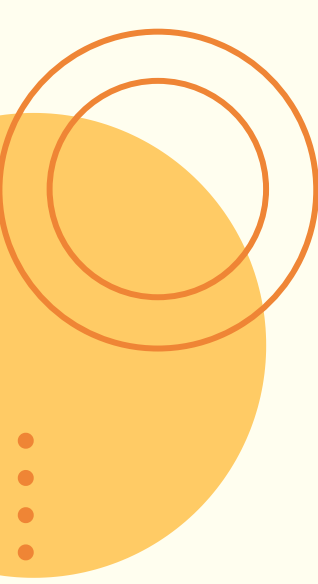
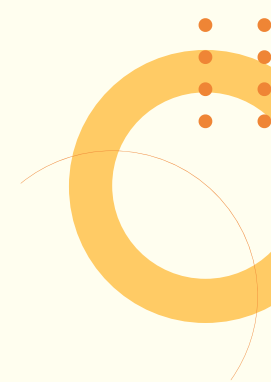




Sarawak Sports Corporation


Strategic Plan 2025





Sarawak Sports Corporation Strategic Plan





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Published by Perpustakaan Tun Abdul Razak, UiTM Cawangan Sarawak for Sarawak Sports Corporation.

eISBN 978-967-0828-76-3



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*"You are the **stars** and **our pride**. Our athletes have trained hard, sacrificing time and energy to represent Sarawak with pride. They have not only bonded as a team but have also **strengthened the unity of our entire Sarawak community.**"*

*Datuk Patinggi Tan Sri (Dr) Abang Haji
Abdul Rahman Zohari bin Tun Datuk
Abang Haji Openg*

Foreword by the Minister of Youth, Sports, and Entrepreneur Development, Sarawak




Assalamualaikum WBT, Salam Sarawak Maju Makmur,

It is with great pride and enthusiasm that I present the Strategic Planning Document for the Sarawak Sports Corporation (SSC), marking a key step in our commitment to advancing sports in Sarawak and supporting our youth's talents.

Sarawak is a state abundant in culture, talent, and opportunities, yet significant potential in sports and entrepreneurship remains untapped. The establishment of the Sarawak Sports Corporation represents a bold move towards creating a thriving sports ecosystem. This not only drives athletic excellence but also positions sports as a promising career pathway for our youth, with a strong focus on entrepreneurship and sustainable business opportunities.

This strategic plan is crafted to address the challenges and opportunities that Sarawak faces in the world of sports.



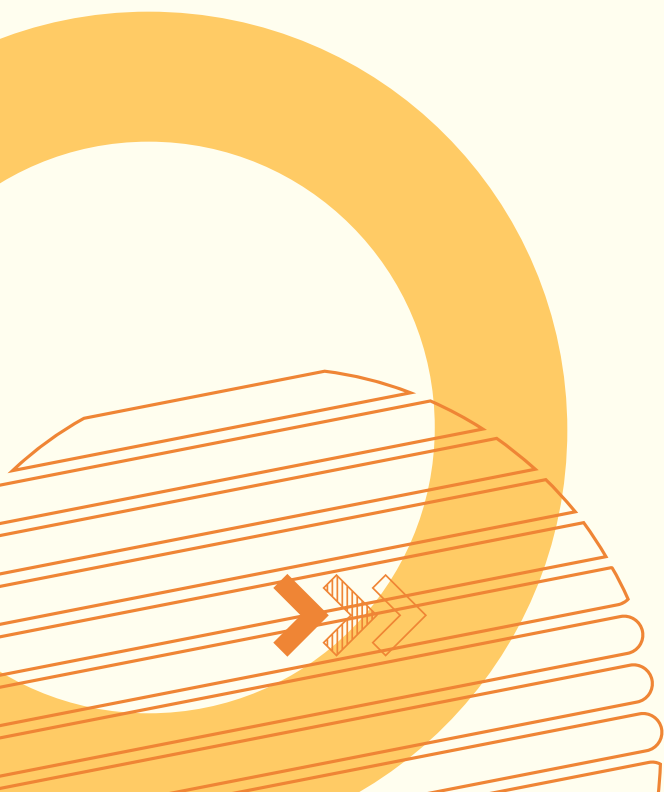
By focusing on key areas such as infrastructure development, grassroots participation, elite athlete training, and entrepreneurial opportunities within the sports sector, SSC aims to build a sustainable future where sports can significantly contribute to Sarawak's social and economic development.

I believe the vision of the Sarawak Sports Corporation will inspire not only the next generation of athletes but also entrepreneurs and leaders, fostering a thriving sports culture that benefits all Sarawakians.

As we move forward with this strategic plan, I urge athletes, coaches, sports associations, private sector partners, and the community to come together to realize Sarawak's potential as a leader in sports development. By working together, we can transform our goals into achievements.

I look forward to seeing the positive impact this plan brings, shaping a brighter future for sports and entrepreneurship in Sarawak.

THE HONORABLE DATO SRI ABDUL KARIM RAHMAN HAMZAH
Minister of Youth, Sports, and Entrepreneur Development, Sarawak



Opening Remarks by the Chief Executive Officer, Sarawak Sports Corporation

*Assalamualaikum WBT, Salam Sarawak
Maju Makmur, Salam Perpaduan SSC.*

Today marks the beginning of a new chapter for the Sarawak Sports Corporation (SSC), as we present our Strategic Planning Document, a roadmap for the future of sports in our state.

SSC's primary focus is strengthening the foundations of sports at all levels, from grassroots participation to elite performance. The initiative focuses on advancing infrastructure, fostering greater community engagement, and establishing opportunities for athletes to succeed in their respective fields. Equally important is the development of sports-related entrepreneurial ventures that can generate new economic opportunities for the people of Sarawak.

This strategic plan is not just a vision; it is a commitment to ensure that sports play a central role in Sarawak's social, economic, and cultural development.



It represents a collective effort, drawing upon the expertise, experience, and insights of many stakeholders, including sports associations, local businesses, coaches, athletes, and government bodies. By working collaboratively with all valued partners, a comprehensive framework that will ensure the long-term success and sustainability of Sarawak's sporting ecosystem can be designed. Together, a vibrant sports culture that not only produces champions but also fosters innovation, inclusivity, and resilience within the communities can be developed.

I would like to take this opportunity to thank everyone who has contributed to the development of this plan. I look forward to the fruitful discussions that will take place and the collective action that will follow as we implement this plan for the future of Sarawak sports.

Thank you.

AWANG PUTRAMUSRIE BIN AWANG REDZUAN
Chief Executive Officer
Sarawak Sports Corporation



Introduction

The Sarawak Sports Corporation (SSC) Strategic Plan serves as a comprehensive roadmap to drive the organization's efforts in establishing Sarawak as the nation's leading sports powerhouse.

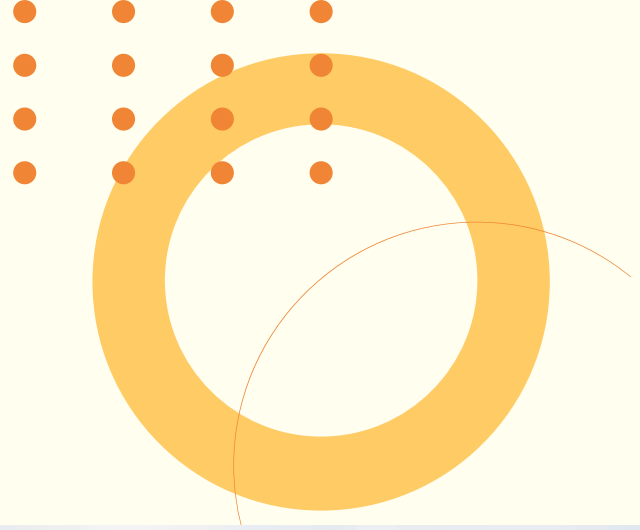


This plan aligns SSC's vision, mission, and strategic objectives, ensuring a focused approach to sports development and management. It outlines measurable key performance indicators (KPIs) designed to track and support the attainment of SSC's strategic goals while detailing actionable strategies to enhance the corporation's operational efficiency and impact.

By fostering collaboration, promoting excellence, and leveraging innovative practices, this strategic plan empowers SSC to build a vibrant, inclusive, and sustainable sports ecosystem that aligns with both national aspirations and Sarawak's unique strengths.



About Sarawak Sports Corporation



Sarawak Sports Corporation (SSC) was established on January 1, 2016, as a statutory body under the Sarawak Sports Corporation Ordinance 2009. This inception followed the repeal of the Sarawak Stadium Corporation Ordinance 1972 and aimed to enhance the management and development of sports in Sarawak.

SSC plays a crucial role in building, managing, and maintaining sports facilities, promoting public interest in sports, and providing necessary equipment for training and competitive events. It actively coordinates sporting activities across various associations, facilitates national and international events, and financially supports athletes and sports organizations.

Through these functions, SSC is pivotal in nurturing local talent and positioning Sarawak as a significant player in Malaysia's sports landscape



Organisation chart of Sarawak Sports Corporation

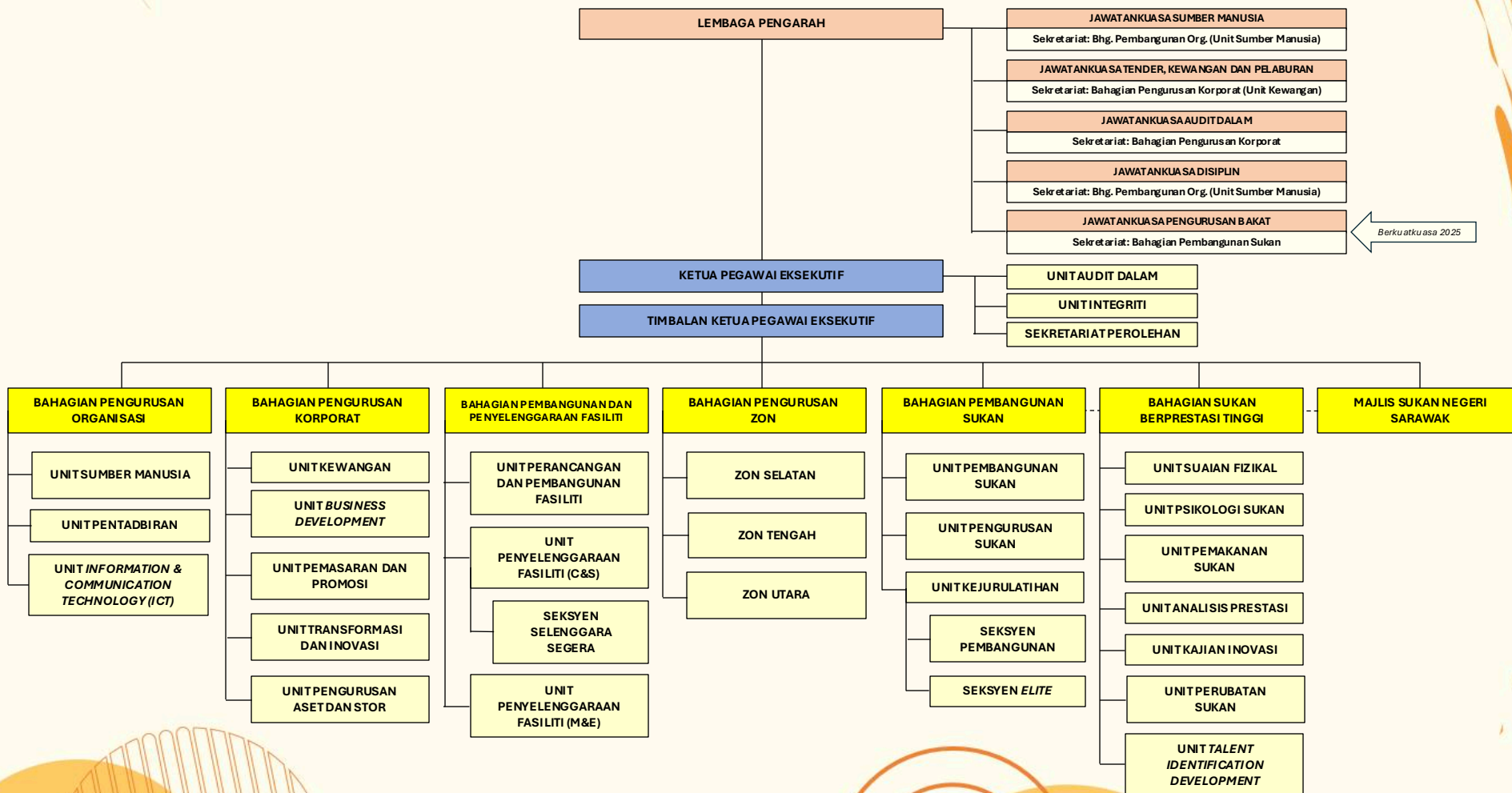
The Sarawak Sports Corporation's organizational chart is structured into six key divisions:

- Organization Management Division,
- Corporate Management Division,
- Facilities Maintenance and Development Division,
- Zone Management Division
- Sports Development Division,
- High-Performance Development Division, and
- Majlis Sukan Negeri.

