



STRATEGIC PLAN

2024
-2028



Ministry of Public Health,
Housing and Local Government Sarawak

MINISTRY OF PUBLIC HEALTH, HOUSING AND LOCAL GOVERNMENT SARAWAK



Ministry of Public Health,
Housing and Local Government
Sarawak

STRATEGIC PLAN 2024 – 2028



For further information contact: -

Ministry of Public Health, Housing and Local
Government Sarawak
Tingkat 2, Bangunan Baitul Makmur, Medan
Raya, Petra Jaya,
93050 Kuching, Sarawak,
Malaysia
Tel: 082-319614
Fax: 082-311216

Ver. 1.0

© 2024 Ministry of Public Health, Housing and Local
Government Sarawak

All rights reserved. No part of this publication may be reproduced, copied, stored in any retrieval system or transmitted in any form or by any means – electronic, mechanical, photocopying, recording or otherwise, without prior permission of Permanent Secretary of Ministry of Public Health, Housing and Local Government Sarawak, Malaysia.

Table of Contents

Acknowledgement.....	5
Message from Deputy Premier and Minister for Public Health, Housing and Local Government Sarawak.....	6
Message from the Deputy Minister for Local Government.....	7
Message from the Deputy Minister of Public Health and Housing.....	7
Foreword from the Permanent Secretary.....	8
Executive Summary.....	9
MINISTRY OF PUBLIC HEALTH, HOUSING AND LOCAL GOVERNMENT.....	11
The Evolution of MPHLG.....	12
ORGANIZATIONAL ASSESSMENT.....	16
SWOT Analysis.....	18
TOWS Analysis.....	21
Stakeholder Analysis.....	23
STRATEGIC ALIGNMENT.....	25
Translate PCDS Aspirations into MPHLG Policy Direction and Strategic Goal.....	27
MPHLG and Sustainable Development Goals 2030.....	30
STRATEGIC DIRECTION.....	35
MPHLG Strategic Planning Framework.....	36
Vision and Mission.....	37
Strategic Pillars - Pillars.....	38
Shared Values.....	39
ETHOS.....	41
Strategic Pillar: Operational Excellence.....	43
Enhance Customer Satisfaction.....	46
Enhance Prudent Use of Budget.....	48
Enhance Financial Regulatory Compliance.....	49
Enhance Service Delivery.....	51
Enhance Human Resource Development.....	53
Enhance Digitalisation.....	55
Internalize Shared Values.....	57
Strategic Pillar: Regulatory Policy.....	59
Enhance Effectiveness of Government Policies.....	61
Strategic Pillar: Sustainable Community.....	63
Enhancing Community Empowerment.....	66
Minimize Health Hazards, Risks, and Loss of Property.....	68

Improve Community Lifelong Learning.....	70
Conducive Living Environment.....	72
Ease To Do Business.....	74
Reduce Daily Carbon Footprint.....	76
Enhance Project Delivery.....	78
Formulation or Revision of Standard Operating Procedure (SOP) / Guideline.....	80
Strategic Pillar: Environmental Health.....	82
Promote Sustainable Practices.....	84
Enhance Adoption of Waste Management Technologies / Methods.....	86
Advancing The Sustainable Management of Domestic Wastewater.....	87
Strategic Pillar: Affordable Housing Ownership,,,,,.....	89
Enhance Accessibility to Affordable Housing.....;	91
Implementation and Delivery.....	93
MPHLG Strategy Orientation.....	96
MPHLG Sustainability Matrix Table.....	97
Strategic Action Plan 2024 – 2028.....	103
Corporate Scorecard 2024.....	108

ACKNOWLEDGEMENT

Our great appreciation and thanks
for leadership and generous support to: -

YB Datuk Amar Dr Sim Kui Hian
Deputy Premier and Minister for Public Health, Housing and Local
Government

YB Datuk Dr Penguang Manggil
Deputy Minister for Public Health, Housing and Local Government
(Local Government)

YB Datuk Michael Tiang Ming Tee
Deputy Minister for Public Health, Housing and Local Government
(Public Health & Housing)

YBhg Datu Elizabeth Loh
Permanent Secretary
Ministry of Public Health, Housing and Local Government Sarawak

Our appreciation to
Top management team, officers and staff of Ministry of Public Health,
Housing and Local Government Sarawak for participating
in the deliberation, analysis and
formulation of the plan and those who contributed
ideas, effort, and time to prepare this
Strategic Plan 2024 – 2028.

Message from Deputy Premier and Minister for Public Health, Housing and Local Government Sarawak

Dear Citizens of Sarawak,



As we unveil the MPHLG Strategic Plan for 2024 – 2028, I am filled with great pride and optimism. Serving you in my dual capacity as Deputy Premier and as the Minister for Public Health, Housing and Local Government, I am committed to guiding our community through an ambitious journey into a future where every Sarawakian can thrive.

At the heart of our actions is the enduring commitment to "A Sustainable Living Environment for All." This strategic plan is our collective roadmap to transform our society into a hub of innovation and sustainability, as envisioned in the Sarawak Aspiration 2030. Our goals are clear: to improve health, increase housing accessibility, and enhance the effectiveness of local governance.

We are on a mission to enhance our healthcare systems, emphasizing preventative care and comprehensive health services to ensure every resident enjoys a healthier future. This means more than just treatment; it involves creating an environment that supports overall well-being.

Affordable housing is another critical pillar. We are dedicated to making homeownership more accessible, particularly for families within the B40 and M40 income groups. Our strategies are crafted to integrate sustainability into every new development, ensuring that our growth does not come at the expense of our environment.

