



**UNIVERSITI TEKNOLOGI MARA SARAWAK**

**FACULTY ADMINISTRATIVE SCIENCE AND POLICY STUDIES**

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**PRACTICAL TRAINING REPORT:**

**MINISTRY OF RURAL DEVELOPMENT, SARAWAK (MRD)**

**PREPARED BY**

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**BACHELOR IN ADMINISTRATIVE SCIENCE (AM228)**

**PRACTICAL TRAINING REPORT (ADS 666)**

**PRACTICAL TRAINING REPORT: MINISTRY OF RURAL DEVELOPMENT (MRD)**

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## **DECLARATION FORM**

I hereby declare that the work contained in this practical training report is my own except those which have been duly identified and acknowledged. If I am later found to have committed plagiarism or other forms of academic dishonesty, action can be taken against me under the Academic Regulations of UiTM's.

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(HALIMATUSSAADIAH BINTI ABDUL HAI)

## **CHAPTER 1: INTRODUCTION OF THE ORGANIZATION**

### **1.0 INTRODUCTION**

This chapter focuses on the background of Ministry of Rural Development. Section 1.1 discusses the background of Ministry of Rural Development, Section 1.2 introduces the vision and mission in this organisation and Section 1.3 states the sections in Ministry of Rural Development. Section 1.4 on the other hand, states the organisation structure and Section 1.5 is on the organisation chart. In addition, Section 1.6 explains the objectives of Ministry of Rural Development and lastly section 1.7 is all about client charter that been used in this organisation.

### **1.1 BACKGROUND OF MINISTRY OF RURAL DEVELOPMENT**

Ministry of Rural Development Sarawak was established in January 2, 1998 also known as Ministry of Land Development. On July 1, 2004 ministry been reshuffled and divided into two namely Ministry of Rural Development and Ministry of Land Development and also represented by Minister and Permanent Secretary. Ministry of Rural Development (MRD), Sarawakians responsible for ensuring the planning, implementation and monitoring of government policies related to programs of rural development can be implemented efficiently and effectively through the use of available resources in order to improve the socio-economic status of the particular rural population. Ministry of Rural Development located at Bangunan Baitulmakmur, Petra Jaya. All ministries in the Bangunan Baitulmakmur are under Baitulmal and all the audit will be in charge by Baitulmal. Everything about the administration and management will be in charge by Baitulmal.

Ministry of Rural Development (MRD) also has 'Program RGC'. RGC program focuses primarily on commercial projects involving the use of machinery. This means we are less encouraging traditional economic activities commonly done manually and subsistence. This is because the process of migration to cities that starting the past two

decades is expected to continue in the future. Furthermore, 'Pusat Pertumbuhan Desa (PPD)', should also provide competition to the migration process by providing jobs to more lucrative salary.

Furthermore, Ministry of Rural Development (MRD) also has "Pusat Sumber Pertumbuhan Desa (PSPD)". This PSPD been established on January 1, 1999. Through the reorganization of the Ministry of Rural Development, Sarawak, some modifications in terms of operation and scope of the training has been made to strengthen the PSPD function as a training center that focuses on the management of the first rural development in Sarawak. PSPD major role is to plan, coordinate, implement and evaluate training programs in line with the desire to realize the political policy of the State Development and Vision 2020.

## 1.2 VISION AND MISSION

Recently, Ministry of Rural Development implementing Balanced Score Card (BSC). So, they change several of their vision and mission. Below are the **old vision** and **mission** of Ministry of Rural Development:

- To be a leader in the planning and rural development into a modern, progressive, civilized and sustainable,
- To enhance and strengthen the capability and capacity to plan, implement, monitor and evaluate policies and programs of rural development,
- To promote human resource development, socio-economic development, infrastructure development and sustainable development amenity.

There are the new vision and mission of Ministry of Rural Development. However, those vision and mission has not been published to the public. Below are the **new vision** and **mission** of Ministry of Rural Development:

## **Vision**

- A High Performance organisation In Advancing Quality of Life of the rural population in Sarawak.

## **Mission**

- To ensure sustainable development and enhance the standard of living of rural population of Sarawak.

### **1.3 SECTION IN MINISTRY OF RURAL DEVELOPMENT**

In Ministry of Rural Development, there are four (4) sections in Ministry of Rural Development. There are financial, administration, planning and development. Meanwhile, planning and development section is the same. All sections have their own roles and responsibilities. First is **administration section**. In administration section, there are several responsibilities that the employees must do. In this section, all the faxes, e-mails, letters and many more must through with administration before all the items go to the other employees and Permanent Secretary. All the items must be stamp before key in into the software that already been given to the Ministry of Rural Development. Furthermore, all the calls received by the administration section before the calls been connected with responsible officers. In this section also, leave for the other employees will be manage and calculate by the officers in this section. She or he will record the data in the software named "Impian".

Other than that, file store and stationery store also under administration. All the in and out of the items in both store and also to make both store beautiful and neat are under administration. In stationery store, they make sure all the items in and out must be record. This is to ensure no shortage of items in that store. In file store, they must code all the files into several parts. This is to ensure all the file is in the well-organized. Both stores also must in the up-to-date condition.

Second is **financial section**. In this section, all the money in and out will be managed by the officers in this section. If they want the money from the headquarters, must go through this section and get the signature from the officers. All related to the financial such as remuneration, bills, payment to the other parties and many more. They also record and up-to-date the information into the data such as vote ledger and many more.

Last is **planning and development section**. In this section, all the officers are the same and with the one objective. This section divided into three activities. There are water, road and "Program Bantuan Rumah (PBR)". This ministry provides all those three at the rural area in Sarawak. Those three are very important activities in this ministry because most of the people in the rural area will concern and also interest with water, road and PBR. This section also slightly involved in electricity but not much such as planning of solar hybrid in the rural area which is hard to get the real electricity.



## 1.4 ORGANIZATION STRUCTURE

### ORGANIZATION STRUCTURE OF MINISTRY OF RURAL DEVELOPMENT SARAWAK

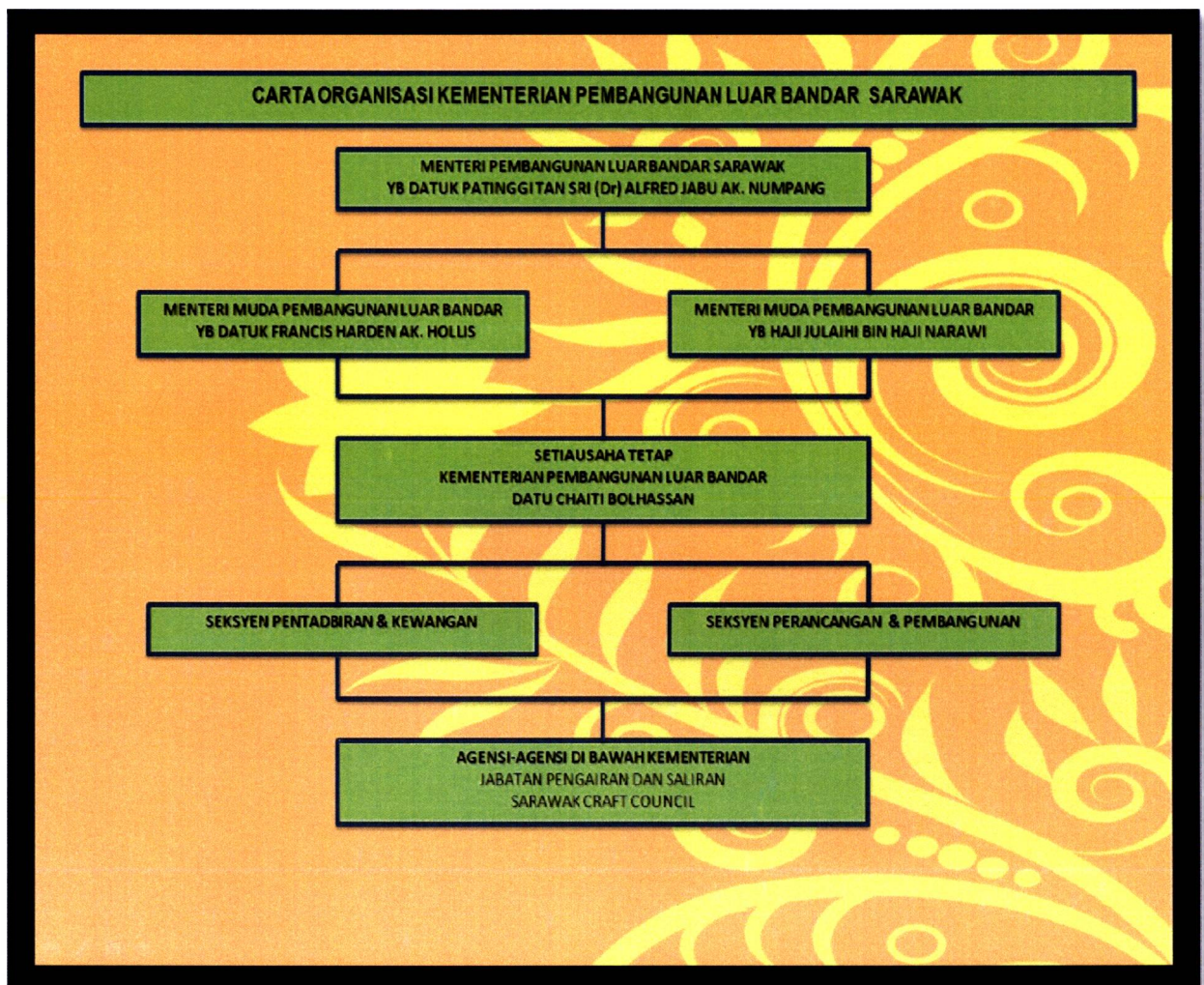


Figure 1.1



## 1.5 ORGANIZATION CHART

### MINISTRY OF RURAL DEVELOPMENT

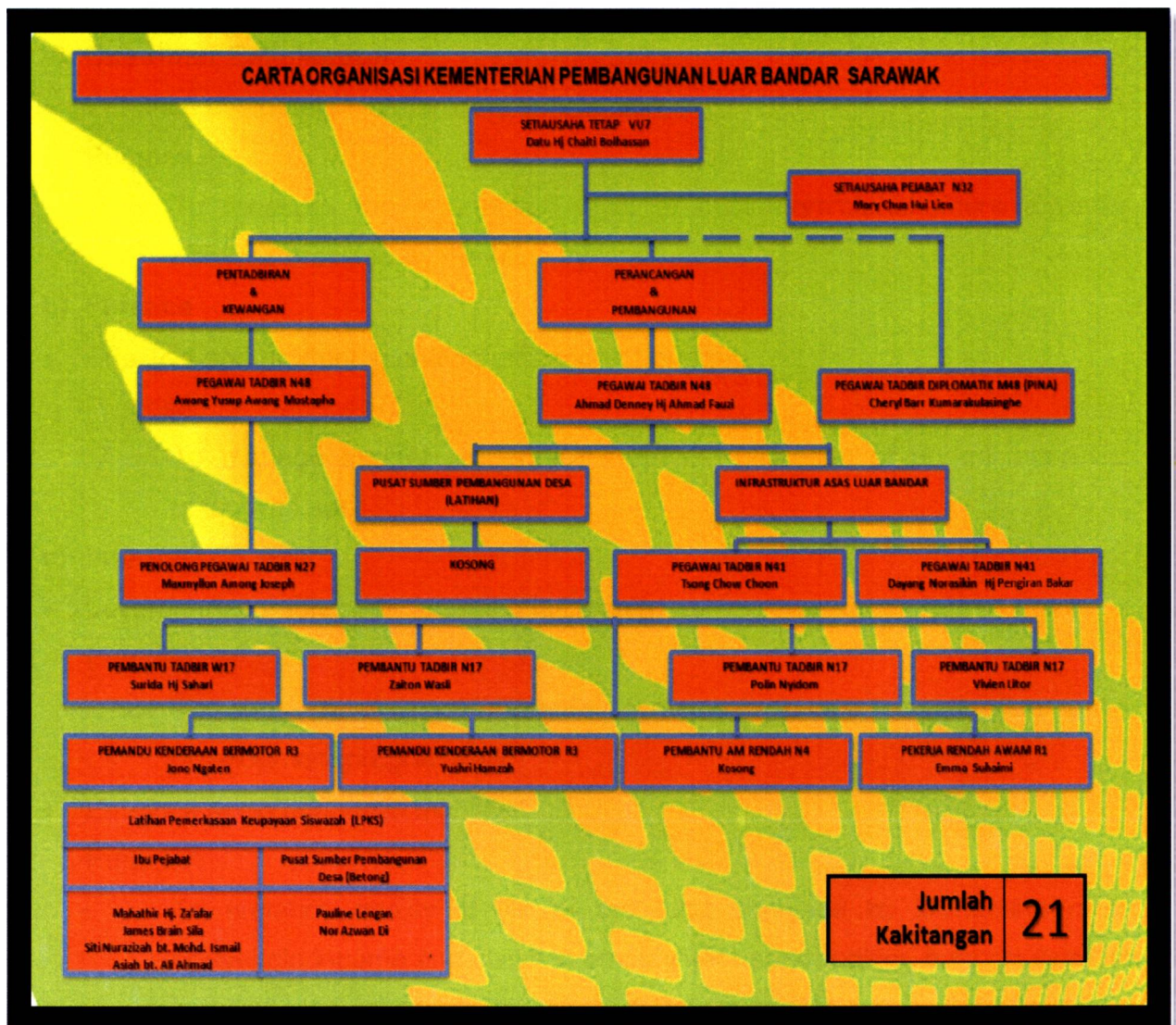


Figure 1.2



## 1.6 OBJECTIVES OF MINISTRY OF RURAL DEVELOPMENT

Objectives in the Ministry of Rural Development divided into four (4) parts. There are customer satisfaction, finance, internal process and, learning and growth. Below are the objectives and the purposes of the objectives:

### a) Customer Satisfaction

- Enhance customers/stakeholders satisfaction.

Purpose:

- To measure the satisfaction level of customers/stakeholders towards services provided by the Ministry.

### b) Finance

- Effective and prudent spending/utilization of budget.

Purpose:

- To manage budget prudently for optimal utilization of budget via-a-via objectives set.

### c) Internal process

- Leverage favorable state federal relationship

Purpose:

- To seek federal government's continuous support to finance rural development programmes.

- Enhance socio economic mobility

Purpose:

- To enhance quality of life of the rural populace by increasing rural household income and creating employment opportunities through various high impact rural development programmes/projects.