Each division specializes in driving the corporation's mission to develop sports excellence, provide world-class facilities, and support athletes and coaches at all levels.



CARTA ORGANISASI PERBADANAN SUKAN SARAWAK



Berkuatkuasa 2025

Sports in Sarawak

Sarawak's sports landscape is diverse, vibrant, and deeply rooted in the cultural identity of its people. As the largest state in Malaysia, Sarawak boasts a wide range of sporting activities that reflect the state's multicultural heritage and dynamic youth population. Traditional sports such as pesta regatta (boat racing) and silat coexist alongside popular modern sports, including football, badminton, athletics, and swimming. Sarawak has a proud history of producing elite athletes who have represented Malaysia on the international stage, showcasing the state's commitment to fostering sporting talent. However, challenges remain, such as limited access to high-quality training facilities in rural areas and the need for advanced sports science and medical support.

Recent efforts by the Sarawak Sports Corporation (SSC) and other agencies have aimed to elevate the sports ecosystem, focusing on upgrading facilities, developing community sports programs, and integrating cutting-edge technology and data-driven approaches into training and performance evaluation. Sarawak also actively promotes inclusivity and grassroots development to ensure that sports become a unifying platform for all, regardless of age, gender, or socioeconomic background. These initiatives underline Sarawak's ambition to transform itself into a sports powerhouse, leveraging its unique strengths and embracing innovation to build a sustainable and globally competitive sports culture.



History

The establishment of Sarawak Sports Corporation (SSC) was made after the abolition of Sarawak Stadium Corporation Ordinance 1972 (Ord. No. 1/72) and the Sarawak Stadium Corporation (Repeal) Ordinance 2007 (Cap. A 135). It was part of a broader strategy to enhance Sarawak's sports landscape and contribute to the nation's sporting achievements. The SSC statutory ordinance will be the Sarawak Sports Corporation Ordinance 2009 that takes effect upon approval in the State Legislative Assembly (DUN) on 13 May 2009.

The Sarawak Sports Corporation (SSC) was established to centralize and enhance the management of sports in Sarawak, reflecting the state's commitment to nurturing athletic talent and promoting a vibrant sporting culture. Since its inception, SSC has played a pivotal role in developing world-class facilities, organizing premier events, and fostering grassroots participation across urban and rural areas. It has championed initiatives to integrate sports science, provide advanced training for athletes and coaches, and strengthen partnerships with local and international stakeholders. Through its efforts, SSC continues to elevate Sarawak's sports ecosystem, paving the way for excellence and global recognition.





The corporation was created with the following **key objectives**:



Sports Development

To promote sports at the grassroots level and foster a culture of physical activity in the state. This emphasis on building strong relationships with primary and secondary schools, as well as developing a network of skilled coaches.



Talent Identification and Development

To identify and nurture young athletes, SSC focuses on talent scouting and structured development programs that create pathways by providing them with proper training and opportunities to compete at regional, national, and international levels.



Infrastructure

To develop and manage sports facilities, ensuring they meet international standards and are accessible to athletes and the public involves a multifaceted approach that addresses design, functionality, sustainability and inclusiveness.



Events Management

To organize sports events and competitions, provide platforms for athletes to showcase their talents, nurturing athletic potential, fostering competitive spirit, and promoting sports culture.



Collaboration

To work with other sports organizations, both within Malaysia and internationally, to elevate the level of sports in Sarawak. By working together, SSC can access advanced training methods, coaching expertise, and global best practices to benefit athletes and coaches.

The establishment of the SSC is a reflection of Sarawak's commitment to enhancing its sports capabilities, creating an environment for sporting excellence, and contributing to the nation's sporting achievements. The corporation has since been involved in various initiatives and projects to support and promote sports in the state.

The Sarawak Sports Corporation (SSC) serves three main roles: managing and maintaining sports complexes, providing facilities for the public and sports organizations, and driving sports development. SSC advises the government on policies to enhance sports quality, collaborates with sports associations, organizes activities, and promotes sports facilities. It also oversees administrative tasks, including research, development, and the management of sports assets and inventory.



Current landscape

The current landscape of sports in Sarawak reflects a dynamic blend of traditional and modern disciplines, supported by significant investments in infrastructure and talent development. The state boasts world-class sports facilities and hosts national and international competitions, showcasing its capability as a sporting hub. Efforts are ongoing to nurture young athletes through grassroots programs and training initiatives, while collaborations with sports associations and private entities drive innovation and inclusivity. Sarawak's emphasis on integrating sports science and technology is enhancing performance and fostering sustainability. Despite these achievements, challenges remain in optimizing resources and expanding opportunities for rural and underserved communities.

Some of the key highlights of the sports landscape in Sarawak include:



Traditional and Indigenous Sports

Sarawak is home to various indigenous communities, and traditional sports such as Sepak Takraw, Pencak Silat, and Regatta have cultural significance. These sports often receive attention in the state's events and celebrations.



Popular Sports

Sarawak excels in sports like Badminton, Football, Basketball, Rugby, and Netball. The state also has a strong presence in athletics, with athletes competing at both national and international levels.



Emerging Sports

Newer sports such as e-sports and extreme sports like mountain biking, rock climbing, and surfing are gaining popularity in Sarawak. The state's natural terrain, including its rainforests and mountains, offers opportunities for adventure and extreme sports.



Sports Facilities

Sarawak is investing in infrastructure to support sports development. The state boasts modern sports complexes, stadiums, and training centers. Some of the notable facilities include the Sarawak Stadium in Kuching and the Kuching Indoor Stadium.



Athlete Development

The state has produced prominent athletes in sports like athletics, archery, and martial arts. There is an emphasis on identifying young talents and nurturing them through development programs to compete at higher levels.



Sports Events

Sarawak hosts various sports events, including the Sarawak Cup (football), Borneo International Marathon, and regional championships in athletics and martial arts. The state also actively participates in national competitions, such as the Malaysia Games (Sukan Malaysia or SUKMA).

Main Challenges Of Sports Development in Sarawak

Despite the promising growth in the sports sector, Sarawak faces several challenges in developing sports further and achieving greater success. Some of the key challenges include:



Geographical Barriers

Sarawak is a large and sparsely populated state with a challenging geography. The state's vast areas, including remote rural and interior regions, make it difficult to establish and maintain sports facilities. Transportation and access to sports events and training centers in remote areas are also issues.

Athletes from rural areas often face difficulties traveling to urban centers for training, limiting their exposure to higher-level coaching and competitions.



Limited Sports Infrastructure in Remote Areas

While urban areas like Kuching have relatively modern sports infrastructure, rural areas are still lacking in proper facilities. This disparity hinders access to quality sports programs for young athletes in these regions.

Many existing sports facilities are often underutilized or in need of renovation, which can affect the overall development of sports in the state.



Talent Identification and Development

While there is potential for sporting talent in Sarawak, identifying and nurturing young athletes in remote areas is difficult due to the lack of a structured talent scouting system. Many talented athletes may not receive proper coaching, funding, or support to reach their full potential.

There is a need for a more robust pipeline for athlete development, from grassroots to elite levels, with better systems for tracking and developing talent.



Funding and Sponsorship

Securing consistent funding for sports programs and events remains a challenge. Although the state government supports sports development, more private sector sponsorship and investment are needed to enhance the quality and scale of sports initiatives.

The financial constraints faced by athletes from low-income families also limit their ability to pursue professional sports careers. Scholarships, grants, and sponsorships are essential but often inadequate.



Coaching and Sports Science

There is a shortage of qualified and experienced coaches, especially in rural areas. Additionally, the state lacks advanced sports science facilities to provide specialized support such as physiotherapy, nutrition, and sports psychology, which are essential for improving athlete performance.

Without proper coaching and sports science support, athletes may not receive the necessary guidance to compete at higher levels, especially in highly competitive sports.



Community Participation

Encouraging widespread community participation in sports remains a challenge, especially when people in rural areas prioritize daily survival and livelihood needs over recreational activities. There needs to be more emphasis on promoting sports as an enjoyable and beneficial activity for people of all ages.

Public awareness and engagement in physical fitness programs must be increased to make sports an integral part of daily life.



Competition with Other States

While Sarawak has made significant strides in developing its sports scene, it faces strong competition from other states, such as Selangor, Kuala Lumpur, and Penang, which have more developed sports infrastructure, better funding, and greater athlete exposure.

Competing with these states in terms of performance and talent pool requires continuous investment in programs that offer a competitive advantage.



Cultural Factors

Some traditional cultural and social factors in rural communities can hinder the participation of certain groups, especially women and girls, in sports. Addressing gender disparities and encouraging greater inclusivity in sports is an ongoing challenge.

By addressing these challenges, Sarawak aims to build a **more inclusive, competitive, and sustainable sports ecosystem** for the future.