Our local governments will see transformative changes with the adoption of cutting-edge technologies and management practices aimed at improving service delivery, transparency, and accountability. These improvements are essential for maintaining public trust and enhancing the efficiency of our services. This strategic plan also aligns with the global Sustainable Development Goals, ensuring that our local advancements contribute to global efforts in sustainable development.

I invite every citizen and stakeholder in Sarawak to join us in this transformative journey. Your engagement and support are vital as we work together to enhance our community's standard of living and achieve the comprehensive goals set forth in this plan.

Thank you for your trust and continued partnership as we move forward with resolve to create a thriving, dynamic Sarawak where everyone can prosper.

“Bersatu Berusaha Berbakti”

Datuk Amar Dr. Sim Kui Hian
Deputy Premier of Sarawak,
Minister for Public Health, Housing and Local Government

Message from the Deputy Minister for Local Government



The Ministry is committed to promote efficiency and effectiveness in government operations involving Local Governments, thereby ensuring public service satisfaction and trust. Our planning and activities must align with the needs of the rakyat and stakeholders. By leveraging digital tools and platforms, we can enhance the efficiency and responsiveness of the Ministry and agencies under our purview, leading to effective and people-oriented service delivery.

It is crucial that we embark on a strategic renewal to steer our collective efforts towards economic prosperity, social well-being, and environmental sustainability. This strategic renewal is not just about meeting current demands but also about anticipating future challenges and opportunities. Our goal is to empower the community, fostering a sense of ownership and active participation in Sarawak's progress. Through this collaborative approach, we aim to build a resilient and forward-looking Sarawak,

where every citizen can succeed in a vibrant, sustainable, and inclusive environment. Let this strategic plan galvanize our determination and unity to achieve our shared aspiration for a better Sarawak.

YB Datuk Dr Penguang Manggil
Deputy Minister for Public Health, Housing and Local Government Sarawak
(Local Government)

Message from the Deputy Minister of Public Health and Housing

The Sarawak government has consistently provided robust infrastructure and affordable housing access for all. Our Ministry not only regulates the housing industry in Sarawak but also facilitates initiatives that ensure the availability of quality housing for every citizen. As we navigate the Malaysia Agreement 1963 (MA63) negotiations between Sarawak and the federal government and progress towards PCDS2030 goals, it is important that we prepare our processes, people, and machinery to meet future challenges.

Also, promoting public health is paramount to our mission. The 2020 pandemic has imparted invaluable lessons, are translated into actionable strategies within this strategic plan. We aim to create settings that are conducive to the well-being of our communities. Through effective regulation and proactive strategies, we are dedicated to fostering a healthier, more resilient Sarawak. This strategic document encapsulates the government's vision and plan for the next five years, emphasizing our resolve to enhance public health, sanitation, and overall quality of life. Together, we will build a sustainable and thriving future for Sarawak.



YB Datuk Michael Tiang Ming Tee
Deputy Minister for Public Health, Housing and Local Government Sarawak
(Public Health & Housing)

Foreword from the Permanent Secretary

Dear Esteemed Colleagues and Partners,

It is with great pleasure and anticipation that I present to you the MPHLG Strategic Plan for 2024 - 2028. This document outlines our comprehensive roadmap for the next five years, a period that promises to be transformative for the Ministry of Public Health, Housing and Local Government of Sarawak. This plan is not only a reflection of our collective vision but also an actionable guide designed to address the evolving challenges and opportunities within our sectors.

As we step into this strategic period, our focus is sharply set on enhancing the effectiveness and responsiveness of our services. Our commitment to the people of Sarawak is stronger than ever, driven by our core responsibilities of safeguarding public health, providing affordable housing, and ensuring efficient local governance. These are not just policy areas; they are essential elements that directly impact the quality of life and well-being of every resident in Sarawak.

Our strategic vision centres around five strategic pillars designed to address the unique challenges and opportunities within our region: enhancing our operational processes for greater efficiency, updating regulatory policies to improve governance, fostering environmentally sustainable communities, protecting public health through proactive environmental health measures, and expanding opportunities for affordable housing ownership.

Each initiative and objective within this plan have been carefully crafted to align with our long-term goals of sustainable development, equity, and community well-being. To achieve these goals, we will rely on the dedication, expertise, and passion of our workforce. I am confident that together, we can overcome any challenge and seize every opportunity to make a meaningful impact.

Moreover, this plan commits to robust monitoring and evaluation frameworks that ensure transparency, accountability, and continuous improvement in our work. We are determined to not only meet but exceed the expectations of those we serve, enhancing trust and confidence in our capabilities.

As we move forward, I encourage every member of our team and every stakeholder engaged with our ministry to approach this plan as a living document—one that guides our daily efforts and inspires our highest aspirations. Let us work together with a renewed sense of purpose and a shared commitment to excellence.

Thank you for your unwavering dedication to the people of Sarawak. Let us embrace the challenges ahead with courage and optimism and let us achieve great things together.

“Bersatu Berusaha Berbakti”
“An Honour To Serve”
“One Team SCS”

Datu Elizabeth Loh
Permanent Secretary
Ministry of Public Health, Housing and Local Government
Sarawak



Executive Summary

The Ministry of Public Health, Housing, and Local Government of Sarawak (MPHLG) is pleased to present the Strategic Plan for the 2024-2028 period. This document outlines a comprehensive framework aimed at addressing the evolving needs and challenges of public health, housing, and local governance in Sarawak. The plan is crafted to strategically position MPHLG to effectively respond to current and future demands, ensuring sustained improvement in the quality of life for all Sarawakians.