- Enhance strategic communication

Purpose:

- To ensure the Ministry engages with the stakeholders strategically to keep them informed of the programmes and feedback from time to time.

- Enhance inter-agency / stakeholders collaboration

Purpose:

- To build and enhance close coordination / networking between government agencies

- Expand the coverage of basic amenities

Purpose:

- To ensure that the rural communities have access to basic amenities regardless of locality.

- Reengineer internal processes

Purpose:

- To ensure all internal processes with the regard to all internal process strategic objectives are both strategically and operationally linked and focused on vision and mission of the Ministry.

#### **d) Learning and growth**

- Enhance staff competency

Purpose:

- Improve staff skill set to support performance.

- Internalize shared values

Purpose:

- To make sure the workforce is driven by a strong performance mind set to achieve breakthrough results.

- Leverage usage of ICT effectively

Purpose:

- To use ICT extensively in the conduct of daily work and upgrade all processes through automation.

## 1.7 CLIENT CHARTER

Client charter is sets the standard for a company regarding customer services. A charter is shared with all employees so they work under the client charter to assure the best customer service possible, (Hickman, 2013). Below are the client charters for Ministry of Rural Development (MRD):

1. As supporting the aspirations and objectives of the ministry to promote development efforts towards rural sector developed, interesting and profitable, we promise;
2. To provide planning and supervision of the implementation of rural programs in order to meet government policies and responding to central agencies on schedule.
3. To provide knowledge and skills to rural communities in the social, economic and political order to be positive for change.
4. Provide adequate infrastructure facilities to the rural population.
5. Provide an efficient, accurate, fair and friendly in terms of service

## **CHAPTER 2: SCHEDULE OF PRACTICAL TRAINING**

### **2.0 SCHEDULE OF PRACTICAL TRAINING**

I've been did my practical training in 5 weeks. During 5 weeks, I had learnt how to do the administration tasks especially the incoming mails and also how the procedure to take the incoming mails. I'm also been exposed to the others sections in the organisation such as financial, planning and development. All of the employees in the organisation give a very good cooperation to me understand all the tasks and activities. I also been exposed and involved in the Balanced Score Card (BSC) activities and this is the new tools for quality management. In this chapter, I will summarize the daily training activities extracted from the practical training log book according to the tasks been given to me.

#### **2.1 WEEK 1 (28<sup>TH</sup> JANUARY UNTIL 2<sup>ND</sup> FEBRUARY 2013)**

On my first day of practical training (**28<sup>th</sup> January 2013**), Madam Polin Nyidom from administration section bring me to meet En. Awang Yusuf Bin Awang Mostapha, 'Pegawai Tadbir' in the organisation. He is our supervisor during the practical training. En.Awang Yusuf Bin Awang Mostapha incharged and take care of the administration and financial section. After that, I have meeting with En. Awang Yusuf and he briefs about background of the ministry, and also brief about rules and regulations in the ministry such as working hours, do not talk too much and many more. On my first day, I do 5 tasks in the administration section.

Furthermore, I been introduce all the sections and staff by En. Mahathir Hj Za'afar. He is the 'Latihan Pemeriksaan Keupayaan Siswazah'. After that I have been put in the administration section on my first day of practical training. In that section Madam Polin Nyidom teach me everything and the first I learn is receiving calls. This is because every organisation has their own kind of telephone and that make me confused either to answer calls or not. Madam Polin guide me how to answer calls and also called to another ministry and officers. She also explains how many lines in the department

and also teaches about how to transfer call to another officers. This is because in this department has 2 lines and we know whether the employees use the phone or not and there also stated the phone number at the phone's screen.

Second, Madam Polin teaches me how to do leave record for their staff. The leave record named "Kenyataan Cuti Rehat" and she also teaches me how to calculate the balanced leave and also record it in 'Gantian Cuti Rehat (GCR)'. All the leave record must be updated from time to time and key in the software given named 'Impian'. This software only certain officers can open it such as officer in the administration section and also Permanent Secretary in that department. This is because to avoid the employees make the fraud leaves to the Permanent Secretary. After the leave key in the software, the officer in the administration officer must give hardcopy of the record to avoid missing data and also put the record in the file been provided.

Third is key-in and record data. This is more to how to handle incoming mails. This task been instructed by Miss Asiah Bt Ali Ahmad, she is the also 'Latihan Perneriksaan Keupayaan Siswazah'. She teaches me from beginning until the end process of incoming mails. When we received mails and faxes, there is 'Received' stamp and this item must be stamped at the mails and faxes. After that key-in the data in the mails and faxes in the software named Proacts and write down the serial number in the mails given. Then put the mails or faxes in incoming mails file and submit it to Mary Chua. Mary Chua is secretary for Permanent Secretary in this Ministry.

Fourth is explains about courses, meetings and track files. This is also been instructed and taught by Miss Asiah. Everyday all the meetings and courses must be updated for all the staffs in Ministry of Rural Development. In the administration's computer, there are also courses and meetings folder been created by the officer herself. This is to ensure everything will be easy and to avoid stress in workplace. This is because usually the 'Pegawai Tadbir' cannot remember when and where they must attend courses and meetings. (*Refer to appendices Figure 2.1 and Figure 2.2*)

Last task in the first day is sorting for stationery store. This task been instructed by Madam Polin. She wants me and my friend categorize all the items into several main categories such as electronic, ink, toner and many more.

Second day of my practical training (**29<sup>th</sup> January 2013**).I been given 5 tasks in a day. First is continuing with the sorting for stationery store. This is difficult part task in the second day because some of the items in the store are not updated. The data given to me is the old stock and several of them are still exist in the store. I am also arranging all the items to make it systematically.

Second is meeting with Datu' Chaiti Bolhassan, who is the Permanent Secretary in that Ministry. En.Awang Yusuf introduced us to him. He explained what practical student will do any tasks given by the current staffs. This is because usually practical student will do the tasks that not related to the courses that we take. He also briefly explained about the organisation and also asked why four of us choose Ministry of Rural Development. Other than that, he also explained about Balanced Score Card (BSC) and we will attend strategic planning workshop this Friday. This is to ensure and exposed us what is Balanced Score Card means.

Third is read book named 'Kursus Pengurusan Stor dan Stok'. That book is useful for this ministry because the store must been updated from time to time. The stocks especially must been record according to the existing of items in the store. This task is been instructed by Madam Polin. This is to ensure whether the sorting that I've been do is correct or wrong and also to ensure that their sorting is totally tally with the arrangement in the store.

Fourth is filing system. This task been instructed by Miss Asiah. She teaches me to arrange the file and categories it in the correct categories before put it in the box or file rack and I'm also do the closed file. The closed file must been type in the softcopy given by us. After we type it the details such as the date of closed file, the name of the file, the code number and many more, we stick the paper at the box for closing file. (*Refer to aappendices Figure 2.3*)

Last is meeting with supervisor. En.Awang Yusuf briefly explained about the workshop on this Friday. He tells us who will come to give speech and also give task to us. He also gives us another task about analysis the personal files of the staffs in the Ministry of Rural Development. He wants us to relate the information in the personal file with the Human Resource Management and Process. What kind of process that the staffs already done and what stage of process that staffs do not face it. He wants us to do the report for the analysis. Simple report and do it one page only.

Third day of my practical training, **(30<sup>th</sup> January 2013)**. I only do 3 tasks during my third day. First is arrangement and sorting the store. This task been instructed by En. Awang Yusuf and Madam Polin. This task four of us been separated or divided into 2 tasks. There are 2 of us arranging the stationery store and the other 2 will arrange the file store. I had been chosen to arrange stationery store. I look out whether all the items in the store are shortage or missing because the store not been updated. I also look out the numbering system for the items in store. Several of them cannot be seen and the other not follows the ascending order. Some of the stock cannot be take for the low staffs.

Second task is continuing with the personal file's analysis. This is difficult because some of us get the thick file and several of us get the thin file. So, every file has different process in the Human Resource Management.

Third is filing system. This task been instructed by Madam Polin and Miss Asiah. They teach me how to differentiate of the file according to the file rack and also arrange the files according to the latest volume. Different files have different volume and order.

Fourth day of my practical training, **(31<sup>st</sup> January 2013)**. I only do 2 tasks in that day. First is filing system. This time continue with the closing file because yesterday could not finish it.

Second is meeting with supervisor again. This time he asked about the personal file's analysis and he wants that report submit by today. I analyzed Madam Dayang Norasikin Bt Hj Pengiran Bakar's file. When we submit the analysis, he checked all our



report in front of us and he also comment about each of our report because maybe there are lack of information. Finally he discusses and briefly more what we will do at the workshop during this Friday. That discussion between us and the organizer.

Fifth day of my practical training, (**1<sup>st</sup> February 2013**). On that day, we are attending the strategic planning workshop. The consultant is Mr Gnanasegaran Arumugam from Employees' Provident Fund (EPF). This workshop is very useful to the staffs and also for us. Mr. Gnanasegaran explained about Balanced Score Card (BSC) to the ministry. BSC is the tools to evaluate the quality system in the ministry. During the workshop, he explained more about BSC and also translates all the vision, mission, goals and many more from English to Bahasa Melayu. He also correct the translation made by the staffs in the ministry. Everybody participate and also give any suggestions and opinions about BSC and also give opinions of the translations. We are also discussing and brainstorming about SWOT analysis of Ministry of Rural Development. Other than that, we also discussing about the ministry's strategy map because there are some changes been made. Most of the details been changed. (*Refer to the attachment: slide of Balanced Scorecard in MRD*)

Sixth day of my practical training, (**2<sup>nd</sup> February 2013**). During that day also continue with the workshop. We continue with the SWOT analysis. Most of us give the opinions and suggestions for the analysis in the ministry. After that, we come out with strategy plan in 5 years in the future to foresee what will happen in the ministry.

Furthermore, the discussions continue with the TOWS analysis. We discuss to change the Ministry of Rural Development's Balanced Sore Card because there are a lot of changes and added in the MRD Strategic Map. This is means so many difficulties in the ministry.



## 2.2 SECOND WEEK (4<sup>TH</sup> FEBRUARY UNTIL 8<sup>TH</sup> FEBRUARY 2013)

First day of my second week, (4<sup>th</sup> February 2013) I do 5 activities or tasks. First is closed file. Madam Polin just want me to stick the closed file tag in front of the box given. This is to ensure that box can be proceeding to another stage. That is means after we closed the file, that box can be send to another room that we want to vanish. Second task is open a new file and put the letters in the file respectively and accordingly. This task been instructed by Miss Asiah. She gives me the code in the letters so to ensure easy for me to find the file and put it in the right place. Unfortunately, several file or letters cannot find because the label in front of the cabinet does not updated and certain files been used by other staffs.

Third is process to receive any letters from postman. This task been instructed by Miss Asiah. She teaches me to make sure that letters are correct in terms of the address stated in the envelope. Make sure the address is to Ministry of Rural Development. In the postman book also must stamp the Ministry's logo, write down the signature and date received. This is for the postman's record. All of the information is important to both parties.

Fourth task is meeting on solar hybrid. This meeting been instructed by En. Ahmad Denny Bin Haji Ahmad Fauzi. He's position in the department is 'Pegawai Tadbir' and he especially handle the planning and development section. He wants four of us know what is solar hybrid and why the certain rural area cannot get electricity but been replaced with solar hybrid. In this meeting, they discuss on 'Phase 3" of solar hybrid in the rural area and also representatives from Sarawak Energy Berhad (SEB) which are senior engineers. They showed some of the phases in rural area that will be given in the Phase 3. The engineers introduce the first proposal and another second proposal been approved by the top level management. SEB wants MRD suggest the changes of some places in Phase 3 of Solar Hybrid rural area. MRD also agreed with the SEB to give and forward all the suggestion to the Minister. Why certain rural area

cannot get the electricity but solar hybrid? This is because the journey go to that particular areas are limited. They must use water transportation and the roads at there are not in a good condition. Last task is key-in data in the system Proacts. Miss Asiah teaches me the differences when key-in letters, bill, meeting, courses and many more.

Second day of my practical training in the second week, (**5<sup>th</sup> February 2013**). During that day, I do 2 tasks or activities. First is meeting with supervisor again. En. Awang Yusuf wants to know what four of us get from the workshop during last weekend. We give some opinions that we understand during the workshop and we also suggest that the ministry must change several thing in the BSC. He talked about assessment for the report and log book. He goes through again about personal file's analysis that four of us did last week. He also discussed again about the Human Resource Management process regarding to the file's analysis.

Last task is temporary replacing the current staffs in the administration section. I and Maghfirah are replacing Madam Polin and Miss Asiah. Both of us do the incoming mails such as fax, letters from the postman and many more. Every morning at 10 a.m. and evening at 4 p.m. all the letters must been given and send to Mary Chua. All the letters must go through to Datu' Chaiti Bolhassan to write down who will take an action each of that letters. Key-in data about all the letters and answering calls also transfer call on that day.

Third day of my practical training in the second week, (**6<sup>th</sup> February 2013**). I just do 2 tasks in that day. First is doing the minute sheet. This task also been instructed by En. Awang Yusuf and been guided by En. Mahathir. This task he wanted us to do minute sheet for taxi fare claim. He wants to test us whether we can follow and understand the format of minute sheet in the Ministry. Then, submit it to him and he wants En. Mahathir to check whether that taxi fare correct or not.

Second task is arranged and put the letters in the files accordingly. Madam Polin teaches me divide all the letters into several categories to make us easy to get that file and put the letters on it. There are two colours will been used to write on all the letters. Red will used whenever we get letters from the outside of department and black or

blue used all the letters that been written by the department to the others ministries and many more. Those colours are differentiating whether that letters are in or out.

Third day of my practical training in second week, (**7<sup>th</sup> February 2013**). I'm doing 5 activities on that day. First is answering call and no one will answer call except the practical training students. This is to ensure whether we understand or not what they had already taught to us. Second is finding the missing letters. This is the major problem in the planning and development section. This is because the District Officer is missing the approval letters for 'Program Bantuan Rumah'. So, the MRD try to search back the letters because of the District Officer's mistake. Four of us go through all the files one by one that related to what the officers want. This task been instructed by Miss Siti Nurazizah Bt Mohd Ismail. She is also one of the LPKS in the department.