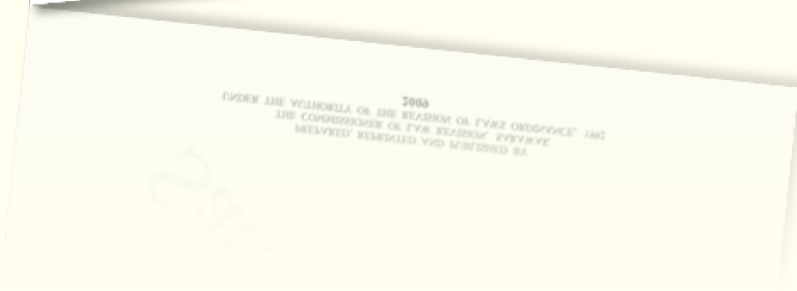
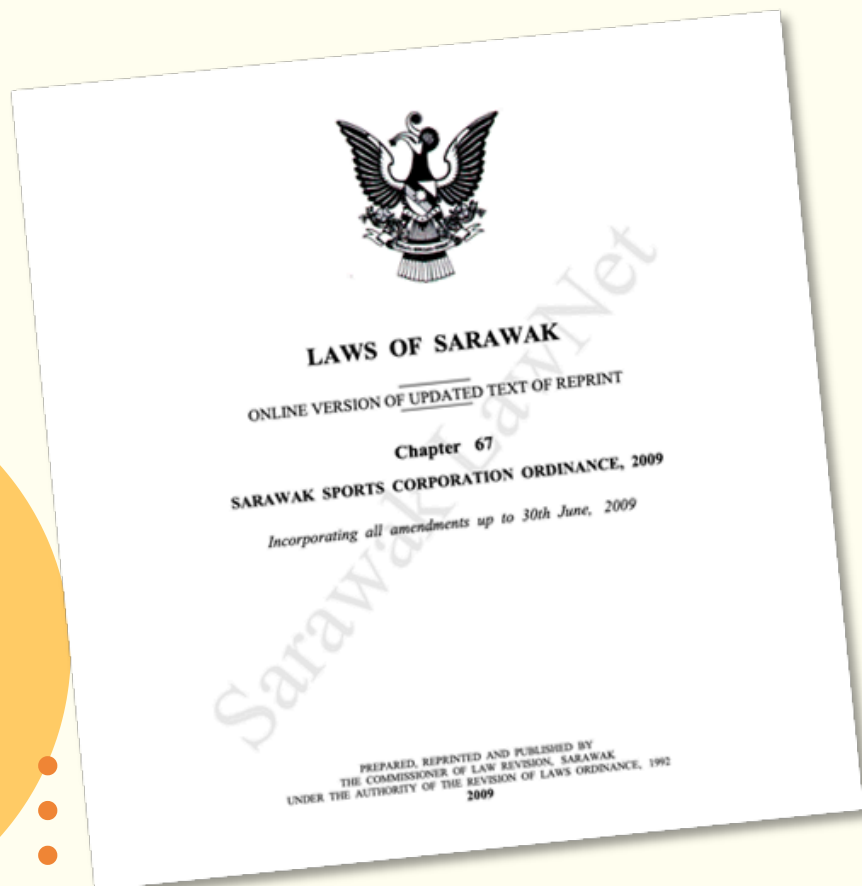
Governing Principles

The Sarawak Sports Corporation operates under the guiding principles of the Sarawak Sports Corporation Ordinance 2009, supported by the Code of Conduct: Statutory Bodies Disciplinary 2004, Treasury Instructions, Statutory Bodies (Financial and Accounting Procedure) Ordinance 1995, the State Constitution, and the State Public Service General Orders 1996, ensuring accountability, discipline, and compliance in all its activities.



Sarawak Sports Corporation Ordinance 2009

The Sarawak Sports Corporation Ordinance 2009 establishes the legal framework for the governance, development, and promotion of sports in Sarawak, outlining the roles, responsibilities, and powers of the Sarawak Sports Corporation.



Functions of SSC

Under Section 6 of the Sarawak Sports Corporation Ordinance 2009, the Sarawak Sports Corporation (SSC) is tasked with the following functions:



- a) To build, manage and maintain stadiums and other facilities or amenities in the State for use in connection with any sports, games, athletics, recreational activities, pastimes, exhibitions, parades and other lawful purposes.
- b) To promote the general interest of sports in the State and in particular to provide and improve adequate equipment and facilities or amenities for use or training in any sports, games, athletics and other recreational activities and generally for the development of all branches of sports.
- c) To hold, organize, support or promote any sports, games, athletics, recreational activities, pastimes, exhibitions and parades, and to grant or contribute towards prizes, awards and distinctions.
- d) To co-ordinate sporting activities of all State Sports Associations and any other sports bodies within the State.
- e) To provide grants, sponsorship and other financial assistance to sports bodies, sportspersons, coaches and sports administrators and officials at all levels or any other persons in the State to organize or participate in sporting activities or to undergo training or to pursue a course of study or research in the field of sports;
- f) To provide and promote incentives for, and recognition of, achievement to any sportsperson, coach, sport administrator and any other sport officials in the State;
- g) To make recommendations to the State Government on the policies, methods and measures to be formulated or adopted for the development and advancement of sports in the State; and
- h) To do all such matters and things as may be incidental to or consequential upon the exercise of its powers under this Ordinance.

These functions highlight the SSC's role in fostering sports development in Sarawak through infrastructure, funding, and policy support.

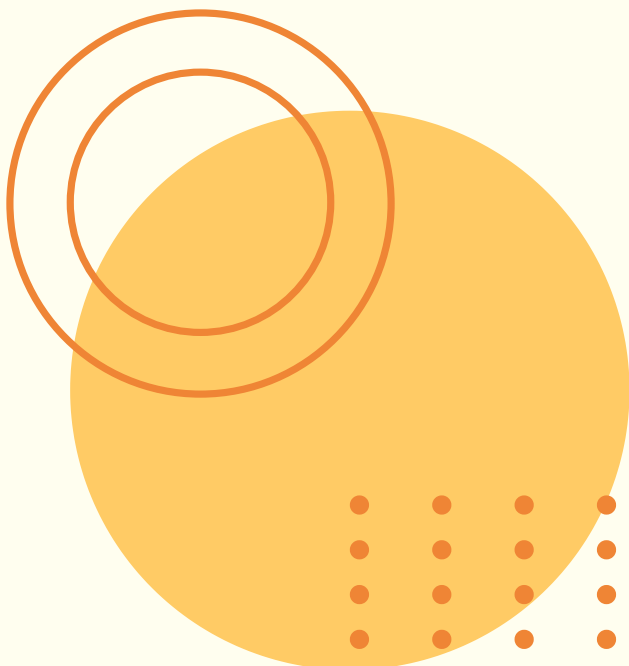
Powers of SSC

Under Section 7 of the Sarawak Sports Corporation Ordinance 2009, the Sarawak Sports Corporation is granted various powers to carry out its mandate effectively. These powers include:

- (1) The Corporation may do all things that are necessary for or incidental to the purpose of discharging its functions and exercise of its powers under this Ordinance.
- (2) Without prejudice to the generality of subsection (1), the Corporation may—
 - a. enter into contracts;
 - b. engage any consultant, professional or expert person as
 - c. advisers or appoint an agent to the Corporation;
 - d. appoint committees consisting of persons who may or may not be members of the Corporation and delegate or assign to such committees such powers, duties and responsibilities as the Corporation may determine;
 - e. receive gifts, donations and bequests of whatever kind or form from any person, company, foundation or other lawful sources;
 - f. provide grants, contributions, loans, scholarships or other assistance to its officers and employees, sportspersons, sports bodies or any other persons or organizations in the State for purposes of study, research, training or exposure in the field of sports, subject to such terms and conditions as the Corporation may impose;
 - g. enter into agreements, joint ventures, collaborations or other arrangements with any other person or body on matters relating to sports and sporting activities;
 - h. with the approval of the Majlis Mesyuarat Kerajaan Negeri, raise loans from the State Government or other lawful sources to enable the Corporation to carry out its functions and to exercise its powers under this Ordinance;
 - i. provide or undertake publicity in any form relating to its policies, activities and programmes;
 - j. print, publish, reproduce and circulate any brochure, pamphlet, magazine or other written materials including video and audio materials and information relating to sports and sporting activities;
 - k. organize or participate in training courses, seminars, exhibitions, demonstrations and other similar events for the promotion and dissemination of knowledge and information relating to sports;
 - l. charge and receive fees, commissions, rental or other payment for any equipment, sports facilities and amenities or services provided or rendered by the Corporation;

- 
- 
- m. require any governmental and non-governmental agencies dealing with sports to submit reports regarding their activities;
 - n. conduct study, survey and investigation in respect of sports either on its own or in collaboration with any other persons or professional bodies in Malaysia or overseas; and
 - o. raise and administer any fund for the furtherance of its functions under this Ordinance.

These provisions collectively enable the Sarawak Sports Corporation to act as a dynamic entity, addressing both administrative and developmental needs within the sports sector in Sarawak.



Post COVID-19 Development Strategy 2030

Our aspiration is, “By 2030, Sarawak will be a thriving society driven by data and innovation where everyone enjoys economic prosperity, social inclusivity and sustainable environment.”



The vision of PCDS is anchored on three pillars namely, Economic Prosperity, Inclusive Society, and Environment Sustainability

The Sarawak Sports Corporation (SSC) supports the Post-COVID Development Strategy (PCDS) 2030 by contributing to the strategic outcomes in economic prosperity, social inclusivity, and environmental sustainability. SSC's functions align with the PCDS 2030 goals in the following manner:



Economic Prosperity

Hosting Events and Promoting Sports Tourism

SSC supports the development of Sarawak as a hub for national and international sporting events, which generates income and drives economic activity in related sectors such as hospitality, retail, and tourism. This aligns with PCDS goals to diversify Sarawak's economy by leveraging sports as an economic driver.

Infrastructure Development

SSC is empowered to develop and maintain sports facilities. Investments in modern sports infrastructure stimulate construction activity and provide long-term economic benefits.



Social Inclusivity

Promoting Healthy Lifestyles

SSC promotes sports and recreation as tools for enhancing public health, which is crucial in a post-COVID world where resilience and well-being are priorities.

Youth and Community Engagement

SSC create opportunities for youth through sports, which aligns with the PCDS goal to build human capital. Besides that, SSC fosters inclusivity by ensuring access to sports programs for rural and urban communities alike.

Recognition and Support for Athletes

Deserving athletes are rewarded with incentives, funding, and recognition, empowering them to excel and serve as role models in the community.



Environmental Sustainability

Sustainable Facilities Development

SSC's focus on maintaining and upgrading facilities can incorporate green technology and sustainable practices, aligning with PCDS goals for environmental stewardship.

Integration of Sports with Environmental Awareness

Sports programs and events provide platforms to educate and promote environmental responsibility, fostering community awareness as part of PCDS priorities.



Strengthening Governance and Partnerships

Collaborative Efforts

SSC collaborates with state, national and international stakeholders. Such partnerships strengthen institutional capacity and align sports development with broader governance reforms under PCDS.

Capacity Building

SSC supports training for athletes, officials, and administrators, contributing to skills development and resilience in the workforce, which are vital for Sarawak's post-COVID recovery.

By aligning its core functions with the PCDS 2030 framework, SSC plays a pivotal role in fostering economic growth, social cohesion, and sustainable development in Sarawak. This integration highlights the value of sports in achieving holistic development goals in the post-pandemic era.

United Nations Sustainable Development Goals 2030



Sarawak Sports Corporation **aligns** with several **goals of the United Nations Sustainable Development Goals (UNSDG) 2030**, particularly in the areas of health, education, equality, and partnerships.



UNSDG Goal 3 Good Health and Well-being

Promotion of sports and healthy lifestyles

By organizing and facilitating sports events and recreational activities, SSC promotes physical and mental well-being among Sarawakians.

Support for sports training and development

Providing facilities, equipment, and resources for athletes ensures a healthier, active population and reduces the risk of lifestyle diseases.



UNSDG Goal 4 Quality Education

Sports education and training

SSC provides grants and support for athletes, coaches, and sports administrators to undergo training, research, and education in the field of sports. This builds capacity and enhances knowledge in sports sciences and administration.



UNSDG Goal 5 Gender Equality

Inclusive programs and recognition

SSC awards incentives and recognition to deserving athletes, regardless of gender, fostering inclusiveness in sports development.



UNSDG Goal 8 Decent Work and Economic Growth

Employment and economic opportunities

By managing sports facilities, hosting events, and supporting sports tourism, SSC generates jobs and promotes economic activity in Sarawak.



UNSDG Goal 9 Industry, Innovation, and Infrastructure

Development of sports facilities

SSC constructs and maintains world-class sports venues, contributing to Sarawak's infrastructure development and positioning it as a hub for national and international events.



UNSDG Goal 10 Reduced Inequalities

Access to sports for all

SSC ensures that sports facilities and programs are accessible to diverse communities across Sarawak, including rural areas.



UNSDG Goal 11 Sustainable Cities and Communities

SSC creates inclusive spaces for all by enhancing access to sports facilities and fostering community engagement.