Ministry Overview

An overview of MPHLG is provided, detailing its evolution, current mandate, and the pivotal role it plays in enhancing public welfare. This section helps contextualize the strategic initiatives outlined in the subsequent sections of the plan.

Organizational Assessment

The plan features a comprehensive organizational assessment that includes:

- **SWOT Analysis:** Identifying strengths, weaknesses, opportunities, and threats that impact MPHLG.
- **TOWS Analysis:** Strategic implications derived from the SWOT analysis, guiding the formulation of actionable strategies.
- **Stakeholder Analysis:** A thorough review of key stakeholders to ensure that the strategic initiatives align with their expectations and address their needs effectively.

Strategic Alignment

This section translates broader state and global aspirations into MPHLG’s specific policy directions and strategic goals. It demonstrates alignment with the PCDS 2030 – Sarawak Aspiration 2030 and the Sustainable Development Goals 2030, showcasing MPHLG’s commitment to global standards and local development priorities.

Strategic Direction and Framework

Detailed descriptions of our strategic planning framework, vision, and mission statements set the stage for the introduction of our Strategic Pillars of Excellence, which serve as the foundation for targeted actions and initiatives:

1. **Operational Excellence:** Focuses on enhancing internal operations to improve service delivery, customer satisfaction, and financial management.
2. **Regulatory Policy:** Enhances the regulatory framework to ensure that government policies are effective and adaptable to changing conditions.
3. **Sustainable Community:** Aims to empower communities, minimize health risks, and promote environmental sustainability and lifelong learning.
4. **Environmental Health:** Includes initiatives for sustainable environmental practices and explores innovative technologies for waste management.
5. **Affordable Housing Ownership:** Dedicated to improving access to affordable housing as a fundamental component of societal well-being.

Implementation and Delivery

The final sections detail the mechanisms for implementing the strategies outlined, including the MPHLG Strategy Map 2024 and the Sustainability Matrix Table. A Strategic Action Plan specifies the activities from 2024 to 2028, ensuring accountability and effectiveness. The Corporate Scorecard 2024 is introduced as a tool for continuous evaluation, facilitating adjustments and enhancements as needed.

This Strategic Plan is a testament to MPHLG's dedication to public service and its proactive approach to addressing the complex challenges of public health, housing, and local governance. It establishes a clear and actionable path forward, ensuring that the Ministry continues to contribute significantly to the well-being and prosperity of Sarawak. Through this plan, MPHLG reaffirms its commitment to serving the public with integrity, excellence, and a deep sense of responsibility.



PART 1

MINISTRY OF PUBLIC HEALTH, HOUSING AND LOCAL GOVERNMENT

The Evolution of MPHLG

The genesis of local government in Sarawak can be traced back to the establishment of the Kuching Sanitary and Municipal Advisory Board in 1921, initiated by Order XXVIII issued by the Rajah. Prior to this, its responsibilities were managed by the Department of Public Works. This Board marked the beginning of formal local governance in Sarawak, providing the region with a structure that incorporated local representatives into the municipal governance framework. The Advisory Board operated under the 1921 Order, which was later ratified by the Kuching Municipal Order of 1922. Subsequently, this order was replaced by Order M7 (Municipal) in 1933, which was later codified into the Municipal Ordinance, forming the backbone of local government in Kuching up until the outbreak of the Second World War.

During the interwar period, the scope of local government expanded with the establishment of additional municipal boards in the townships of Bau, Sibul, Sarikei, Binatang (now known as Bintangor), and Miri. This expansion was indicative of the growing need for structured local governance beyond the capital.

The year 1940 saw further legislative action with the enactment of Order No. N-5 (Native Administration) by the Rajah of Sarawak, aimed at establishing Native Authorities to manage the native affairs within defined areas. Despite its noble intent to involve rural populations in local administration, this Order had limited success due to administrative challenges and was interrupted by the Second World War.

Post-war, the local government system underwent substantial reforms. In Kuching, a significant development was initiated following a comprehensive study that led to the passage of the Kuching Municipal Bill in 1952. This legislation established the Kuching Municipal Council as an independent entity, responsible for its own governance, distinct from other local authorities.

In addition to these municipal developments, 1947 marked the creation of five "Local Treasuries" in Bau, Simanggang (now Sri Aman), Betong, Sibul, and Bintulu. These bodies were tasked with the collection of native customary taxes and the disbursement of government funds, including the payment of native chiefs' salaries. Despite their practical roles, these Treasuries faced operational challenges due to their predominantly racial composition.

A pivotal moment in the evolution of local governance occurred in 1948 with the passage of the first Local Authority Ordinance by the Council Negri. This legislation facilitated the establishment of the first multi-racial District Council in Limbang, setting a precedent for subsequent local governance structures. This Ordinance was designed to provide a comprehensive framework for the development of local governments in rural areas previously not covered by the Municipal Ordinance. It consolidated and amplified local government laws, leading to the repeal of the Rural Area Ordinance and the Native Administration Ordinance.

The success of the Limbang District Council served as a model for further multi-racial district councils, promoting racial integration and a unified sense of citizenship across Sarawak. The Local Authority Ordinance of 1948 was later amended in 1951 to expand its scope to include major towns, signifying a move towards a more inclusive and comprehensive local governance system.