Third is if any faxes that about claim, no need to key-in and use 'Received' stamp. This is because that data will not been record in the Proacts. Just put in the box or tray that already provided in the administration section. Fourth is update of letters. Any letters that already go through from Permanent Secretary, it must been update in the meeting's folder and also in the Proacts software. This is to ensure there is the record in the instruction or order from Permanent Secretary who will incharge and responsible. That person must take an action immediately after the Permanent Secretary's orders. Last task is filing system.

Last day of my practical training in second week, (**8<sup>th</sup> February 2013**). I just do 2 tasks on that day. First is temporary replacing the current staffs in Administration Section. This is instructed by Madam Polin and Miss Asiah. I have been temporary replace them because one of them is on leave and the other is temporary replacing Mary Chua. I do the open file for meetings and courses only. This is to ensure there are hardcopy if En. Ahmad Denny or other staffs ask about what will they do on several date. Key-in all the data when received faxes and letters from the other department. There are differences between letters, meetings; courses, bill statement and many more during key-in all that data.

Last task is analysis of petrol/diesel usage for current month. This task been instructed by Miss Siti Nurazizah. She teaches us how to calculate all the current usage of petrol/diesel and also refer the last usage of petrol/diesel. There are receipts and also do not have receipt in that official receipt. This is to avoid double receipts and also surplus or value in that analysis. There are two sections which are 'Bacaan Odometer Mengikuti Catatan Pada Lembaran Log Harian T.256' and 'Penggunaan Petrol/Diesel'.

### **2.3 THIRD WEEK (13<sup>TH</sup> FEBRUARY UNTIL 15<sup>TH</sup> FEBRUARY 2013)**

On 11<sup>th</sup> February and 12<sup>th</sup> February I'm not working because of Chinese New Year. For the first day of my practical training in third week, **(13<sup>th</sup> February 2013)**. I'm doing 2 tasks on the first day. First is Meeting with En. Ahmad Denny. This meeting is regarding with the process of shifting En. Awang Yusuf from MRD to Resident Office. MRD wants to conduct farewell dinner for him. My friends and I been responsible to handle the programme on that night such as menu and also the symbol of gift to En.Awang Yusuf on that night. We also been instructed to create or do a questionnaire about the BSC and submit it by tomorrow afternoon. This is because the questionnaire will present during meeting with Permanent Secretary on Friday. Second task is temporary replacing the current staffs in the Administration station. Eventhough replace the current staffs, I'm still discussing about the questionnaire with the other practical training students.

Second day of my practical training in third week, **(14<sup>th</sup> February 2013)**. I'm also doing 2 tasks on that day. First is temporary replacing the current staffs in the Administration station. I have learned new process of incoming mails and faxes. That is after I get back all the letters from Datu' Chaiti, I key-in the actions that Datu' Chaiti write down and I must distribute all the letters to whom that the person be responsible with. Second is about the questionnaire. I'm still continuing with the discussion what will put in the questionnaire. We search and restructure the most appropriate and equivalent to the level of the respondents. We listed out the questions and choose the best questions that we already listed out and discuss. We submit it to En. Ahmad Denny and he noted that which one must changed and added to make it clear.

Last day in third week, **(15<sup>th</sup> February 2013)**. I'm doing 4 tasks on that day. First is still temporary replacing the current staffs in the Administration station. Second is do the programme for dinner tomorrow night. This task is been instructed by Madam Surida Bt Sahari. She wants Maghfirah and I list down the list of events for that night. She will check the programme and will be check again by En. Ahmad Denny. Third task is questionnaire. That is the final touch of the questionnaire before been entered in the meeting. Fourth is meeting with Datu' Chaiti. We are still discussing about the BSC because next month they will implement and submit the questionnaire. In the meeting also we are discussing about the questionnaire that four of us do. There are some sections or parts that must been change and we get some of opinions from the staffs. We also discussing the weakness of MRD and we listed out several of them.

#### **2.4 FOURTH WEEK (18<sup>TH</sup> FEBRUARY UNTIL 22<sup>ND</sup> FEBRUARY 2013)**

First day of my practical training in fourth week, **(18<sup>th</sup> February 2013)**. I do 2 I tasks on that day. First is filing system. I'm dividing all the letters into several categories to make us easy to get that file and put the letters on it. There are two colours will been used to write on all the letters. Red will used whenever we get letters from the outside of department and black or blue used all the letters that been written by the department to the others ministries and many more. Those colours are differentiating whether that letters are in or out. This task is repeating from day to day. Second is key-in data. I'm learning new things when received the letters from the postman. If the letters dedicated to Datu' Chaiti and that letters stated that confidential with red stamp, that letters immediately give to him.

Second day I do only 1 task, **(19<sup>th</sup> February 2013)**. We go to 'Perolehan Cabutan Undi Program Bantuan Rumah (PBR) 2013. This task is been instructed by En. Kiprawi Hj Saman and Miss Siti Nurazizah. First place we go is Resident Office in Kuching. That session is the fifth session for the voting. There are three ways to vote which are by using envelopes, ping pong balls and papers. During the morning session, the voting is been conducted at Resident Office Kuching and during that time three districts been attended. There are Kuching, Lundu and Bau. During this session there are

representative from JKR, PELORA, CIDB and also contractors. Any problems and questions also can be asked and discussed. During afternoon session, the voting is been conducted at Resident Office Kota Samarahan. In Kota Samarahan, they are still using the same method and there are four districts included. There are Kota Samarahan, Asajaya, Serian and Simunjan.

Third day of my practical training, **(20th February 2013)**. I'm just doing only one task that is key-in data. This is more to how to handle incoming mails. This task been instructed by Miss Asiah Bt Ali Ahmad, she is the also 'Latihan Perneriksaan Keupayaan Siswazah'. She teaches me from beginning until the end process of incoming mails. When we received mails and faxes, there is 'Received' stamp and this item must be stamped at the mails and faxes. After that key-in the data in the mails and faxes in the software named Proacts and write down the serial number in the mails given. Then put the mails or faxes in incoming mails file and submit it to Mary Chua. Mary Chua is secretary for Permanent Secretary in this Ministry.

Fourth day of my practical training, **(21th February 2013)**. I'm doing 2 tasks on that day. First is sorting the stationery store. This is more towards rearrange the stock in their own cabinets. This also re-look the items whether still exist or not regarding to the list given to us. Then, we arrange all the items that exist in the store regarding to the number in the list. This is because some of the items not had been put at the right place and the right number. Second task is preparing letterhead. This task is been instructed by Madam Dayang Norasikin. She wants Maghfirah and I prepare a letterhead about 'Amanah Saham Bumiputera Sejahtera'. That letter will give to the Resident Office and then Resident Office will give to District Office. She wants us send the letters by using fax machine.

Last day of my practical training, **(22<sup>nd</sup> February 2013)**. I'm just doing one task only on that day. That is sorting the stationery store. This is more towards rearrange the stock in their own cabinets. This also re-look the items whether still exist or not regarding to the list given to us and today record again in the different list. Maghfirah and I do the new list that makes the staffs at the Administration Section easy to



understand. Today look at the Section B until Section F because yesterday only focus on Section A. after that re-look, both of us type again the new record of all the items in the store and next week will rearrange sections and right numbering.

## **2.5 LAST WEEK (25<sup>TH</sup> FEBRUARY UNTIL 1<sup>ST</sup> MARCH 2013)**

For the first and second day I did the same task that is sorting the stationery store, **(25<sup>th</sup> and 26<sup>th</sup> February 2013)**. All the sorting tasks are been instructed by Madam Polin and Miss Asiah. Still re-look and rearrange all the items from Section A to Section F. In this week, Maghfirah and I recalculate all the items from Section A to Section F.

Third day of my practical training, **(27<sup>th</sup> February 2013)**. I just only do one task only. That is filing system. Arrange the file and categories it in the correct categories before put it in the box or file rack and I'm also do the closed file. The closed file must been type in the softcopy given by us. After we type it the details such as the date of closed file, the name of the file, the code number and many more, we stick the paper at the box for closing file.

Fourth day of my practical training, **(28<sup>th</sup> February 2013)**. I'm still continuing the sorting of the store. This time is calculating all the items in the store and records it in the other papers. Then, key-in the data in the Microsoft Excel and print it. After that, both of us give the softcopy and hardcopy to Madam Polin and Miss Asiah.

Finally, last day of my practical training in year 2013, **(1<sup>st</sup> March 2013)**. I'm also still doing the stationery store things and this time the final touch of the store. That is tag the items in the stationery store. Maghfirah and I use colour paper and print it to label the items by using our own creativity. Then, we use laminating film to ensure that tag cannot easily destroyed and all of the use change the stationery store into proper or new look . *(Refer to the appendices Figure 2.4, Figure 2.5, Figure 2.6, Figure 2.7, Figure 2.8 and Figure 2.9)*

## **CHAPTER 3: ANALYSIS**

### **3.0 ANALYSIS OF TRAINING**

In this chapter will analysis the activities in the Ministry of Rural Development (MRD). 3.1 explains the introduction of the activities in the MRD, 3.2 definition and concept of Balanced Scorecard (BSC), 3.3 the objectives/ perspectives of MRD, and 3.4 about the strategy maps in MRD.

### **3.1 INTRODUCTION**

During my five weeks of practical training, most of the time I did the administration tasks rather than the other section in that Ministry. I choose Balanced Score Card (BSC) activity in that Ministry. BSC is the new management tools, evaluation tools and also new strategic planning tools. There are several activities that more interesting than Balanced Score Card such as 'Bekalan Elektrik dan Tangki Air', 'Program Bantuan Rumah' and many more. I choose Balanced Score Card because I already involved in the discussion and meeting about it. More information I got from that discussion and meeting. Strategic planning is a relative new innovation in the public sector management and according to some observers, it represent a major change in the management of public sector organizations, (Bryson, 1988).

In this chapter I will explain on the MRD Strategic Objectives or Perspectives, what is the meaning of Balanced Score Card, SWOT of the MRD that been discussed in the BSC, and the control and evaluation process. We want to know whether MRD follow the right theory or not. This is because some of the organization does not follow the guide been given to them. This is the new tools so not every organization will do or follow the guide from the government. Most of the government organization wants to conduct BSC but they do not have enough resources to do that and also they do not ready to focus on BSC. Nowadays, 5S and BSC compete each other and become famous among management tools in any organizations.



### **3.2 DEFINITION AND CONCEPT OR BALANCED SCORE CARD (BSC)**

The balanced score card is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals, (Balanced Scorecard Institute, 2013). BSC is to balance financial measures in strategy evaluation and control with non-financial measures such as product quality and customer service. This is can be a financial metrics to give managers and executives a more 'balanced' view of organizational performance. This will shows whether your organization is improving in terms of quality, financial, management and many more.

Why implement a balanced scorecard? Ministry of Rural Development now only focuses on the BSC and they want that strategic planning will success. They already meet and discuss with Mr Gnanasegaran Arumugam two times and will meet again for the third discussion. That third discussion will finalize all the details in the balanced score card that ministry already did. There are six (6) reasons why the balanced score card been implemented. There are increase focuses on strategy and results, improve organizational performance by measuring what matters, align organization strategy with the work people do on a day-to-day basis, focus on the drivers of future performance, improve communication of the organization's vision and strategy, and prioritize projects/initiatives.

### 3.3 MRD OBJECTIVES/PERSPECTIVES

There are four (4) perspectives in the balanced scorecard that we can view the organization from those perspectives and to develop metrics, collect data and analyze it relative to each of these perspectives. During the BSC been implemented and discussed, all the staffs involved and they came out with their own opinions and also suggestions.

First perspective is **customer perspective**. In customer perspectives, recent management philosophy has shown an increasing realization of the importance of customer focus and customer satisfaction in any business, (Balanced Scorecard Institute, 2013). This is means every single management or strategy included in the BSC must take care of their customers need and satisfaction. This is to ensure customers loyal to your organization that meet with their needs. If the organization not fulfills their needs, they will find other suppliers or organization to satisfy them. Figure 3.3.1 below shows the customer perspectives in Ministry of Rural Development.

STRATEGIC OBJECTIVES	DESCRIPTION
<div data-bbox="380 1207 666 1327" style="background-color: #003366; color: white; padding: 10px; border-radius: 15px; text-align: center;"> <b>CS1 : Enhance customers/ stakeholders satisfaction</b> </div>	<p><b>Purpose:</b> To measure the satisfaction level of customers / stakeholders towards services provided by the Ministry.</p> <p><b>Focus:</b> Services provided in terms of efficiency, quality and coverage. Carry out customer satisfaction survey.</p> <p><b>Challenges:</b></p> <ol style="list-style-type: none"> <li>1. Coming out with right questionnaires.</li> <li>2. Determining responses</li> <li>3. The reliability of feedback</li> </ol> <p><b>Outcome:</b></p> <ol style="list-style-type: none"> <li>1. Improve quality of services</li> <li>2. Customer satisfaction</li> </ol>

Figure 3.1 Customers perspective in BSC of MRD

Regarding to the Figure 3.3.1 above, all the purposes, focus, challenges and outcome are mostly focuses on the customers and does not have any hidden agenda. MRD also wants to improve their quality in the organization and that is why BSC is been introduced and implemented in MRD. Not only that but MRD also focuses on the better feedback or performance from the customers and also staffs in MRD. This is because

the performance will affect future image of the organization eventhough current image may look good.

Second is **financial perspective**. In the financial perspective, it is more on the financial data for more secure and accurate figure. The priority in this perspective is timely and accurate funding data and whatever necessary must be provided is under manager control and responsibilities. In terms of handling and processing of financial data are often been done by the managers and also been helped by the staffs too, (Balanced Scorecard Institute, 2013). Figure 3.3.2 below shows the financial perspective in Ministry of Rural Development.

STRATEGIC OBJECTIVES	DESCRIPTION
<p><b>F1 : Effective and prudent spending / utilisation of budget</b></p>	<p><b>Purpose:</b> To manage budget prudently for optimal utilisation of budget vis-a-vis objectives set</p> <p><b>Focus:</b> OPEX and CAPEX budget</p> <p><b>Challenges:</b> 1. Ability to utilise fund for optimal result 2. Monitoring of budgeted initiatives</p> <p><b>Outcomes:</b> Effective budget utilization – impact on the ground – benefit to rural population</p>

Figure 3.2 financial perspectives in BSC of MRD

Regarding to the figure above, it shows that MRD take care of the financial data. That financial data also to avoid wastage of fund in MRD because that fund must been used for those who are needed in rural area. The financial data and management in MRD will be no corruption and also wastage of it. Through financial perspective also can make the budget or financial processing be centralized and automated during the implementation.

