation and productivity improvement programme covered training and courses related to Productivity and Innovation (P&I). Programmes undertaken provides knowledge and guidance in productivity and quality systems development to improve business and organisation's performance. These programmes were offered through training courses scheduled throughout the year and also based on demand. These programmes could be categorised as Innovation Culture Building, Innovation Enterprise System and Productivity Enhancement Programme. Performance of this programme is shown in Table 3.

Jadual 3 : Program Peningkatan P&I 2011

Table 3 : 2011 Innovation and Productivity Improvement Programme

Program Programmes	Peserta Participants	Organisasi Organisations	Hasil Results
878	20,364	1,614	3,692,887

Penyertaan Mengikut Kategori Participation According to Category		
	2011	2010
Awam Public	395	360
Dalam In-House	483	467

Penyertaan Mengikut Sektor Participation According to Sector		
	2011	2010
Swasta Private	9,362	9,757
Awam Public	11,002	10,625

Penyertaan Mengikut Saiz Participation According to Size		
	2011	2010
Awam Public	617	433
Besar Large	193	107
MNC	45	103
EKS SME	759	1,841

5. Program Peningkatan Produktiviti

i. Pembangunan Sistem Inovasi

Program Pembangunan Sistem Inovasi merupakan program intervensi perniagaan yang menggunakan pengurusan perubahan untuk transformasi perniagaan dalam organisasi. Inisiatif pembangunan kapasiti telah dijalankan berdasarkan permintaan dan juga projek berdasarkan kontrak untuk MPC di bawah geran khas atau pembiayaan.

5. Productivity Improvement Programme

i. Innovation Systems Development

Innovation Systems Development is a business intervention programme that applies changes in the management of an organisation's business transformation. Capacity building initiatives were conducted based on demand and contracted project to MPC under special grant or financing. 74 projects were carried out in 2011 under this

Program Pembangunan Sistem Inovasi merupakan program intervensi perniagaan yang menggunakan pengurusan perubahan untuk transformasi perniagaan dalam organisasi. Inisiatif pembangunan kapasiti telah dijalankan berdasarkan permintaan dan juga projek berdasarkan kontrak untuk MPC di bawah tahun 2011 adalah sebanyak 74 projek dengan pendapatan RM2,423,184.00. Prestasi program Pembangunan Sistem Inovasi di seluruh Malaysia adalah digambarkan dalam Jadual 4.

programme with a revenue of RM2,423,184.00. The programme's performance is shown in Table 4.

Jadual 4 : Pembangunan Sistem Inovasi 2011
Table 4 : 2011 Innovation Systems Development

Bidang Projek Project's Field	
Quality Environment (QE/5S)	48
ISO 901:2008	22
TOTAL	70

ii. Program Intervensi di bawah Projek Pembangunan Kandungan Pengetahuan (MyKe)

Projek ini dianjurkan oleh Unit Perancang Ekonomi (EPU), Jabatan Perdana Menteri, Malaysia dan merupakan usaha sama oleh Pengurusan Kandungan Pengetahuan Malaysia (MyKe) MPC, Jabatan Perangkaan Malaysia (DOS) dan EPU dengan kerjasama *Georgia Institute of Technology*, Amerika Syarikat. Ia dimulakan pada tahun 2003 (MyKe I) dan seterusnya pada tahun 2007 (MyKe II) yang melibatkan 2,433 firma dari 21 sektor ekonomi di antaranya ialah sektor Pertanian, Perkhidmatan Pelancongan, Pemprosesan Makanan, Getah Dan Plastik, Perkhidmatan Perniagaan, Elektrik dan Elektronik, Automotif,

ii. Intervention Programme under Knowledge Content Development Programme (MyKe)

This project, Knowledge Content Development Programme (MyKe), is organised by the Economic Planning Unit (EPU) under the Prime Minister's Department, Malaysia and is a joint venture project with MPC and Malaysia Statistical Department (DOS), with cooperation from Georgia Institute of Technology, United States. MyKe I was initiated in 2003 and subsequently in year 2007, MyKe II was launched which involved 2,433 firms from 21 economic sectors, such as Agriculture, Tourism Services, Food Processing, Plastic and Rubber, Business Services, Electrical and Electronics, Automotive,

Pembinaan dan Teknologi Maklumat. MPC telah diberi tanggungjawab untuk menjalankan program intervensi yang mensasarkan 70 firma pada tahun 2011 dan 130 firma pada tahun 2012. Program intervensi telah dibahagikan kepada tiga fasa iaitu diagnostik, intervensi dan penilaian audit kecemerlangan perniagaan. Di antara pencapaian projek ini adalah 73% daripada 70 syarikat telah disahkan dengan pelbagai persijilan kualiti seperti Sistem Pengurusan Kualiti ISO, Persekitaran Berkualiti 5S, Sistem Pengurusan Keselamatan dan Kesihatan Pekerjaan (OHSAS), Amalan Pengilangan Terbaik (GMP) dan *Hazard Analysis Critical Control Point (HACCP)*.

Latihan ini telah memberi manfaat kepada syarikat-syarikat untuk memperoleh piawaian antarabangsa yang akan menjadi kelebihan daya saing kepada mereka.

Di antara pencapaian lain adalah:

- **Mengurangkan kadar kerosakan**
Secara purata, 96% daripada 47 syarikat pembuatan mencatatkan kadar kerosakan kurang daripada lima peratus berbanding dengan 47% sebelum projek bermula.
- **Masa Penghantaran Yang Cepak**
Sebelum intervensi hanya 40 daripada 70 firma mencapai 90% masa penghantaran. Selepas intervensi, tambahan 13 firma telah mencapai 90% masa penghantaran.
- **Kepuasan pelanggan**
Sebelum intervensi, 75% daripada firma-firma yang mengambil bahagian telah mencapai Indeks Kepuasan Pelanggan (CSI) lebih daripada 75%. Selepas intervensi, 98% firma-firma yang mengambil bahagian telah mencapai skor CSI.
- **Budaya inovasi perniagaan**
Projek intervensi telah membantu firma-firma untuk mengkaji semula dan memperbaiki proses dan prosedur bagi memudahkan dan meningkatkan industri kandungan pengetahuan ke arah pencapaian produktiviti dan daya saing yang tinggi.

Construction and Information Technology. MPC was entrusted to conduct intervention programmes for 70 firms in year 2011 and 130 firms in year 2012. The intervention programme is divided into three phases, namely, diagnostic, intervention, and business excellence intervention, and business excellence audit assessment. Among the project's achievements was a 73% out of 70 companies being certified with various quality certifications, such as ISO Quality Management System, Quality Environment 5S, Occupational Health Safety and Security (OHSAS), Good Manufacturing Practices (GMP), and Hazard Analysis Critical Control Point (HACCP).

This programme benefitted companies that raved up their quality to obtain international certifications that will be their competitive advantage.

The other achievements are:

- **Reduced reject rate**
On average, 96% out of 47 manufacturing companies recorded a reject rate of less than five percent, as compared to 47% prior to this project's initiation.
- **Efficient Delivery Period**
Prior to intervention, only 40 firms out of 70 achieved 90% of their targeted delivery period. Subsequently, an additional 13 firms achieved 90% of the targeted delivery period.
- **Customer Satisfaction**
Prior to intervention, 75% of the participating firms attained Customer Satisfaction Index (CSI) of more than 75%. Subsequently, 98% of these firms accomplished this CSI scoring.
- **Business Innovation Culture**
Intervention projects helped firms to review and improve processes and procedures to facilitate and enhance industry's knowledge content towards high productivity achievements and competitiveness.

6. Innovation and Innovation Sharing

i. Productivity and Innovation Associate Membership

MPC Productivity and Innovation Programme; a promotional strategy to widen the market and





6. Inovasi dan Perkongsian Inovasi

i. *Productivity and Innovation Associate Membership*

Program keahlian “Produktiviti dan Inovasi MPC” telah dilancarkan dalam tahun 2010 yang merupakan strategi promosi untuk meluaskan pasaran dan meningkatkan pangkalan data pelanggan. Syarikat-syarikat yang berdaftar keahlian dengan MPC akan menerima tawaran yang menarik mengenai program-program yang dianjurkan oleh MPC. Keistimewaan yang ditawarkan secara psikologinya akan mempengaruhi mereka untuk mengulangi penyertaan program, pembelian produk atau merujuk perkhidmatan MPC. Sebanyak 890 organisasi telah berdaftar dengan keahlian “Produktiviti dan Inovasi MPC” ini. Pecahan organisasi yang berdaftar adalah seperti berikut:

increase customer databases was launched in 2010. Companies that registered their membership with MPC received attractive offers on programmes conducted by MPC. These offers served to attract member companies to repeat programmes participation, and product and services purchased before. A breakdown of the organisations registered, is as follows:

Ahli Produktiviti dan Inovasi MPC 2011 2011 MPC Innovation and Productivity Members Penyertaan Mengikut Sector Participation According to Sector	
Awam Public	210
Besar Large	91
MNC	79
IKS SME	510
JUMLAH TOTAL	890

ii. Peraduan Fotografi Produktiviti 2011

Peraduan Fotografi Produktiviti adalah acara tahunan di MPC sejak tahun 2006. Pada tahun 2011, tema untuk pertandingan ini adalah “Greener Living”. Peraduan ini dibahagikan kepada dua kategori: Terbuka dan Pelajar. Peserta dikehendaki untuk

ii. 2011 Productivity Photography Contest

Productivity Photography Contest is an annual event of MPC since 2006. In 2011, the theme for the contest was “Greener Living”. The contest was divided into two categories: Open and Students. Participants were required to submit images or photos that exhibit the

mengambil imej atau gambar yang mencerminkan aplikasi harian 3R; iaitu Kurangkan, Kitar Semula dan Guna Semula. Imej atau gambar projek adalah berkaitan dengan amalan mesra alam sekitar dan produktif yang akan menyebabkan kurang pembaziran, penjimatan kos, dan penjimatan tenaga. Objektif peraduan ini adalah untuk menggalakkan orang ramai memahami konsep produktiviti, kualiti dan inovasi yang diterjemahkan ke dalam imej kreatif melalui fotografi. Seramai 724 penyertaan berbanding 270 dalam tahun 2010 telah menyertai peraduan ini.

7. Penerbitan Inovasi: Koleksi Inovasi

Penerbitan ini mengandungi pelbagai ciptaan baru hasil inisiatif laporan Kumpulan Inovatif dan Kreatif (ICC) yang telah mengambil bahagian dalam Konvensyen ICC peringkat wilayah dan kebangsaan MPC. MPC telah mengumpul dan menyusun semula semua projek kreativiti dan inovasi menerusi empat siri penerbitan. Sebanyak 280 projek telah dimuatkan di dalam buku yang bertajuk "Koleksi Inovasi 2011".

8. Forum Ketua Eksekutif

Selaras dengan pemacuan Inovasi Kebangsaan dan Program Transformasi Ekonomi Malaysia, Forum Ketua Eksekutif mengenai transformasi perniagaan melalui inovasi adalah salah satu inisiatif MPC untuk membincangkan isu-isu inovasi, serta peningkatan proses-proses dan transformasi perdagangan. Forum ini merupakan satu program bagi ketua-ketua eksekutif khasnya dalam kalangan Perusahaan Kecil dan Sederhana membincangkan isu-isu mengenai inovasi perdagangan dan cara-cara untuk mengubahsuai proses-proses perniagaan dan perubahan-perubahan sistem. Pada tahun 2011, lima Forum Ketua Eksekutif telah dilangsungkan pada tarikh dan tempat berikut:

- i. MPC Kota Kinabalu (80 peserta);
- ii. MPC Kepala Batas (86 peserta);
- iii. MPC Johor Bahru (50 peserta);
- iv. MPC Kuching (80 peserta); dan
- v. MPC Kuantan (81 peserta).

9. Panel Perunding Kreativiti dan Inovasi (CICP) telah ditubuhkan pada bulan September 2009 dengan tujuan untuk menasihati MPC di dalam bidang kreativiti dan inovasi. Di antara aktiviti-aktiviti sepanjang tahun 2011 adalah:

- i. Lawatan ke SIRIM Melaka dan Mukim Ayer Hitam untuk memerhatikan pameran-pameran *Innospace* dan aktiviti inovasi.
- ii. Laman muka CICP di Laman Web MPC bagi memudahkan capaian awam terhadap aktiviti inovasi MPC.

application of 3R in daily life namely, Reduce, Recycle and Reuse. The photos taken had to be in relation to productive green environment practices that would reduce wastage, cost saving, and energy saving. The objective of the contest was to encourage the public to understand productivity concept, quality and innovation that were translated into creative images through photography. There were 724 participations compared to 270 participations in 2010.

7. Innovation Publication: Innovation Collection

This publication contained various new inventions, which were initiatives resulted from Innovation and Creative Circles (ICC) at National and Regional Conventions. MPC gathered and compiled all the creativity and innovative projects through four series of publications. 280 projects were published in a book entitled "Collection of Innovation 2011."

8. Chief Executive Forum

In line with the National Innovation drive and the Malaysian Economic Transformation Programme, the Chief Executive Forum on business through innovation is one of MPC's initiatives to discuss innovation issues as well as enhancing processes and trade transformation. This programme is catered mainly to the chief executives of Small and Medium Industries (SMIs) to discuss issues related to trade innovations and ways to modify and improve business processes and systems transformation. In 2011, five executive forums were conducted on the respective dates and places as mentioned below:

- i. MPC Kota Kinabalu (80 participants);
- ii. MPC Kepala Batas (86 participants);
- iii. MPC Johor Bahru (50 participants);
- iv. MPC Kuching (80 participants); and
- v. MPC Kuantan (81 participants).

9. Innovation and Creativity Consultant Panel was established in September 2009 with the aim of advising MPC in the areas of creativity and innovation. Among the activities conducted in 2011 were:

- i. A visit to SIRIM Melaka dan Mukim Ayer Hitam as observer for *Innospace* exhibitions and innovation activity.
- ii. CICP Web Page on MPC's website to facilitate public's access on MPC innovation activity.



VI

CHAPTER



PENJANAAN SUMBER KE ARAH TRANSFORMASI

GENERATING
RESOURCE TOWARDS
TRANSFORMATION

Pembangunan Sumber Manusia Human Resource Development

Pada tahun 2011, sejumlah RM148,871 telah diperuntukkan bagi kursus atau program yang berjadual dan tidak berjadual. Selaras dengan usaha peningkatan kapasiti dan kemahiran kompetensi, sebanyak 132 kursus atau program telah dijalankan. Kursus atau program ini melibatkan semua Warga MPC dengan pencapaian purata jam latihan atau warga sebanyak 55.74 jam.

In 2011, a sum of RM148,871 was allocated for scheduled and unscheduled courses or programmes. In tandem with the initiative for capacity improvement and skilled competency, a total of 132 courses or programmes were conducted involving all MPC staffs with an average of 55.74 training hours per staff.