In the era following Sarawak's transition to a British Colony, a specialized Secretariat under the charge of the Secretary for Local Government was established, enhancing the coordination of local government affairs across the region. Following Malaysia Day, the governance of local affairs was further centralized under the Ministry of Local Government, tasked with enforcing a wide array of ordinances, rules, by-laws, regulations, and orders, underscoring its role as the foundational level of the three-tier government system. This

structured approach to local governance continues to evolve, reflecting the dynamic

needs and complexities of managing a diverse and expansive region like Sarawak.

1963: The ministry was originally established as the **Ministry of Local Government**.

1969: Renamed to **Ministry of Welfare, Youth, Culture & Local Government**, reflecting an expanded scope that included welfare, youth, and cultural affairs alongside local government responsibilities.

February 18, 1974: It was restructured as the **Ministry of Local Government and Housing**, indicating a focus on both local governance and housing development.

March 1, 1976: The name reverted to **Ministry of Local Government**.

1985: It underwent another change to become the **Ministry of Environment and Tourism**, signalling an incorporation of environmental concerns and tourism development.

February 1, 1995: Simplified to the **Ministry of Environment**, the focus narrowed primarily to environmental issues.

January 2, 1998: Expanded again to the **Ministry of Environment and Public Health**, integrating public health into its environmental focus.

October 16, 2011: Renamed as the **Ministry of Local Government and Community Development**, highlighting a renewed focus on local governance and community initiatives.

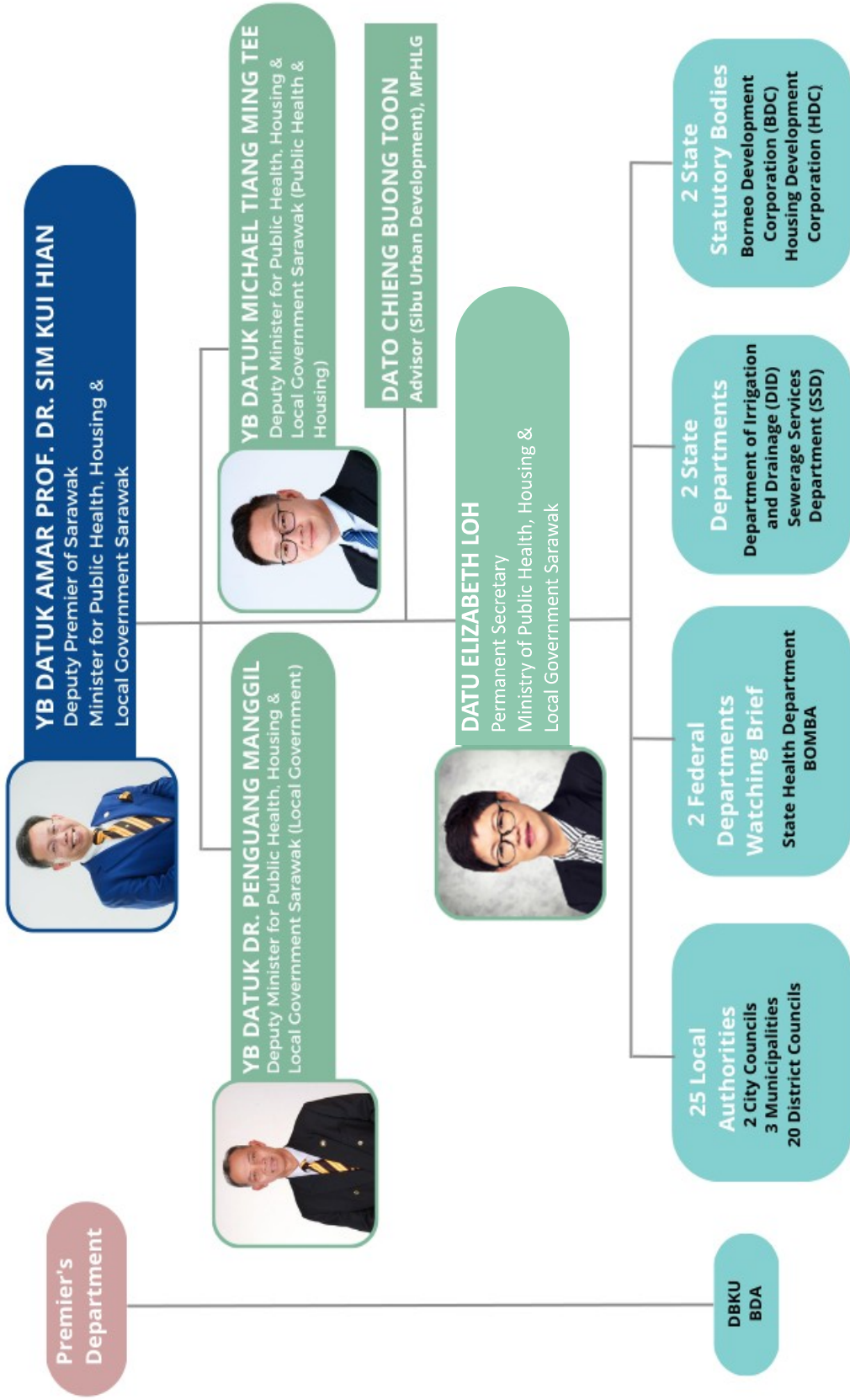
May 13, 2016: Once again, it became the **Ministry of Local Government**.

May 7, 2017: Changed to **Ministry of Local Government and Housing**, revisiting the dual focus on local governance and housing.