Third is **business or internal process perspective**. Through this perspective, the manager and also the staffs will know what kind of process they do in the organization, the manager will know how well their business is running, and they can know whether their products or services meet the customer’s mission and needs. This perspective is important and difficult because this perspective must been control and

designed by those who know well the process and the unique of the organization mission. This process cannot be control and manage by the outsider consultants because all the process, mission, vision, strategy and many more comes from the manager and staffs in the organization, (Balanced Scorecard Institute, 2013). In MRD, there are six (6) processes in this perspective but I focus only one that attracts me most.

STRATEGIC OBJECTIVES	DESCRIPTION
<p data-bbox="350 591 681 701"><b>P6 : Reengineer internal processes</b></p>	<p data-bbox="703 591 1051 672"><b>Purpose:</b> This is to ensure all internal processes with the regard to all internal process strategic objectives are both strategically and operationally linked and focused on vision and mission of the Ministry.</p> <p data-bbox="703 690 1051 770"><b>Focus:</b> The focus is to make sure all key processes are continuously reviewed, documented and benchmarked against high operational efficiency. – Speed, Quality and Quantity/Productivity</p> <p data-bbox="703 788 1051 853"><b>Challenges:</b> 1. Lack of skill and knowledge in process improvement 2. Lack of innovation and creativity 3. Lack of fund</p> <p data-bbox="703 871 1051 934"><b>Outcomes:</b> 1. Increase in efficiency and productivity 2. Customer satisfaction 3. Customer focus business processes</p>

Figure 3.3 business or internal process perspective in BSC of MRD

Regarding to the figure above, it shows that MRD also must reengineer internal processes too. It is because to ensure the strategically and operationally are tally with the vision and mission of MRD. This is because in MRD there are still lack of skill and communication in order to improve any process included in their organization. Reengineer is the best way or solutions to MRD to ensure they are alert any problems occur in the organization and they can solve it quickly.

Last is **learning and growth perspective**. In learning and growth perspective, it includes employee training and corporate culture attitudes related to both individual and corporate self-improvement. This is because knowledge worker organization and people are the main source in the organization. Nowadays, technology is change from time to time and organization must train the workers acknowledge about the technological change. Every day and every time we are in continuous learning mode, (Balanced Scorecard Institute, 2013). In MRD there are 3 things been focused on but I choose only one that attracts me most.

STRATEGIC OBJECTIVES	DESCRIPTION
<p data-bbox="350 307 678 406"><b>LG1 : Enhance staff competency</b></p>	<p data-bbox="703 297 987 334"><b>Purpose:</b> Improve staff skill set to support performance.</p> <p data-bbox="703 351 1048 410"><b>Focus:</b> Identify staff with skill gaps and train them with programs to close the gaps.</p> <p data-bbox="703 428 1048 541"><b>Challenges:</b></p> <ol data-bbox="703 445 1048 541" style="list-style-type: none"> <li>1. Policy constraint – recruitment policy not based on expertise.</li> <li>2. Slow recruitment and talent development process.</li> <li>3. Slow replacement of staff.</li> <li>4. Insufficient fund</li> </ol> <p data-bbox="703 559 1009 596"><b>Outcomes:</b> Competent workforce both in number and quality.</p>

Figure 3.4 learning and growth perspective in BSC of MRD

Regarding to the figure above, MRD will enhance the competency among staffs because in MRD they are several senior citizen works there. That senior citizen must enhance their skills and knowledge just like the new staffs or current staffs in MRD. MRD also have 'Latihan Permekasaan Keupayaan Siswazah' and their skills and knowledge is not the same level with the current staffs. All the staffs in MRD must learn and growth to improve quality of their ministry to ensure everyone will know the existence of MRD. Training programme is the best way or solution to make all the staffs up-to-date with the technological changes in that organization and also their environment.



### 3.4 STRATEGY MAP

Strategy maps are communication tools used to tell a story of how value is created for the organization. That strategy map will shows the value and process in order to create better balanced scorecard in any organization. In that map also we can know the logical step by step connection between strategic objectives in the form of a cause-and-effect chain. There are the right steps or process that should be in the Balances Scorecard. At the bottom row, there is Learning and Growth perspective, Internal or Business Process perspective at the next row up and this perspective to enables the organization to improve themselves and then the top two rows are Customer and Financial perspectives to enable the organization to create desirable results, (Balanced Scorecard Institute, 2013). Figure 3.4 below will shows whether MRD follows the right steps or process.

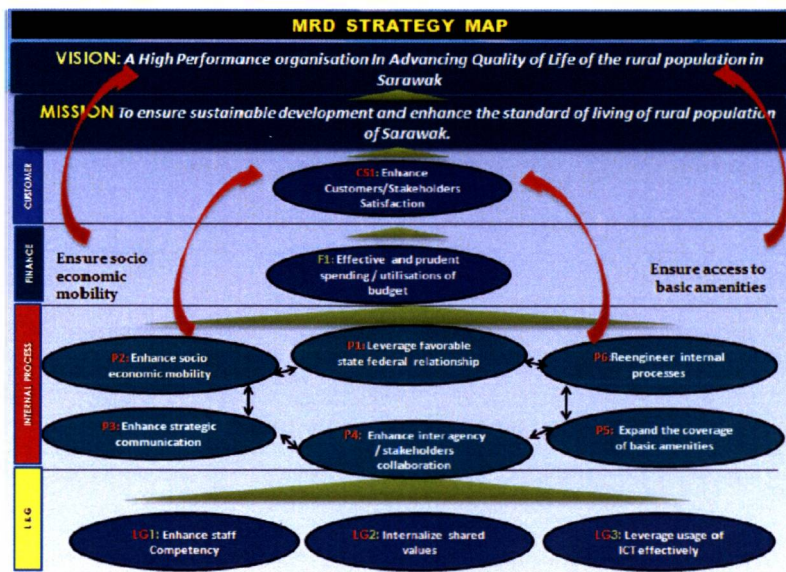


Figure 3.5 strategy maps in MRD

Regarding to the figure above, MRD follows the right process or steps. Before the MRD implement BSC, they already been given guideline and follow that guideline. They are also attending or create discussion with the outsider consultant. Consultant for MRD is

Mr Gnanasegaran Arumugam who is from Employees' Provident Fund (EPF). They will have 3 times meeting in order to make BSC right and perfect according to the guideline given to them.

## **CHAPTER 4: RECOMMENDATIONS**

### **4.0 RECOMMENDATIONS**

In this chapter 4, it will explain the recommendations in the activities chosen in Chapter 3. 4.1 will explain the introduction of the recommendation, 4.2 explains MRD objectives/perspectives, and 4.3 will explain the SWOT analysis on the organization.

### **4.1 INTRODUCTION**

In chapter three, we already discuss on the comparison between the actual Balanced Scorecard been implemented and the Ministry of Rural Development's do their own BSC. In this chapter, we will list down and explain more what kind of improvement must be done by MRD. There are several improvement must MRD realize and follow what the outsider said to them. In the ministry also must cooperate each other to make their ministry stronger and quality.

In this chapter, we will do the SWOT analysis and also TOWS analysis. We already discuss on both analysis during the strategic planning workshop. I will explain in this chapter too. In MRD, there are a lot of improvements such as attitude of the staffs, etiquette in the workplace, and many more. All level of management must be improve and follow with the right guideline.



## 4.2 MRD OBJECTIVES/PERSPECTIVES

In the previous chapter, there are four perspectives that been discussed and must been improved. First is a **customer perspective**. In MRD, they will focus more on customer satisfaction's level towards the ministry. Unfortunately, in MRD there are no suggestion boxes or questionnaire given to the customers. That is why MRD come out with to implement BSC. Through BSC they will know the feedbacks, suggestions, opinions, feelings and many more towards the services and products from MRD. This is because MRD has activities or programme on "Program Bantuan Rumah", electricity's and also "Tangki Air". This kind of programme can make sure MRD focus on customer satisfaction or not. Usually they will ensure everything will be provided in the rural area because not all facilities or accommodations can provide in rural area. This is because so many factors must be considered in order to provide all of them in rural area.

Second is **financial perspective**. MRD also take care of their financial issue and problems. This is because if MRD does not have any financial resources, they will difficult to give all the facilities and accommodations to the customers. They must maintain and improve their quality in terms of service and products. In MRD, they must improve their budgetary system. This is means do not use the money for the unnecessary events or programmes. They also must fully utilize the money for the activities that been instructed by the government. This is to avoid corruption in the ministry and misuse of power in the ministry.

Third is **business or internal process perspective**. There are six (6) processes in MRD. There are leverage favorable state federal relationship, enhance socio economic mobility, enhance strategic communication, enhance inter-agency/stakeholders collaboration, expand the coverage of basic amenities, and reengineering internal processes. The most important in MRD is reengineering internal processes. This is because MRD must restructure their management. Restructure

management in terms of skills improvement, quality in their work and ministry, no lack of fund or monetary problems and many more.

Last is **a learning and growth perspective**. There are three (3) learning and growth in MRD. There are enhance staff competency, internalize shared values and leverage usage of ICT effectively. The most importance part must be improved in MRD is enhance staff competency. This is because, our technology will change from time to time and the staffs must up-to-date with the technological stuffs. In MRD there are several staffs that already in senior staffs and most of them unable to adapt new technology just like the other staffs. Senior staffs must improve their skills and knowledge in order to make them compete with other staffs that up-to-date and concern with the new technology.

### 4.3 SWOT (STRENGTH, WEAKNESSES, OPPORTUNITY, THREATS) ANALYSIS

Ministry of Rural Development already discussed and decides what their SWOT analysis. Most of them agree with their own analysis. Through SWOT analysis, they will enhance and improve their quality in their own ministry. SWOT analysis process includes both an internal analysis of strength and weaknesses and external analysis of opportunity and threats in the environment. There are list down of SWOT analysis.

#### INTERNAL ANALYSIS (STRENGTH AND WEAKNESSES)

Table 4.1 Internal analysis (Strength and Weaknesses)

STRENGTH (S)	WEAKNESSES (W)
<ol style="list-style-type: none"> <li>1. Policy and government support (monopoly)</li> <li>2. Trusted brand/ ministrals support</li> <li>3. Access to development fund</li> <li>4. Strong leadership</li> <li>5. Political relevant</li> <li>6. State wide infrastructure</li> <li>7. Quality programme</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of capable manpower</li> <li>2. Lack of competitive strength</li> <li>3. Succession planning</li> <li>4. Lack of OPEX and CAPEX fund</li> <li>5. Administration</li> <li>6. Monitoring of programme and project</li> <li>7. ICT infrastructure support</li> <li>8. Procurement system</li> <li>9. Staff training and development</li> <li>10. Talent management</li> <li>11. Overlapping function</li> <li>12. Political Interference</li> <li>13. Attitude</li> </ol>

## EXTERNAL ANALYSIS (OPPORTUNITY AND THREATS)

Table 4.2 External analysis (Opportunity and Threats)

<b>OPPORTUNITY (O)</b>	<b>THREATS (T)</b>
<ol style="list-style-type: none"><li>1. Abundance of opportunity for amenities coverage</li><li>2. Government focus on rural transformation</li><li>3. Prevalence of rural poverty</li><li>4. Flow of development fund</li><li>5. Abundance of natural resources</li><li>6. Favorable State -Federal relations</li></ol>	<ol style="list-style-type: none"><li>1. Overlapping function of government agencies</li><li>2. Rural urban migration population</li><li>3. Vast geographical spread</li><li>4. Political instigation</li><li>5. Increasing cost of rural development</li><li>6. Merger and acquisition risks ( M&amp;A)</li><li>7. Reputation risk due to projects failure</li><li>8. Supply chain mechanism</li></ol>

## **CHAPTER 5: CONCLUSION**

### **5.0 CONCLUSION**

This chapter will conclude all the chapters in the report practical training. 5.1 is conclude for Chapter 1 (Introduction), 5.2 concludes Chapter 2 (Schedule of Practical Training), 5.3 regarding to Chapter 3 (Analysis of training), 5.4 concludes Chapter 4 (Recommendations).

### **5.1 INTRODUCTION**

This is the conclusion in Chapter 1. I had already practical in Ministry of Rural Development (MRD). In ministry of Rural Development (MRD) was established in January 2, 1998 also known as Ministry of Land Development. On July 1, 2004 ministry been reshuffled and divided into two namely Ministry of Rural Development and Ministry of Land Development and also represented by Minister and Permanent Secretary. MRD will implement the development in rural area. They also improve the status of rural area population too. MRD also has 'Program RGC'. It focuses on commercial projects involving the use of machinery. MRD also has 'Pusat Sumber Pertumbuhan Desa (PSPD).

In Ministry of Rural Development also has its own vision and mission. There are the old and new vision and mission. Why MRD has old and new vision and mission? This is because MRD now implementing Balanced Scorecard (BSC) in their organization. So, several components are changed according to the current environment. Most of MRD vision and mission related to enhance the performance standard of living in rural area. Other than that, MRD also has four (4) sections are responsible to manage the ministry itself. There are administration section, financial section, and planning and development section. All of them have their own responsibilities and roles to enhance and improve the quality of MRD. Everything will be managed well than before.

Furthermore, there is organization structure for MRD. In this organization structure, YB Datuk Patinggi Tan Sri (Dr) Alfred Jabu Ak Numpang is the highest level in the management. He is 'Menteri Pembangunan Luar Bandar Sarawak'. Meanwhile in organization chart Datu' Hj Chaiti Bolhassan is Permanent Secretary in MRD. Everything will go through him and every decision making will be finalize by him. Other than that, there are 4 objectives in the organization. There are customer satisfaction, finance, internal process and learning and growth. In MRD also has its own client charter. Client charter in MRD focuses on the developing in rural area, supervision and implementation of rural programs, provide knowledge and skills to rural communities, adequate infrastructure and many more.

## 5.2 SCHEDULE OF PRACTICAL TRAINING

During my first week, for my first day, I was met with En. Awang Yusuf Bin Awang Mostapha who is 'Pegawai Tadbir' in MRD. He briefly explains what kind of tasks that I will do in the ministry and he also explain sections in the ministry because all sections are different. After that, I was introduced by En. Mahathir Hj Za'afar to the all staffs in MRD. Before I am attached at the administration section, En. Awang Yusuf told me about the rules and regulations in ministry. In first week of my practical training, most of the tasks I did were administration section's tasks. The staffs in administration section taught and guided me how to answer incoming call and also how to continue that call to the responsible officer. I also learnt new thing in MRD that is 'Gantian Cuti Rehat (GCR)'. This process we do not learn in class because the GRC must been calculated by the staffs in the administration section. Another task that I like to do in MRD is key-in data in the Proacts system. That data come from the incoming mails and faxes. All the flow to key-in data makes me curious what kind of letters or bills can be recorded. In the first week of my training, there is strategic planning workshop that I attended. That workshop is regarding to the Balanced Scorecard (BSC) in the organization. BSC is still new in the organization and still go through the implementation and evaluation process.