Bil Item	Jenis Kursus/Program Types of Course/Programme	Jumlah Program Number of Programme	Jumlah Peserta Number of Participants
1	Dalam Perkhidmatan In Service	5	20
2	Pembangunan Kompetensi Umum Generic Competency Development	46	559
3	Pembinaan Kepakaran Specialist	11	51
4	Pembangunan kepimpinan Leadership Development	1	1
5	Peningkatan Imej dan Pembangunan Personaliti Image and Personality Development	4	25
6	Program Sangkutan Attachment Programme	0	0
7	Sesi Perkongsian Ilmu Knowledge Sharing Session	65	1221
8	Ijazah Lanjutan (Sarjana/PhD) Post Graduate Degrees (Masters/PhD)	5	5
9	Lain-lain (APO, Innovation Jam) Others (APO, Innovation Jam)	20	34
	Jumlah Total	132	1877

PELAKSANAAN SISTEM CADANGAN Q MPC

Pelaksanaan Sistem Cadangan Q di MPC telah dimulakan sejak tahun 1993 dan mematuhi keperluan Pekeliling Kemajuan Awam Bil. 4 Tahun 1991 melalui Gerakan Budaya Cemerlang. Pelaksanaan sistem ini mengalami beberapa transformasi dari segi pengurusannya sejak dari tahun 2001 dengan mengintegrasikan Anugerah

IMPLEMENTATION OF MPC'S Q SUGGESTION SYSYTEM

MPC's Q Suggestion System was implemented in 1993, in accordance with the Public Development Circular No. 4, 1991 through the Culture of Movement. Since 2001, the management of the system has gone through several transformations, such as the integration of Innovation Award with the Q Suggestion



Inovasi dengan Sistem Cadangan Q MPC dan pembentukan Pasukan Petugas Cadangan Q dan Inovasi MPC (PPCQ&I).

Bermula pada tahun 2007, sistem ini telah dinaiktaraf secara online menggunakan aplikasi *Lotus Notes*. Objektif penambahbaikan sistem ini ialah untuk:

- i. Melaksana dan memelihara sistem penghasilan idea dan inovasi di MPC untuk penambahbaikan secara berterusan terhadap proses kerja dan *output* MPC;
- ii. Mempertingkatkan kualiti dan kuantiti cadangan yang dikemukakan oleh warga; dan
- iii. Merupakan salah satu galakan kepada warga untuk terus membuat cadangan yang lebih kreatif dan berinovatif.

PASUKAN PETUGAS SISTEM CADANGAN Q DAN INOVASI MPC (PPCQ&I)

Selaras dengan penstrukturan semula organisasi MPC baru-baru ini, keahlian dan Urusetia PPCQ&I telah disemak semula dan seramai tujuh Warga MPC dilantik sebagai pasukan petugas Sistem Cadangan Q dan Inovasi MPC serta Unit Inovasi bertindak selaku urus setia.

Pasukan Petugas ini bertanggungjawab untuk:

- i. Merancang dan melaksanakan Sistem Cadangan Q Inovasi MPC yang bersesuaian dengan melibatkan semua warga MPC;
- ii. Membuat kajian semula dan menambahbaik Sistem Cadangan Q dan Inovasi MPC bagi tempoh yang bersesuaian;
- iii. Memelihara integriti dan kesaksamaan dalam penilaian Cadangan Q dan Inovasi MPC;
- iv. Memberi latihan dan penerangan berkaitan Sistem Cadangan Q dan Inovasi MPC kepada warga;

System and the setting up of MPC's Innovative Team Q Suggestion and Innovation (PPCQ&I).

Beginning of 2007, the system was upgraded to an online system using the *Lotus Notes* application. Objectives of the improvement are to:

- i. Implement and preserve the system for idea generation and innovation at MPC for work processes and continuous improvement;
- ii. Increase the quality and quantity of proposals by the staffs; and
- iii. Encourage staffs to suggest more creative and innovative ideas.

MPC's INNOVATIVE TEAM Q SUGGESTION AND INNOVATION SYSTEM (PPCQ&I)

In tandem with MPC's recent restructuring, the membership and the PPCQ&I Secretariat were reviewed, whereby seven MPC staffs were appointed to PPCQ&I and the Innovation Unit acts as the Secretariat to PPCQ&I.

The Innovative Team is responsible to:

- i. Plan and implement MPC's Q Suggestion and Innovation System that is suitable for every staff's involvement;
- ii. Review and improve MPC's Q suggestion and Innovation System for a proposed period;
- iii. Maintain integrity and equity in the evaluation of MPC's Q Suggestion and Innovation System;
- iv. Provide training and information on MPC's Q Suggestion and Innovation System to the staff;
- v. Attend training programmes and briefings

- v. Menghadiri program latihan dan penerangan yang diadakan untuk pasukan bagi membantu mempertingkatkan kemahiran; dan
- vi. Menguruskan pentadbiran dan dokumentasi aktiviti berkaitan dengan Sistem Cadangan Q dan Inovasi MPC.

conducted by the Secretariat for skills improvement; and

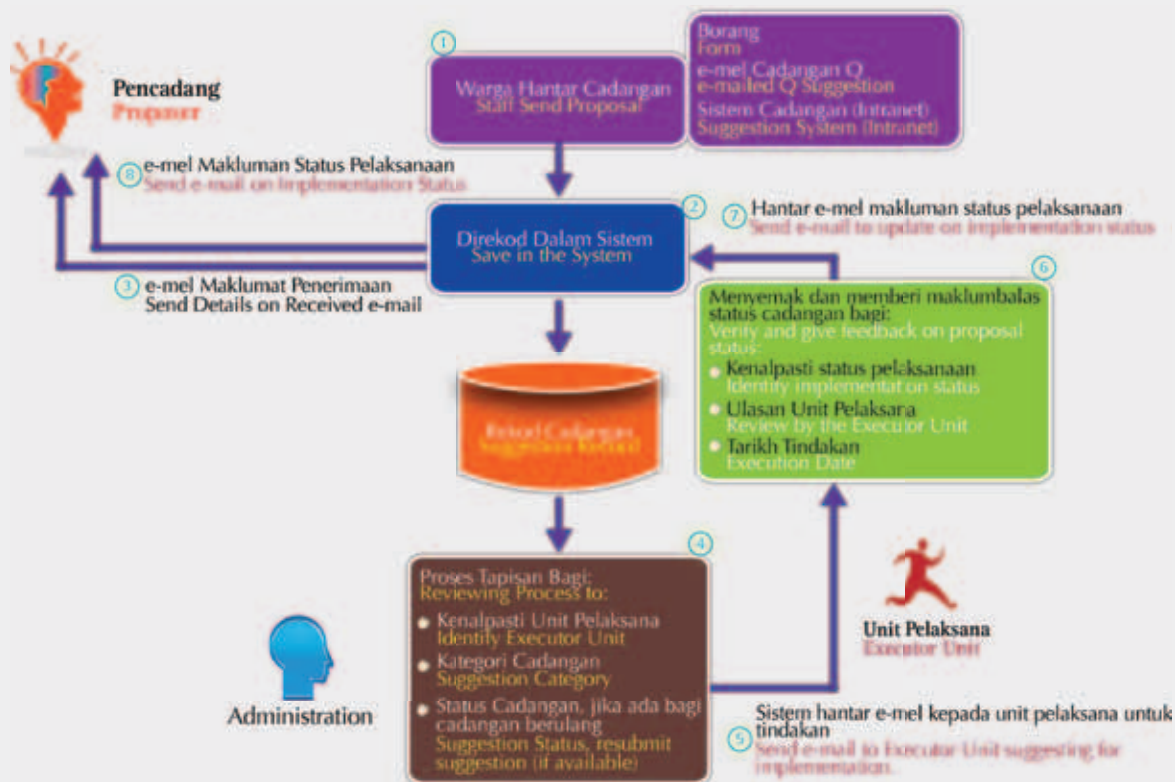
- vi. Handle administration and activity documentations in relation to MPC's Q Suggestion and Innovation System.

CARTALIR PENGURUSAN SISTEM CADANGAN Q DAN INOVASI MPC

MPC's IINOVATIVE TEAM Q SUGGESTION AND INNOVATION SYSTEM FLOWCHART

Cartalir pengurusan Sistem Cadangan Q dan Inovasi MPC (Lotus Notes) adalah seperti berikut:

MPC's Innovative Team Q Suggestion and Innovation System Flowchart (Lotus Notes) is as follow:



STATUS PELAKSANAAN CADANGAN Q BAGI TAHUN 2011

IMPLEMENTATION STATUS OF Q SUGGESTION FOR 2011

Bagi tahun 2011, jumlah Cadangan Q yang telah diterima dari warga ialah sebanyak 1422 cadangan atau 85.9% dari jumlah sebenar sasaran. Seramai 251 (iaitu 76.1%) daripada jumlah sebenar warga telah membuat cadangan. Daripada jumlah pencadang tersebut, seramai 167 orang (iaitu 66.5%) telah pun mencapai kuota lima cadangan setahun.

In 2011, the total number of Q Suggestions received from the staff was 1422, which was 85.9% of the actual target. As many as 251 (or 76.1%) from the total number of staffs had submitted some suggestions. From that total number of suggestors, 167 suggestors (or 66.5%) achieved the quota of at least five submissions in a year.

Peratus Cadangan Q yang diterima mengikut kategori adalah seperti berikut:

Percentage of Q Suggestion received according to category is as follows:

Kecekapan Kerja Work Efficiency	25.8%
Kualiti dan Inovasi Quality and Innovation	13.0%
Penjimatan Kos Cost Savings	6.9%
Komunikasi, Kebajikan dan Pengiktirafan Communications, Welfare and Recognition	16.3%
Peralatan dan Kemudahan Tools and Facility	17.4%
Persekitaran, Imej dan Keselamatan Environment, Image and Security	10.8%
Am General	9.7%

Daripada jumlah cadangan yang diterima, 12 peratus cadangan telah atau dalam proses pelaksanaan. Manakala lima peratus cadangan tidak dapat dilaksanakan dan 83 peratus cadangan masih lagi dipertimbangkan oleh Unit Pelaksana.

From the total number of suggestions received, 12 per cent was implemented or in the process of implementation. Whereas five per cent of the suggestions could not be implemented and 83 per cent of the suggestions were still being considered by the Executor Unit.

Jumlah cadangan yang telah dan dalam proses laksana mengikut kategori adalah seperti di bawah:

The number of suggestions that were implemented and at the stage of implementation were as follow:

Kategori Category	Bilangan Cadangan Number of Suggestions
Kecekapan Kerja Work Efficiency	46
Kualiti dan Inovasi Quality and Innovation	23
Penjimatan Kos Cost Savings	21
Komunikasi, Kebajikan dan Pengiktirafan Communications, Welfare and Recognition	9
Peralatan dan Kemudahan Tools and Facility	24
Persekitaran, Imej dan Keselamatan Environment, Image and Security	23
Am General	22

POKOK INOVASI

Latar belakang

- Menjana cadangan dan idea yang kreatif dan inovatif.
- Warga mengemukakan cadangan dan idea di atas daun-daun pokok inovasi.
- Cadangan dan idea akan disalurkan kepada pelaksana supaya cadangan dan idea ini menjadi realiti.

Sejarah

- Pokok Inovasi tumbuh mekar pada 25 Mac 2010 hasil daripada cadangan kreatif ahli-ahli Panel Perundingan Kreativiti dan Inovasi.
- Pokok Inovasi yang pertama berupa dua dimensi dan daun-daun membawa cadangan secara "post-it-notes".
- Cadangan dan idea dikumpul dari warga dan peserta industri dan awam.

INNOVATION TREE

Background

- Generate proposals and ideas that are creative and innovative.
- Staffs submit suggestions and ideas on the innovation tree leaves.
- Proposals and ideas are channelled to executor to make them into realities.

History

- Innovation Tree was born on 25 March 2010 as a result of creative proposal from Consultative Panel members of Innovation and Creativity.
- The first Innovation Tree was in two dimensions and the leaves carried the proposals in "post-it-notes".
- Proposals and ideas were gathered from staffs, industry's participants, and the public.

Cadangan dan Idea Dari Pokok Inovasi Suggestions and Ideas from Innovation Tree

PECAHAN CADANGAN SUGGESTION BREAKDOWN	2010	2011
Jumlah Cadangan Total Suggestions	2084	354
Disenarai Pendek Shortlisted	131	58
Tidak Dilaksana Not Implemented	44	43
Dilaksana Implemented	14	15

Pokok Inovasi Sekarang

- Pokok Inovasi dalam 3 dimensi seperti pokok sebenar.
- Cadangan dan idea digantung di ranting-ranting.
- Daun-daun berbagai warna mengikut musim.
- Pokok berbentuk mudah-alih dan ringan untuk Majlis dan Pameran.

The Present Innovation Tree

- Innovation Tree in 3D looks like an actual tree.
- Suggestions and ideas are hanged on the twigs.
- Colours of the leaves vary according to seasons.
- The tree is movable, light and suitable for Ceremony and Exhibition display.

PUSAT MAKLUMAT PEMBELAJARAN (LIC)

Jabatan Pengurusan Pengetahuan (KM) telah menyediakan satu platform atau pusat data di mana semua bahan rujukan berhubung koleksi penerbitan berbentuk jurnal, artikel, koleksi keratan akhbar, koleksi tesis, buku-buku rujukan, bahan bacaan am dan koleksi statistik dan laporan projek penyelidikan boleh didapati di LIC. Di sini juga terdapat koleksi audio video (AV) serta majalah dan bahan penerbitan lain sebagai satu tempat di mana segala rujukan serta aktiviti pembacaan secara ilmiah boleh dilakukan.

Pada tahun 2011, LIC telah mencatatkan sebanyak 33,964 naskhah buku, jurnal dan juga bahan AV. LIC telah ditubuhkan pada tahun 1962 bertujuan untuk menyokong visi dan misi MPC menjadi sebuah organisasi peneraju utama di dalam meningkatkan produktiviti negara ke arah daya saing global.

Dari segi keahlian, sejumlah 420 ahli telah mendaftar sebagai ahli iaitu Warga MPC seramai 350 dan organisasi serta individu luar MPC seramai 70 orang. LIC juga telah mengambil langkah untuk melangani beberapa pangkalan data *online* bagi kegunaan ahli LIC untuk mengakses serta mendapatkan input dan maklumat iaitu laman web *Bernama Online*, *NSTP e-Media*, *Harvard Business Review*, *Economic Intelligent Unit (EIU)*, *Country Data (Asia Pacific Region)*, *The American Society of Quality* dan *Lawnnet*.

Di samping menjadi sebagai pusat rujukan dan pemusatan data, LIC juga telah menganjurkan pelbagai aktiviti-aktiviti yang bercorak ilmiah seperti penganjuran kuiz berkenaan topik produktiviti dan inovasi serta beberapa aktiviti lain seperti Pesta Buku, *Community of Practices (CoP) for Libraries*, penyediaan Korporat Brosur MPC, pengemaskinian *Integrated Library Management Utility (ILMU)*, *EIU Database Briefing* serta aktiviti promosi untuk Seminar Peningkatan Produktiviti dan Daya Saing Negara: Peranan Generasi Y dan Majlis Pelancaran Laporan Produktiviti 2010/2011.

LEARNING INFORMATION CENTRE (LIC)

Knowledge Management Department (KM) provides a platform or data centre, LIC, whereby all reference materials in relation to publications in the form of journal, article, newspaper cutting, thesis collection, reference book, general reading, statistics, and research project report could be obtained. In addition, LIC also houses various collections of audio videos (AV), magazines and other publications forming a one-stop reference and reading centre.

In 2011, LIC recorded a total volume of 33,964 books, journals and also AV materials. LIC, established in 1962, aims to support MPC's vision and missions to be the catalyst in enhancing the nation's productivity towards global competitiveness.

In terms of membership, as many as 420 members have enrolled as LIC members comprising of 350 MPC staffs and 70 members from organisations and individuals other than MPC. LIC also subscribes to a few online databases, which is available for members to access and obtain inputs and information, namely *Bernama Online*, *NSTP e-Media*, *Harvard Business Review*, *Economic Intelligent Unit (EIU) Country Data (Asia Pacific Region)*, *The American Society of Quality* and *Lawnnet*.

Aside from being a reference and data centre, LIC also organised various academic activities, such as quizzes relating to the subjects of productivity and innovation, Book Fair, Community of Practices (CoP) for Libraries, MPC Corporate Brochure preparation, updating the *Integrated Library Management Utility (ILMU)*, *EIU Database Briefing* and promotional activity for *Seminar Peningkatan Produktiviti* and *Daya Saing Negara: Role of Generation Y*, and *Launching Ceremony for Productivity Report 2010 / 2011*.