December 30, 2021: The current designation is the **Ministry of Public Health, Housing and Local Government**, reflecting its broadened responsibilities that now include public health, housing, and local government. This name indicates a comprehensive mandate that covers significant aspects of public welfare and infrastructure.



MINISTRY OF PUBLIC HEALTH, HOUSING & LOCAL GOVERNMENT SARAWAK



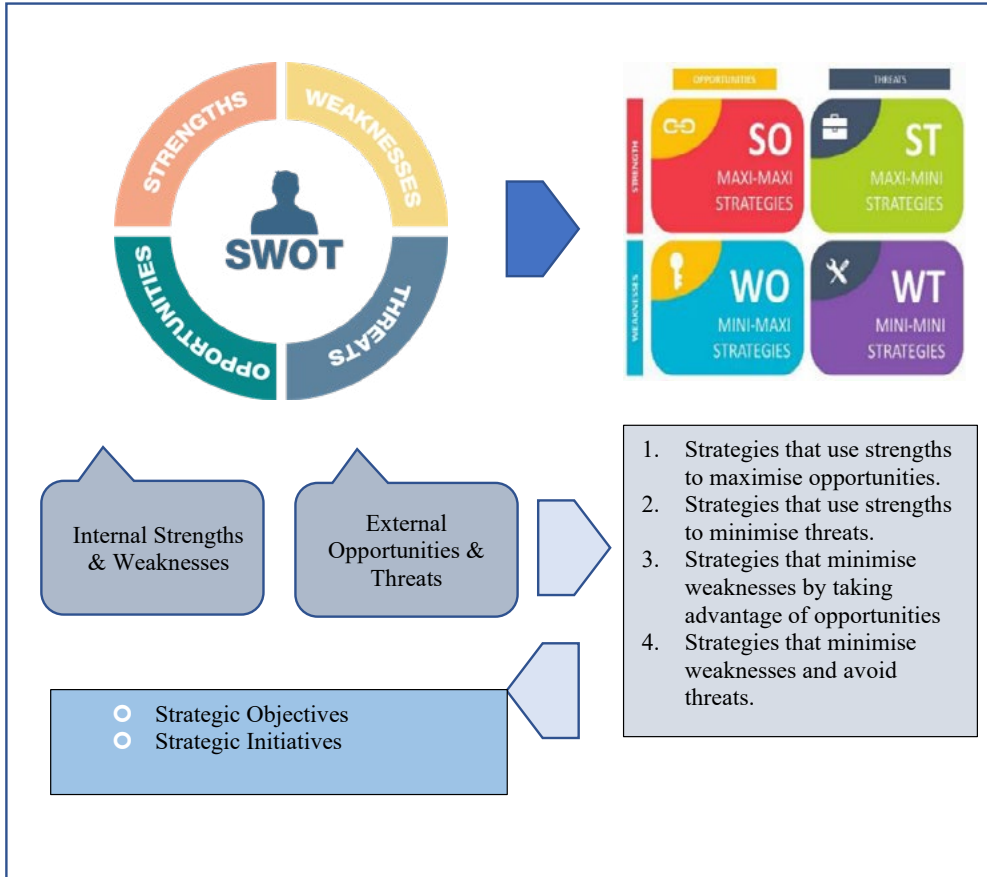


PART 2

ORGANIZATIONAL ASSESSMENT

Aerial view of Sarawak State Legislative Assembly Building

ORGANIZATIONAL ANALYSIS FRAMEWORK



Organizational analysis framework

SWOT Analysis

INTERNAL ENVIRONMENT

Strengths

S1	Robust Management and Leadership: The Ministry is characterized by its strong leadership and supportive management, which are crucial for organizational success.
S2	Effective Governance and Service Delivery: The Ministry demonstrates efficient governance through its ability to deliver services effectively, underscoring its commitment to operational excellence.
S3	Strong Collaboration and Networking: There is a notable emphasis on collaboration and networking, which enhances the Ministry’s ability to coordinate effectively with various stakeholders.
S4	Conducive Work Environment: The Ministry maintains a conducive work environment, fostering a productive and positive atmosphere for all employees.
S5	Innovative Teamwork: Proactive and innovative teamwork is a hallmark of the Ministry, driving forward its various programs and initiatives.
S6	Structured Organizational Framework: A well-defined organizational structure ensures the effective implementation of programs and activities, aligning with strategic objectives.
S7	Extensive Agency Support: The presence of sufficient agencies under the Ministry's umbrella aids significantly in the deployment and execution of development programs.

Weaknesses

W1	Data Accessibility Challenges: The Ministry faces challenges in accessing the data needed for informed decision-making, which is crucial for strategic initiatives.
W2	Accountability Improvements Needed: There is an opportunity to further develop personal responsibility within the Ministry, which would strengthen its integrity and operational efficiency.
W3	Dependency on External Policies: The effectiveness of housing development policies is closely tied to the frameworks established by other agencies.
W4	Technological Compatibility: Current platforms for automation are not fully compatible, which impacts the pace of technological advancement.

W5	Competency of Staff: Current competency gaps needs to be enhanced to drive outcome-based strategies and key performance indicators.
W6	Enforcement: Enforcement activities, particularly in local authority and affordable housing sectors, are inadequate, which could undermine regulatory compliance.
W7	Resource Constraints: Limited resources, including funding, facilities, and manpower, constrain the Ministry's capacity to execute its mandate effectively.
W8	ICT Infrastructure: The Ministry's operations and communications are hampered by outdated information and communication technology equipment.