Furthermore, during my second week of my practical training, I'm still doing the administration task and also learnt new things in the ministry. Especially regarding to the filing system and sorting the store that makes me do that task every day during practical training. In filing system, I learnt about the closing file; put the letters in the right file according to the code given and many more. In sorting the store, there are difficulties that I had. There are the stocks in the store are mostly not been updated and calculated. That is why I re-do the list given by the Madam Polin and rearranged the items in the store according to my new list. In week two also I learnt the new activities in MRD. There is solar hybrid in rural area. I attended the meeting with En. Ahmad Denny and representatives from Sarawak Energy Berhad (SEB). In the meeting, there are reasons why some rural area cannot receive and provided electricity. This is because of the condition of their road and soil in their area is not in the good condition. During



second week of my practical training also I was learnt how to make minute sheet and I been replaced the staffs in administration section because Madam Polin take a leave and Miss Asiah replaced secretary for Permanent Secretary in the ministry. When I do the minute sheet, mostly my 'Bahasa Melayu' become worst because I did not practice my 'Bahasa Melayu' in writing and I want to improve that thing. There is also task related to the planning and development section that I did. There is analysis of petrol/diesel usage for current month. That task is about calculating all the current usage of petrol/diesel and also refers the last usage of petrol/diesel.

Moreover in third week of my practical training, mostly I did also from administration section's task. In third week, En. Awang Yusuf been shifting to Resident Office and all the staffs in MRD do farewell dinner for him. All the practical students also involved in the preparation of farewell dinner. I also had been instructed to do questionnaire for the ministry. That questionnaire is for their Balanced Scorecard. The questionnaire also been discussed in meeting and I involved in the meeting with the all staffs in the ministry. That meeting been conducted by Datu' Hj Chaiti Bolhassan, the Permanent Secretary on the MRD.

Other than that, during my fourth week of practical training, I do the filing system which is regarding to the letters are from the outside the ministry and also the letters from the ministry itself. There are using 3 colours to differentiate the letters. The most interesting task in my practical training is 'Perolehan Cabutan Undi Program Bantuan Rumah (PBR) 2013. I had been chosen by En. Kiprawi Hj Saman and Miss Siti Nurazizah to go with them and also with the other practical training students. This was exciting and interesting tasks that I had done because I experienced the real working environment outside the office. I also learnt how to do letterhead and I do again the sorting for the stationery store in ministry.

Lastly is the fifth week of my practical training I done just little tasks been given by the ministry. Most of the tasks that I had done is sorting the stationery store and make a new label for that store cabinet. I was calculated all the items in the store to make sure the amount are the same with the list that I had done before with Maghfirah. Me and Maghfirah done the sorting for the stationery store.

### 5.3 ANALYSIS OF TRAINING

In the analysis of training, I choose Balanced Scorecard (BSC) activities in Chapter 3. This is because BSC is the new quality tools in MRD and I want to introduce and explain what MRD did for their quality in the ministry. Most of the organizations do not have enough resources to conduct BSC because it is a new tool for quality management. BSC and 5S are the most tool that been used and conducted in the organization. Usually they will use 5S rather than BSC because they do not want to take a risk. In MRD, they already discussed their BSC with Mr Gnanasegaran Arumugam from Employee's Provident Fund to become their advisor to guide them in order to success the BSC in the ministry. They must at least 3 times for meeting and discussion for the BSC. Now only 2 meeting with him to correct the BSC that want to implement in ministry.

There are 4 perspectives or objectives been including in BSC. There are customer perspectives, financial perspectives, business or internal process perspectives, and learning and growth perspectives. Customer perspectives recent management philosophy has shown an increasing realization of the importance of customer focus and customer satisfaction in any business. For the real BSC conducted by MRD improve their quality in the organization and also focuses on the better feedback or performance from the customers and also staffs in MRD. For the financial perspectives, can make the budget or financial processing be centralized and automated during the implementation. Other than that, business or internal process perspectives is reengineer is the best way or solutions to MRD to ensure they are alert any problems occur in the organization and they can solve it quickly. Lastly for learning and growth perspectives, senior citizen must enhance their skills and knowledge just like the new staffs or current staffs in MRD.

In addition, in BSC also must follow the right strategy map. Strategy maps are communication tools used to tell a story of how value is created for the organization. Regarding to MRD, they follow the right steps or process to make the better Balanced

Scorecard in their ministry. If the strategy maps are wrong, everything will absolutely wrong from the beginning until the end of the processes.

#### **5.4 RECOMMENDATION**

This is focuses on the Chapter 4 in the practical training report. I already explains what kind of improvement must been conducted by the MRD to enhance their BSC to become better. I already mention in the four perspectives or objectives in Chapter 4. In customer perspectives, MRD does not provide the suggestion box or questionnaire to get the feedback from the customers. This is because there are so many activities that under MRD to be done. In financial perspectives, MRD must take care of their financial issue and problems. This is to avoid corruption and also misuse or money in ministry. That money must fully utilize for the activities and programmes in the MRD. In business or internal process perspectives, there are six (6) processes in MRD. There are leverage favorable state federal relationship, enhance socio economic mobility, enhance strategic communication, enhance inter-agency/stakeholders collaboration, expand the coverage of basic amenities, and reengineering internal processes. But, the most important in MRD is reengineering internal processes because MRD weak in their own management. A last perspective is learning and growth perspectives. There are three (3) learning and growth in MRD. There are enhance staff competency, internalize shared values and leverage usage of ICT effectively. The most important to MRD is enhancing staff competency. This is because MRD there are several staffs that already in senior staffs and most of them unable to adapt new technology just like the other staffs. The senior staffs must improve their knowledge and skills regarding to the technological change.

Other than that, I also explained the SWOT analysis for the MRD. Internal analysis is from strength and weakness. Meanwhile, external analysis is from opportunity and threats. SWOT analysis is been discussed during the strategic planning workshop during my first week of practical training. All of us done the analysis and guided from the Mr Gnanasegaran Arumugam. This analysis is very important to ensure the MRD is ready to take any risk from and inside and outside of the ministry.

## **REFERENCES**

Balanced Scorecard Institute, Balanced Scorecard Basics, Retrieved on April 20, 2013

from <http://www.balancedscorecard.org>

Kementerian Pembangunan Luar Bandar Sarawak, Retrieved on April 20, 2013

From [www.mrd.sarawak.gov.my](http://www.mrd.sarawak.gov.my)

## APPENDICES

MASTER FILE			
CABINET NO.	COLOUR DRAWER NO.	FILE NO.	NAME
A	A <sup>1</sup> -A <sup>3</sup>	KPLB/F/1	FINANCE
	A <sup>4</sup>	KPLB/O/2	OFFICE/QUARTERS
B	B <sup>1</sup> -B <sup>4</sup>	KPLB/SM/3	HUMAN RESOURCES
C	C <sup>1</sup>	KPLB/C/4	CIRCULAR
	C <sup>2</sup> -C <sup>4</sup>	KPLB/D/D/5	DRAINAGE AND IRRIGATION
D	D <sup>1</sup>	KPLB/T/6	TRANSPORTATIONS
	D <sup>2</sup>	KPLB/BP/7	BOOKS, PERIODICALS AND REPORTS
E & F	D <sup>3</sup> -D <sup>4</sup>	KPLB/AS/8	ASSOCIATIONS/SOCIETIES
	E <sup>1</sup> -E <sup>4</sup>	KPLB/COM/9	COMMITTEES
G	G <sup>1</sup>	KPLB/PH/10	PUBLIC HOLIDAYS
	G <sup>2</sup>	KPLB/LC/11	LAND CUSTODY AND DEVELOPMENT AUTHORITY (LCDA)
	G <sup>3</sup> -G <sup>4</sup>	KPLB/SA/13	SARAWAK LANDS CONSOLIDATION AND REHABILITATION AUTHORITY (SALCRA)
H	H <sup>1</sup>	KPLB/MISC/15	MISCELLANEOUS
	H <sup>2</sup> -H <sup>4</sup>	KPLB/RGC/17	RURAL GROWTH CENTRE (RGC)
I	I <sup>1</sup>	KPLB/FDA/18	FEDERAL LAND AUTHORITY (FELDA)
	I <sup>2</sup>	KPLB/FCLRA/19	FEDERAL LAND CONSOLIDATION REHABILITATION (FELCRA)
	I <sup>3</sup>	KPLB/RDRTC/26	RESOURCE TRAINING CENTRE

Figure 2.1



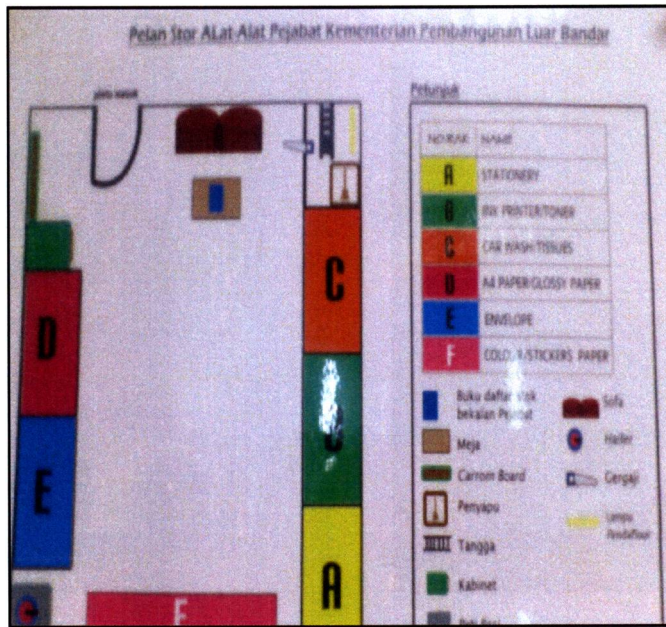


Figure 2.2



Figure 2.3



Figure 2.4 (Before)



Figure 2.4 (After)



Figure 2.5 (Before)



Figure 2.5 (After)





Figure 2.6 (Before)



Figure 2.6 (After)



Figure 2.7 (Before)



Figure 2.7 (After)



Figure 2.8 (Before)



Figure 2.8 (After)



Figure 2.9 (Before)



Figure 2.9 (After)



**Halimatussaadiyah Binti Abdul Hai**

**Relationship between Human Resource Management Process and communication tool**


In my opinion, there are three types of communication tool. There are letterhead, memorandum and minute sheet. All of them have different uses. Letterhead is been used when we get or send letter to other different government agencies such as state, federal and local. Memorandum is been used for among state agencies and minute sheet been used among department only. All of them related with Human Resources Management Process in organisation. Most letterhead comes from Chief Minister Office (Jabatan Ketua Menteri) and also regarding the examination for change the pension scheme. This is because we have 2 types of pension scheme. There are employees that retired will get pension or EPF.

There are also types of appointment been used such as appoint by transfer. That is means that staff been transferred from another ministries with the same Gred. This appoint by transfer, official memorandum been used. This is to inform the new office about the transfer and also make sure all the personal file must been transferred to the new office. The transfer of personal file also must use through official memorandum. In that memo, it will include the file number and types of that file and after that the new office must reply use official memorandum to inform the old office that file is already accepted. If postponed of transferring to the new office must write a letterhead.

Rewards also applied in Human Resource Management process in order to motivate the workers. This is to increase their work performance. In the organisation should give reward maybe in terms of monetary or non-monetary but usually non-monetary to avoid wastage. This is through minute sheet. As an example, give some reward and recognition during the 5s.

Induction and orientation also been used in Human Resource Management process. Induction usually must relate with its own job description. If the department wants to conduct induction, they will use official memorandum to inform about the induction because it is important to enhance the officer's skill. As an example 'Legal Competency Program For District And Administrative Officer, (Part III)' and this program for the officer fro Gred N27 and N41 that not attend that program before this. If necessary conduct induction that can improve and enhance skills and knowledge of every staffs in the organisation.

The most benefits been used by the staff is leave. For women of course maternity leave been added. Usually before the female staffs want to take maternity leave, she must do some notice and that notice will write through minute sheet. That is appoints someone do her work during the maternity leave. This is also to avoid overlapped of work. Other than that, the workers also can take a sick leave and if they cannot use all of the leave in that year, they can do the application for "Gantian Cuti Rehat (GCR)". GCR for that leave been sell and also bring the balance of leave to the next year. There must have a record to ensure the information valid or void.