PLATFORM ANTARABANGSA UNTUK KOLABORASI PRODUKTIVITI DAN INOVASI

Kerjasama yang dijalankan oleh Kerajaan Malaysia dengan pertubuhan antarabangsa telah bermula sejak tahun 1983 lagi di mana Malaysia merupakan ahli Pertubuhan Produktiviti Asia (APO) iaitu satu pertubuhan antara kerajaan serantau yang dianggotai juga oleh 19 buah negara Asia. APO telah ditubuhkan pada 11 Mei 1961 sebagai sebuah organisasi antara kerajaan di rantau Asia dan Pasifik. Misinya ialah untuk menyumbang kepada pembangunan sosioekonomi di rantau Asia dan Pasifik melalui usaha-usaha peningkatan produktiviti. Melalui keahlian ini, Malaysia memperoleh manfaat iaitu melalui perkongsian pengetahuan serta aktiviti-aktiviti yang dijalankan oleh APO di dalam meningkatkan taraf produktiviti dan kualiti serta daya saing di dalam negara.

Dari 1990 hingga 2010, semua program dan projek APO adalah berlandaskan lima bidang teras iaitu pengurusan pengetahuan, produktiviti hijau, memperkukuhkan bidang Perusahaan Kecil dan Sederhana (PKS), pembangunan komuniti yang bersepadu dan pembangunan *National Productivity Offices (NPOs)*. Hala tuju strategik APO yang terkini sehingga tahun 2020 adalah seperti berikut :

1. Pengukuhan *National Productivity Offices (NPOs)* dan menggalakkan pembangunan PKS dan komuniti.
2. Pemangkin inovasi yang diterajui oleh pertumbuhan produktiviti.
3. Mempromosi Produktiviti Hijau.

Sebagai institusi produktiviti dan kualiti (P&Q) negara, MPC mengiktiraf kepentingan untuk mengekalkan hubungan dengan APO. Platfom ini membolehkan MPC memperluaskan asas pengetahuan atau sumber berkenaan topik-topik penting yang terkini melalui pertukaran maklumat, persidangan antarabangsa, misi lawatan yang diikuti untuk melihat kemajuan dan amalan terbaik yang terkini. Di samping itu, platfom yang tersedia ini juga mengeratkan hubungan dua hala untuk perniagaan dan rangkaian yang terjalin di antara Malaysia dan negara anggota yang lain.

Sebanyak lima program berbentuk latihan, seminar, bengkel dan persidangan yang telah dianjurkan di Malaysia pada tahun 2011. Program-program APO tersebut adalah seperti berikut :

INTERNATIONAL PLATFORM FOR PRODUCTIVITY AND INNOVATION COLLABORATION

The collaboration between the Government of Malaysia and international organisations have started since 1983 in which Malaysia is an Asian Productivity Organisation (APO) member; APO is a regional inter-government organisation with 19 other Asian countries members. APO's mission is to contribute towards the socio-economic development in the Asia and Pacific regions through productivity improvement. Malaysia benefited from this membership through knowledge sharing and activities organised by APO in enhancing the nation's productivity and quality level, and competitiveness.

From 1990 to 2010, all APO's programmes and projects were based on five core areas, namely, knowledge management, green productivity, strengthening SME's capabilities, integrated community development, and development of National Productivity Offices (NPOs). APO's latest strategic directions till 2020 are:

1. Strengthening National Productivity Offices (NPOs) and encouraging development of SMEs and communities.
2. Catalysing innovation-led productivity growth.
3. Promoting Green Productivity.

As the nation's productivity and quality institution, MPC recognises the importance of maintaining the relationship with APO. This platform enables MPC to expand its knowledge and as a source for updates on current topics through exchange of information, international conferences, visit missions to follow up on the latest development and best practices in the market. At the same time, this platform also promotes bilateral relationship for networking and businesses between Malaysia and other member countries.

In 2011, five programmes were organised in Malaysia in the form of training, seminar, workshop and conference. These APO's programme were:



Penyertaan Mengikut Saiz bagi Sektor Perkilangan

Participation According to Size for Manufacturing Sector

Bil Item	Program Programme	Tarikh Date
1	Training of Trainers in Green Productivity	28 Mac March - 22 April
2	Training Course on Risk Analysis and Risk Assessment for Food and Agricultural Products	18-23 Julai July
3	APO International Conference on Green Technology	6-9 September
4	Development of Productivity Practitioners : Advanced Programme	26 September – 14 Oktober October
5	Workshop on Development of a Benchmarking Index for SMEs in the Service Sector Focusing on the Retail and Food and Beverages Industries	19-23 Disember December

MPC dengan kerjasama Universiti Kebangsaan Malaysia telah melaksanakan program e-Learning APO seperti berikut :

MPC, with Universiti Kebangsaan Malaysia's cooperation, implemented the following APO e-Learning programmes:

Bil Item	Program Programme	Tarikh Date
1	e-Learning Course on ISO26000 : Guidance on Social Responsibility (Phase 2)	23-26 Mei May
2	e-Learning Course on Integrated Management Systems	4-7 Julai July
3	e-Learning Course on International Trade in Agricultural and Food Products	4-6 Oktober October
4	e-Learning Course on Knowledge Management in the Service Sector	5-7 Disember December

Malaysia juga turut menerima misi lawatan dari negara-negara anggota APO di bawah program *Individual Observational Study Mission (IOSM)* dan juga *Bilateral Cooperation Between NPOs (BCBN)* sepanjang tahun 2011. Ringkasan misi-misi lawatan APO adalah seperti berikut :

In 2011, under the Individual Country Observational Study Mission (IOSM) and also Bilateral Cooperation between NPOs (BCBN), Malaysia received several visit missions from APO's member countries. A summary of the visits is as follow:

Bil Item	Program Programme	Tarikh Date	Negara Country
1	IOSM on Business Excellence	23-26 Mei May	Vietnam
2	BCBN on Enhancement of National Industry Movement	12-14 September	Sri Lanka
3	BCBN on Effective Governance and Transformation of Public Sector	10-11 November	Filipina Philippines

Selain daripada menjadi tuan rumah kepada negara-negara anggota APO, Malaysia juga menghantar wakil untuk misi lawatan APO seperti berikut :

Aside from being a host to other APO members, Malaysia also sent their representatives for APO visit missions as follow:

Bil Item	Program Programme	Tarikh Date	Negara Country
1	BCBN on Development of KLEMS Database and Possible Collaborative Research Project	13-16 Jun June	Korea Selatan South Korea
2	IOSM on Enterprise Innovation	4-7 Julai July	Taipei, ROC

Pada tahun 2011, Malaysia melalui MPC sekali lagi telah diberi kepercayaan untuk menganjurkan APO Governing Body (GBM) yang ke 53, iaitu acara utama APO di mana semua negara-negara anggota bermesyuarat bagi memilih Pengerusi dan Timbalan Pengerusi yang baru, menerima laporan tahunan dari Setiausaha Agong dan merangka hala tuju program tahun semasa serta meluluskan bajet. Antara penerima anugerah yang terkenal ialah Bekas Presiden Filipina, Jeneral Fidel V. Ramos.

Malaysia juga telah menggunakan platform APO di bawah program *Technical Expert Scheme (TES)* dan telah mendapat perkhidmatan pakar-pakar seperti berikut:

1. En. Thierry Gieger (Switzerland): *Symposium on Competitiveness: Moving Towards Innovation Driven Stage*;
2. Pn. Kim Sbarcea (New Zealand): *Knowledge Management Implementation – Training of Trainers*;
3. En. Adrian Chippindale (Australia): *Establishing Regulatory Review Department - Function and Activity* ; dan
4. Dr. Hak K. Pyo (Korea Selatan): *Workshop on Construction of Capital Stock for Measuring Capital Service and KLEMS Database*.

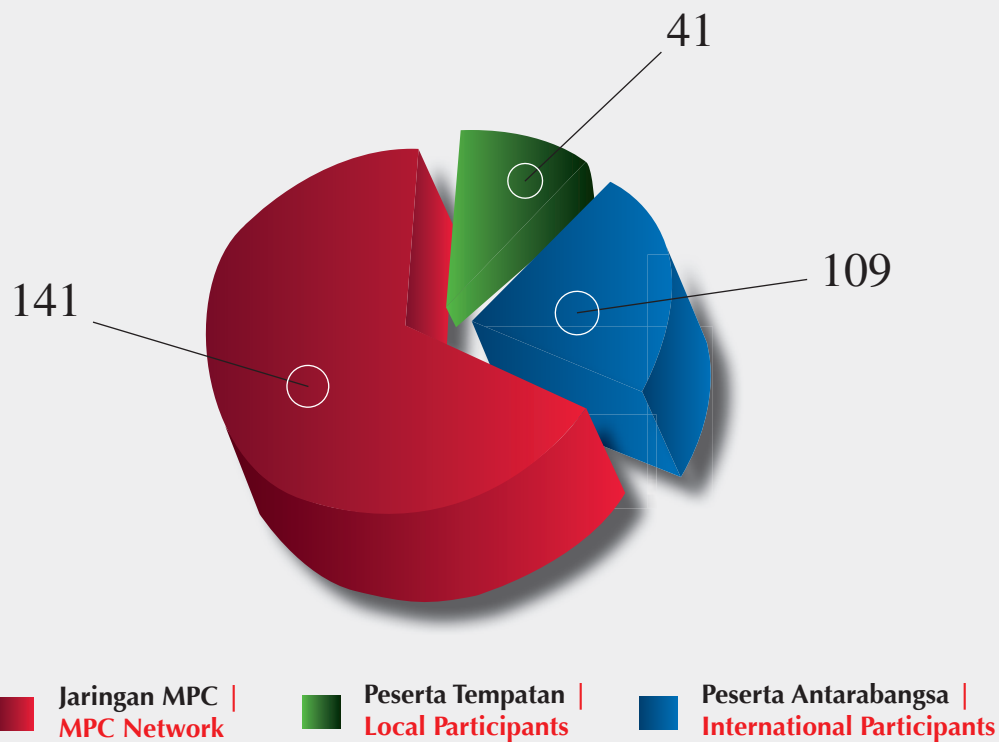
In 2011, Malaysia through MPC was again entrusted to organise the 53rd APO Governing Body Meeting (GBM); an APO main event in which all the member countries meet to select the new Chairman and Deputy Chairman, accept the Annual Report from Secretary General and draft the programme direction, and to approve the budget for the current year and guideline for finance. In that respective GBM, APO's 50th Anniversary was celebrated and the APO Regional Award presentation was held. Among the Award's recipient was the former President of the Philippines, General Fidel V. Ramos. Malaysia, via the APO's Technical Expert Scheme programme, has acquired the following expert services:

1. En. Thierry Gieger (Switzerland): *Symposium on Competitiveness: Moving Towards Innovation Driven Stage*;
2. Pn. Kim Sbarcea (New Zealand): *Knowledge Management Implementation – Training of Trainers*;
3. En. Adrian Chippindale (Australia): *Establishing Regulatory Review Department - Function and Activity* ; and
4. Dr. Hak K. Pyo (Korea Selatan): *Workshop on Construction of Capital Stock for Measuring Capital Service and KLEMS Database*.

Carta pai di bawah menunjukkan penglibatan peserta-peserta program APO yang telah menghadiri program sepanjang tahun 2011 di Malaysia.

The pie Chart below shows the details of participants of APO's programmes in 2011.

Carta 2 : Jumlah Penglibatan Peserta di Program APO Tahun 2011
Chart 2 : Total Numbers of Participants in APO 2011



“YOUR KNOWLEDGE PARTNER“



01 JANUARI JANUARY

- 1 Conference on Modernising Business Regulation
- 2 Malaysia's Competitiveness Performance : Issues and Challenges



AKTIVITI ACTIVITIES



02 FEBRUARI FEBRUARY

- 1 Lawatan ke Kilang Tenaga Switchgear Sdn Bhd
A visit to Energy Factory of Switchgear Sdn. Bhd.
- 2 3rd Country Seminar on Enhancement of Productivity and Competitiveness for Trade Promotion through TQM and Kaizen Approach/TICAD IV Follow-Up
- 3 Patent Advisory and Registration Workshop
- 4 Seminar Perkongsian: Membudayakan Amalan Inovasi Melalui Aktiviti ICC
Sharing Session: Inculcating Innovation Practices through ICC Activities
- 5 Mesyuarat Agung Dayanita
Dayanita General Meeting
- 6 Enterprise CreaNOVA I-Stop Solution
- 7 Inno – Jam

03 MAC MARCH

- 1 Mesyuarat Jawatankuasa Promosi Bil 1/11
Promotional Committee Meeting 1/11
- 2 Seminar on Creating Excellent
Organisation through Creativity and
Innovativeness
- 3 CEO Forum
- 4 Sukan Antara Agensi
Intramural Sports among Agencies
- 5 Hari Inovasi
Innovation Day



04 APRIL APRIL

- 1 Hari Bersama Industri
Open Day with Industry
- 2 Inno Carnival and Best Practices Showcase
- 3 Mini Konvensyen ICC Wilayah Selatan
Southern Region ICC Mini Convention
- 4 Forum CEO Wilayah Selatan
Southern Region CEO Forum
- 5 Workshop on QMEA
Bengkel QMEA
- 6 Sukan MPC-SPRING-PSB
MPC-Spring-PSB Sports
- 7 Productivity and Innovation Photography
Contest 2011



05

MEI MAY

AKTIVITI ACTIVITIES

- 1 Mini Konvensyen ICC Wilayah Utara
Northern Region ICC Mini Convention
- 2 Hari Keluarga Wilayah Utara
Northern Region Family Day
- 3 Mini Konvensyen ICC Wilayah Pantai Timur
East Coast Region ICC Mini Convention
- 4 Pelancaran Laporan Tahunan Produktiviti
2010 dan Penyampaian Anugerah
Produktiviti
Launching of Productivity Report 2010 and
Productivity Award Presentation

5 CEO Forum

6 Hari Keluarga MPC Sarawak
MPC Sarawak Family Day

7 Inno Carnival and Best Practices Showcase

8 Hari Bersama Industri
Open Day with Industry

9 Seminar on Collaboration Between
University and Industries on Innovation

10 Media Release : World Competitiveness
Yearbook

06

JUN JUNE

- 1 Mini Konvensyen ICC Wilayah Sarawak
Sarawak Region ICC Mini Convention
- 2 Inno Carnival and Best Practices Showcase
- 4 Workshop on Development of an Asian
SME Benchmarking Index
- 5 Seminar KPI untuk Industri
KPI Seminar for Industry
- 6 Hari Keluarga MPC Sabah
MPC Sabah Family Day
- 7 Konvensyen ICC Wilayah Pantai Timur
East Coast Region ICC Convention
- 8 Seminar on Creativity and Innovativeness:
Leveraging Innovation throughout
Organisation



07 JULAI JULY

- 1 Konvensyen ICC Wilayah Selatan
Southern Region ICC Convention
- 2 Hari Keluarga Wilayah Selatan
Southern Region Family Day
- 3 Seminar Kreativiti dalam Industri Pelancongan
Seminar on Creativity in Tourism Industry
- 4 Inno Carnival and Best Practices Showcase
- 5 Konvensyen ICC Wilayah Utara
Northern Region ICC Convention
- 6 Training Course on Risk Analysis and Risk
Assessment for Food Industry
- 7 Konvensyen ICC Wilayah Sabah/Sarawak
Sabah/Sarawak Region ICC Convention
- 8 Hari Bersama Industri
Open Day with Industry
- 9 Konvensyen ICC Wilayah Tengah
Central Region ICC Convention
- 10 Malam Produktiviti dan Inovasi Bersama
Industri 2011
2011 Productivity and Innovation Night with
Industry