EXTERNAL ENVIRONMENT

Opportunities

O1	Strong Government Relations: The Ministry benefits from strong leadership and positive relationships between federal and state governments, which facilitate cooperative governance and policy alignment.
O2	Proactive State Leadership: State leaders are actively engaged and committed to public welfare, providing a supportive environment for implementing policies and initiatives.
O3	Effective Local Representation: Adequate representation in local authorities enhances governance capabilities and ensures that diverse community needs are addressed.
O4	Infrastructure Development: There is significant support for infrastructure development, backed by strategic initiatives from the government, which can propel economic and social development.
O5	Financial Support for SMEs: The government's robust financial support for Small and Medium Enterprises (SMEs) drives economic growth and innovation, creating a fertile ground for business expansion and job creation.
O6	Private Sector Engagement: There is active participation from the private sector in project development, which enriches the resources and expertise available for public projects.
O7	Education and Diversity: The presence of a harmonious, multi-racial society with better access to education, health, and communication facilities creates a dynamic and inclusive environment that fosters social cohesion and innovation.
O8	Digital Transformation: Urban areas exhibit significant digital readiness, with initiatives aimed at achieving a high-income status by 2030 through digital technology, presenting opportunities for digital integration and transformation.

O9	Skilled Recruitment: The ability to attract educated and qualified candidates greatly enhances the organizational capacity and effectiveness in executing projects and services.
O10	Regulatory Updates: Continuous updates and establishment of relevant guidelines and procedures ensure that the organization stays current with technological and societal changes, maintaining relevance and compliance.
O11	Environmental Initiatives: The implementation of green technologies and proactive responses to contemporary challenges such as rabies and COVID-19 reflect a commitment to sustainability and public health, offering opportunities to lead in environmental stewardship.

Threats:

T1	Community Support: Limited community support in certain regions may hinder the successful implementation and acceptance of projects.
T2	Operational Costs: Escalating costs associated with providing basic needs may result in resource limitations and decreased operational efficiency.
T4	Social and Environmental Issues: A general low awareness of recycling and environmental sustainability practices impedes the progress of green initiatives and broader environmental goals.
T5	Market and Infrastructure Limitations: Economic activities may be limited by a shortage of trading spaces, inadequate facilities, and insufficient infrastructure, impacting growth and development.
T6	Workforce and Skills Gap: Workforce and skills gap which affects capability to improve operational effectiveness and adaptability to new challenges.
T7	Digital Divide: The disparity in digital access between urban and rural areas, along with low levels of ICT literacy, challenges the uniform implementation of technological advancements across all regions.
T8	Service Delivery and Connectivity Issues: Inconsistent internet connectivity and inadequate integration of service delivery systems can hinder efficient operations and effective communication, affecting service quality and stakeholder satisfaction.
T9	Regulatory and Legal Ambiguities: Outdated regulations, and the questionable relevancy of some laws may impede effective governance.
T10	Green Building and Environmental Management: The absence of a proper policy guidelines and framework for: <ul style="list-style-type: none"> • green building implementation; and • innovation and advancement in waste management with emerging technologies are critical environmental concerns.

Tows Analysis

Strengths-Opportunities (SO) Strategies

1. **Leverage Robust Management and Leadership (S1) with Strong Government Relations (O1)**

Utilize the Ministry's established leadership credibility to enhance policy advocacy and strategic collaborations with federal and state governments. This may involve leading coalition-building efforts, initiating joint legislative or policy development sessions, and creating frameworks for shared governance that streamline and expedite policy implementation.

2. **Enhance Effective Governance (S2) through Digital Transformation (O8)**

Develop a comprehensive digital strategy that includes e-governance tools, digital service portals, and mobile platforms to enhance accessibility and transparency. This strategy should focus on integrating data analytics and AI to predict service demands and optimize resource allocation, thereby strengthening governance and service delivery.

3. **Promote Strong Collaboration and Networking (S3) with Private Sector Engagement (O6)**

Establish formal partnership models with private sector entities that include shared objectives, mutual benefits, and clearly defined roles. This could involve public-private partnerships (PPPs) for infrastructure projects, joint ventures in technology development, and co-funding for innovation hubs.

4. **Utilize Innovative Teamwork (S5) to Advance Environmental Initiatives (O11)**

Create interdisciplinary teams that combine experts in technology, environmental science, and public health to develop and implement projects addressing environmental and health challenges. Prioritize initiatives that have scalable impacts, such as urban green spaces, renewable energy installations, and community health monitoring systems.

Strengths-Threats (ST) Strategies

1. **Capitalize on Extensive Agency Support (S7) to Address Workforce and Skills Gap (T6)**

Utilize the network of agencies to roll out comprehensive training programs, cross-agency secondments, and leadership development initiatives. Focus on creating a talent pool that is versatile and equipped with the skills needed for future challenges, enhancing overall operational effectiveness.

2. Conducive Work Environment (S4) to Mitigate Community Support Issues (T1)

Leverage the Ministry’s positive internal culture to extend outward into the community through engagement initiatives, volunteer programs, and local development projects that directly involve community members. These efforts can help build trust and support, turning potential opposition into active collaboration.

3. Effective Governance (S2) to Overcome Service Delivery and Connectivity Issues (T8)

Implement robust service delivery frameworks that leverage technology to ensure consistent and reliable services. Focus on enhancing IT infrastructure and integrating systems across departments to improve service delivery performance and reliability.