UNSDG Goal 13 Climate Action

SSC's focus on environmental sustainability, such as energy-efficient upgrades to facilities, directly contributes to SDG 13.



UNSDG Goal 16 Peace, Justice, and Strong Institutions

SSC's emphasis on innovative sports ecosystems and ethical governance builds a strong foundation for sustainable development in Sarawak's sports landscape.





UNSDG Goal 17 Partnerships for the Goals

Collaboration with stakeholders

SSC actively collaborates with government agencies, private entities, and international organizations to achieve its sports development objectives. This aligns with fostering global and regional partnerships for sustainable goals.

The Sarawak Sports Corporation's (SSC) strategic objectives align closely with multiple United Nations Sustainable Development Goals (SDGs), highlighting its pivotal role in Sarawak's growth and sustainability.

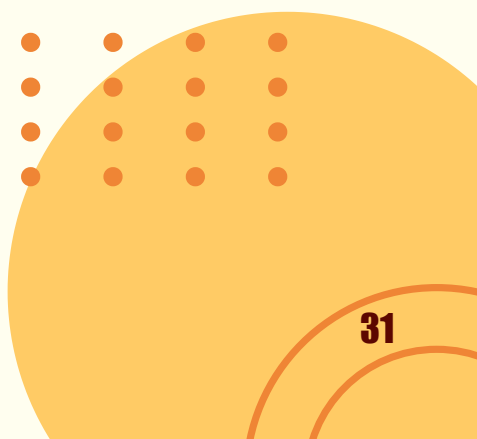
SDG 3 (Good Health and Well-Being) is advanced by SSC through its promotion of sports as a medium for enhancing physical and mental health. Accessible sports programs and community-based initiatives encourage active lifestyles, reducing health-related issues and promoting well-being for all age groups. By improving sports infrastructure and fostering inclusive community engagement, SSC addresses SDG 11 (Sustainable Cities and Communities), ensuring urban and rural populations have equal access to quality sports facilities and programs. Efforts to integrate energy-efficient practices into facility upgrades contribute to SDG 13 (Climate Action), emphasizing environmental stewardship in line with global sustainability priorities.

SSC's focus on skill development and talent nurturing aligns with SDG 4 (Quality Education), providing structured training for athletes and coaches, cultivating future leaders in sports. By creating opportunities for youth employment and entrepreneurship in sports-related industries, SSC promotes SDG 8 (Decent Work and Economic Growth), fostering economic empowerment and job creation. Addressing disparities in access to sports resources, SSC directly contributes to SDG 10 (Reduced Inequalities), ensuring rural and marginalized communities are included in Sarawak's sporting development. Gender-inclusive programs support SDG 5 (Gender Equality), empowering women and girls to participate and succeed in sports. Partnerships with local, national, and international stakeholders exemplify SDG 17 (Partnerships for the Goals), fostering collaboration for knowledge sharing and resource optimization.



Moreover, SSC's emphasis on ethical governance and innovation supports SDG 9 (Industry, Innovation, and Infrastructure) and SDG 16 (Peace, Justice, and Strong Institutions), building a sustainable and equitable framework for sports development in Sarawak.

These contributions position SSC as a transformative force, championing holistic growth and sustainability in Sarawak's sports ecosystem.



Environmental Social Governance (ESG)



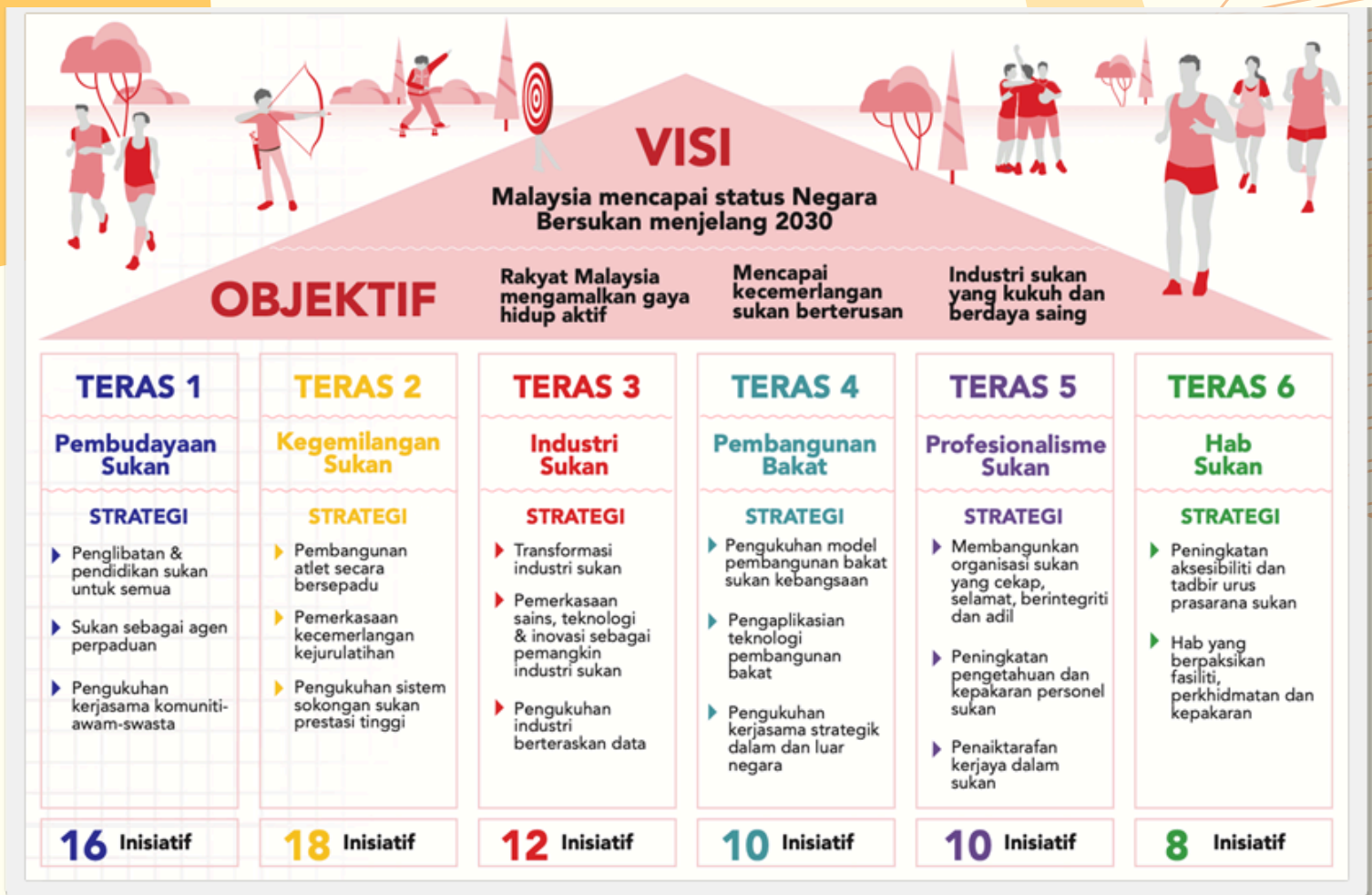
Environmental, Social, and Governance (ESG) criteria are essential for organizations to assess and enhance their sustainability practices and ethical impact. Incorporating ESG principles helps organizations align their operations with stakeholder expectations, improve transparency, and foster brand loyalty among consumers increasingly concerned about corporate responsibility.

From an ESG perspective, SSC exemplifies social responsibility by creating community-friendly sports facilities and fostering inclusivity. Governance initiatives, including regulatory compliance and integrity awareness, enhance institutional credibility. Environmental sustainability practices ensure resource efficiency and resilience. Together, these efforts solidify SSC's role as a model for sustainable sports development.

National Sports Vision 2030

Sarawak Sports Corporation (SSC) supports the objectives of the National Sports Vision 2030 (VSN 2030), which aims to make Malaysia a sporting nation with a focus on inclusivity, excellence, and industry growth.





SSC's statutory functions align closely with these goals, as outlined below:

Promoting Sports as a Culture

Promote sports and recreation for the community

SSC encourages sports participation at all levels, fostering a culture of active living that aligns with VSN 2030's vision of creating a vibrant sporting culture across Malaysia.



Developing World-class Athletes

Organize training programs for athletes

SSC provides structured training programs, high-performance facilities, and access to sports science, contributing to the development of elite athletes capable of competing on the global stage.

Incentives for deserving athletes

Offering recognition and financial support to outstanding athletes motivates them to achieve excellence, supporting VSN 2030's goal of nurturing world-class talent.



Enhancing Sports Infrastructure

Develop and maintain sports facilities

SSC's focus on building and upgrading sports infrastructure ensures athletes and communities have access to quality facilities, which is essential for performance and grassroots development.



Strengthening the Sports Industry

Collaborating with stakeholders

SSC fosters partnerships with government bodies, private sectors, and international organizations, contributing to the growth of Malaysia's sports industry, a key focus under VSN 2030.

Encourage sports education and training

By enhancing skills among athletes, coaches, and administrators, SSC builds the human capital necessary to sustain and expand the sports ecosystem.



Ensuring Inclusivity in Sports

Youth sports development

SSC's youth-centric programs ensure opportunities for diverse groups, including rural and underserved communities, aligning with VSN 2030's emphasis on inclusivity and accessibility.

Promote sports among youth and people with disabilities

Programs tailored for youth and differently abled individuals ensure no one is left behind in sports development.



Utilizing Sports for Nation-building

Organize sports events

SSC hosts national and international events, which unite communities, foster national pride, and contribute to Malaysia's image as a global sports destination.



Driving Sustainable Development

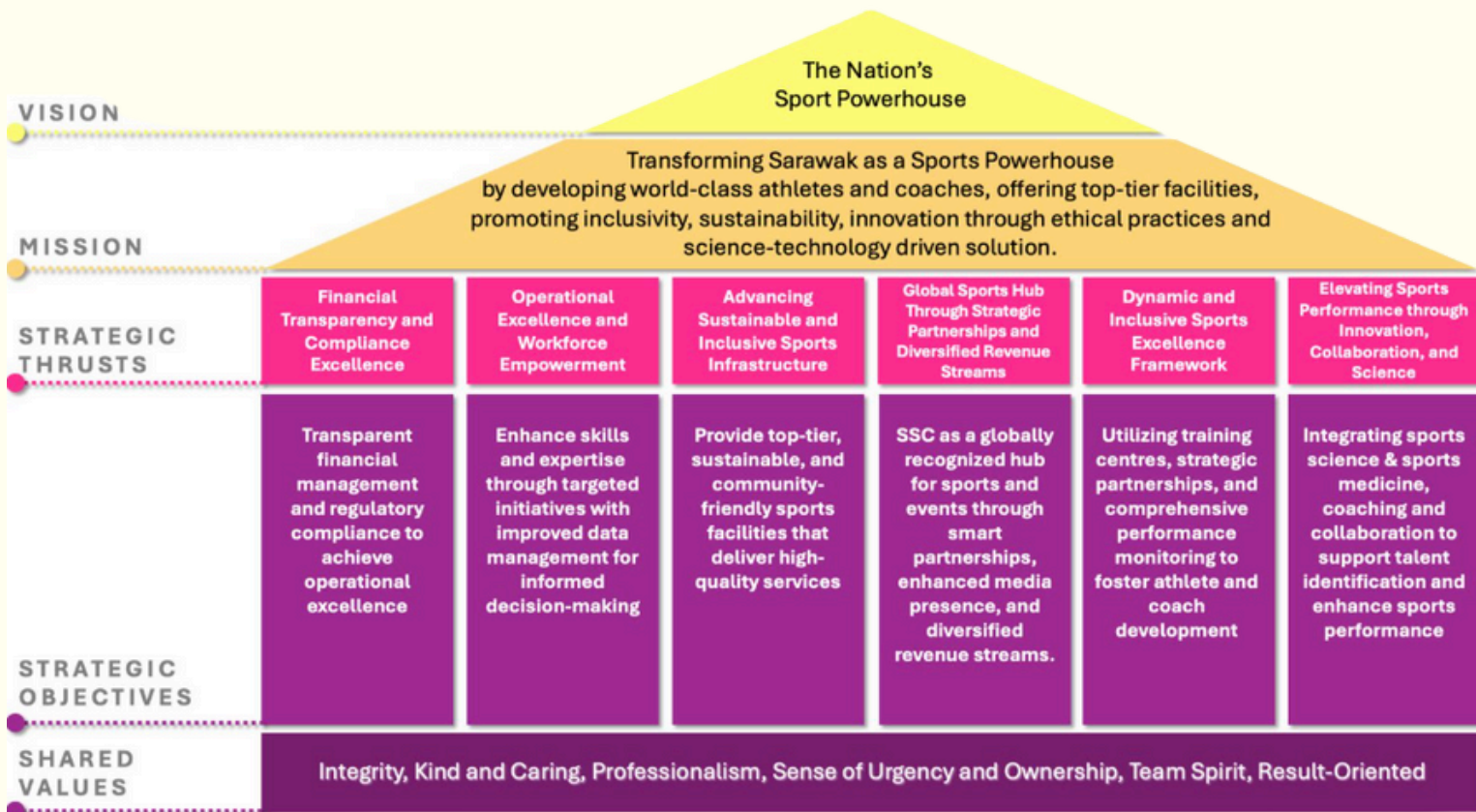
Environmental sustainability in facilities

Incorporating sustainable practices in the development of sports infrastructure aligns with broader goals of environmental responsibility under VSN 2030.