08 OGOS AUGUST

- 1 Majlis Berbuka Puasa MPC
MPC Breakfast Function
- 2 Mesyuarat Jawatankuasa Latihan dan
Pembangunan Sistem Bil 3/11
Training and Systems Development
Committee Meeting 3 / 11
- 3 Inno Carnival and Best Practices Showcase



09

SEPTEMBER
SEPTEMBER



AKTIVITI ACTIVITIES

- 1 Mesyuarat Jawatankuasa Promosi 3/11
Promotional Committee Meeting 3/11
- 2 International Conference on Green Technology
- 3 Majlis Hari Raya Aidilfitri MPC
MPC Aidilfitri Ceremony
- 4 Mesyuarat Lembaga Pengarah Bil 3/2011
Board of Directors Meeting 3/2011
- 5 Seminar on Building High Performance Teams
in Organisation
- 6 Inno Carnival and Best Practices Showcase
- 7 Mesyuarat Pengarah dan Pengarah Wilayah
Bil 3/2011
Directors and Regional Directors Meeting
3/2011
- 8 Mesyuarat Jawatankuasa Penyelidikan Bil 3/11
Research Committee Meeting 3/11
- 9 Media release : Global Competitiveness Report



10 OKTOBER OCTOBER

- 1 Training Course on Development of Productivity
Practitioners: Advanced Program (DPP:Advanced)
- 2 Konvensyen Persekitaran Berkualiti Wilayah Sabah
Quality Environment Convention, Sabah Region
- 3 Konvensyen ICC Kebangsaan 2011
National ICC Convention 2011
- 4 Competitiveness Conference : " Productivity and
Innovation"
- 5 Konvensyen Persekitaran Berkualiti Wilayah
Utara
Quality Environment Convention, Northern
Region
- 6 Seminar Peningkatan Daya Saing EKS :
Inovasi Dan Kreativiti
Seminar on Enhancing SMEs' Competitiveness:
Innovation and Creativity
- 7 Penerapan Nilai-nilai Islam
Inculcation of Islamic Values
- 8 Sesi Strategik Eksekutif
Executive Strategic Session
- 9 Driving Excellence through Innovation Sharing
Network

NOVEMBER NOVEMBER

- 1 Konvensyen Persekutaran Berkualiti Wilayah Sarawak
Quality Environment Convention, Sarawak Region
- 2 Majlis Qurban
Qurban Ceremony
- 3 Konvensyen Persekutaran Berkualiti Wilayah Pantai Timur
Quality Environment Convention, East Coast Region
- 4 Sparking Innovation and Creativity
- 5 Mesyuarat Jawatankuasa Latihan dan Pembangunan Sistem Bil 4/11
Training and Systems Development Committee Meeting 4/11.
- 6 Mesyuarat Agung Tahunan PWMPC
PWMPC Annual General Meeting
- 7 Konvensyen Persekutaran Berkualiti Wilayah Selatan
Quality Environment Convention, Southern Region



12 DISEMBER DECEMBER

- 1 Mesyuarat Jawatankuasa Penyelidikan Bil 4/11
Committee Research Meeting 4/11
- 2 Innovation Best Practices Sharing
- 3 Mesyuarat Jawatankuasa Promosi 4/11
Promotional Committee Meeting 4/11
- 4 Mesyuarat Lembaga Pengarah Bil 4/2011
Board of Directors Meeting 4/2011
- 5 Hari Bersama Industri
A Day with Industry
- 6 Konvensyen Persekutaran Berkualiti Kebangsaan
National Quality Environment Convention
- 7 Mesyuarat Pengarah dan Pengarah Wilayah Bil 4/2011
Directors and Regional Directors Meeting 4/2011
- 8 Malam Penghargaan Warga MPC/ Terima kasih Daun Keladi
Appreciation Night (MPC Staff)
- 9 Penerapan Nilai-nilai Islam
Inculcation of Islamic Values
- 10 Seminar on Sustaining Competitiveness through Creativity and Innovativeness



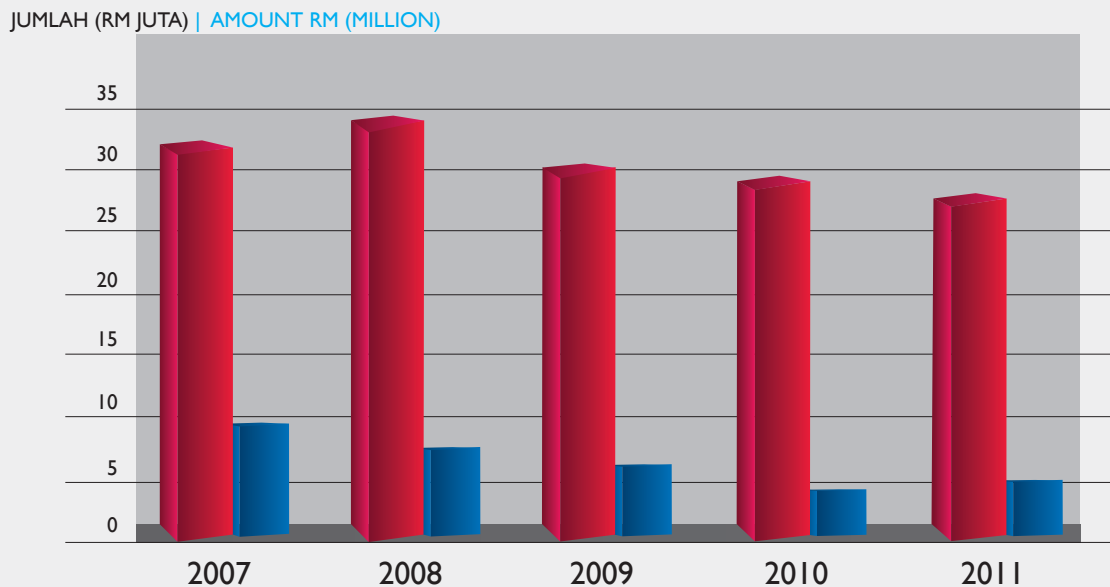
PERUNTUKAN
GERAN MENGURUS DAN
PEMBANGUNAN
TAHUN 2007~2011
MANAGEMENT AND
DEVELOPMENT GRANTS
FOR YEAR 2007~2011

Peruntukan Geran Mengurus dan Pembangunan Tahun 2007-2011 Management and Development Grants for Year 2007-2011

Pada tahun 2011, MPC telah menerima Geran Mengurus sebanyak RM27,649,500. Geran Mengurus yang tertinggi diterima adalah pada tahun 2008 sebanyak RM33,234,000. Geran Pembangunan yang diterima pada tahun 2011 adalah RM5,100,000.

In 2011, MPC received RM27,649,500 for the Management Grant. The highest Management Grant received was in 2008, amounting to RM33,234,000. The Development Grant received in 2011 was RM5,100,000.

Carta 3 : Peruntukan Geran Mengurus dan Geran Pembangunan Yang Diterima 2007 - 2011
Chart 3 : Allocation of Management and Development Grants Received 2007 - 2011



Peruntukan Geran Pembangunan yang diterima mengikut program adalah seperti di Jadual 5.

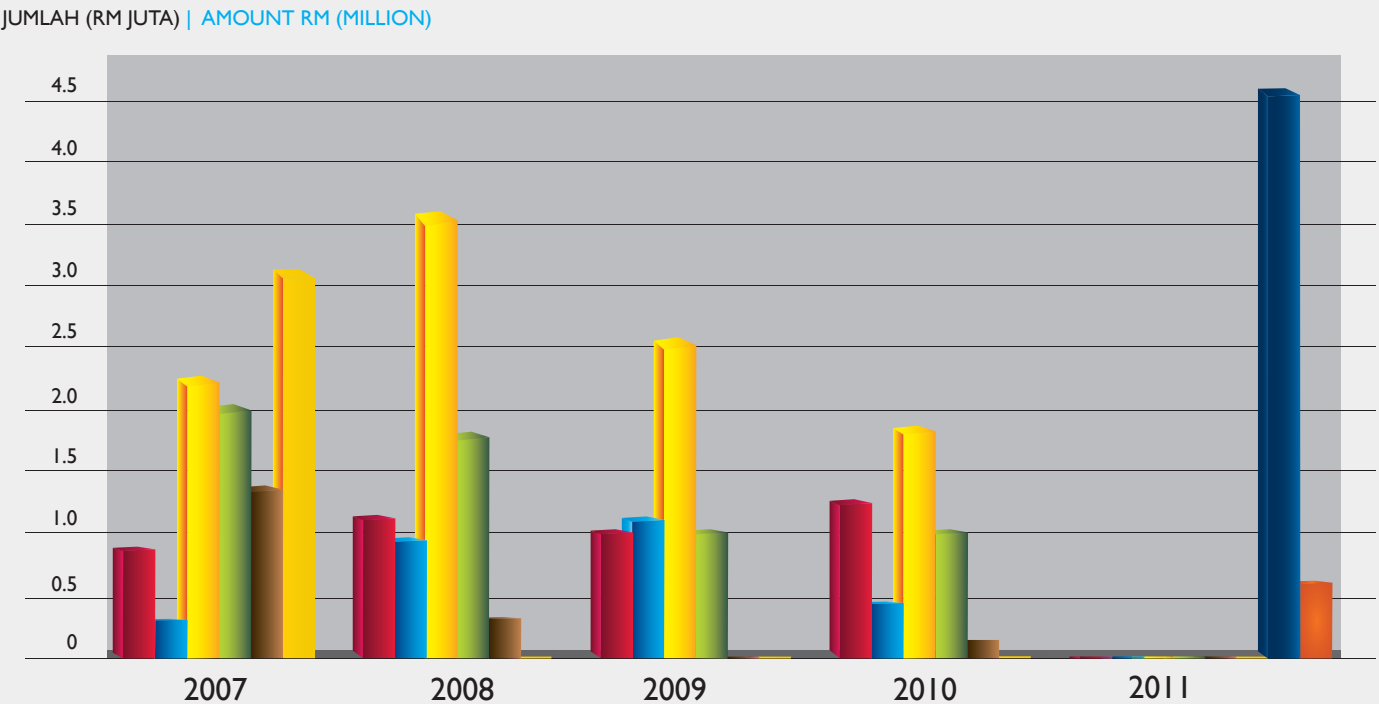
Allocation of the Development Grant received according to programme is as stated in Table 5.

Jadual 5 : Peruntukan Geran Pembangunan Mengikut Program
 Table 5 : Development Grant's Allocation According to Programme

Programme Program	2007	2008	2009	2010	2011
Pembangunan Sumber Manusia Human Resource Development	826,000	1,040,000	1,000,000	1,134,000	-
Penandaarasan Ke arah Kecemerlangan Organisasi Benchmarking Towards Organisational Excellence	225,000	960,000	1,100,000	465,000	-
Pembangunan Produktiviti dan Kualiti EKS SME's Productivity and Quality Development	2,167,000	3,500,000	2,500,000	1,833,000	-
Program Daya Saing Negara Nation's Competitiveness Programme	2,020,000	1,695,000	1,000,000	935,000	-
Kompleks Wilayah Pantai Timur East Coast Region Complex	1,310,000	160,000	-	150,000	-
Membina Bangunan Pejabat MPC Construction of MPC Office Building	3,062,000	-	-	-	-
Pembangunan Kandungan Pengetahuan Bagi Firma Development of Content Knowledge for Firms	-	-	-	-	4,500,000
Program Memodenkan Peraturan Perniagaan Modernising Business Regulation Programme	-	-	-	-	600,000
Jumlah Total	9,610,000	7,355,000	5,600,000	4,517,000	5,100,000

Peruntukan pembangunan yang tertinggi diterima adalah pada tahun 2007 sebanyak RM9,610,000.
 The highest development allocation received was in 2007, amounting to RM9,610,000.

Carta 4 : Peruntukan Geran Pembangunan Yang Diterima Mengikut Program 2007 – 2011
 Chart 4 : Development Grant’s Allocation Received According to Programme 2007 - 2011



Prestasi Perbelanjaan Mengurus MPC Tahun 2007-2011
 Performance of MPC’s Management Expenditure Year 2007-2011

Perbelanjaan Mengurus MPC pada tahun 2011 adalah RM38,686,920 berbanding RM32,539,386 pada tahun 2007 dan RM39,710,491 pada tahun 2010. Peratus perbelanjaan adalah 94%. Perbelanjaan mengurus telah meningkat berbanding tahun 2007 disebabkan penambahan di dalam aktiviti yuran latihan dan pembangunan sistem, perundingan, persijilan dan penyelidikan. Prestasi perbelanjaan mengurus adalah seperti di Jadual 6.
 MPC’s management expenditure for 2011 was RM38,686,920 as compared to RM32,539,386 (2007) and RM39,710,491 (2010). The expenditure percentage was 94%. As compared to 2007, the expenditure percentage increased due to increase in training activity fees and system development, consultation, certification and research activities. The management expenditure performance is as shown in Table 6.

Jadual 6 : Prestasi Perbelanjaan Mengurus 2007-2011

Table 6 : Performance of Management Expenditure 2007-2011

	2007	2008	2009	2010	2011
Geran Kerajaan Government Grant	31,446,800	33,234,000	30,154,000	28,767,200	27,649,500
Hasil Dalamann Internal Revenue	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000
Tambahan Peruntukan Additional Allocation	-	-	4,707,800	10,365,220	9,479,929
Jumlah Selepas Tambahan Total Amount After Addition	35,646,800	37,434,000	39,061,800	43,332,420	41,329,429
Belanja Sebenar Actual Expenditure	32,539,386	35,432,915	38,706,956	39,710,491	38,686,920
Peratus Percentage	91%	95%	99%	92%	94%

Prestasi Perbelanjaan Pembangunan MPC Tahun 2007 – 2011

Performance of Development Expenditure 2007-2011

Di bawah Rancangan Malaysia Ke Sepuluh (RMKe-10), MPC telah diperuntukkan sejumlah RM5.1 juta untuk melaksanakan dua projek pembangunan. Senarai program atau projek RMKe-10 adalah seperti di Jadual 7.

An amount of RM5.1 million was allotted to MPC under the 10th Malaysia Plan (10MP) to execute two development projects. The programmes or projects list is as stated below, in Table 7.

Jadual 7 : Senarai Program atau Projek RMKe-10 MPC
Table 7 : MPC 10MP List of Programmes or Projects

Bil. Item	Projek/Program Project/Programme	Siling Peruntukan RMK-10 (2011) RMK-10 Allocation's Ceiling (2011)
1	Pembangunan Kandungan Pengetahuan bagi Firma Development of Content Knowledge for Firms	4.5 juta million
2	Program Memodenkan Peraturan Perniagaan Modernising Business Regulatory Programme	0.6 juta million
	Jumlah Besar Total Amount	5.1 juta million

Prestasi perbelanjaan Program-program Pembangunan adalah seperti di Jadual 8. Performance of Development Programmes is as listed in Table 8.