Weaknesses-Opportunities (WO) Strategies

1. Improve Data Accessibility (W1) through Digital Transformation (O8)

Invest in cutting-edge IT solutions that ensure seamless data flow across departments. Prioritize the development of centralized data repositories that can be accessed in real-time by decision-makers, enhancing strategic planning and responsiveness.

2. Enhance Accountability (W2) with Strong Government Relations (O1)

Develop a robust internal review and feedback system that is supported by top leadership and transparently reports progress to government partners. This can help cultivate a culture of accountability and transparency, aligning internal practices with governmental expectations.

3. Overcome Technological Compatibility Issues (W4) with Regulatory Updates (O10)

Advocate for and participate in the development of national and industry-specific IT standards that ensure compatibility and facilitate smoother integration of new technologies. This could involve leading forums and think tanks that focus on setting these standards.

4. Address Resource Constraints (W7) with Financial Support for SMEs (O5):

Develop programs that channel government financial support directly into ministry projects that require additional resources. This could include grants for technology upgrades, funding for expanding departmental capabilities, or resources for pilot projects that demonstrate potential for scalability.

Weaknesses-Threats (WT) Strategies

1. Address Competency of Staff (W5) to Tackle Workforce and Skills Gap (T6)

Intensify focus on hands-on training, real-world problem solving, and continuous professional development. Develop partnerships with academic institutions and industry leaders to provide ongoing education and training opportunities that are directly aligned with the Ministry's needs.

2. Upgrade ICT Infrastructure (W8) to Bridge the Digital Divide (T7)

Prioritize the modernization of ICT equipment and the expansion of digital networks into underserved areas. Focus on ensuring that all regions have equal access to digital resources, which is crucial for bridging the urban-rural divide and enhancing nationwide digital literacy.

3. Enhance Enforcement (W6) to Mitigate Regulatory and Legal Ambiguities (T9):

Strengthen enforcement mechanisms through the introduction of clearer guidelines, better resourced oversight bodies, and more stringent monitoring and compliance procedures. This approach not only clarifies responsibilities but also ensures more effective and transparent governance.

STAKEHOLDER ANALYSIS

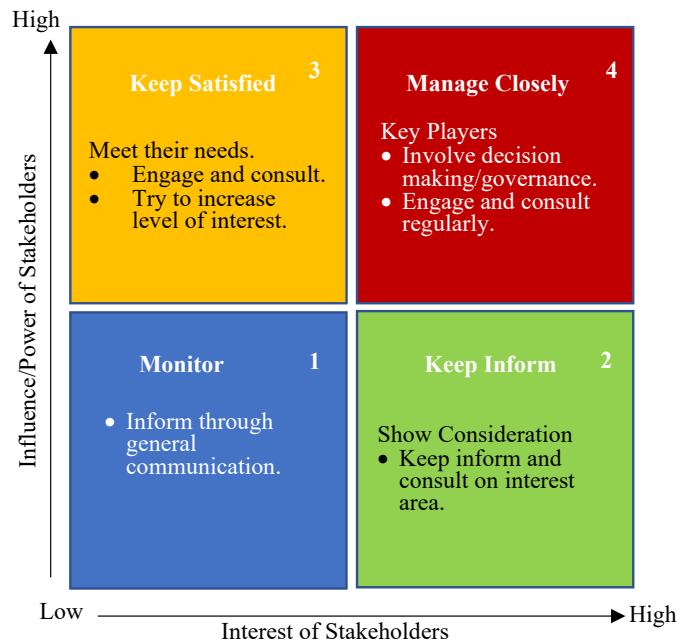


Figure 8: Stakeholder matrix

STAKEHOLDER VALUE PROPOSITION

Stakeholder	Stakeholder Value Proposition
<p>Government Minister/Deputy Ministers (High Influence, High Interest)</p>	<ul style="list-style-type: none"> ○ Government policies, programmes and projects are implemented effectively to benefit the target groups. ○ Optimise allocation of development fund through systematic project management. ○ Proactive and responsive in providing solutions and acting on socio-economic problems faced by the rakyat. ○ People-centric service delivery ○ Effectively contribute to the achievement of sectoral aspirations in the PCDS2030 and successfully executed initiatives under the strategy.
<p>State Secretary (High Influence, High Interest)</p>	<ul style="list-style-type: none"> ○ High-performing organisation that focuses on continuous improvement to deliver excellent services that meet or exceed customers' expectation. ○ Good governance with high level of integrity and discipline in compliance to statutory requirements, rules and regulations. ○ Creative and innovative in providing solutions for improvement.
<p>Government Agencies</p>	<ul style="list-style-type: none"> ○ Develop synergy and collaboration to achieve sectoral goals and objectives. ○ Sharing of information and data.
<p>Local Community</p>	<ul style="list-style-type: none"> ○ Engage and provide support on matters pertinent to the sustainable living environment in the community. ○ Provide efficient and quality services
<p>Investor Business Community</p>	<ul style="list-style-type: none"> ○ Facilitate investment and ease of doing business.
<p>Staff Of MPH LG</p>	<ul style="list-style-type: none"> ○ Strong leadership in leading the organisation towards the vision. ○ Continuous training and development opportunities. ○ Recognise and reward efforts and contributions. ○ Provide a conducive working environment. ○ Greater involvement and participation in planning and decision-making processes that affect the welfare of the staff.