**MINISTRY OF RURAL DEVELOPMENT  
SARAWAK**

**BALANCED SCORECARD  
(BSC)**

**REPOSITIONING MRD – THE WAY FORWARD**

**PRESENTATION OUTLINE**

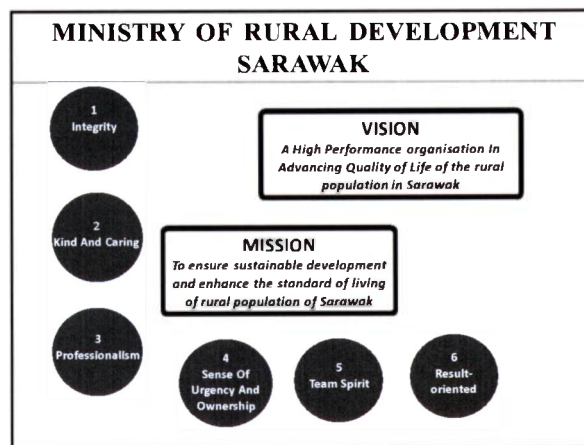
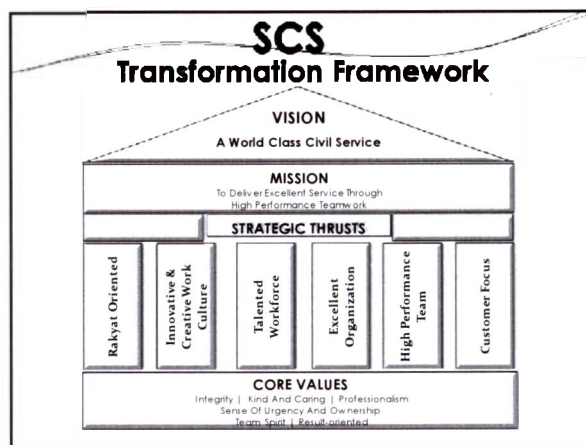
- 1) INTRODUCTION
- 2) MRD STRATEGIC OBJECTIVES
  - Customer Satisfaction
  - Finance
  - Internal Process
  - Learning and Growth
- 3) KEY PERFORMANCE INDICATORS
  - KPI Description
  - KPI Strategic Initiatives

**MINISTRY OF RURAL DEVELOPMENT  
SARAWAK**

DATU HAJI CHAITI BOLHASSAN  
 AHMAD DENNEY HJ. AHMAD FAUZI  
 AWANG YUSUP AWANG MOSTAPHA  
 CHERYL BARR KUMARAKULASINGHE  
 TSONG CHOW CHOON  
 DAYANG NORASIKIN HJ. PENGIRAN BAKAR  
 KIPRAWI HJ. SAMAN  
 MAXMYLLON AMONG JOSEPH  
 MAHATHIR HJ. ZAAFAR  
 JAMES BRAIN SILA  
 SITI NURAZIZAH MOHD ISMAIL  
 ASIAH ALI AHMAD

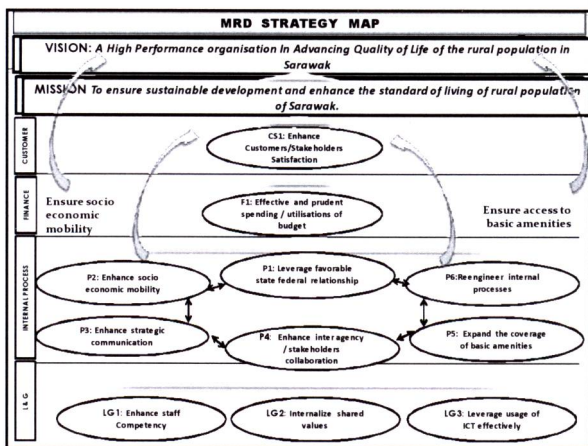
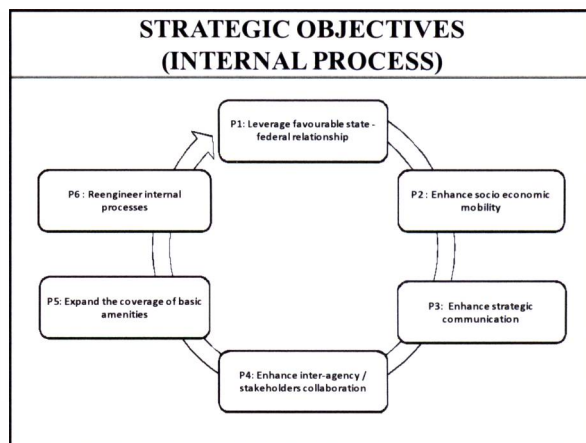
**BACKGROUND INFORMATION**

- ◆ The Ministry of Rural and Land Development was established on 2 January 1998
- ◆ Following a cabinet reshuffle on 1 July 2004 the Ministry was split into two full-fledged Ministries namely Ministry Of Rural Development and Ministry of Land Development, each with its own Minister and with a Permanent Secretary
- ◆ In October 2009 the Ministry of Rural Development and the Ministry of Land Development had become totally two different Ministries, each of which has their own Minister and Permanent Secretary

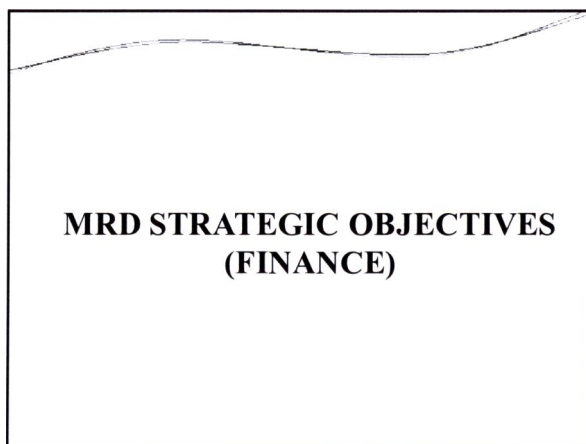


### CUSTOMER VALUE PROPOSITION (CVP)

NO.	CUSTOMERS/STAKEHOLDERS	CUSTOMER VALUE PROPOSITION (CVP)
1	Government	<ul style="list-style-type: none"> <li>✓ Ensure compliance with policies (rural development and poverty eradication in line with Vision 2020 and high income society)</li> <li>✓ Programmes and projects delivery excellence</li> </ul>
2	Rural Society	<ul style="list-style-type: none"> <li>✓ Access to quality amenities</li> <li>✓ Opportunities to improve socio economic skills</li> <li>✓ Improvement in quality of life</li> </ul>
3	General Public Political Masters Community Leaders Investors	<ul style="list-style-type: none"> <li>✓ Reliable advisory services (accuracy, consistency, efficiency)</li> <li>✓ Overall improvement in quality of living</li> </ul>



STRATEGIC OBJECTIVES	DESCRIPTION
<b>CS1 : Enhance customers/ stakeholders satisfaction</b>	<p><b>Purpose:</b> To measure the satisfaction level of customers / stakeholders towards services provided by the Ministry.</p> <p><b>Focus:</b> Services provided in terms of efficiency, quality and coverage. Carry out customer satisfaction survey.</p> <p><b>Challenges:</b></p> <ol style="list-style-type: none"> <li>1. Coming out with right questionnaires.</li> <li>2. Determining responses</li> <li>3. The reliability of feedback</li> </ol> <p><b>Outcome:</b></p> <ol style="list-style-type: none"> <li>1. Improve quality of services</li> <li>2. Customer satisfaction</li> </ol>



STRATEGIC OBJECTIVES	DESCRIPTION
<b>F1 : Effective and prudent spending / utilisation of budget</b>	<p><b>Purpose:</b> To manage budget prudently for optimal utilisation of budget vis-a-vis objectives set</p> <p><b>Focus:</b> OPEX and CAPEX budget</p> <p><b>Challenges:</b> 1. Ability to utilise fund for optimal result 2. Monitoring of budgeted initiatives</p> <p><b>Outcomes:</b> Effective budget utilization – impact on the ground – benefit to rural population</p>

STRATEGIC OBJECTIVES	DESCRIPTION
	<h2>MRD STRATEGIC OBJECTIVES (INTERNAL PROCESS)</h2>

STRATEGIC OBJECTIVES	DESCRIPTION
<b>P1 : Leverage favorable state federal relationship</b>	<p><b>Purpose:</b> The purpose of this objective is to seek federal government's continuous support to finance rural development programmes. This is necessary in view of 90% of the fund for rural development in Sarawak comes from federal government.</p> <p><b>Focus:</b> The immediate focus will be to solicit fund for rural development programmes as well as introduce more federal funded programmes in the state.</p> <p><b>Challenges:</b> 1. On time disbursement of fund 2. MRD's manpower and administrative infrastructure readiness to support federal funded programmes</p> <p><b>Outcomes:</b> 1. Growth in rural area – more township and growth areas 2. Increase in rural population employment rate and income level</p>

STRATEGIC OBJECTIVES	DESCRIPTION
<b>P2 : Enhance socio economic mobility</b>	<p><b>Purpose:</b> This objective is to enhance quality of life of the rural populace by increasing rural household income and creating employment opportunities through various high impact rural development programmes/projects.</p> <p><b>Focus:</b> The focus of this objective in the short term will be to identify growth of opportunities in the rural area and identify target group to upgrade their skill sets to increase employability.</p> <p><b>Challenges:</b> 1. Lack of employment opportunities 2. Relatively high poverty level in some areas 3. Rural urban migration 4. Apathy, indifference and helplessness 5. Low productivity</p> <p><b>Outcomes:</b> 1. Employment – high income 2. Social mobility 3. Better quality of life</p>


STRATEGIC OBJECTIVES	DESCRIPTION
<b>P3 : Enhance strategic communication</b>	<p><b>Purpose:</b> To ensure the Ministry engages with the stakeholders strategically to keep them informed of the programmes and feedback from time to time. This is necessary to facilitate the Ministry's request for manpower and other resources to support the Ministry's current and future programmes. Apart from this it is crucial to the Ministry to develop a well structured communication channels to update the rural population of all the programmes of the Ministry.</p> <p><b>Focus:</b> The immediate focus will be to build strong rapport with the federal government agencies. To submit a wish list for fund. To develop an effective mechanism of communication channel to keep rural population of the Ministry's programmes.</p> <p><b>Challenges:</b> 1. Lack of skill and knowledge in communication 2. Lack of ICT infrastructure readiness</p> <p><b>Outcomes:</b> 1. Better rapport with stakeholders and rural population</p>

STRATEGIC OBJECTIVES	DESCRIPTION
<b>P4 : Enhance inter-agency / stakeholders collaboration</b>	<p><b>Purpose:</b> This objective is to build and enhance close coordination / networking between government agencies</p> <p><b>Focus:</b> Identify issues and relevant agencies for purposes of collaboration and coordination. Create common platform for joint-venture initiatives</p> <p><b>Challenges:</b> 1. Silo mentality 2. Non strategic business plan</p> <p><b>Outcomes:</b> 1. Efficiency in implementation of projects 2. Improved resource plan / sharing of resources</p>



STRATEGIC OBJECTIVES	DESCRIPTION
<b>P5 : Expand the coverage of basic amenities</b>	<p><b>Purpose:</b> This objective is to ensure that the rural communities have access to basic amenities regardless of locality.</p> <p><b>Focus:</b> Identify the need for expansion of coverage</p> <p><b>Challenges:</b></p> <ol style="list-style-type: none"> <li>1. Land issues (unsuitable land, blockages, land and crop compensations)</li> <li>2. High construction cost in remote and deep peat regions</li> <li>3. Lack of fund for sustainability</li> <li>4. Lack of technical expertise</li> </ol> <p><b>Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Improved coverage of basic amenities</li> <li>2. High rate of connectivity and human mobility</li> <li>3. Better investment opportunities</li> </ol>

STRATEGIC OBJECTIVES	DESCRIPTION
<b>P6 : Reengineer internal processes</b>	<p><b>Purpose:</b> This is to ensure all internal processes with the regard to all internal process strategic objectives are both strategically and operationally linked and focused on vision and mission of the Ministry.</p> <p><b>Focus:</b> The focus is to make sure all key processes are continuously reviewed, documented and benchmarked against high operational efficiency – Speed, Quality and Quantity/Productivity</p> <p><b>Challenges:</b></p> <ol style="list-style-type: none"> <li>1. Lack of skill and knowledge in process improvement</li> <li>2. Lack of innovation and creativity</li> <li>3. Lack of fund</li> </ol> <p><b>Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Increase in efficiency and productivity</li> <li>2. Customer satisfaction</li> <li>3. Customer focus business processes</li> </ol>



## MRD STRATEGIC OBJECTIVES (LEARNING AND GROWTH)

STRATEGIC OBJECTIVES	DESCRIPTION
<b>LG1 : Enhance staff competency</b>	<p><b>Purpose:</b> Improve staff skill set to support performance.</p> <p><b>Focus:</b> Identify staff with skill gaps and train them with programs to close the gaps.</p> <p><b>Challenges:</b></p> <ol style="list-style-type: none"> <li>1. Policy constraint – recruitment policy not based on expertise.</li> <li>2. Slow recruitment and talent development process.</li> <li>3. Slow replacement of staff.</li> <li>4. Insufficient fund</li> </ol> <p><b>Outcomes:</b> Competent workforce both in number and quality.</p>

STRATEGIC OBJECTIVES	DESCRIPTION
<b>LG2 : Internalize shared values</b>	<p><b>Purpose:</b> The purpose is to make sure the workforce is driven by a strong performance mindset to achieve breakthrough results. For this purpose the Ministry adopt civil service shared values – Integrity, Kind &amp; Caring, Professionalism, Sense of Urgency &amp; Ownership, Team Spirit &amp; Result-Oriented.</p> <p><b>Focus:</b> To assess the culture rating of the Ministry and implement mindset shifting programs in line with the civil service shared values.</p> <p><b>Challenges:</b></p> <ol style="list-style-type: none"> <li>1. Mindset</li> <li>2. Policy constraint</li> <li>3. Fund availability</li> </ol> <p><b>Outcomes:</b> Highly motivated and proactive workforce.</p>

STRATEGIC OBJECTIVES	DESCRIPTION
<b>LG3 : Leverage usage of ICT effectively</b>	<p><b>Purpose:</b> The purpose is to use ICT extensively in the conduct of daily work and upgrade all processes through automation.</p> <p><b>Focus:</b> Staff ICT competency, process automation and availability of applications and system to perform work productively.</p> <p><b>Challenges:</b></p> <ol style="list-style-type: none"> <li>1. Lack of Fund</li> <li>2. Policy constraint</li> <li>3. High cost of ICT</li> </ol> <p><b>Outcomes:</b> More ICT usage - efficiency</p>

## KPIs DESCRIPTION

MEASURE NAME	Customer Feedback Rating	PERSPECTIVES	Customer
<b>MEASURE INTENT/DESCRIPTION:</b>	To provide comprehensive customer satisfaction rating that include feedback in MRD and agencies outside MRD. This would provide a more balanced and better picture of customers' satisfaction; how well we've met their expectation.	<b>STRATEGIC OBJECTIVE NAME:</b>	CS1: Enhance customers / stakeholders satisfaction
		<b>OBJECTIVE OWNER:</b>	Permanent Secretary
<b>DATA SOURCES:</b>	Survey	<b>MEASURE LEAD:</b>	xxx
<b>DEFINITION/ FORMULA:</b>	Actual / Total x 100	<b>MEASURE UNITS:</b>	%
		<b>REPORTING FREQUENCY:</b>	Annually
<b>REMAINING IMPLEMENTATION TASKS: INITIATIVES</b>	Develop questionnaires and identify respondents.	<b>AVAILABILITY: (LEAD/LAG)</b>	Lag
		<b>NOTES/ ASSUMPTIONS: POLARITY:</b>	Higher the better