Jadual 8 : Prestasi Perbelanjaan Pembangunan 2007-2011
Table 8 : Performance of Development Expenditure 2007-2011

	2007	2008	2009	2010	2011
Pembangunan Sumber Manusia Human Resource Development	846,250	974,700	994,827	1,089,298	-
Penandaarasan Ke arah Kecemerlangan Organisasi Benchmarking Towards Organisational Excellence	240,174	943,666	950,416	459,818	-
Pembangunan Produktiviti dan Kualiti EKS SME's Productivity and Quality Development	2,166,686	3,444,992	2,485,408	1,814,440	-
Program Daya Saing Negara Nation's Competitiveness Programme	2,014,540	1,675,951	999,426	905,695	-

	2007	2008	2009	2010	2011
Kompleks Wilayah Pantai Timur East Coast Region Complex	18,200	-	-	3,920	-
Membina Bangunan Pejabat MPC Construction of MPC Office Building	108,082	400	-	-	-
Pembangunan Kandungan Pengetahuan bagi Firma Development of Content Knowledge for Firms	-	-	-	-	4,289,469
Program Memodenkan Peraturan Perniagaan Modernising Business Regulatory Programme	-	-	-	-	584,184
BELANJA SEBENAR ACTUAL EXPENDITURE	5,393,932	7,039,709	5,430,077	4,273,271	4,873,653
PERUNTUKAN ALLOCATION	9,610,000	7,355,000	5,600,000	4,517,000	5,100,000
PERATUS PERCENTAGE	56%	96%	97%	95%	96%

Prestasi Pengurusan Kewangan MPC 2007-2011 Performance of MPC's Main Programme 2007-2011

Lembaran Imbangan tahun 2007-2011 adalah seperti di Jadual 9. Balance sheet for 2007-2011 is as listed in Table 9.

Jadual 9 : Lembaran Imbangan 2007-2011
 Table 9 : Balance Sheet for 2007-2011

LEMBARAN IMBANGAN PADA 31 DISEMBER BALANCE SHEET AS AT 31 DECEMBER					
ASET ASSET	2007	2008	2009	2010	2011
Hartanah, Loji dan Peralatan Property, Fixtures and Equipment	21,788,370	20,509,604	20,059,724	20,949,874	21,009,852
Kerja dalam Kemajuan Work in Progress	445,000	1,418,523	2,607,407	2,071,357	-
	22,233,370	21,928,127	22,667,131	23,021,231	21,009,852
ASET SEMASA CURRENT ASSET					
Penghutang Debtor	2,587,909	2,190,200	2,161,388	3,342,137	2,139,948
Penghutang Pinjaman dan Pendahuluan Loan Debtors and Advance	1,058,284	849,356	781,440	797,355	634,953
Deposit Diberi dan Prabayar Deposit and Prepaid	317,464	373,517	639,858	735,148	529,146
Deposit Tetap, Tunai dan Baki Bank Fixed Deposit, Cash and Bank Balance	25,370,111	31,437,640	29,822,880	30,467,307	46,455,213
	29,333,768	34,850,713	33,405,566	35,341,947	49,759,260
LIABILITI SEMASA CURRENT LIABILITY					
Pemiutang Perniagaan Business Creditors	16,818	14,580	-	-	-
Pelbagai Pemiutang dan Deposit Diterima Various Creditors and Deposits Received	830,468	798,783	2,382,977	783,483	701,506

LIABILITI SEMASA CURRENT LIABILITY	2007	2008	2009	2010	2011
	847,286	813,363	2,382,977	783,483	701,506
Aset Semasa Bersih Net Current Assets	50,719,852	55,965,477	53,689,720	57,579,695	70,067,606
DIBIAYAI OLEH FINANCED BY					
Kumpulan Wang Pengurusan Management Fund	22,134,009	27,984,330	29,138,972	31,588,622	32,978,607
Kumpulan Wang Pinjaman Kenderaan Vehicle Loan Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Kumpulan Wang Pinjaman Komputer Computer Loan Fund	300,000	300,000	300,000	300,000	300,000
Kumpulan Wang Pembangunan Development Fund	26,285,843	25,681,147	22,250,748	21,746,387	33,369,313
Kumpulan Wang Amanah Usahasama Trust Cooperative Fund	-	-	-	1,944,686	1,419,686
	50,719,852	55,965,477	53,689,720	57,579,695	70,067,606

Penyata Pendapatan Bagi Tahun Berakhir Pada 31 Disember Income Statement for the Year End 31 December

2011

Pendapatan MPC telah menunjukkan peningkatan dari RM45.506 juta pada tahun 2007 kepada RM47.587 juta pada tahun 2011. Ini disebabkan peningkatan hasil yuran latihan dan yuran perundingan walaupun pemberian dari Kerajaan Persekutuan menurun dari RM38.449 juta pada tahun 2007 kepada RM34.711 juta pada tahun 2011. Perbelanjaan pada tahun 2011 adalah sebanyak RM48.012 juta seiring dengan peningkatan yuran latihan dan pembangunan sistem, yuran perundingan dan yuran persijilan. Penyata Pendapatan MPC dari tahun 2007-2011 adalah seperti di Jadual 10.

Although the Government Grant was reduced from RM38.449 million in year 2007 to RM34.711 million in year 2011, MPC's revenue had increased from RM45.506 million in year 2007 to RM47.587 million in year 2011. The expenditure in year 2011 was RM48.012, commensurate with the higher training and development fees, consultancy and certification fees. MPC's income statement from year 2006-2010 is as listed in Table 10.

Jadual 10 : Penyata Pendapatan Tahun 2007 - 2010

Table 10 : Income Statement 2007 - 2010

PENDAPATAN INCOME	2007	2008	2009	2010	2011
Pemberian Kerajaan Persekutuan Federal Government Grants	38,449,177	41,227,304	36,353,329	33,788,561	34,710,871
Pelbagai Pendapatan Miscellaneous Income	7,056,942	8,363,610	8,424,493	13,135,265	12,876,002
	45,506,119	45,590,914	44,777,822	46,923,826	47,586,873
PERBELANJAAN EXPENDITURE					
Emolumen Emolument	16,487,150	18,953,259	18,475,917	19,165,524	20,117,838
Pelbagai Perbelanjaan Miscellaneous Expenditure	21,155,439	23,220,176	23,647,144	23,710,179	26,409,949
Susutnilai Depreciation	2,232,595	1,567,158	1,469,184	1,598,473	1,484,804
	39,875,184	43,740,593	43,592,245	44,474,176	48,012,591
LEBIHAN PENDAPATAN SEBELUM CUKAI SURPLUS INCOME BEFORE TAX	5,630,935	5,850,321	1,185,577	2,449,650	(425,718)
Cukai Tax	-	-	-	-	-
LEBIHAN PENDAPATAN SELEPAS CUKAI SURPLUS INCOME AFTER TAX	5,630,935	5,850,321	1,185,577	2,449,650	(425,718)

Prestasi Bayaran Bil

Performance of Payment of Bill

Pada tahun 2011, prestasi pembayaran bil dalam tempoh 14 hari di MPC telah mencapai 100%. Peningkatan pembayaran bil selaras dengan peningkatan program produktiviti dan inovasi yang dijalankan oleh MPC. Maklumat lanjut adalah seperti ditunjukkan di dalam Jadual 11.

In 2011, MPC managed to reach 100% of the performance target for its payment of bill; target was to make payment within 14 days. The increased in the numbers of bill paid was in line with the increased of productivity innovation programme carried out by MPC. Detail information is as listed in Table 11.

Jadual 11 : Prestasi Bayaran Bil 2008 - 2011

Table 11 : Performance of Payment of Bill 2008 - 2010

TAHUN YEAR	Bilangan Bil Yang Dibayar Dalam Tempoh 14 Hari Number of Bill Paid Within 14 Days	Jumlah Bil Yang Dibayar Dalam Tempoh 14 Hari Total Number of Bills Paid Within 14 Days	Bilangan Bil Yang Dibayar Melebihi Tempoh 14 Hari Number of Bills Paid After 14 Days	Jumlah Bil Yang Dibayar Melebihi Tempoh 14 Hari Total Number of Bills Paid After 14 Days	Prestasi Pembayaran Bil Dalam Masa 14 Hari Performance of Payment of Bill Within 14 Days
2008	3,562	13,147,778	4	9,522	99.9%
2009	5,185	16,141,095	0	0	100%
2010	5,697	16,752,969	0	0	100%
2011	6,315	19,463,571	0	0	100%

Maklumat Dalam Hasil MPC

MPC's Internal Revenue Information

Hasil dalaman MPC yang terbesar adalah terdiri dari yuran program yang diadakan untuk Badan Berkanun, Pihak Berkuasa Tempatan dan pihak swasta. Hasil dalaman MPC pada tahun 2011 adalah sebanyak RM12,876,002. Prestasi hasil dalaman telah menunjukkan peningkatan yang memberangsangkan dari setahun ke setahun dengan bertambahnya permintaan terhadap program latihan kursus dan pembangunan sistem, perundingan, persijilan dan penyelidikan. Prestasi hasil dalaman MPC adalah seperti di Jadual 12.

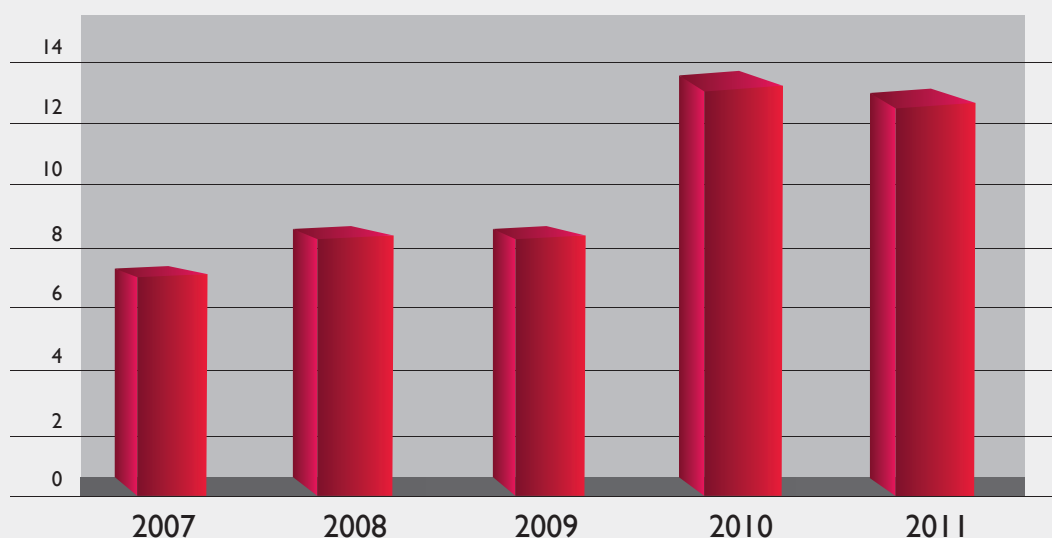
MPC's biggest revenue was from fees obtained from programmes conducted for Statutory Body, Local Authority and private sector. MPC's internal revenue for 2011 was RM12,876,002. A significant improvement could be seen every year due to increased in the number of participation for training and system development, consultancy, certification and research courses. MPC's internal revenue performance is as stated in Table 12.

Jadual 12 : Hasil Dalaman MPC 2007-2011
Table 12 : MPC's Internal Revenue 2007-2011

Hasil Yang Dikutip Revenue Collected	2007	2008	2009	2010	2011
Yuran Program Program Fees	6,027,978.00	7,177,451.00	7,313,392.00	11,893,998.00	11,387,535.00
Faedah Atas Pinjaman Komputer dan Kenderaan Interest on Computer and Vehicle Loan	40,984.00	38,050.00	43,205.00	28,744.00	29,941.00
Faedah Bank Bank Interest	229,194.00	327,780.00	514,064.00	737,533.00	973,568.00
Sewaan Rental	586,490.00	623,491.00	422,554.00	365,725.00	331,151.00
Pelbagai Pendapatan Miscellaneous Income	172,296.00	196,829.00	131,278.00	109,265.00	153,807.00
Jumlah Hasil Total Revenue	7,056,942.00	8,363,610.00	8,424,493.00	13,135,265.00	12,876,002.00
% Kenaikan Kutipan Hasil % Increased Revenue Collected	-	19.00	19.00	86.00	82.00

Carta 5 : Hasil Dalaman MPC 2007 - 2011
 Chart 5 : MPC's Internal Revenue 2007 - 2011

JUMLAH HASIL YANG DIKUTIP
 TOTAL (RM MILLION) REVENUE COLLECTED

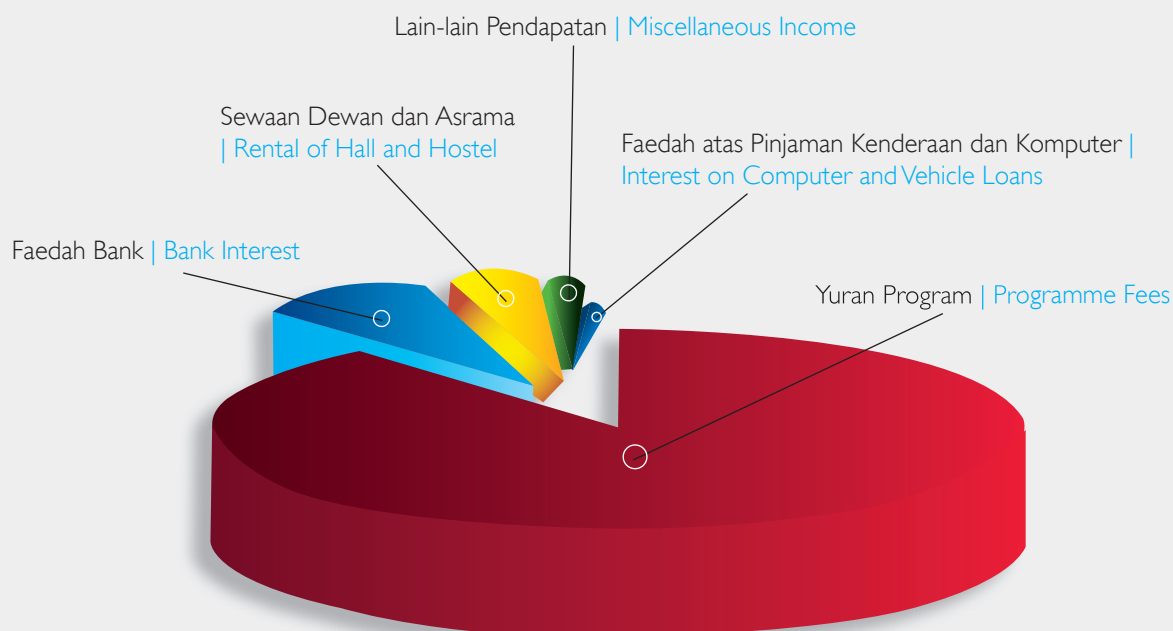


Penyumbang Hasil Dalaman MPC MPC's Internal Revenue Contributors

Yuran program merupakan penyumbang hasil dalaman MPC yang terbesar iaitu sebanyak 88%. Ini diikuti oleh faedah bank (8%), sewaan dewan dan asrama (3%), lain-lain pendapatan (1%) dan faedah atas pinjaman komputer dan kenderaan (0.002%). Yuran program adalah terdiri dari yuran kursus dan pembangunan sistem, yuran perundingan, yuran persijilan dan yuran penyelidikan.

The programme fees were the biggest contributor amounting to 88%. This was followed by bank interest (8%), rental of hall and hostel (3%), miscellaneous income (1%) and interest on computer and vehicle loans (0.002%). The programme fees consisted of courses and system development fees, consultancy fees, certification fees and research fees.

Carta 6 : Peratus Komposisi Hasil MPC Pada Tahun 2011
 Chart 6 : Percentage Composition of MPC's Revenue for Year 2011



Bil Yang Dikeluarkan Tahun 2007-2011 Bill Issued for Year 2007 - 2011

MPC telah mengeluarkan bil yang berjumlah RM8,766,910, pada tahun 2011 berbanding RM10,936,236 pada tahun 2010. Peningkatan peratus pengeluaran bil adalah sebanyak 16.45% berbanding tahun 2007 dan menurun sebanyak 19.84% berbanding tahun 2010. Prestasi pengeluaran bil dari tahun 2007 hingga 2011 adalah seperti di Jadual 13.

MPC had issued bills amounting to RM8,766,910 in 2011 as compared to RM10,936,236 in 2010. The increased in the number of bills issued was 16.45% as compared to 2007 and 19.84% as compared to 2010. The performance for the issuance of bills for year 2006 until 2011 is as stated in Table 13.