Through these functions, **SSC aligns its activities with the Malaysian National Sports Vision 2030**, contributing to the **holistic development of sports, building a healthy and inclusive society**, and **fostering economic growth through the sports industry**.

Sarawak Sports Corporation Strategic Plan

Sarawak Sports Corporation’s vision is to establish **Sarawak as the nation’s sports powerhouse** by nurturing world-class athletes and coaches, providing top-tier facilities, and embracing inclusivity, sustainability, and innovation through ethical, science-driven solutions.



Strategic Objectives

The strategic objectives of Sarawak Sports Corporation (SSC) are the driving force behind its mission to transform Sarawak into a sports powerhouse and its vision to be the Nation's Sports Powerhouse.



In strategic objective 1, SSC aims to prioritize transparent financial management and regulatory compliance to ensure operational excellence, setting a strong foundation for ethical practices and sustainable growth. Enhancing skills and embracing data-driven decision-making comes next, fuelling innovation and building a talented workforce essential for nurturing world-class athletes and coaches.

SSC's third strategic objective focuses on delivering top-tier, sustainable, and community-friendly sports facilities, creating vibrant spaces that engage the local community while appealing to international audiences. Meanwhile, for strategic objective 4, Sarawak is poised to attract global partnerships and investments, amplifying its visibility on the world stage as a premier sports destination.

Further, SSC is committed to establish a robust sports ecosystem that fosters athlete and coach development. This can be achieved by utilizing training centres, strategic partnerships, and comprehensive performance monitoring. Lastly, strategic objective 6 targets sports performance to soar with the integration of sports science and medicine, empowered coaching, and collaborations with agencies to identify and nurture future stars.

Together, these objectives champion inclusivity, sustainability, and innovation, paving the way for Sarawak's global leadership in sports excellence. By driving excellence across all facets of sports development, SSC is poised to redefine global standards, champion transformative initiatives, and bring its mission and vision to life with impact and purpose.

Strategic action plans are the vital link between broad goals and tangible outcomes, turning vision into reality through deliberate and focused steps. They offer clarity, assign accountability, and provide a framework to track progress while adapting to evolving challenges and opportunities.

For Sarawak Sports Corporation (SSC), these action plans play a pivotal role in achieving its strategic objectives, ensuring every initiative aligns with its mission to transform Sarawak into a sports powerhouse. SSC's Strategic Objective 1 is supported by five targeted strategies while Strategic Objective 2 is backed by three action plans.

Strategic Objectives 3 and 4 each encompass four strategic action plans. Lastly, Strategic Objectives 5 and 6, are guided by five and six action plans, respectively.

These thoughtfully designed strategies propel SSC toward its vision, creating a unified and powerful pathway to excel in sports development while earning global recognition.

Common Shared Values



Sarawak civil servants are guided by a set of common shared values that emphasize professionalism, integrity, and service excellence. These values promote a culture of accountability, transparency, and dedication to public service, ensuring that civil servants act in the best interest of the people and the state. Through these principles, Sarawak's civil servants strive to deliver quality services, build trust with the public, and foster a positive working environment. The values underscore the importance of teamwork, innovation, and continuous improvement to effectively meet the evolving needs of the state and its citizens.

As a statutory body, SSC adopts the Sarawak civil service common shared values.

Strategic Thrust 1: Financial Transparency and Compliance Excellence

Strategic Objective 1 focuses on **achieving transparent financial management and regulatory compliance to ensure operational excellence within the Sarawak Sports Corporation (SSC)**. This objective is vital for maintaining accountability and fostering trust among stakeholders while ensuring sustainable growth and smooth operations.












To achieve this, the first strategy involves optimizing resources and partnerships to uphold transparency and compliance, ensuring efficient allocation and usage of funds. The second strategy emphasizes implementing regular monitoring and adjustment to align funding with the organization's needs, facilitating timely adjustments for resource optimization. Strengthening control processes and implementing effective risk mitigation strategies is the third strategy, ensuring that potential financial risks are identified and minimized.





The fourth strategy focuses on improving financial monitoring to enhance governance and accountability, providing timely and accurate financial reports. Lastly, promoting clarity and compliance will maintain stable and efficient operations by ensuring that all financial activities align with established regulations.

Each of these strategies directly contributes to strengthening SSC's financial integrity, creating a transparent and compliant environment. By aligning these strategies, SSC ensures the achievement of its operational goals while fostering trust and confidence among stakeholders. This approach not only upholds transparency and regulatory compliance but also drives long-term sustainability and growth for the organization. Through a cohesive and well-integrated strategy, SSC can navigate financial complexities and maintain a stable, efficient operational framework.

Strategic Objective 1

Transparent financial management and regulatory compliance to achieve operational excellence

 Strategy	 Strategic Action Plan	 Key Performance Indicators	 Department/ PIC	 ESG/ PCDS
Strategy 1 Optimize resources and partnerships to uphold transparency and compliance.	SAP 1 <ul style="list-style-type: none"> Comprehensive review of standard operating procedures to enhance efficiency and effectiveness 	<ul style="list-style-type: none"> Two internal reviews of Standard Operating Procedures (SOPs) annually. 	<ul style="list-style-type: none"> Head of Finance Unit 	PCDS 2030  Economic Prosperity
	SAP 2 <ul style="list-style-type: none"> Sharing session with other statutory bodies to improve standard operating procedures (SOPs). 	<ul style="list-style-type: none"> Two sharing sessions* annually. <p><i>*Minimum requirement SFS is one sharing session with other statutory bodies annually.</i></p>	<ul style="list-style-type: none"> Head of Finance Unit 	ESG  Corporate governance
Strategy 2 Implement Regular Monitoring and Adjustment Strategies to Align Funding with Organizational Needs.	SAP 3 <ul style="list-style-type: none"> Establish regular financial reporting to divisions and units to ensure transparency and informed decision-making. 	<ul style="list-style-type: none"> Four reporting sessions annually, ensuring participation from all divisions, zones, and units within SSC. 	<ul style="list-style-type: none"> Head of Finance Unit 	PCDS 2030  Economic Prosperity ESG  Corporate governance
Strategy 3 Strengthen control processes and implement effective risk mitigation strategies.	SAP 4 <ul style="list-style-type: none"> Establish and perform audit trails to assess and improve financial accuracy and compliance. 	<ul style="list-style-type: none"> Two distinct types of financial audit programs annually. Number of findings from audit trails 	<ul style="list-style-type: none"> Internal/ External Audit Committee 	PCDS 2030  Economic Prosperity ESG  Corporate governance

Strategy	Strategic Action Plan	Key Performance Indicators	Department/ PIC	ESG/ PCDS
Strategy 4 Improve monitoring to strengthen financial governance and accountability	SAP 5 <ul style="list-style-type: none"> Regular Audit Committee meetings to ensure consistent financial and operational compliance within the organization. 	<ul style="list-style-type: none"> Quarterly Audit Committee meetings. Number of findings from audit trails that are addressed 	<ul style="list-style-type: none"> Internal/ External Audit Committee 	PCDS 2030  Economic Prosperity ESG  Corporate governance
Strategy 5 Promote clarity and compliance to maintain stable and efficient operations.	SAP 6 <ul style="list-style-type: none"> Conduct regular engagement sessions with Ministry for improved transparency and understanding. 	<ul style="list-style-type: none"> Four briefing sessions with Minister to address financial status and process-related issues. 	<ul style="list-style-type: none"> Head of Finance Unit 	PCDS 2030  Economic Prosperity ESG  Corporate governance
	SAP 7 <ul style="list-style-type: none"> Organize financial related training programs to ensure compliance to financial procedures 	<ul style="list-style-type: none"> Two in-house training sessions annually, with at least five participants from each division, zone, or unit attending each session. 	<ul style="list-style-type: none"> Head of Finance Unit 	





Strategic Thrust 2: Operational Excellence and Workforce Empowerment

Strategic Objective 2 focuses on **enhancing skills and expertise through targeted initiatives supported by improved data management to enable informed decision-making.** This objective underscores the importance of cultivating a capable, adaptable workforce while ensuring robust governance and leveraging technological advancements.

Strategy 1 emphasizes teamwork and active stakeholder engagement, fostering collaboration and shared accountability to achieve organizational goals. Strategy 2 strengthens regulatory and policy frameworks while integrating new technologies, creating a solid foundation for progress and innovation. By addressing workforce gaps, evaluating role adaptability, and aligning officer assignments across departments or locations, Strategy 3 ensures optimized workforce integration and adaptability to organizational needs.











Strategy 4 complements this by conducting comprehensive human resource audits and reviews, aligning personnel and skills with the organization's strategic direction. Strategy 5 emphasizes aligning SSC's ICT development with the State ICT policy, ensuring technology effectively supports decision-making and operational efficiency.




Lastly, Strategy 6 promotes integrity, good governance, and proactive management of misconduct-related complaints, reinforcing an ethical and accountable organizational culture.





Together, these strategies provide a cohesive framework for building an efficient, innovative, and resilient workforce. They connect through a shared emphasis on leveraging skills, technology, and governance to drive SSC's long-term success and align with its broader goal.