MEASURE NAME	Budget Variance (OPEX)	PERSPECTIVES	Financial
<b>MEASURE INTENT/DESCRIPTION:</b>	To make sure budget utilisation is optimized	<b>STRATEGIC OBJECTIVE NAME:</b>	P1: Effective and prudent spending/ utilisation of budget
		<b>OBJECTIVE OWNER:</b>	Awang Yusup Awang Mostapha
<b>DATA SOURCES:</b>	Standard Integrated Financial, Budgetary and Accounting System (SIFBAS) and SPPII.	<b>MEASURE LEAD:</b>	xxx
<b>DEFINITION/ FORMULA:</b>	Actual / total x 100	<b>MEASURE UNITS:</b>	%
		<b>REPORTING FREQUENCY:</b>	Quarterly
<b>REMAINING IMPLEMENTATION TASKS: INITIATIVES</b>	Develop effective monitoring mechanism.	<b>AVAILABILITY: (LEAD/LAG)</b>	Lag
		<b>NOTES/ ASSUMPTIONS: POLARITY:</b>	Higher the better

MEASURE NAME	Percentage utilization of CAPEX	PERSPECTIVES	Financial
<b>MEASURE INTENT/DESCRIPTION:</b>	Maximise benefit of CAPEX	<b>STRATEGIC OBJECTIVE NAME:</b>	P1: Effective and prudent spending/ utilization of budget
		<b>OBJECTIVE OWNER:</b>	Awang Yusup Awang Mostapha
<b>DATA SOURCES:</b>	Standard Integrated Financial, Budgetary and Accounting System (SIFBAS) and SPPII.	<b>MEASURE LEAD:</b>	xxx
<b>DEFINITION/ FORMULA:</b>	Actual / Total x 100	<b>MEASURE UNITS:</b>	%
		<b>REPORTING FREQUENCY:</b>	Quarterly
<b>REMAINING IMPLEMENTATION TASKS: INITIATIVES</b>	Develop effective monitoring mechanism.	<b>AVAILABILITY: (LEAD/LAG)</b>	Lag
		<b>NOTES/ ASSUMPTIONS: POLARITY:</b>	Higher the better

MEASURE NAME	Percentage of processes reviewed and documented	PERSPECTIVES	Internal Process
<b>MEASURE INTENT/ DESCRIPTION:</b>	Enhance process efficiency, consistency and process currency	<b>STRATEGIC OBJECTIVE NAME:</b>	P1: Reengineer internal processes
		<b>OBJECTIVE OWNER:</b>	Ahmad Denney Ahmad Fauzi
<b>DATA SOURCES:</b>	Process Review Committee	<b>MEASURE LEAD:</b>	xxx
<b>DEFINITION/ FORMULA:</b>	Actual / Target x 100	<b>MEASURE UNITS:</b>	%
		<b>REPORTING FREQUENCY:</b>	Quarterly
<b>REMAINING IMPLEMENTATION TASKS: INITIATIVES</b>	Identify processes to be reviewed and documented.	<b>AVAILABILITY: (LEAD/LAG)</b>	Lag
		<b>NOTES/ ASSUMPTIONS: POLARITY:</b>	Higher the better

MEASURE NAME	Percentage of people attended skill training against target	PERSPECTIVES	Internal Process
<b>MEASURE INTENT/ DESCRIPTION:</b>	To upgrade rural human capital	<b>STRATEGIC OBJECTIVE NAME:</b>	P2: Develop rural human capital
		<b>OBJECTIVE OWNER:</b>	Tsong Chow Choon
<b>DATA SOURCES:</b>	Validated official report	<b>MEASURE LEAD:</b>	xxx
<b>DEFINITION/ FORMULA:</b>	Actual / Target x 100	<b>MEASURE UNITS:</b>	%
		<b>REPORTING FREQUENCY:</b>	Annually
<b>REMAINING IMPLEMENTATION TASKS: INITIATIVES</b>	Identify target group and implement skill training programs	<b>AVAILABILITY: (LEAD/LAG)</b>	Lag
		<b>NOTES/ ASSUMPTIONS: POLARITY:</b>	Higher the better

MEASURE NAME	Number of employment generating programs implemented (RGC, handicraft, etc)	PERSPECTIVES	Internal Process
MEASURE INTENT/ DESCRIPTION:	To create job opportunities for the rural population	STRATEGIC OBJECTIVE NAME:	P3: Create employment opportunities
		OBJECTIVE OWNER:	Dyg Norasikin Pengiran Bakar
DATA SOURCES:	Validated reports	MEASURE LEAD:	xxx
DEFINITION/ FORMULA:	Actual / Target x 100	MEASURE UNITS:	%
		REPORTING FREQUENCY:	Annually
REMAINING IMPLEMENTATION TASKS: INITIATIVES	Identify programs and list of investors	AVAILABILITY: (LEAD/LAG)	Lag
		NOTES/ ASSUMPTIONS: POLARITY:	Higher the better

MEASURE NAME	Percentage of issues resolved against target	PERSPECTIVES	Internal Process
MEASURE INTENT/ DESCRIPTION:	To collaborate and resolve issues jointly together with other relevant agencies	STRATEGIC OBJECTIVE NAME:	P4: Enhance inter-agency / stakeholders collaboration
		OBJECTIVE OWNER:	Awang Yusup Awang Mostapha
DATA SOURCES:	Minutes of meetings	MEASURE LEAD:	xxx
DEFINITION/ FORMULA:	Actual / Total x 100	MEASURE UNITS:	%
		REPORTING FREQUENCY:	Quarterly
REMAINING IMPLEMENTATION TASKS: INITIATIVES	Issue based collaboration to be determine from time to time.	AVAILABILITY: (LEAD/LAG)	Lag
		NOTES/ ASSUMPTIONS: POLARITY:	Higher the better

MEASURE NAME	Percentage of houses built and repaired (hardcore & poor)	PERSPECTIVES	Internal Process
MEASURE INTENT/ DESCRIPTION:	To provide indication on the percentage of houses built and repaired for the rural hardcore poor against target	STRATEGIC OBJECTIVE NAME:	P5: Expand the coverage of basic amenities
		OBJECTIVE OWNER:	Ahmad Denney Ahmad Fauzi
DATA SOURCES:	Validated Report	MEASURE LEAD:	xxx
DEFINITION/ FORMULA:	Actual / Target x 100	MEASURE UNITS:	%
		REPORTING FREQUENCY:	Monthly
REMAINING IMPLEMENTATION TASKS: INITIATIVES	Identify potential need and schedule implementation of PBR	AVAILABILITY: (LEAD/LAG)	Lag
		NOTES/ ASSUMPTIONS: POLARITY:	Higher the better

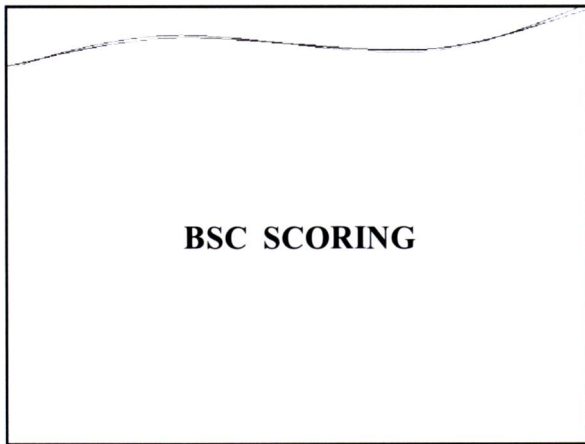
MEASURE NAME	Length of rural roads built in km against target	PERSPECTIVES	Internal Process
MEASURE INTENT/ DESCRIPTION:	To measure rural amenity coverage in particular road	STRATEGIC OBJECTIVE NAME:	P5: Expand the coverage of basic amenities
		OBJECTIVE OWNER:	Ahmad Denney Ahmad Fauzi
DATA SOURCES:	Validated Report	MEASURE LEAD:	xxx
DEFINITION/ FORMULA:	Actual / Target x 100	MEASURE UNITS:	%
		REPORTING FREQUENCY:	Monthly
REMAINING IMPLEMENTATION TASKS: INITIATIVES	Identify locality for implementation	AVAILABILITY: (LEAD/LAG)	Lag
		NOTES/ ASSUMPTIONS: POLARITY:	Higher the better

MEASURE NAME	Water and electricity (alternative system) supplies coverage against target	PERSPECTIVES	Internal Process
MEASURE INTENT/ DESCRIPTION:	To measure coverage of water and electricity in the rural area	STRATEGIC OBJECTIVE NAME:	P5: Expand the coverage of basic amenities
		OBJECTIVE OWNER:	Ahmad Denney Ahmad Fauzi
DATA SOURCES:	Validated Report	MEASURE LEAD:	xxx
DEFINITION/ FORMULA:	Actual / Target x 100	MEASURE UNITS:	%
		REPORTING FREQUENCY:	Monthly
REMAINING IMPLEMENTATION TASKS: INITIATIVES	Identify need to implement	AVAILABILITY: (LEAD/LAG)	Lag
		NOTES/ ASSUMPTIONS: POLARITY:	Higher the better

MEASURE NAME	Percentage of staff attended 7 days training	PERSPECTIVES	Learning & Growth
MEASURE INTENT/ DESCRIPTION:	To provide indication on the percentage of staff attended 7 days training	STRATEGIC OBJECTIVE NAME:	LG1: Improve staff competency
		OBJECTIVE OWNER:	Awang Yusup Awang Mostapha
DATA SOURCES:	Validated Report	MEASURE LEAD:	xxx
DEFINITION/ FORMULA:	Actual / Target x 100	MEASURE UNITS:	%
		REPORTING FREQUENCY:	Quarterly
REMAINING IMPLEMENTATION TASKS: INITIATIVES	Identify skill gap and programs to close competency gap	AVAILABILITY: (LEAD/LAG)	Lag
		NOTES/ ASSUMPTIONS: POLARITY:	Higher the better

MEASURE NAME:	Internal culture rating	PERSPECTIVES	Learning & Growth
MEASURE-INTENT/ DESCRIPTION:	To assess to ensure staff has the right cultural orientation to support performance	STRATEGIC OBJECTIVE NAME:	LIG2: Inculcate shared values
		OBJECTIVE OWNER:	MahathirZa'afar
DATA SOURCES:	Survey	MEASURE LEAD:	xxx
DEFINITION/ FORMULA:	Survey outcome	MEASURE UNITS:	%
		REPORTING FREQUENCY:	Annually
REMAINING IMPLEMENTATION TASKS: INITIATIVES	Culture programs and conduct survey	AVAILABILITY: (LEAD/LAG)	Lag
		NOTES/ ASSUMPTIONS: POLARITY:	Higher the better

MEASURE NAME	Number of application / system available against required	PERSPECTIVES	Learning & Growth
MEASURE-INTENT/ DESCRIPTION:	Enable staff to use ICT to improve productivity	STRATEGIC OBJECTIVE NAME:	LIG3: Leverage usage of ICT effectively
		OBJECTIVE OWNER:	Maxmylion Among Joseph
DATA SOURCES:	Inventory/ EIC list	MEASURE LEAD:	xxx
DEFINITION/ FORMULA:	Actual / Total x 100	MEASURE UNITS:	%
		REPORTING FREQUENCY:	Semi annually
REMAINING IMPLEMENTATION TASKS: INITIATIVES	Identify list of available applications / systems against required list	AVAILABILITY: (LEAD/LAG)	Lag
		NOTES/ ASSUMPTIONS: POLARITY:	Higher the better

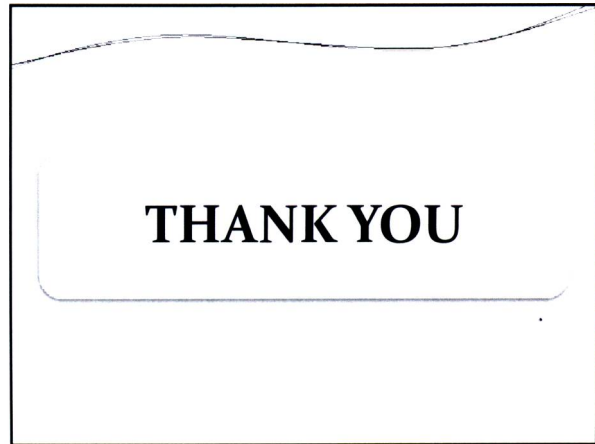


PERSPECTIVES	STRATEGIC OBJECTIVE	KPI	FREQ	WEIGHT AGE	IV	TARGET	STRETCH TARGET	SI	SCORING
Customer (35%)	CS1: Enhance customers/ stakeholders satisfaction	CSM1: Customer Feedback Rating	Annually (quarterly progress reports)	35	55	60	65	Develop Questionnaire and Conduct Survey	85-100=5 61-84=4 60=3 55-59=2 <55=1
		FM1(a): Budget Variance (DPEX)	Quarterly (Monthly Progress Report)	5	90	95	100	Implement Scheduled Monitoring	100=5 96-99=4 95=3 90-94=2 <90=1
Finance (15%)	F1: Effective and prudent spending/ utilisations of budget	FM1(b): Percentage utilization of CAPEX	Quarterly (Monthly Report)	10	85	90	95	Implement Scheduled Monitoring	95-100=5 91-94=4 90=3 85-89=2 <85=1

PERSPECTIVES	STRATEGIC OBJECTIVE	KPI	FREQ	WEIGHT AGE	IV	TARGET	STRETCH TARGET	SI	SCORING
Internal Process (%)	IP1: Leverage favorable state-federal relationship	Percentage of Sarawak RDP financed by federal agencies	Annually	10	80	85	90	Monitor programmes finance by fed	90-100=5 86-89=4 85=3 81-84=2 <80=1
	IP2: Enhance socio-economic mobility	IPM2: Percentage of people (Rural) attended skills training against target (e.g. 450 participants)	Quarterly	8	90	95	100	Implement upgrading skills program	100=5 96-99=4 95=3 90-94=2 <90=1
		IPM3: Number of employment generating programs implemented (RGC, handicraft, etc.)	Annually	10	1	2	3	Identify potential investors with income-generating initiatives	>3=5 3=4 2=3 1=2 0=1
	IP3: Enhance strategic communication	Number of communication sessions with policymakers	Annually	3	2	3	4	Presentation to policymakers	>4=5 4=4 3=3 2=2 <1=1
IP4: Enhance interagency/ stakeholders collaboration	IPM4: Percentage of issues solved against target	Quarterly	3	85	90	95	Identify issues and relevant agencies, schedule meetings	95-100=5 91-94=4 90=3 85-89=2 <85=1	