Jadual 13 : Bil Yang Dikeluarkan MPC 2007 - 2011

Table 13 : Bills Issued By MPC 2007 - 2011

WILAYAH REGION	2007	2008	2009	2010	2011
Sabah	524,756.50	310,732.50	588,558.00	893,301.00	734,108.50
Utara Northern	687,601.60	774,790.50	970,094.00	1,127,693.00	1,381,587.50
Sarawak	694,545.88	676,012.90	646,312.50	804,929.00	839,221.95
Selatan Southern	632,982.04	875,155.20	609,498.00	771,490.90	996,800.00
Pantai Timur East Coast	452,801.00	435,546.50	659,998.50	1,052,363.00	963,700.00
Ibu Pejabat Headquarters	4,535,742.90	5,140,673.60	4,889,385.25	6,286,459.00	3,851,492.00
Jumlah Total	7,528,429.92	8,212,911.20	8,363,846.25	10,936,235.90	8,766,909.95
% Kenaikan Bil Yang Dikeluarkan Berbanding Tahun 2007 % Increase in Bills Issued As Compared to Year 2007	-	9.09	11.10	45.27	16.45

Hasil Yang Diterima Dari Pengeluaran Bil

Revenue Received from Bills Issued

Jumlah hasil yang diterima oleh MPC dari pengeluaran bil pada tahun 2011 adalah RM7,610,506. Peningkatan peratus hasil yang diterima berbanding tahun 2007 adalah sebanyak 8.10% dan menurun sebanyak 30.57% berbanding tahun 2010. Prestasi hasil yang diterima dari tahun 2007 hingga 2011 adalah seperti di Jadual 14.

Revenue received by MPC from bills issued in year 2011 was RM7,610,506. As compared to 2007, this is an increased of 8.10% and 30.57% when compared to 2010. The revenue received for year 2007 until 2011 is as listed in Table 14.

Jadual 14 : Hasil Yang Diterima Dari Pengeluaran Bil 2007 - 2011

Table 14 : Revenue Received from Bills Issued 2007 - 2011

WILAYAH REGION	2007	2008	2009	2010	2011
Sabah	500,909.30	310,719.10	474,495.08	776,847.64	623,838.02
Utara Northern	703,481.47	782,935.05	828,790.73	1,132,809.58	1,211,767.40
Sarawak	703,834.80	653,421.14	590,381.60	804,169.40	856,927.95
Johor	608,537.18	777,388.94	676,284.53	671,511.84	800,003.94
Pantai Timur East Coast	208,870.00	463,520.72	661,669.22	970,098.44	940,922.50
Ibu Pejabat Headquarters	4,314,704.29	5,247,812.36	4,747,952.57	6,606,481.42	3,177,046.66
Jumlah Total	7,040,337.04	8,235,797.31	7,979,573.73	10,961,918.32	7,610,506.47
% Kenaikan Bil Yang Dikeluarkan Berbanding Tahun 2007 % Increase in Bills Issued As Compared to Year 2007	-	16.98	13.34	55.70	8.10

Tunggakan Hasil

Arrears

Jumlah tunggakan hasil pada tahun 2011 adalah sebanyak RM1,844,930.00. Tunggakan hasil dari tahun 2007 hingga 2011 ditunjukkan di Jadual 15.

The total arrears for year 2011 was RM1,844,930.00. Arrears from 2007 until 2011 is as listed in Table 15.

Jadual 15 : Tunggakan Hasil

Table 15 : Arrears

TAHUN YEAR	2007	2008	2009	2010	2011
Jumlah Bil Yang Dikeluarkan Amount of Bills Issued	7,528,429.92	8,212,911.20	8,363,846.25	10,936,235.90	8,766,909.95
Jumlah Hasil Yang Diterima Amount of Revenue Collected	7,040,337.04	8,235,797.31	7,979,573.73	10,961,918.32	7,610,506.47
Jumlah Tunggakan Hasil Total Arrears	2,033,945.00	1,822,825.00	1,914,959.00	1,760,265.00	1,844,930.00



LAPORAN KEWANGAN

FINANCIAL STATEMENT



**SIJIL KETUA AUDIT NEGARA
MENGENAI PENYATA KEWANGAN
PERBADANAN PRODUKTIVITI MALAYSIA
BAGI TAHUN BERAKHIR 31 DISEMBER 2011**

Penyata Kewangan Perbadanan Produktiviti Malaysia bagi tahun berakhir 31 Disember 2011 telah diaudit oleh wakil saya. Pihak pengurusan bertanggungjawab terhadap Penyata Kewangan ini. Tanggungjawab saya adalah mengaudit dan memberi pendapat terhadap Penyata Kewangan tersebut.

Pengauditan telah dilaksanakan mengikut Akta Audit 1957 dan berpandukan piawaian pengauditan yang diluluskan. Piawaian tersebut menghendaki pengauditan dirancang dan dilaksanakan untuk mendapat kepastian yang munasabah sama ada Penyata Kewangan adalah bebas daripada kesilapan atau ketinggalan yang ketara. Pengauditan ini termasuk memeriksa rekod dan dokumen secara semak uji, menyemak bukti yang menyokong angka dan memastikan pendedahan yang mencukupi dalam Penyata Kewangan. Penilaian juga dibuat terhadap prinsip perakaunan yang digunakan, unjuran signifikan oleh pengurusan dan persembahan Penyata Kewangan secara keseluruhan. Saya percaya pengauditan yang dilaksanakan memberi asas yang munasabah terhadap pendapat saya.

Pada pendapat saya, Penyata Kewangan ini memberi gambaran yang benar dan saksama terhadap kedudukan kewangan Perbadanan Produktiviti Malaysia pada 31 Disember 2011 serta hasil operasi dan aliran tunai untuk tahun tersebut adalah selaras piawaian perakaunan yang diluluskan.

(DATO' HJ. ANWARI BIN SURI)
b.p. KETUA AUDIT NEGARA
MALAYSIA

PUTRAJAYA
2 OGOS 2012



Penyata Pengerusi dan Seorang Ahli Lembaga Pengarah Statement by the Chairman and a Member of the Board of Directors

Kami, TAN SRI AZMAN HASHIM dan TAN SRI MUSTAFA MANSUR yang merupakan Pengerusi dan salah seorang Ahli Lembaga Pengarah Perbadanan Produktiviti Malaysia, dengan ini menyatakan bahawa, pada pendapat Lembaga Pengarah, Penyata Kewangan yang mengandungi Lembaran Imbangan, Penyata Pendapatan, Penyata Perubahan Ekuiti dan Penyata Aliran Tunai yang berikut ini berserta dengan nota-nota kepada Penyata Kewangan di dalamnya, adalah disediakan untuk menunjukkan pandangan yang benar dan saksama berkenaan kedudukan Perbadanan Produktiviti Malaysia pada 31 Disember 2011 dan hasil kendaliannya serta perubahan kedudukan kewangannya bagi tahun berakhir pada tarikh tersebut.

We, TAN SRI AZMAN HASHIM, being the Chairman, and TAN SRI MUSTAFA MANSUR, being a member of the Board of Directors of Malaysia Productivity Corporation, do hereby state that, in the opinion of the Board of Directors, the Balance Sheet, Income Statement, Statement of Changes of Fund and Cash Flow Statement as well as the notes accompanying the document are properly drawn up so as to give a true and fair view of the state of affairs of Malaysia Productivity Corporation as at 31 December 2011 and the result of its operations and the changes in its financial position of the year ended on that date.

Bagi pihak Lembaga | On behalf of the Board



TAN SRI AZMAN HASHIM

Pengerusi | Chairman

Tarikh | Date : 13 Julai | July 2012

Kuala Lumpur



TAN SRI MUSTAFA MANSUR

Ahli Lembaga Pengarah

A Member of Board of Directors

Tarikh | Date : 13 Julai | July 2012

Kuala Lumpur

Pengakuan oleh Pegawai Utama yang Bertanggungjawab ke atas Pengurusan Kewangan
Declaration by the Officer Primarily Responsible for the Financial Management

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

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

Sebenarnya dan sesungguhnya	)	Subscribed and solemnly declared	)
diakui oleh penama di atas	)	by the above named	)
di PETALING JAYA	)	at PETALING JAYA	)
pada 4 haribulan April 2012	)	on 4 th day of April 2012	)



DATO' MOHD. RAZALI HUSSAIN

Di hadapan saya, | *Before me,*



Pesuruhjaya Sumpah
Commissioner For Oath

Lembaran Imbangan Pada 31 Disember
Balance Sheet as at 31 December

2011

Aset Assets	Nota Notes	'11 RM	'10 RM
Hartanah, Loji dan Peralatan Property, Fixtures and Equipment	5	21,009,852	20,949,874
Kerja dalam Kemajuan Work in Progress	6	-	2,071,357
		21,009,852	23,021,231
Aset Semasa Current Assets			
Penghutang Debtor	7	2,139,948	3,342,137
Penghutang Pinjaman dan Pendahuluan Loan Debtors and Advance	8	634,953	797,355
Deposit Diberi dan Prabayar Deposit and Prepaid		529,146	735,148
Deposit Tetap, Tunai dan Baki Bank Fixed deposit, Cash and Bank Balance	9	46,455,213	30,467,307
		49,759,260	35,341,947
Liabiliti Semasa Current Liabilities			
Pelbagai Pemiutang dan Deposit Diterima Various Creditors and Deposits Received	10	701,506	783,483
		701,506	783,483
Aset Semasa Bersih Net Current Assets		49,057,754	34,558,464
Dibiayai oleh Financed by			
Kumpulan Wang Pengurusan Management Fund	11	32,978,607	31,588,622
Kumpulan Wang Pinjaman Kenderaan Vehicle Loan Fund		2,000,000	2,000,000
Kumpulan Wang Pinjaman Komputer Computer Loan Fund		300,000	300,000
Kumpulan Wang Pembangunan Development Fund	12	33,369,313	21,746,387
Kumpulan Wang Amanah Usahasama Cooperation Trust Fund		1,419,686	1,944,686
		70,067,606	57,579,695

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

Penyata Pendapatan bagi Tahun Berakhir 31 Disember
Statement of Income as at 31 December

2011

	Nota Notes	'11 RM	'10 RM
Pendapatan Income			
Pemberian Kerajaan Persekutuan Federal Government Grants	14	34,710,871	33,788,561
Pelbagai Pendapatan Miscellaneous Income	15	12,876,002	13,135,265
		47,586,873	46,923,826
Perbelanjaan Expenditure			
Emolumen Emolument	16	20,117,838	19,165,524
Pelbagai Perbelanjaan Miscellaneous Expenditure	17	26,409,949	23,710,179
Susutnilai Depreciation		1,484,804	1,598,473
		48,012,591	44,474,176
Lebihan/(Kurangan) Pendapatan Selepas Cukai Surplus/(Deficit) Income After Tax		(425,718)	2,449,650
Cukai Tax	3	-	-
Lebihan/(Kurangan) Pendapatan Selepas Cukai Surplus/(Deficit) Income After Tax		(425,718)	2,449,650

Nota-nota yang dilampirkan adalah sebahagian daripada penyata kewangan ini.

Accompanying notes form parts of these accounts.

Penyata Perubahan Ekuiti bagi Tahun Berakhir 31 December
Statement of Changes of Equity for the Year Ended 31 December

2011

Kumpulan Wang | Fund

	Nota Notes	Pembangunan Development RM	Pengurusan Management RM	Pinjaman Kenderaan Vehicle Loan RM	Pinjaman Komputer Computer Loan RM	Wang Amanah Usahasama Cooperation Trust Fund RM	Jumlah Total RM
Baki pada 1 Januari 2010 (tahun lepas) Balance as at 1 January 2010 (previous year)		22,250,748	29,138,972	2,000,000	300,000	-	53,689,720
Tambahan dalam Tahun Semasa Receivables in Current Year		4,517,000	-	-	-	1,944,686	6,461,686
Baki pada 31 Disember 2010 Balance as at 31 December 2010		26,767,748	29,138,972	2,000,000	300,000	1,944,686	60,151,406
Lebihan/(Kurangan) Bersih Bagi Tahun Semasa Surplus/(Deficit) for Current Year		(5,021,361)	2,449,650	-	-	-	(2,571,711)
Baki pada 31 Disember 2010 Balance as at 31 December 2010		21,746,387	31,588,622	2,000,000	300,000	1,944,686	57,579,695
Baki pada 1 Januari 2011 (Tahun Semasa) Balance as at 1 January 2011 (Current Year)		21,746,387	31,588,622	2,000,000	300,000	1,944,686	57,579,695
Tambahan dalam Tahun Semasa Receivables in Current Year		20,500,000	-	-	-	-	20,500,000
Fixed Deposit		(1,817,440)	1,817,440	-	-	-	-
Fixed Deposit		1,737	(1,737)	-	-	-	-
Baki pada 31 Disember 2011 Balance as at 31 December 2011		40,430,684	33,404,325	2,000,000	300,000	1,944,686	78,079,695
Lebihan/(Kurangan) Bersih Bagi Tahun Semasa Surplus/(Deficit) for Current Year		(7,061,371)	(425,718)	-	-	(525,000)	(8,012,089)
Baki pada 31 Disember 2011 Balance as at 31 December 2011	11, 12 dan 13 11, 12 and 13	33,369,313	32,978,607	2,000,000	300,000	1,419,686	70,067,606

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

Penyata Aliran Tunai Bagi Tahun Berakhir 31 Disember
Cash Flow Statement for the Year Ended 31 December

2011

	'11 RM	'10 RM
Aliran Tunai dari Aktiviti Operasi Cash Flow from Operating Activities		
Terimaan Tunai dari Kerajaan Persekutuan Cash Received from the Federal Government	49,466,600	31,967,100
Terimaan Tunai Pelbagai Hasil Cash Received from Various Sources	13,598,152	16,160,873
Bayaran Tunai Kepada Pekerja dan Pembekal Cash Payments to Employees and Suppliers	(46,388,122)	(46,479,039)
Tunai Bersih dari Aktiviti Operasi Net Cash from Operating Activities	16,676,630	1,648,934
Aliran Tunai dari Aktiviti Pelaburan Cash Flow From Investment Activities		
Pembelian Aset Purchase of Assets	(1,580,827)	(1,638,695)
Faedah Diterima Interest Received	892,103	634,188
Tunai Bersih dari Aktiviti Pelaburan Net Cash From Investment Activities	(688,724)	(1,004,507)
Pertambahan Bersih Tunai dan Setara Tunai Net Addition Cash and Cash Equivalent	15,987,906	644,427
Tunai dan Kesetaraan Tunai pada Awal Tahun Cash and Cash Equivalent at the Beginning of the Year	30,467,307	29,822,880
Tunai dan Kesetaraan Tunai pada Akhir Tahun Cash and Cash Equivalent at the End of the Year	46,455,213	30,467,307
Terdiri Daripada Consists of:		
Wang Tunai di Tangan dan Baki Bank Cash and Bank Balances	3,995,001	9,215,316
Deposit Tetap dengan Bank Fixed Deposit with Bank	42,460,212	21,251,991
	46,455,213	30,467,307

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

Nota-nota kepada Penyata Kewangan bagi Tahun Berakhir 31 Disember Notes to the Financial Statement for the Year Ended 31 December

2011

1. MAKLUMAT PERBADANAN

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

- (a) Menyediakan maklumat mengenai produktiviti, kualiti, daya saing dan amalan-amalan terbaik melalui aktiviti penyelidikan dan pembangunan pangkalan data;
- (b) Membangunkan modal insan dan kecemerlangan organisasi bagi membentuk masyarakat berasaskan pengetahuan berasaskan latihan, pembangunan sistem dan amalan-amalan terbaik; dan
- (c) Memupuk budaya kreatif dan inovatif melalui program-program promosi P&Q dan jalinan kerjasama.