Strategic Objective 2

Enhance skills and expertise through targeted initiatives with improved data management for informed decision-making

 Strategy	 Strategic Action Plan	 Key Performance Indicators	 Department/ PIC	 ESG/ PCDS
Strategy 1 Encourage teamwork and active stakeholder engagement to achieve shared goals.	SAP 1 <ul style="list-style-type: none"> Foster a sense of belonging and enhance cooperation among internal stakeholders 	<ul style="list-style-type: none"> One major event per year, such as Rules of Fitness (ROF), Sports on Wheels or SSC Sports Day. 	<ul style="list-style-type: none"> Head of Organization Management Division Head of Human Resource Unit Head of Corporate Management Division 	PCDS 2030  Inclusive Society ESG  Social  Corporate governance
	SAP 2 <ul style="list-style-type: none"> Engage and collaborate with external stakeholders to build stronger partnerships and drive organizational growth 	<ul style="list-style-type: none"> One outreach/ townhall session between the Top Management of SSC and the ministry (MYSED) annually. One MoU/ MoA signing with other institutions annually Percentage of secondment officers at SSC over total staff in the department 	<ul style="list-style-type: none"> Head of Organization Management Division Head of Human Resource Unit Head of Administration Unit 	
Strategy 2 Strengthen regulatory and policy frameworks while integrating new technologies to drive progress.	SAP 3 <ul style="list-style-type: none"> Adopt and regularly update policies and implement digital archiving solutions 	<ul style="list-style-type: none"> 100% adoption rate for new state policies. Continuous update of existing policies as necessary. Create four digital archives for HQ and zonal locations Three Session of Strategic Management Planning FY2025 with the staff 	<ul style="list-style-type: none"> Head of Organization Management Division Head of ICT Unit Steering Committee Head of Human Resource Unit Head of Integrity Unit Head of Corporate Management Division 	PCDS 2030  Economic Prosperity ESG  Corporate governance

Strategy	Strategic Action Plan	Key Performance Indicators	Department/ PIC	ESG/ PCDS
Strategy 3 Optimize workforce integration by addressing vacancies, evaluating role adaptability, and aligning officer assignments across departments or locations.	SAP 4 <ul style="list-style-type: none"> Develop and implement strategies to address staffing vacancies, to ensure optimal workforce alignment. 	<ul style="list-style-type: none"> Two briefings with other departments/ units/ zone on the recruitment process. Achieve an internal stakeholder feedback score through a report card system, ensuring the recruitment process aligns with organizational needs. Three months period to fill vacant positions. 	<ul style="list-style-type: none"> Head of Organization Management Division Head of Human Resource Unit 	PCDS 2030  Inclusive Society ESG  Social  Corporate governance
	SAP 5 <ul style="list-style-type: none"> Establish task forces to hire specialized personnel 	<ul style="list-style-type: none"> Establish task force for special recruitment (contract service staff, specialized personnel hiring) Establish Steering Committee to draft and Plan SSC Standing Orders 	<ul style="list-style-type: none"> Head of Organization Management Division Head of Human Resource Unit 	
	SAP 6 <ul style="list-style-type: none"> Implement targeted training programs and structured career progression pathways to enhance employee skills and foster professional growth. 	<ul style="list-style-type: none"> Training Needs Analysis & Training Needs Identification conducted annually Each staff to fulfill general and specific training hours Three training sessions annually to upskill existing staff and support the workforce. 90% of vacancies filled by internal candidates through progression pathways. 50% of employees in mentorship programs. 	<ul style="list-style-type: none"> Head of Organization Management Division Head of Human Resource Unit 	
	SAP 7 <ul style="list-style-type: none"> Encourage secondment and staff mobility to enhance staff adaptability across departments or locations. 	<ul style="list-style-type: none"> Establish guidelines for staff continuing studies. Three staff sponsored by SSC to further studies. One collaborative project for cross-department annually. Three staff seconded in the cross-department 	<ul style="list-style-type: none"> Head of Organization Management Division Head of Human Resource Unit 	

Strategy	Strategic Action Plan	Key Performance Indicators	Department/ PIC	ESG/ PCDS
Strategy 4 Comprehensive human resource audit and review to ensure alignment with organizational needs and optimize workforce efficiency	SAP 8 <ul style="list-style-type: none"> Detailed staffing audit to assess workforce capacity for optimal efficiency. 	<ul style="list-style-type: none"> 80% of job rotation within three years for audit purposes (follow state circular) Training needs per department based on audit findings, as necessary. 	<ul style="list-style-type: none"> Head of Organization Management Division Head of Human Resource Unit 	PCDS 2030  Economic Prosperity ESG  Corporate governance
	SAP 9 <ul style="list-style-type: none"> Revisit HR policy and assess staff awareness and understanding of their job scope, responsibilities, directions, and benefits. 	<ul style="list-style-type: none"> HR policy reviewed annually. 	<ul style="list-style-type: none"> Head of Organization Management Division Head of Human Resource Unit 	
	SAP 10 <ul style="list-style-type: none"> Monitor adherence to ethical standards and address violations promptly 	<ul style="list-style-type: none"> 100% of cases submitted by the integrity unit to HR. 70% of resolved integrity cases annually. 	<ul style="list-style-type: none"> Head of Organization Management Division Head of Human Resource Unit 	
Strategy 5 Establish and align SSC ICT development plan with State ICT policy (SCSDU)	SAP 11 <ul style="list-style-type: none"> Annual ICT Audit: Comprehensive review of existing SSC ICT infrastructure. 	<ul style="list-style-type: none"> Number of ICT audit findings 	<ul style="list-style-type: none"> Head of ICT Unit 	PCDS 2030  Economic Prosperity ESG  Corporate governance
	SAP 12 <ul style="list-style-type: none"> Identify and fulfil each divisions' ICT requirements, aligned with State ICT policy (SCSDU). 	<ul style="list-style-type: none"> 100% of ICT audit findings resolved Ensure 100% LAN connectivity in all divisions. 	<ul style="list-style-type: none"> Head of ICT Unit 	
	SAP 13 <ul style="list-style-type: none"> Monitoring and upgrading all the system under SSC 	<ul style="list-style-type: none"> Upgrade the system as necessary Resolve minor ICT issues within three days. Resolve major ICT issues within 14 days. 	<ul style="list-style-type: none"> Head of ICT Unit 	

Strategy	Strategic Action Plan	Key Performance Indicators	Department/ PIC	ESG/ PCDS
Strategy 6 Enhance integrity awareness, strengthen good governance and effectively supervise and manage complaints related to misconduct.	SAP 14 <ul style="list-style-type: none"> Intensify integrity awareness and foster a culture of accountability and transparency. 	<ul style="list-style-type: none"> Six (6) Engagement Session with internal and external stakeholders Two Integrity Roadshow at Zonal Level One Integrity Team Building Session Monthly dissemination of integrity news 	<ul style="list-style-type: none"> Head of Integrity Unit 	PCDS 2030  Economic Prosperity ESG  Corporate governance
	SAP 15 <ul style="list-style-type: none"> Solidify Good Governance through workshop, meetings and publications 	<ul style="list-style-type: none"> One Organizational Anti-Corruption Plan (OACP) Workshop Quarterly Meeting for Jawatankuasa Tatakelola Perbadanan Sukan Sarawak Publish and Update One Integrity Handbook: Compilation of Rules and Regulations, Acts, Ordinance, etc. 	<ul style="list-style-type: none"> Head of Integrity Unit 	
	SAP 16 <ul style="list-style-type: none"> Supervise and Manage Complaints/ Information received on Staff Misconduct 	<ul style="list-style-type: none"> Number of complaints received on staff misconduct from all Complaints Channel (Email/ P.O Box/ Counter) Number of complaints submitted to HR for further investigation 	<ul style="list-style-type: none"> Head of Integrity Unit 	



Strategic Thrust 3: Advancing Sustainable and Inclusive Sports Infrastructure

Strategic Objective 3 focuses on **providing top-tier, sustainable, and community-friendly sports facilities that offer high-quality services.** To achieve this, a multi-faceted approach is adopted through four key strategies.

The first strategy emphasizes the integration of digital technology with effective maintenance plans, ensuring that facilities are not only well-maintained but also optimized for modern usage. This includes leveraging smart systems for real-time monitoring, predictive maintenance, and operational efficiency.

The second strategy highlights the enhancement of sports facilities to cater to a wide range of activities, foster community engagement, and promote environmental sustainability. By creating versatile spaces that meet the needs of various user groups, this strategy ensures facilities remain relevant and accessible.

The third strategy focuses on promoting sustainability through energy-efficient upgrades, including the use of green technologies, reducing energy consumption, and minimizing the environmental impact of facilities.






















Finally, the fourth strategy aims to upgrade and optimize existing infrastructure, ensuring that facilities function at their highest capacity while providing a seamless user experience.

Collectively, these strategies work in tandem to create an environment that supports both community development and sustainability, ensuring SSC's sports facilities are equipped to serve the needs of the future.

Strategic Objective 3

Provide top-tier, sustainable, and community-friendly sports facilities that deliver high-quality services

 Strategy	 Strategic Action Plan	 Key Performance Indicators	 Department/ PIC	 ESG/ PCDS
Strategy 1 Incorporating and integrating digital technology in tandem with effective maintenance plans	SAP 1 <ul style="list-style-type: none"> Benchmark against leading sports facilities to adopt best practices in digital technology and maintenance. 	<ul style="list-style-type: none"> Two benchmarking programs to international smart stadiums. 	<ul style="list-style-type: none"> Head of Facility Development & Maintenance Division 	PCDS 2030  Environmental Sustainability ESG  Environment
	SAP 2 <ul style="list-style-type: none"> Implement integrated digital systems for streamlined facility management and maintenance based on benchmarking. 	<ul style="list-style-type: none"> Percentage of (Operation/ Quality/ Finance) best practices adopted on facility management and maintenance processes streamlined or automated through integrated digital systems from benchmarking. 	<ul style="list-style-type: none"> Head of Facility Development & Maintenance Division Head of ICT Unit 	
Strategy 2 Enhance sports facilities to support diverse activities, community engagement, and environmental sustainability	SAP 3 <ul style="list-style-type: none"> Identify and resolve issues impacting facility functionality and sustainability 	<ul style="list-style-type: none"> Percentage of satisfaction based on User Feedback System (UFS) Assessment of SSC Facilities (Questionnaire distribution) 25% Percent of minor* facility issues resolved within three months 30% Percent of major** facility issues resolved within six months <p><i>*Minor such as light fixtures, fittings etc.</i> <i>**Major such as underground pipe leakage, structural damage etc.</i></p>	<ul style="list-style-type: none"> Head of Facility Development & Maintenance Division Head of ICT Unit 	PCDS 2030  Inclusive Society ESG  Social  Corporate governance
	SAP 4 <ul style="list-style-type: none"> Develop and design sustainable sports facilities aligned with community needs 	<ul style="list-style-type: none"> Implement sustainable design in future development 30% Green Building Index for total projects implemented. 	<ul style="list-style-type: none"> Head of Facility Development & Maintenance Division 	PCDS 2030  Environmental Sustainability ESG  Environment

Strategy	Strategic Action Plan	Key Performance Indicators	Department/ PIC	ESG/ PCDS
Strategy 3 Promote sustainability through energy-efficient upgrades and practices.	SAP 5 <ul style="list-style-type: none"> Explore government incentives for green energy solutions to reduce costs and support sustainability. 	<ul style="list-style-type: none"> Two conferences/ study trips to benchmark green energy solutions annually. 	<ul style="list-style-type: none"> Head of Facility Development & Maintenance Division 	PCDS 2030  Economic Prosperity
	SAP 6 <ul style="list-style-type: none"> Collaborate with external stakeholders to support energy-efficient upgrades and sustainable practices. 	<ul style="list-style-type: none"> One joint venture/ collaboration activity established. 	<ul style="list-style-type: none"> Head of Facility Development & Maintenance Division 	Environmental Sustainability ESG  Environment  Social  Corporate governance
Strategy 4 Upgrade and optimize existing building infrastructure to enhance functionality.	SAP 7 <ul style="list-style-type: none"> Needs analysis through stakeholder engagement 	<ul style="list-style-type: none"> Analysis from surveys/ interviews incorporated into facility upgrades Number of suggestions from surveys/ interviews incorporated in facility upgrades. 	<ul style="list-style-type: none"> Head of Facility Development & Maintenance Division 	PCDS 2030  Economic Prosperity ESG  Social  Corporate governance
	SAP 8 <ul style="list-style-type: none"> Collaboration with external consultants to ensure regulatory and technical compliance in infrastructure enhancements. 	<ul style="list-style-type: none"> Two impactful stakeholders' engagements* within two years. <p><i>*Engagements in the form of meetings, workshops, consultations, interviews.</i></p>	<ul style="list-style-type: none"> Head of Facility Development & Maintenance Division 	
	SAP 9 <ul style="list-style-type: none"> Implement long-term contracts for preventive maintenance and repairs to ensure high-quality services and infrastructure upkeep. 	<ul style="list-style-type: none"> Percentage Reduction in downtime 	<ul style="list-style-type: none"> Head of Facility Development & Maintenance Division 	



Strategic Thrust 4: Elevating Sarawak as a Global Sports Hub Through Strategic Partnerships and Diversified Revenue Streams

The strategic objective of positioning Sarawak as a preferred international sports destination is pivotal to enhancing its global prominence and economic growth. This goal focuses on **building Sarawak's reputation as a premier host for sports and events by leveraging its unique cultural heritage, state-of-the-art facilities, and strategic location.**










Strategy 1 aims to establish Sarawak as a sought-after partner for hosting international sports and events, ensuring the region's venues meet global standards while delivering exceptional experiences for participants and audiences. Strategy 2 complements this by fostering smart partnerships, particularly with media outlets, to amplify Sarawak's global visibility. By showcasing the region's offerings through diverse platforms, these partnerships not only attract international stakeholders but also position Sarawak as a hub for world-class sports events.