PERSPECTIVES	STRATEGIC OBJECTIVE	KPI	FREQ	WEIGHT AGE	IV	TARGET	STRETCH TARGET	SI	SCORING
Internal Process	IP5: Expand the coverage of basic amenities	IPM5: Percentage of houses built and repaired (hardcore & poor)	Monthly	5	80	85	90	Build and repair houses for hardcore poor and poor	90-100=5 86-89=4 85=3 80-84=2 <80=1
		IPM6: Length of rural roads built in kilometers against target	Monthly	5	85	90	95	Identify location and length and schedule implementation	95-100=5 91-94=4 90=3 85-89=2 <85=1
		IPM7: Water and Electricity (Alternative System) Supplies Coverage against target	Monthly	2	85	90	95	Identify the location and schedule implementation	95-100=5 91-94=4 90=3 85-89=2 <85=1
	IP6: Reengineer internal processes	IPM6: Percentage of processes reviewed and documented	Reporting Quarterly	2	30	35	40	Implement process improvement	40-100=5 36-39=4 35=3 30-34=2 <30=1

PERSPECTIVES	STRATEGIC OBJECTIVE	KPI	FREQ	WEIGHT ADJ	IV	TARGET	STRETCH TARGET	SI	SCORING
<b>Learning &amp; Growth (15%)</b>	LG1: Enhance staff competency	LG M1: Percentage of staff attended 7 days training	Quarterly (Progress Reporting monthly)	7	85	90	95	Identify skill gaps and program to close the gap	95-100=5 51-54=4 90-3 85-89=2 <85=1
	LG2: Internalize shared values	LG M2: Internal culture rating	Annually (Progress Reporting half yearly)	5	85	90	95	Develop questionnaire and conduct survey Identify programme and conduct knowledge sharing sessions quarterly	95-100=5 91-94=4 90=3 85-89=2 <85=1
	LG3: Leverage usage of ICT effectively	LG M3: Number of application and system available against required	Semi annually basis	3	1	2	3	Identify list of application and system required and compare against availability	>3=5 3=4 2=3 1=2 0=1
<b>TOTAL</b>				<b>100%</b>					
LINKED BY MR. G. NANASEGARAN ARUMUGAM									



BULAN SEMASA

## Analisa Penggunaan Petrol/Diesel Bagi Bulan .....

Jenis Kenderaan: \_\_\_\_\_

No. Pendaftaran: \_\_\_\_\_

1. Bacaan odometer Mengikut Catatan Pada Lembaran Log Harian T.256

Bacaan pada awal bulan (a)

: BACAAN PERTAMA PADA 'START' LOG SHEET PERTAMA

Bacaan pada akhir bulan (b)

: BACAAN PERTAMA PADA 'FINISH' LOG SHEET TERAKHIR

Jumlah kilometeran yang dilalui :

$$(x) = (b) - (a)$$

2. Penggunaan Petrol/DieselBaki stok petrol/diesel dalam tangki  
Kenderaan pada akhir bulan lepas (c)

: LIHAT BAKI STOK PETROL BULAN SEBELUM (e)

Jumlah pembelian bekalan petrol/diesel  
mengikut Laporan Butiran Belian Shell  
bagi bulan semasa (d)

: TAMBAH SEMUA JUMLAH BELIAN PETROL DLM

Jumlah stok petrol/diesel yang ada untuk  
Kegunaan bagi bulan semasa setelah  
dicampur dengan baki stok petrol/diesel  
pada akhir bulan lepas

$$(Y) = (c) + (d)$$

Baki stok petrol/diesel dalam tangki kenderaan  
Pada akhir bulan semasa (e)

: LIHAT BELIAN PETROL DALAM RESIT TERAKHIR

Jumlah penggunaan petrol/diesel  
dalam bulan semasa

$$(z) = (Y) - (e)$$

Jumlah kilometeran dilalui bagi

Setiap liter petrol/diesel =  $\frac{(x)}{(z)}$ 

$$\frac{(X)}{(Z)}$$

Disediakan oleh:

Tarikh:

Disemak oleh:

Tarikh:





**SOAL SELIDIK KAJIAN  
TAHAP KEPUASAN PELANGGAN DI KEMENTERIAN PEMBANGUNAN LUAR  
BANDAR SARAWAK**

Ybhg. Datuk/Datu/Tuan/Puan:

Kementerian Pembangunan Luar Bandar Sarawak sedang menjalankan kajian mengenai tahap kepuasan pelanggan terhadap layanan dan perkhidmatan yang telah diterima dan diberi semasa berurusan dengan pihak kami. Survei ini dijalankan adalah untuk mempertingkatkan lagi kualiti Kementerian Pembangunan Luar Bandar Sarawak dalam memberikan perkhidmatan yang terbaik kepada para pelanggan.

Kerjasama anda meluangkan sedikit masa untuk melengkapkan Borang Soal Selidik bagi tujuan survei ini amatlah dihargai. Borang Soal Selidik ini mengandungi tiga (3) bahagian untuk dilengkapkan.

Segala maklumat yang diberikan adalah rahsia dan hanya digunakan bagi tujuan penambahbaikan organisasi kami sahaja. Sekiranya terdapat sebarang kemusykilan dan pertanyaan, bolehlah diajukan kepada:

Kementerian Pembangunan Luar Bandar Sarawak.

Tingkat 5, Bangunan Baitul Makmur,

Medan Raya, Petra Jaya,

93050 Kuching.

Tel: 082-440133/082-443759

Sekian, terima kasih.

## Bahagian A: Maklumat Asas Responden

Arahan: Bahagian A mengandungi tujuh (7) soalan berkaitan dengan latar belakang responden dalam kajian ini. Sila tandakan (/) pada pilihan jawapan anda atau tulis respon anda diruang yang telah disediakan.

1. Jantina:

- a) Lelaki
- b) Perempuan


2. Umur: \_\_\_\_\_ tahun

3. Tahap Pendidikan Tertinggi:

- a) ~~SRP~~/PMR
- b) SPM
- c) STPM/Diploma
- d) Ijazah Sarjana Muda
- e) Ijazah Sarjana
- f) Ph.D
- g) Lain-lain, sila nyatakan: \_\_\_\_\_


4. Tempoh Perkhidmatan: \_\_\_\_\_ tahun (jika berkenaan)

5. Kategori Organisasi Anda:

- a) Kakitangan Kerajaan
- b) Kakitangan Persekutuan
- c) Syarikat Swasta
- d) Badan Berkanun
- e) Pertubuhan Bukan Kerajaan
- f) Orang Awam
- g) Lain-lain (sila nyatakan): \_\_\_\_\_


6. Cara Anda Berurusan Dengan Kementerian Pembangunan Luar Bandar (KPLB) Sarawak:  
(pilihan jawapan boleh melebihi satu)

- a. Telefon
- b. Surat
- c. E-mel/Portal
- d. Temu janji/Bersemuka dengan pegawai
- e. Forum rasmi: mesyuarat, seminar/taklimat




**Bahagian B: Tahap Kepuasan Pelanggan terhadap layanan dan perkhidmatan yang disediakan oleh Kementerian Pembangunan Luar Bandar (KPLB) Sarawak.**

Arahan: Bulatkan pada skala yang paling tepat menyatakan tahap kepuasan anda terhadap layanan dan perkhidmatan yang diberikan keseluruhannya oleh Kementerian Pembangunan Luar Bandar (KPLB) Sarawak.

**Skala Tahap Kepuasan Pelanggan**

1	2	3	4	5
Sangat Tidak Puas Hati	Tidak Puas Hati	Sederhana	Puas Hati	Sangat Puas Hati

Bil	Item Kajian Kualiti Perkhidmatan Pelanggan	Skala Jawapan				
<b>(A) Layanan</b>						
1.	Bersifat mesra dan sopan.	1	2	3	4	5
2.	Bersifat professional.	1	2	3	4	5
3.	Penggunaan bahasa yang sopan.	1	2	3	4	5
4.	Menghormati pelanggan.	1	2	3	4	5
5.	Sentiasa senyum dalam urusan.	1	2	3	4	5
<b>(B) Perkhidmatan</b>						
1.	Maklumat yang diberikan adalah tepat dan betul.	1	2	3	4	5
2.	Mudah memprolchi perkhidmatan.	1	2	3	4	5
3.	Pegawai dan kakitangan berpengetahuan.	1	2	3	4	5
4.	KeSELamatan pelanggan dan dokumen terjamin.	1	2	3	4	5
<b>(C) Masa</b>						
1.	Tempoh masa untuk mendapatkan dokumen.	1	2	3	4	5
2.	Tempoh masa untuk menjawab panggilan telefon.	1	2	3	4	5
3.	Tempoh masa untuk mendapatkan maklum balas.	1	2	3	4	5
4.	Tempoh masa untuk dilayan oleh pihak berkenaan.	1	2	3	4	5
5.	Tempoh masa untuk proses permohonan.	1	2	3	4	5
6.	Tempoh masa untuk berurusan dengan pegawai.	1	2	3	4	5

**Bahagian C: Komen dan Cadangan**

1. Sila nyatakan kekuatan atau kelebihan yang anda perolehi apabila berurusan dengan Kementerian Pembangunan Luar Bandar (KPLB) Sarawak.

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2. Sila nyatakan kelemahan atau masalah yang sering anda hadapi apabila berurusan dengan Kementerian Pembangunan Luar Bandar (KPLB) Sarawak.

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3. Sila nyatakan komen atau cadangan secara menyeluruh mengenai penyampaian perkhidmatan yang ditawarkan oleh Kementerian Pembangunan Luar Bandar (KPLB) Sarawak. Cadangan anda sangatlah bermakna untuk tujuan menambahbaik dan meningkatkan kualiti perkhidmatan kami.

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**'TERIMA KASIH'**

**KERTAS MINIT**  
**MINUTE SHEET**

Ketua Penolong Setiausaha  
Pentadbiran dan Kewangan  
Kementerian Pembangunan Luar Bandar

Tuan,

**Tuntutan Bayaran Balik Wang Saku**

Dengan hormatnya perkara di atas adalah dirujuk.

2. Untuk makluman tuan, saya telah menggunakan wang saku saya untuk pergi ke Damai Beach Resort bagi menghadiri *Workshop Strategic Planning Balanced Score Card* pada 01 dan 02 Februari 2013. Wang saku tersebut telah di gunakan untuk tujuan pembayaran teksi. Butiran perbelanjaan adalah seperti berikut:

<b>Bil.</b>	<b>Perkara</b>	<b>Harga</b>	<b>Jumlah</b>
1	Bayaran teksi ulang alik (Samariang-Damai)	RM 80x2 hari	RM 160

3. Sehubungan itu, saya memohon kelulusan tuan untuk pembayaran balik wang saku saya yang telah digunakan untuk urusan rasmi tersebut.

Sekian, terima kasih.

**"BERSATU BERUSAHA BERBAKTI"**

**"AN HONOUR TO SERVE"**

**[ MAGHFIRAH BINTI MOHD YUNUS ]**

**NO. IC : 900411-13-8834**

**NO. ACC : 11050101431525**

**BANK : CIMB BANK**

**Tarikh : 06 Februari 2013**



KEMENTERIAN PEMBANGUNAN LUAR BANDAR SARAWAK

RAKA

NO.	JENIS BEKALAN PEJABAT	M/SURAT	NO	JENIS BEKALAN PEJABAT	M/SURAT
1	1(1) Wider File (Gungyu)		16(1)	Giant Gem Clips (Miki)	
	1(2) Box File		16(2)	Paper Clips (A'star)	
	1(3) Management File		16(3)	Binder Clips (Binbin)	
2	2(1) Pen Hitam (F.Castell)		17	Round Magnet 30mm (Shuter)	
	2(2) Pen Biru (F.Castell)		18(1)	Double Sided Foam Tape	
	2(3) Pen Merah (Papermate / F.Castell)		18(2)	Double Sided Tape (Scotch)	
3	3(1) Pencil Hitam 2B (Stabilo)		18(3)	Pita Pelekat Plastik (Dr.Who)	
	3(2) Pencil Merah (Staedtler)		19(1)	Stamp Pad Ink Hitam (Shiny)	
4	4(1) Highlighter Hijau (F.Castell)		19(2)	Stamp Pad Ink Merah (Peilkan)	
	4(2) Highlighter Ungu (F.Castell)		20(1)	Plastic Colour Flag (Post-it)	
	4(3) Highlighter Biru (F.Castell)		20(2)	Paper Colour Flag (Heeton)	
	4(4) Highlighter Kuning (F.Castell)		21	Pemadam (F.Castell)	
	4(5) Highlighter Kuning (Stabilo)		22	Thumb Tacks (Square)	
5	5(1) Whiteboard Marker Biru (Yosogo)		23	Multi-Way Adaptor (UMS)	
	5(2) Whiteboard Marker Hitam (Yosogo)		24(1)	Bateri Size C (Energizer)	
	5(3) Whiteboard Marker Merah (Yosogo)		24(2)	Bateri Size C (Eveready)	
6	Paint Marker (Yoka)		24(3)	Bateri Size C (Panasonic)	
	Colour Pens (F.Castell)		24(4)	Lithium Battery (Panasonic)	
8	8(1) UHU Glue (Stick)		25(1)	Sealing Wax (Peilkan)	
	8(2) UHU Glue (Happy Glue)		25(2)	Candles (6 Fluted Candles)	
9	9(1) Stapler Agrafeuse (Kangaroo)		26	DVD-R	
	9(2) Bullet Stapler No.10-1M (Max)		27	HP USB Flash Drive	
	9(3) Bullet Stapler No.3-1M (Max)		28	Cutting Mat (CKS)	
	9(4) Stapler Remover		29(1)	Binding Rings Size 50mm	
10	Correction Pen (Pentel)		29(2)	Binding Rings Size 20mm	
	Blade (Jin Shun Lee)		29(3)	Binding Rings Size 16mm	
11	11(1) Snap Blade (Jin Shun Lee)		29(4)	Binding Rings Size 14mm	
	11(2) Gunting		29(5)	Binding Rings Size 12mm	
12	Map Pins		29(6)	Binding Rings Size 11mm	
13	Postal Bands (Yosogo)		29(7)	Binding Rings Size 10mm	
14	Treasury Tags (A'Star)		29(8)	Binding Rings Size 6mm	
			29(9)	Binding Rings Size 5mm	





KEMENTERIAN PEMBANGUNAN  
LUAR BANDAR

**KPLB/PLB/BE/  
27-1 (29)**

**BEKALAN ELEKTRIK  
(BELB)**

**CLOSED:  
NOVEMBER 2011**

**KPLB/PLB/BE/  
27-1 (30)**

**BEKALAN ELEKTRIK  
(BELB)**

**CLOSED:  
DECEMBER 2011**

**CLOSED FILE**