2. DASAR PERAKAUNAN PENTING

(a) Asas Perakaunan

Penyata Kewangan Perbadanan telah disediakan mengikut kelaziman kos sejarah dan Piawaian Perakaunan untuk Entiti Persendirian yang diluluskan.

(b) Aset dan Susutnilai

Tanah milikbebas tidak dilunaskan.
Aset dinyatakan pada kos selepas ditolak susutnilai terkumpul, kerugian penurunan nilai (sekiranya ada).

1. CORPORATE INFORMATION

Malaysia Productivity Corporation formerly known as National Productivity Centre was incorporated under the National Productivity Council Act (Incorporated) No. 19 in 1966 (1975 amendment "A305 Act 1975" and 1991 amendment "A801 Act 1991"). Since 1 December 1991, it is known as National Productivity Corporation. National Productivity Corporation was reamended again and is now officially known as Malaysia Productivity Corporation since 21 February 2008. The objectives of the Corporation are:

- (a) Providing value-added information on productivity, quality, competitiveness and best practices through research activities and databases;
- (b) Developing human capital and organisational excellence for building a knowledge-based society through training, systems development and best practices; and
- (c) Nurturing innovatives and creative culture through P&Q promotion and partnership programmes.

2. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

The Accounts of the Corporation have been prepared in accordance with the historic cost convention and in compliance with the approved accounting standards for Private Entity.

(b) Assets and Depreciation

Freehold land is not amortised.
Assets are stated at cost after deducting accumulated depreciation, devaluation loss (if any).

Susutnilai dibuat menurut kaedah garis lurus untuk melupus kira kos, berasaskan tempoh anggaran usia kegunaan setiap aset. Kadar susutnilai tahunan adalah seperti berikut:

Bangunan	2%
Perabot,engkapan dan kemudahan	10%
Mesin, alat kelengkapan dan komputer	20%
Kenderaan	20%
Ubahsuai	10%

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

(c) **Tukaran Matawang Asing**

Aset dan tanggungan dalam matawang asing ditukarkan kepada Ringgit Malaysia pada kadar pertukaran pada 31 Disember 2011 manakala urusan di dalam matawang asing di sepanjang tahun ditukarkan pada kadar tarikh urusan berkenaan. Perbezaan pertukaran akibat dari urusan ini telah dimasukkan ke dalam Penyata Pendapatan.

(d) **Penghutang**

Hutang lapuk yang telah dikenal pasti akan dihapus kira dan peruntukan akan dibuat ke atas hutang yang diragui akan penghutangnya. Merujuk kepada polisi peruntukan hutang ragu Perbadanan, hutang-hutang perniagaan yang melebihi setahun akan diklasifikasikan sebagai hutang ragu manakala hutang yang melebihi tiga tahun dan setelah semua usaha kutipan dijalankan tetapi masih lagi tidak dapat dikutip akan dihapus kira.

(e) **Pemiutang**

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

(f) **Geran Kerajaan**

Geran Kerajaan terbahagi kepada:

(i) **Geran Pengurusan**

Geran Pengurusan dan sumbangan dari

Depreciation is computed using the straight-line method to write down cost based on estimated value of each asset. The annual depreciation rate is as follows:

Building	2%
Furniture, fixtures and facilities	10%
Machinery, equipment and computer	20%
Vehicles	20%
Renovations	10%

If there is devaluation, total assets will be reevaluated and reduced immediately to the amount claimed. Profit and loss from sales will be determined through comparing amount received with amount entered into financial statement.

(c) **Foreign Currency Exchange**

Assets and liabilities in foreign currency at the date of the balance sheets are converted into Ringgit Malaysia at the exchange rate as at 31 December 2011 while transactions in foreign currency during the year are converted at the prevailing rate on the transaction dates. Exchange rate differential due to these transactions have been debited into the income and expenditure statement.

(d) **Debtors**

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

(e) **Creditors**

Creditors are recorded at cost which is the current amount to be paid in the future for supplies and services received.

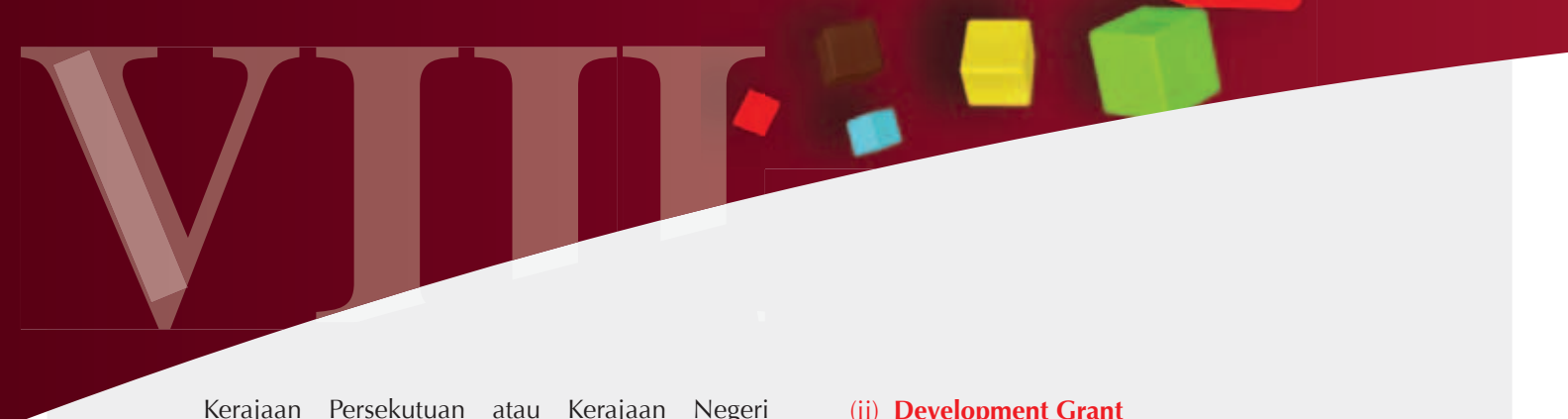
(f) **Government Grant**

Government Grant is divided into:

(i) **Management Grant**

Management Grant and contributions from Federal or State Government is acknowledged as revenue by virtue of the provision of Section 39(d) Local Government Act, 1976.





Kerajaan Persekutuan atau Kerajaan Negeri adalah diiktiraf sebagai hasil sebagaimana yang diperuntukkan di bawah Seksyen 39 (d) Akta Kerajaan Tempatan, 1976.

(ii) **Geran Pembangunan**

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

(g) **Manfaat Pekerja**

(i) **Manfaat Jangka Pendek**

Upah, gaji, bonus dan sumbangan keselamatan sosial diambil kira sebagai perbelanjaan dalam tahun di mana perkhidmatan berkaitan diberikan oleh pekerja. Perbadanan juga telah mengakaunkan bayaran ganjaran cuti rehat bagi pekerja tetap yang akan bersara pada tahun berikutnya sebagai liabiliti manfaat pekerja jangka pendek.

(ii) **Pelan Caruman Tetap**

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

(h) **Kemerosotan aset**

Nilai aset yang dibawa disemak pada tarikh Lembaran Imbangan untuk menentukan sama ada terdapat tanda kemerosotan. Jika wujud tanda demikian, nilai aset dijangka dapat diperoleh

(ii) **Development Grant**

Development Grant from Government related to capital expenditure is entered into Capitalised Government Grant. The amount used in the year is taken into account in Statement of Income based on asset's depreciation rate.

(g) **Employee Benefits**

(i) **Short Term Benefits**

Wage, salary, bonus and social security contribution are considered expenditure in years where relevant services were given by employees. Corporation also records payment of sick leave for employees who are about to retire as short term employee benefits liability.

(ii) **Fixed Depositor Plan**

Corporation deposits contribution to Employees Provident Fund (EPF) for officers who choose the EPF scheme and Pension Trust Fund for officers who choose the pension scheme. These deposits are considered as expenditures in the statement of income.

(h) **Asset Depreciation**

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

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

anggarkan. Nilai yang dianggap boleh diperoleh semula merupakan amaun yang lebih tinggi di antara nilai jualan bersih aset dan nilai diguna, yang diukur berasaskan aliran tunai yang dijangka akan didiskaunkan.

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

(i) **Pengiktirafan Pendapatan**

Pendapatan diiktiraf dari pemberian geran Kerajaan Persekutuan. Manakala pengiktirafan pelbagai pendapatan adalah seperti berikut:-

(a) **Pendapatan dari yuran**

Pendapatan daripada yuran kursus dan latihan diiktiraf apabila kursus dan latihan telah dijalankan.

(b) **Pendapatan dari aktiviti pelaburan**

Faedah deposit tetap mudarabah akan diiktiraf sebagai pendapatan Perbadanan hanya apabila ia telah diterima dan bagi faedah deposit tetap konvensional menggunakan asas akrual.

(c) **Pelbagai pendapatan**

Pendapatan lain diiktiraf seperti sewaan, pelupusan aset dan lain-lain.

(d) **Pendapatan dari pemberian geran Kerajaan Persekutuan**

Pendapatan daripada geran Kerajaan Persekutuan diiktiraf apabila peruntukan perbelanjaan diluluskan.

(j) **Penyata Aliran Tunai**

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

(i) **Recognition of Income**

Income is recognised as the grant given by the Federal Government. However the recognition of miscellaneous income is as follows:

(a) **Income from Fees**

Income from course and training fees is recognised upon completion of the course and training.

(b) **Income from Investment Activities**

The mudarabah fixed deposit interest will be recognised as the Corporation's income upon receipt while that of the conventional fixed deposit is based on accrual basis.

(c) **Miscellaneous Income**

Other recognised incomes such as rental and written-off assets.

(d) **Income from Federal Government Grant**

Income from Federal Government grant will be recognised once allocation for expenses is approved.

(j) **Cash Flow Statement**

The cash flow statement has been prepared based on direct method. For the purpose of the cash flow statement, cash and cash equivalent include cash, bank balance and fixed deposit.

3. TAXATION

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

4. FINANCIAL RISK MANAGEMENT POLICY

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



3. PERCUKAIAN

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

4. POLISI PENGURUSAN RISIKO KEWANGAN

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

(a) Risiko kadar faedah

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

(a) Risk of Interest Rate

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

Nota-nota kepada Penyata Kewangan bagi Tahun Berakhir 31 Disember
Notes to the Financial Statement for the Year Ended 31 December

2011

5. Hartanah, Loji dan Peralatan Property, Fixtures and Equipments

Pengurusan Management Kos Cost	Tanah dan bangunan Land and Building RM	Perabot, Lengkapan dan Kemudahan Furniture, Fixtures and Facilities RM	Mesin dan Alat Kelengkapan Machinery and Equipment RM	Kenderaan Vehicle RM	Ubahsuai Renovation RM	Jumlah Total RM
Pada 1 Januari 2011 As at 1 January 2011	17,290	3,303,477	5,379,034	1,347,616	849,632	10,897,049
Tambahan Accumulation	2	(59,181)	88,416	8,750	1,481,520	1,519,507
Lupusan Written-off	-	1,170	(84,980)	(210,289)	-	(296,439)
Pada 31 Disember 2011 As at 31 December 2011	17,290	3,243,126	5,382,470	1,146,077	2,331,152	12,120,117

Susutnilai Berkumpul Accumulated Depreciation

Pada 1 Januari 2011 As at 1 January 2011	12,340	1,747,417	4,520,489	1,080,091	84,963	7,445,300
Susutnilai Tahun Semasa Annual Depreciation	2,973	220,774	324,102	127,327	213,569	888,745
Lupusan Written-off	-	(585)	(82,730)	(177,085)	-	(260,400)
Pada 31 Disember 2011 As at 31 December 2011	15,313	1,967,606	4,761,861	1,030,333	298,532	8,073,645

Nilai Buku Bersih | Net Book Value

Pada 31 Disember 2011 As at 31 December 2011	1,979	1,275,520	620,609	115,744	2,032,620	4,046,472
Pada 31 Disember 2010 As at 31 January 2010	4,951	1,556,058	858,545	267,525	764,669	3,451,748
Susut nilai dikenakan bagi Tahun Berakhir 31 Disember 2010 Depreciation for the Year Ending 31 December 2010	346	230,700	353,953	180,381	84,963	850,343

Nota-nota kepada Penyata Kewangan bagi Tahun Berakhir 31 Disember
Notes to the Financial Statement for the Year Ended 31 December

2011

5. Hartanah, Loji dan Peralatan Property, Fixtures and Equipments		Tanah dan bangunan Land and Building RM	Perabot, Lengkapan dan kemudahan Furniture, Fixtures and Facilities RM	Mesin dan Alat Kelengkapan Machinery and Equipments RM	Kenderaan Vehicle RM	Ubahsuai Renovation RM	Jumlah Total RM
Pengurusan Management Kos Cost							
Pada 1 Januari 2011 As at 1 January 2011		27,438,163	2,430,772	7,550,584	-	-	37,419,519
Tambahan Accumulation		-	-	61,320	-	-	61,320
Lupusan Written-off		-	-	(335,310)	-	-	(335,310)
Pada 31 Disember 2011 As at 31 December 2011		27,438,163	2,430,772	7,276,594	-	-	37,145,529
Susutnilai Berkumpul Accumulated Depreciation							
Pada 1 Januari 2011 As at 1 January 2011		10,057,381	2,337,386	7,526,626	-	-	19,921,393
Susutnilai Tahun Semasa Annual Depreciation		532,019	39,924	24,116	-	-	596,059
Lupusan Written-off		-	-	(335,303)	-	-	(335,303)
Pada 31 Disember 2011 As at 31 December 2011		10,589,400	2,377,310	7,215,439	-	-	20,182,149
Nilai Buku Bersih Net Book Value							
Pada 31 Disember 2011 As at 31 December 2011		16,848,763	53,462	61,155	-	-	16,963,380
Pada 31 Disember 2010 As at 31 January 2010		17,380,782	93,386	23,958	-	-	17,498,126
Susut nilai dikenakan bagi Tahun Berakhir 31 Disember 2010 Depreciation for the Year Ending 31 December 2010		532,018	45,028	171,084	-	-	748,130
Jumlah Keseluruhan Overall Total							
Pada 31 Disember 2011 As at 31 December 2011		16,850,742	1,328,982	681,764	115,744	2,032,620	21,009,852
Pada 31 Disember 2010 As at 31 December 2010		17,385,733	1,649,444	882,503	267,525	764,669	20,949,874

Nota-nota kepada Penyata Kewangan bagi Tahun Berakhir 31 Disember
Notes to the Financial Statement for the Year Ended 31 December

2011

5.HARTANAH, LOJI DAN PERALATAN

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

6.KERJA DALAM KEMAJUAN

Kerja dalam kemajuan merujuk kepada Projek Mengurus dan Projek Pembangunan Perbadanan Produktiviti Malaysia di dalam Rancangan Malaysia Ke- 9 seperti berikut :-

5.PROPERTY, FIXTURES AND EQUIPMENTS

The sites of the Head Office Building is under the name of the Federal Land Commissioner. Whereas, the land in Mukim of Kuantan, Pahang was granted by the State Government of Pahang.