To ensure long-term sustainability, Strategy 3 focuses on diversifying SSC's income streams. Beyond traditional facility rentals, SSC can explore avenues like merchandising, licensing, and innovative events, enhancing financial resilience while supporting continuous reinvestment in infrastructure and programs.

These strategies create a comprehensive framework to position Sarawak as a global leader in sports, perfectly aligned with its mission and vision.

Strategic Objective 4

SSC as a globally recognized hub for sports and events through smart partnerships, enhanced media presence, and diversified revenue streams.

 Strategy	 Strategic Action Plan	 Key Performance Indicators	 Department/ PIC	 ESG/ PCDS
Strategy 1 Sarawak as a Preferred International Sports and Events Venue Partner	SAP 1 <ul style="list-style-type: none"> SSC as the sports venue partner in Sarawak 	<ul style="list-style-type: none"> Number of international, national, and local sports events hosted using SSC facilities Income generated (in RM) from international, national and local sports events 	<ul style="list-style-type: none"> Head of Marketing & Promotion Unit Head of Business Development Unit Head of Sports Development Division 	PCDS 2030  Economic Prosperity ESG  Corporate governance
	SAP 2 <ul style="list-style-type: none"> SSC as the events (other than sports) venue partner in Sarawak 	<ul style="list-style-type: none"> Number of international, national, and local events (other than sports) hosted using SSC facilities Income generated (in RM) from international, national and local events (other than sports) 	<ul style="list-style-type: none"> Head of Marketing & Promotion Unit Head of Business Development Unit 	
Strategy 2 Attracting smart partnerships media enhancing SSC's global visibility	SAP 3 <ul style="list-style-type: none"> Enhance Sarawak's sports brand through a global marketing campaign that promotes the region as a premier sports destination, utilizing digital media for international visibility. 	<ul style="list-style-type: none"> Obtain approval from SSMEU for SSC to have social media presence as part of its global marketing strategy. Achieve a 10% increase in social media followers annually and reach 150,000 views across media channels. Increase brand recognition by 10-15% over 3 years, measured through media reach. 	<ul style="list-style-type: none"> Head of Marketing & Promotion Unit Head of Business Development Unit Head of Transformation & Innovation Unit Head of ICT Unit 	PCDS 2030  Economic Prosperity ESG  Corporate governance
	SAP 4 <ul style="list-style-type: none"> Form media partnerships with local and international outlets to broadcast events enhancing global visibility and promoting future events. 	<ul style="list-style-type: none"> Partner with international and local media outlets to increase visibility of events hosted at SSC facilities Secure 3 advertisements annually through local media involvement in every sports programme. Secure 5 years partnership with media companies via MoU/MoA 	<ul style="list-style-type: none"> Head of Marketing & Promotion Unit Head of Business Development Unit Head of Transformation & Innovation Unit Head of ICT Unit 	

Strategy	Strategic Action Plan	Key Performance Indicators	Department/ PIC	ESG/ PCDS
Strategy 3 Diversification of SSC income beyond renting of sports facilities	SAP 5 <ul style="list-style-type: none"> Introduce other revenue-generating services such as SSC merchandise 	<ul style="list-style-type: none"> Total income generated from the sale of merchandise at SSC facilities Total income generated from the rental of kiosks at SSC facilities 	<ul style="list-style-type: none"> Head of Marketing & Promotion Unit Head of Business Development Unit Head of Transformation & Innovation Unit Head of ICT Unit Head of Finance Unit Head of Facility Development & Maintenance Division 	PCDS 2030  Economic Prosperity ESG  Corporate governance
	SAP 6 <ul style="list-style-type: none"> Other opportunities for income generation 	<ul style="list-style-type: none"> Business development masterplan for SSC to be presented in 2026. 	<ul style="list-style-type: none"> Head of Marketing & Promotion Unit Head of Business Development Unit Head of Facility Development & Maintenance Division 	

Strategic Thrust 5: Forging a Dynamic and Inclusive Sports Excellence Framework

Strategic Objective 5 aims to establish a **robust sports ecosystem that promotes the development of athletes and coaches** through a **combination of training centers, strategic partnerships, and performance monitoring**. To achieve this, three key strategies are put into action.

The first strategy involves utilizing sports development, excellence, and elite centers as catalysts for athlete and coach development. These centers will serve as hubs for training, skill enhancement, and high-performance support, ensuring that both athletes and coaches receive world-class resources.









The second strategy focuses on forming strategic partnerships with relevant stakeholders, including sports associations, educational institutions, and industry experts. These partnerships will provide additional resources, expertise, and collaborative opportunities, further strengthening the sports ecosystem.

Lastly, the third strategy emphasizes the importance of performance monitoring and appraisal, utilizing data from state, national, and international competitions to assess and enhance the progress of athletes and coaches. By tracking performance through these competitions, SSC can identify areas for improvement and ensure continuous growth.





These strategies are closely intertwined, each playing a critical role in creating a comprehensive system that fosters both athlete and coach development, ultimately elevating Sarawak's position in the global sports arena.


Strategic Objective 5

Establish a robust sports ecosystem that fosters athlete and coach development by utilizing training centres, strategic partnerships, and comprehensive performance monitoring

 Strategy	 Strategic Action Plan	 Key Performance Indicators	 Department/ PIC	 ESG/ PCDS
Strategy 1 Sports development, excellence and elite centres as catalyst for coach and athlete development	SAP 1 <ul style="list-style-type: none"> Set up sports development centres at the district and divisional levels to promote widespread sports growth and talent cultivation. 	<ul style="list-style-type: none"> Twelve coaches appointed to serve new training centres. Twelve new training centres established at any of the twelve divisions in Sarawak. 200 new athletes trained in the new training centres. 	<ul style="list-style-type: none"> Head of Sports Development Division Head of Sports Development Unit Sports Development Officers 	PCDS 2030  Inclusive Society ESG  Social  Corporate governance
	SAP 2 <ul style="list-style-type: none"> Transparent recruitment process and competitive remuneration strategy to enhance the current official selection for coaches and technical expertise to attract and retain talent. 	<ul style="list-style-type: none"> All new coach and technical expertise recruitment at PP and PC to include any Level 1, Level 2 or Level 3 Sport Science or specific certification. All contract renewal for coaches and technical expertise reviewed based on performance for remuneration and incentive to retain talent. Two recruitment procedures reviewed for ethics and integrity adherence annually 	<ul style="list-style-type: none"> Head of Sports Development Division Head of Sports Development Unit Sports Development Officers 	
	SAP 3 <ul style="list-style-type: none"> Strengthen existing sports development, excellence and elite centres 	<ul style="list-style-type: none"> Six coaches upgraded from PP to PC 3,000 athletes* trained in existing PP and PC Ten athletes upgraded from PC to PE Five PP upgraded into PC Three training attachment programs with external expertise conducted annually One coach attachment program with external expertise conducted annually 50% PC and 100% PE athletes covered by insurance. 150 PC and PE athletes to receive bi-annual subsidy for sports equipment 	<ul style="list-style-type: none"> Head of Sports Development Division Head of Sports Development Unit Sports Development Officers 	

*At present there are 5547 PP & PC athletes, and 1067 PE athletes

Strategy	Strategic Action Plan	Key Performance Indicators	Department/ PIC	ESG/ PCDS
Strategy 2 Form strategic partnerships with related stakeholder providers to enhance resources and collaboration	SAP 4 <ul style="list-style-type: none"> Establish smart partnerships with GLCs, companies, higher education institutions and other related agencies. 	<ul style="list-style-type: none"> Two new MoUs/ MoAs signed within two years 	<ul style="list-style-type: none"> Head of Sports Development Division Head of Sports Development Unit Sports Development Officers 	PCDS 2030  Economic Prosperity  Inclusive Society ESG  Social  Corporate governance
	SAP 5 <ul style="list-style-type: none"> Collaborate with external stakeholders to access additional facilities for sports competitions and training as required 	<ul style="list-style-type: none"> Five new/ renewal of agreements for use at external stakeholders' sports facilities annually 	<ul style="list-style-type: none"> Head of Sports Development Division Head of Sports Development Unit Sports Development Officers 	
	SAP 6 <ul style="list-style-type: none"> Collaborate with external stakeholders to develop a structured career pathway for Sarawakian athletes 	<ul style="list-style-type: none"> Annual engagement session with athletes and coaches on potential career pathways Semi-annual internship opportunities with SSC partners disseminated to athletes 	<ul style="list-style-type: none"> Head of Sports Development Division Head of Sports Development Unit Sports Development Officers 	
	SAP 7 <ul style="list-style-type: none"> Collaboration with sports associations for athlete and sports development 	<ul style="list-style-type: none"> 74 development programs* encompassing 37 different sports conducted annually. <p><i>* Development programs include participating and hosting competitions, training, courses, workshops, clinics and other relevant programs.</i></p>	<ul style="list-style-type: none"> Head of Sports Development Division Head of Sports Development Unit Sports Development Officers 	

Strategy	Strategic Action Plan	Key Performance Indicators	Department/ PIC	ESG/ PCDS
Strategy 3 Performance monitoring and appraisal for athletes and coaches by leveraging participation in state, national and international competitions	SAP 8 <ul style="list-style-type: none"> Enhance competition exposure for athletes and coaches 	<ul style="list-style-type: none"> 5 tournaments organized by SSC annually in any division. SSC athletes to participate in any 5 local tournaments annually Successfully organize SUKSAR every two years Ensure participation of athletes in all SUKSAR events. 	<ul style="list-style-type: none"> Head of Sports Development Division Head of Sports Development Unit Sports Development Officers 	PCDS 2030  Inclusive Society ESG  Social
	SAP 9 <ul style="list-style-type: none"> Demonstrate measurable achievements in national-level competitions 	<ul style="list-style-type: none"> Participation of SSC athletes in 2 recognized national competitions per sport annually. 100% participation in all SUKMA events 	<ul style="list-style-type: none"> Head of Sports Development Division Head of Sports Development Unit Sports Development Officers 	
	SAP 10 <ul style="list-style-type: none"> Achieve measurable success in international-level competitions 	<ul style="list-style-type: none"> Participation of athletes in 2 recognized international competitions annually. 	<ul style="list-style-type: none"> Head of Sports Development Division Head of Sports Development Unit Sports Development Officers 	


Note: Sports development program is also called Program Permulaan (PP), Excellence Centre is also called as Pusat Cemerlang (PC), and Elite Centres is also called Pusat Elit (PE).



Strategic Thrust 6: Elevating Sports Performance through Innovation, Collaboration, and Science

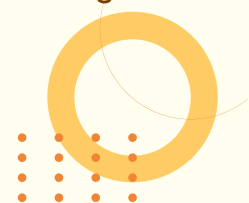
Strategic Objective 6 focuses on **enhancing sports performance by integrating sports science and sports medicine, empowering coaching, collaborating with sports agencies, and supporting talent identification**. This objective is aimed at ensuring that Sarawak's athletes reach their highest potential through a comprehensive, data-driven approach. To achieve this, five strategies are outlined.

The first strategy emphasizes the use of sports science and medicine to enhance data collection, providing evidence-based insights that guide decision-making and future training. The second strategy promotes building strong collaborations with various stakeholders, fostering mutual understanding and cooperation towards a unified goal of enhancing sports performance. Strategy three involves implementing a centralized database system that continuously monitors athlete performance, identifies areas for improvement, and enables corrective actions, all while providing access for relevant agencies to track progress.














The fourth strategy focuses on aligning resources with the latest sports demands, ensuring that the necessary infrastructure and tools are available to meet evolving needs, including the enhancement of the database system. Lastly, strategy five advocates for innovative and engaging approaches to program development and implementation, ensuring that training programs remain dynamic, relevant, and effective.






These strategies work in harmony, complementing one another to establish a strong foundation that not only boosts athlete performance but also strengthens the overall sports infrastructure.



Strategic Objective 6

Enhance sports performance by integrating sports science & sports medicine, empowering coaching, collaborating with sports agencies and supporting talent identification

 Strategy	 Strategic Action Plan	 Key Performance Indicators	 Department/ PIC	 ESG/ PCDS
Strategy 1 Utilize sports science and medicine for evidence-based decision-making and future reference for athlete performance	SAP 1 <ul style="list-style-type: none"> Implement a comprehensive athlete development plan, including fitness testing, psychological assessments, nutrition evaluations, and performance analysis. 	<ul style="list-style-type: none"> Two fitness tests conducted annually (based on periodization plan) Five strength training sessions held monthly for each sport 16 sport psychology sessions per sport (including education, intervention, assessment, observation, and attachment) All athletes in 28 sport categories receiving personalized nutrition plans. 	<ul style="list-style-type: none"> Head of High Performance Division Head of Strength & Conditioning Unit Head of Sports Psychology Unit Head of Sports Nutrition Unit Head of Performance Analysis Unit 	PCDS 2030  Inclusive Society ESG  Social
Strategy 2 Build strong collaborations to enhance mutual understanding and stakeholder cooperation toward a unified objective.	SAP 2 <ul style="list-style-type: none"> Establish MOUs & MOAs with relevant stakeholders for mutual cooperation, engagement and sharing of sports science services, research collaboration and other related activities 	<ul style="list-style-type: none"> Two MOUs/ MOAs signed annually. Organize and participate in symposiums/ conferences. One symposium/ conference organized with MoU/MoA partners annually. Two research projects with MoU/MoA partners conducted every five years. 	<ul style="list-style-type: none"> Head of High Performance Division Head Research and Innovation Unit 	PCDS 2030  Economic Prosperity  Inclusive Society ESG  Social  Corporate governance
	SAP 3 <ul style="list-style-type: none"> HPD staff to be certified trainers and conduct TOT programs with universities and sports agencies locally and internationally 	<ul style="list-style-type: none"> Two TOT programs organized annually 	<ul style="list-style-type: none"> Head of High Performance Division Head of Human Resources Unit 	
	SAP 4 <ul style="list-style-type: none"> Facilitate staff attachments with relevant sports agencies 	<ul style="list-style-type: none"> Two staffs to be attached for two weeks at relevant sports agencies (e.g. ISN, AIS, SIS etc.) every year 	<ul style="list-style-type: none"> Head of High Performance Division Head of Human Resources Unit 	

Strategy	Strategic Action Plan	Key Performance Indicators	Department/ PIC	ESG/ PCDS
Strategy 3 Centralized database system to monitor athlete performance, identify areas for improvement, take corrective actions, and provide accessibility for relevant agencies to track progress.	SAP 5 <ul style="list-style-type: none"> Collect athlete data based on fitness test, psychology, nutrition, and injury assessment results (for internal use). 	<ul style="list-style-type: none"> 20% of 37 sport data collection by sport collected each year 	<ul style="list-style-type: none"> Head of High Performance Division 	PCDS 2030  Inclusive Society ESG  Social
	SAP 6 <ul style="list-style-type: none"> Disseminate athlete data and profiling to relevant stakeholders 	<ul style="list-style-type: none"> Data provided to Ministry or other stakeholders when required 	<ul style="list-style-type: none"> Head of High Performance Division 	
Strategy 4 Align resources with the latest sports science technologies and current demands, including database enhancements.	SAP 7 <ul style="list-style-type: none"> Ensure all units under High Performance Division are fully equipped with scientific equipment 	<ul style="list-style-type: none"> All units to have 20% of scientific equipment* by 2025 and be fully equipped by 2030. <p><i>*Example of equipment includes speed timing, heart rate polar etc.</i></p>	<ul style="list-style-type: none"> Head of High Performance Division Head of Finance Unit Procurement Officer 	PCDS 2030  Inclusive Society ESG  Social  Corporate governance
	SAP 8 <ul style="list-style-type: none"> Recruit new staff to fulfil vacancies in HPD. 	<ul style="list-style-type: none"> Twelve staff dedicated to specific units such as two in strength and conditioning unit, two in psychology unit, four in performance analysis, one in physiotherapy, one masseuse and one rehabilitation officer. 	<ul style="list-style-type: none"> Head of High Performance Division Head of Human Resource Unit 	
	SAP 9 <ul style="list-style-type: none"> Certify staff competency in relevant areas such as CSCS/ ASCA, ISAKS, Performance Analysis, Sports Rehabilitation 	<ul style="list-style-type: none"> Two staff sent for professional certification in specific areas annually. 	<ul style="list-style-type: none"> Head of High Performance Division Head of Human Resource Unit Head of Finance Unit 	

Strategy	Strategic Action Plan	Key Performance Indicators	Department/ PIC	ESG/ PCDS
Strategy 5: Adopt Innovative and Engaging Approaches to Program Development and Implementation.	SAP 10 <ul style="list-style-type: none"> Organize workshops for coaches on sports sciences and implement innovative intervention methods to enhance training effectiveness. 	<ul style="list-style-type: none"> Annual workshop and discussion with coaches for feedback and improvement of athletes for all 37 sports. One medal produced by Podium Factory Semi-annual seminars on nutrition education. Annual sport periodization program implementation Semi-annual anti-doping education session Annual sports science workshop organized for community/ schools Annual mental health and first-aid training session for coaches Semi-annual talent identification session. Annual sports injury prevention and rehabilitation workshop 	<ul style="list-style-type: none"> Head of High Performance Division Head of Strength & Conditioning Unit Head of Sports Psychology Unit Head of Sports Nutrition Unit Head of Performance Analysis Unit Jabatan Pendidikan Negeri Institut Sukan Negara Jabatan Kebajikan Masyarakat Head of Talent Identification Development Unit Head of Sports Medicine Unit 	PCDS 2030  Inclusive Society ESG  Social  Corporate governance





Conclusion

The Sarawak Sports Corporation (SSC) is steadfast in its vision of becoming the nation's sports powerhouse, a beacon of excellence and innovation. With a mission to transform Sarawak into a global leader in sports by developing world-class athletes and coaches, delivering top-tier facilities, and promoting inclusivity, sustainability, and ethical practices, SSC's strategic objectives chart a bold and cohesive path toward success. Each objective is thoughtfully crafted, interconnected, and designed to address various facets of sports development, ensuring a transformative impact.

The emphasis on transparent financial management and regulatory compliance sets a strong foundation for operational excellence, fostering accountability and stakeholder confidence. By enhancing skills and expertise through targeted initiatives, SSC empowers its workforce while driving sustainability with data-driven decision-making. The commitment to providing state-of-the-art, sustainable, and community-friendly sports facilities reflects SSC's dedication to creating an inclusive environment that promotes engagement and environmental stewardship. Meanwhile, positioning Sarawak as a premier international sports destination leverages cultural heritage and strategic partnerships to attract global investments, diversify income streams, and boost visibility.


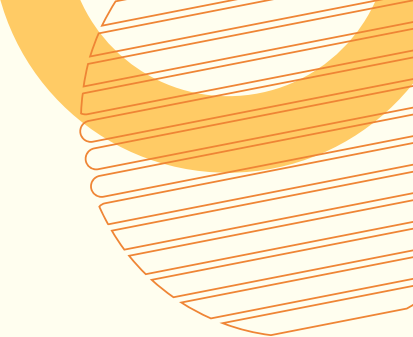
Furthermore, building a robust sports ecosystem ensures holistic development for athletes and coaches, supported by elite training centers and collaboration with key stakeholders. By integrating sports science, medicine, and technology, SSC enhances performance, drives innovation, and identifies new talent, paving the way for future excellence. These strategic objectives and their accompanying strategies are not standalone efforts but rather an interconnected framework that aligns with SSC's overarching mission and vision.

Through these cohesive initiatives, SSC not only aspires to redefine Sarawak's sports landscape but also aims to elevate its global reputation. This comprehensive approach ensures that SSC is well-positioned to lead Sarawak toward sustainable growth, community enrichment, and international recognition, truly embodying its mission of transforming the state into a powerhouse of sports excellence and innovation.

Acknowledgements

A Strategic Planning Lab was held at 56 Hotel, Kuching on 4th until 6th December 2024 which included SSC heads of departments, staff and stakeholders. The attendees of the lab who contributed to SSC Strategic Plan 2025 – 2030 are as follows:

1. Adilaila Samshuddin
2. Ahmad Jumry
3. Alexander Sirai Isau
4. Andrea anak Poni
5. Awang Amiezan
6. Awang Putrayusrie bin Awang Redzuan
7. Azwan bin Eskander Eyaw
8. Bong Siang Yee
9. Breatrice Sawin
10. Budi Ariyadi Resat
11. Dedia Sarini Ahmad
12. Delvina anak Donald
13. Eleanor Riong anak Warpaul
14. Eqa Eqma binti Bujang Adris
15. Eric Hendry Philang anak Sentu
16. Esther Samuel
17. Hafizah binti Hanafi
18. Hafqri
19. Irlyiana Jefri
20. Jubali bin Suhaili
21. Kong Hung Chin
22. Lynda Chong Sing Tze
23. Masitah binti Shaiful
24. Mikar Changgan
25. Mohammad Shahril bin Gasit
26. Mohd Faizal Sahari
27. Muhamad Darneal bin Jamali
28. Ndrieson bin Saini
29. Netty anak Elvis
30. Noorzamzarin binti Arshad

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31. Nudrasyaffini binti Ibrahim
 32. Shamsudin bin Mohamad Ali
 33. Simon Titus
 34. Stella anak James Martin
 35. Syahminan bin Juss
 36. Terrance Manja anak Janting
 37. Thompson Derik
 38. Vernity anak Ricky
 39. Wesley Inyau anak Wella
 40. Zurema binti Majenan

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 48. Yenyen anak Wong - Lab Coordinator
 49. Zaiton binti Muhamad - Secretariat

This document was prepared by UiTM Sarawak Branch team of consultants who were also the speakers and facilitators for the Strategic Planning Workshop and the subsequent discussions and meetings with SSC heads of departments and units.

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Sarawak Sports Corporation Strategic Plan 2025

e ISBN 978-967-0828-76-3



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