6.WORK IN PROGRESS

Work in progress refers to Malaysia Productivity Corporation Development and Management Projects under the 9th Malaysia Plan as follows:

	'11 RM	'10 RM
Projek Mengurus Management Project	-	507,004
Projek Pembangunan Development Project	-	1,564,353
	-	2,071,357
(a) Projek Mengurus Management Project		
Menaik taraf pagar MPC Upgrading MPC gate	-	507,004
Menaik taraf dalaman dan luaran ibu pejabat MPC Upgrading MPC Headquarter's Interior and Exterior	-	507,004
(b) Projek Pembangunan Development Project		
Membina Kompleks MPC Wilayah Pantai Timur Construction of the new East Coast MPC Complex	-	507,004

Nota-nota kepada Penyata Kewangan bagi Tahun Berakhir 31 Disember
Notes to the Financial Statement for the Year Ended 31 December

2011

7. Penghutang | Debtor

'11
RM

'10
RM

Penghutang Perniagaan | Business Debtors
Tolak: Peruntukan Hutang Ragu | Less: Allocation for Doubtful Debt

1,849,130
(4,200)

1,761,065
(800)

1,844,930

1,760,265

Pelbagai Penghutang | Other Debtors

295,018

1,581,872

2,139,948

3,342,137

8. Penghutang Pinjaman dan Pendahuluan
Loan and Advances

Penghutang Pinjaman Kenderaan | Vehicle Loan Debtors
Penghutang Pinjaman Komputer | Computers Loan Debtors
Pelbagai Pendahuluan | Other Advances

489,155

666,164

128,436

118,671

17,362

12,520

634,953

797,355

(a) Penghutang Pinjaman Kenderaan
Vehicle Loan Debtors

Penghutang Pinjaman Kenderaan terdiri daripada :
Vehicle Loan Debtors consists of:

Pinjaman yang Perlu Dibayar Selepas 12 Bulan
Loans Which Need To Be Paid Off After 12 Months

374,393

522,222

Pinjaman yang Perlu Dibayar Dalam Masa 12 Bulan
Loans Which Need To Be Paid Off Within 12 Months

114,762

143,942

489,155

666,164

Nota-nota kepada Penyata Kewangan bagi Tahun Berakhir 31 Disember
Notes to the Financial Statement for the Year Ended 31 December

2011

(b) Penghutang Pinjaman Komputer
Computers Loan Debtors

'11 '10
RM RM

Penghutang Pinjaman Komputer terdiri daripada :
Computers Loan Debtors consists of:

Pinjaman yang Perlu Dibayar Selepas 12 Bulan
Loans Which Need To Be Paid Off After 12 Months

73,906 66,567

Pinjaman yang Perlu Dibayar Dalam Masa 12 Bulan
Loans Which Need To Be Paid Off Within 12 Months

54,530 52,104

128,436 118,671

9. Deposit Tetap, Tunai dan Baki Bank
Fixed Deposit, Cash and Bank Balance

Tunai dan Baki Bank
Cash and Bank Balance

3,995,001 9,215,316

Deposit Tetap
Fixed Deposit

42,460,212 21,251,991

46,455,213 30,467,307

(a) Risiko Kadar Faedah

Risiko kadar faedah akan berubah disebabkan oleh perubahan yang berlaku di dalam pasaran dan kadar purata efektif bagi aset kewangan dan liabiliti kewangan adalah seperti berikut :

(a) Interest rate risk

The interest rate risk is subject to market changes and the average effective rate for financial assets and financial liabilities is as follows:

Aset Kewangan Kurang Dari 1 Tahun
Financial Assets Less Than 1 Year

Tunai dan Baki Bank
Cash and Bank Balance

3,995,001 9,215,316

Kadar Purata Efektif pada Tahun Semasa
Average Effective Rate for the Current Year

1% - 2% 1% - 2%

Nota-nota kepada Penyata Kewangan bagi Tahun Berakhir 31 Disember
Notes to the Financial Statement for the Year Ended 31 December

2011

	'11 RM	'10 RM
Deposit Tetap Fixed Deposit	42,460,212	21,251,991
Kadar Purata Efektif pada Tahun Semasa Average Effective Rate for the Current Year	2.25% - 3.50%	2.5% -3.10%
10. Pelbagai Pemiutang dan Deposit Diterima Various Creditors and Deposits Received		
Wang Tidak Dituntut Dan Deposit Diterima Unclaimed Monies and Deposits Received	21,757	85,975
Pemiutang Projek Khas Special Project Creditors	14,104	-
Pemiutang Terakru Accrued Creditors	540,703	440,837
Pelbagai Pemiutang Various Creditors	124,942	256,671
	701,506	783,483
11. Kumpulan Wang Pengurusan Management Fund		
Baki pada 1 Januari Balance as at 1 January	31,588,622	29,138,972
Deposit Tetap Fixed Deposit	1,817,440	-
Pelarasan Adjustment	(1,737)	-
Kurangan/Lebih Pendapatan Atas Perbelanjaan (Deficit)/Surplus of Income Over Expenses	(425,718)	2,449,650
Baki pada 31 Disember Balance as at 31 December	32,978,607	31,588,622

Nota-nota kepada Penyata Kewangan bagi Tahun Berakhir 31 Disember
Notes to the Financial Statement for the Year Ended 31 December

2011

12. Kumpulan Wang Pembangunan Development Fund

'11
RM

'10
RM

Pendapatan | Income

Baki pada 1 Januari Balance as at 1 January	21,746,387	22,250,748
Pemberian Kerajaan Persekutuan Federal Government Grant	20,500,000	4,517,000
Deposit Tetap Fixed Deposit	(1,817,440)	-
Penyelarasan Adjustment	1,737	-
Jumlah Pendapatan Total Income	40,430,684	26,767,748

Tolak : Perbelanjaan Less : Expenses

Perbelanjaan Operasi Operational Expenses	6,465,312	4,273,231
Susutnilai Depreciation	596,059	748,130
Jumlah Perbelanjaan Total Expenses	7,061,371	5,021,361
Baki pada 31 Disember Balance as at 31 December	33,369,313	21,746,387

13. Kumpulan Wang Amanah Usahasama Cooperation Trust Fund

Program BPU (MITI) BPU (MITI) Programme	675,520	1,200,000
Program MTCP-OIC MTCP-OIC Programme	188,685	188,685
Program P.K.W. P.K.W. Programme	29,467	29,467
Program EKS/SMEs/ SMIDEC EKS/SMEs/ SMIDEC Programme	34,286	34,286
Program MTCP-EPU MTCP-EPU Programme	31,608	31,608
Program MTCP-JICA MTCP-JICA Programme	166,015	166,535
Program MTCP-COLOMBO MTCP-COLOMBO Programme	222,939	222,939
Program MTCP-JODC MTCP-JODC Programme	38,666	38,666
Program EKS/SMEs/ SMIDEC-KORRIDOR	32,500	32,500
EKS/SMEs/ SMIDEC-CORRIDOR Programme	1,419,686	1,944,686

Nota-nota kepada Penyata Kewangan bagi Tahun Berakhir 31 Disember
Notes to the Financial Statement for the Year Ended 31 December

2011

14. Geran Kerajaan Persekutuan
Federal Government Grant

'11
RM

'10
RM

Geran Mengurus
Management Grant

27,649,500

28,767,200

Pengiktirafan Geran Pembangunan
Development Grant Recognition

7,061,371

5,021,361

34,710,871

33,788,561

Geran Pembangunan sebenar yang diterima dari Kerajaan Persekutuan bagi tahun 2011 sebanyak RM20,500,000 (tahun 2010: RM4,517,000).

The Development Grant received from the Federal Government for the year 2011 amounts to RM20,500,000 (year 2010: RM4,517,000).

Kumpulan Wang Pinjaman Kenderaan

Kumpulan Wang Pinjaman Kenderaan merupakan jumlah wang yang dipindahkan daripada Kumpulan Wang Mengurus bagi tujuan membiayai Pinjaman Kenderaan.

Vehicle Loan Fund

The Vehicle Loan Fund is a sum of money transferred from the Management Fund for the purpose of Vehicle Loan financing.

Kumpulan Wang Pinjaman Komputer

Kumpulan Wang Pinjaman Komputer merupakan jumlah wang yang dipindahkan dari Kumpulan Wang Mengurus bagi tujuan membiayai Pinjaman Komputer.

Computer Loan Fund

The Computer Loan Fund is a sum of money transferred from the Management Fund for the purpose of Computer Loan financing.

Nota-nota kepada Penyata Kewangan bagi Tahun Berakhir 31 Disember
Notes to the Financial Statement for the Year Ended 31 December

2011

	'11 RM	'10 RM
15. Pelbagai Pendapatan Micellaneous Income		
Yuran Latihan Training Fees	9,158,969	9,767,804
Yuran Konvensyen Convention Fees	2,228,566	2,126,194
Faedah Atas Pinjaman Komputer Dan Kenderaan Interest from Computer and Vehicle Loans	29,941	28,744
Faedah Deposit Tetap Interest from Fixed Deposit	906,200	645,241
Faedah Bank Bank Interest	67,368	92,292
Sewaan Rental	331,151	365,725
Pelbagai Pendapatan Miscellaneous Income	123,477	108,168
Pemulihan Hutang Ragu Recovery of Doubtful Debt	19,900	-
Keuntungan/(Kerugian) Jualan Asset Profit/(Loss) from Sales of Assets	10,430	1,097
	12,876,002	13,135,265

16. Emolumen
Emolument

Gaji Kakitangan Employees Salaries	12,390,624	12,193,119
Elaun Tetap Fixed Allowances	4,230,102	4,153,154
Tambahan Kos Kakitangan Additional Staff Costs	2,110,075	2,073,062
Elaun Lebih Masa Overtime Allowances	269,943	292,813
Pelbagai Faedah Kewangan Various Financial Benefits	1,117,094	453,376
	20,117,838	19,165,524
Bilangan Kakitangan Number of Employees	329	339

Nota-nota kepada Penyata Kewangan bagi Tahun Berakhir 31 Disember
Notes to the Financial Statement for the Year Ended 31 December

2011

17. Pelbagai Perbelanjaan

Miscellaneous Expenditure

'11
RM

'10
RM

Perbelanjaan Pengurusan | Management Expenditure

17,757,289

17,532,831

Perbelanjaan Pembangunan | Development Expenditure

6,465,312

4,273,231

Perbelanjaan Konvensyen | Convention Expenditure

2,187,348

1,904,117

26,409,949

23,710,179

(a) Perbelanjaan Pengurusan

Management Expenditure

Perjalanan dan Sara Hidup | Travelling and Subsistence

1,917,845

1,668,287

Pengangkutan Barang-barang | Transportation of Goods

189,486

84,204

Perhubungan | Communications

1,247,567

1,175,695

Utiliti | Utilities

947,251

963,407

Sewaan | Rental

1,589,128

1,715,863

Perkhidmatan Percetakan | Printing Services

1,171,692

1,235,775

Bekalan dan Alatan | Supplies and Equipments

1,245,948

1,379,370

Penyelenggaraan dan pembaikan yang dibeli

1,941,920

1,794,252

Repair and Maintenance

Perkhidmatan Iktisas dan Perkhidmatan Lain yang Dibeli dan Hospitaliti

6,649,069

6,700,185

Professional and Other Services Purchased and Hospitality

Bayaran Juruaudit | Auditor's Fees

22,291

22,291

Yuran Keahlian | Membership Fees

647,044

647,404

Hutang Lapuk Dilupuskan | Doubtful Debts Written-off

37,750

-

Hutang Ragu | Doubtful Debts

4,200

-

Taksiran dan Cukai Tanah | Assessment and Quit Rent

146,098

146,098

17,757,289

17,532,831

Nota-nota kepada Penyata Kewangan bagi Tahun Berakhir 31 Disember
Notes to the Financial Statement for the Year Ended 31 December

2011

'11
RM

'10
RM

(b) Perbelanjaan Pembangunan
Development Expenditure

Perjalanan dan Sara Hidup Travelling and Subsistence	127,105	510,933
Perhubungan Communications	330	1,541
Sewaan Rental	41,240	91,246
Perkhidmatan Percetakan Printing Services	82,594	594,498
Bekalan dan Alatan Supplies and Equipments	35,638	78,846
Penyelenggaraan dan Pembaikan Yang Dibeli Repair and Maintenance Purchased	1,564,353	15,893
Perkhidmatan Iktis dan Perkhidmatan Lain yang Dibeli dan Hospitaliti Professional and Other Services Purchased and Hospitality	4,614,052	2,980,274
	6,465,312	4,273,231

18. Komitmen Modal
Capital Commitment

Diluluskan dan Telah Dikontrakkan Approved and Contracted	20,500,000	4,517,000
--	-------------------	------------------

19. Angka Perbandingan
Comparison Figures

Merujuk kepada persembahan terdahulu, jumlah keuntungan atau kerugian bagi program konvensyen MPC disatukan di bawah yuran latihan. Pada tahun 2011, yuran konvensyen dan perbelanjaan konvensyen telah diasingkan persembahannya. Perubahan ini boleh dirujuk kepada angka-angka perbandingan yang telah diklasifikasikan semula amaunnya agar selari dengan persembahan penyata kewangan tahun semasa. Keterangan terperinci seperti di bawah:

With reference to the earlier report, the total profit and loss for MPC Convention Programmes were consolidated under the heading of Training Fees. In 2011 report, the convention fees and convention expenditures are separated. These changes are in reference to certain comparison figures which have been classified to ensure that the amount is in tandem with the current financial statement. Detail explanation is as specified below:

Nota-nota kepada Penyata Kewangan bagi Tahun Berakhir 31 Disember
Notes to the Financial Statement for the Year Ended 31 December

2011

(a) **Penyata Pendapatan**
Income Statement

'11
RM

'10
RM

Pendapatan
Income

Seperti
Dilaporkan
Terdahulu
As Reported
Previously

Seperti
Dilaporan
Semula
As Reported
Presently

Pemberian Kerajaan Persekutuan | **Federal Government Grants**
Perbelanjaan Pembangunan | **Development Expenditure**

33,788,561
11,231,148

33,788,561
13,135,265

45,019,709

46,923,826

Perbelanjaan
Expenditure

Emolumen | **Emolument**
Pelbagai Perbelanjaan | **Miscellaneous Expenses**
Susut Nilai | **Depreciation**

19,165,524
21,806,062
1,598,473

19,165,524
23,710,179
1,598,473

42,570,059

44,474,176

Lebihan Pendapatan Sebelum Cukai
Surplus Income Before Tax

2,449,650

2,449,650

Cukai | **Tax**

-

-

Lebihan Pendapatan Selepas Cukai
Surplus Income After Tax

2,449,650

2,449,650

Nota-nota kepada Penyata Kewangan bagi Tahun Berakhir 31 Disember
Notes to the Financial Statement for the Year Ended 31 December

2011

(b) Pelbagai Pendapatan
Miscellaneous Income

'11
RM

'10
RM

Pelbagai Pendapatan
Miscellaneous Income

Seperti
Laporan
Terdahulu
As Reported
Previously

Seperti
Dilaporkan
Semula
As Reported
Presently

Yuran Latihan | Training Fees

9,989,881

9,767,804

Yuran Konvensyen | Convention Fees

-

2,126,194

Faedah atas Pinjaman Komputer dan Kenderaan

28,744

28,744

Interest from Computer and Vehicle Loans

Faedah dari Deposit Tetap | Interest from Fixed Deposit

645,241

645,241

Faedah dari Bank | Bank Interest

92,292

92,292

Sewaan | Rental

365,725

365,725

Pendapatan Pelbagai | Miscellaneous Income

108,168

108,168

Pemulihan Hutang Ragu | Doubtful Debts Recovery

-

-

Keuntungan/(Kerugian) Jualan Aset | Profit/(Loss) from Sales of Assets

1,097

1,097

11,231,148

13,135,265

(c) Pelbagai Perbelanjaan
Miscellaneous Expenditure

Perbelanjaan Pengurusan | Management Expenditure

17,532,831

17,532,831

Perbelanjaan Pembangunan | Development Expenditure

4,273,231

4,273,231

Perbelanjaan Konvensyen | Convention Expenditure

-

1,904,117

21,806,062

23,710,179

Nota-nota
Notes



Perbadanan Produktiviti Malaysia Malaysia Productivity Corporation

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