PART 3

STRATEGIC ALIGNMENT

*Wisma Bapa Malaysia
(Sarawak Government's main administrative building)*

STRATEGIC ALIGNMENT

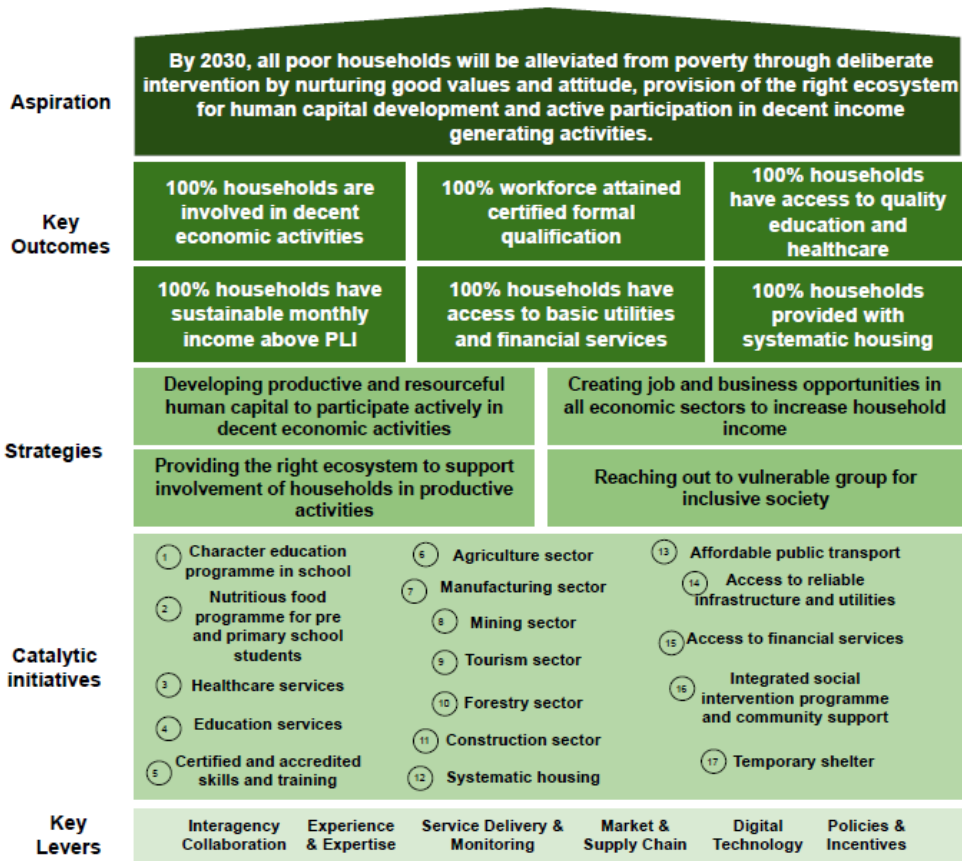


MOVING FORWARD

Translate PCDS Aspirations into MPHLG Policy Direction and Strategic Goal

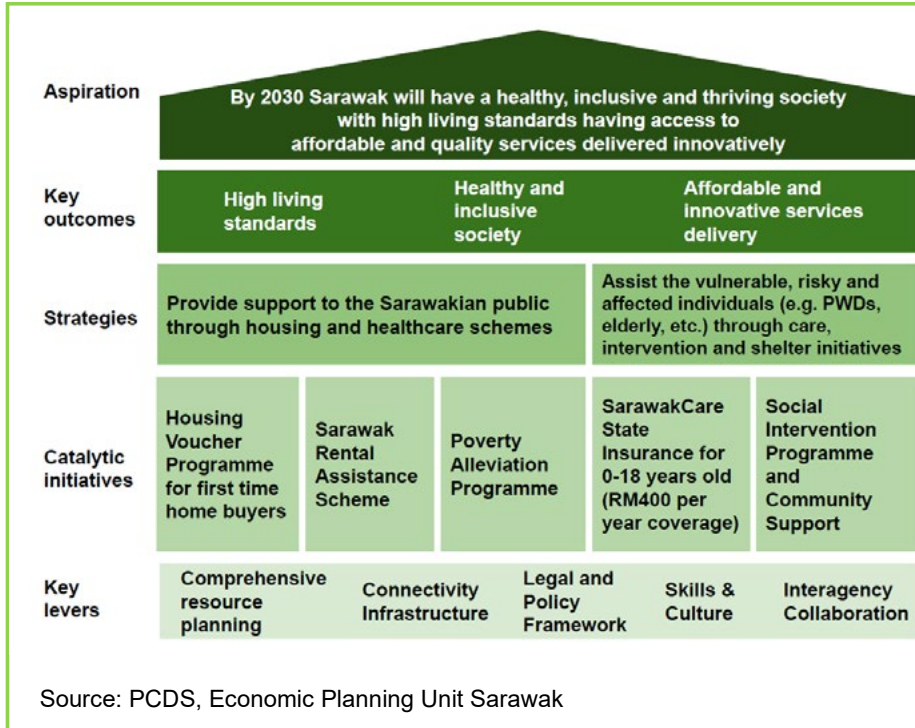
Aspiration for Poverty Alleviation

By 2030, all poor households will be alleviated from poverty through deliberate intervention by nurturing good values and attitude, provision of the right ecosystem for human capital development and active participation in decent income generating activities.



Aspiration for Social Services Sector

By 2030 Sarawak will have a healthy, inclusive, and thriving society with high living standards having access to affordable and quality services delivered innovatively.



Aspiration for Basic Infrastructure Sector

By 2030 Sarawak will have high quality and environmentally sustainable public infrastructure, driving social economic growth and achieving an advanced digital and green economy.

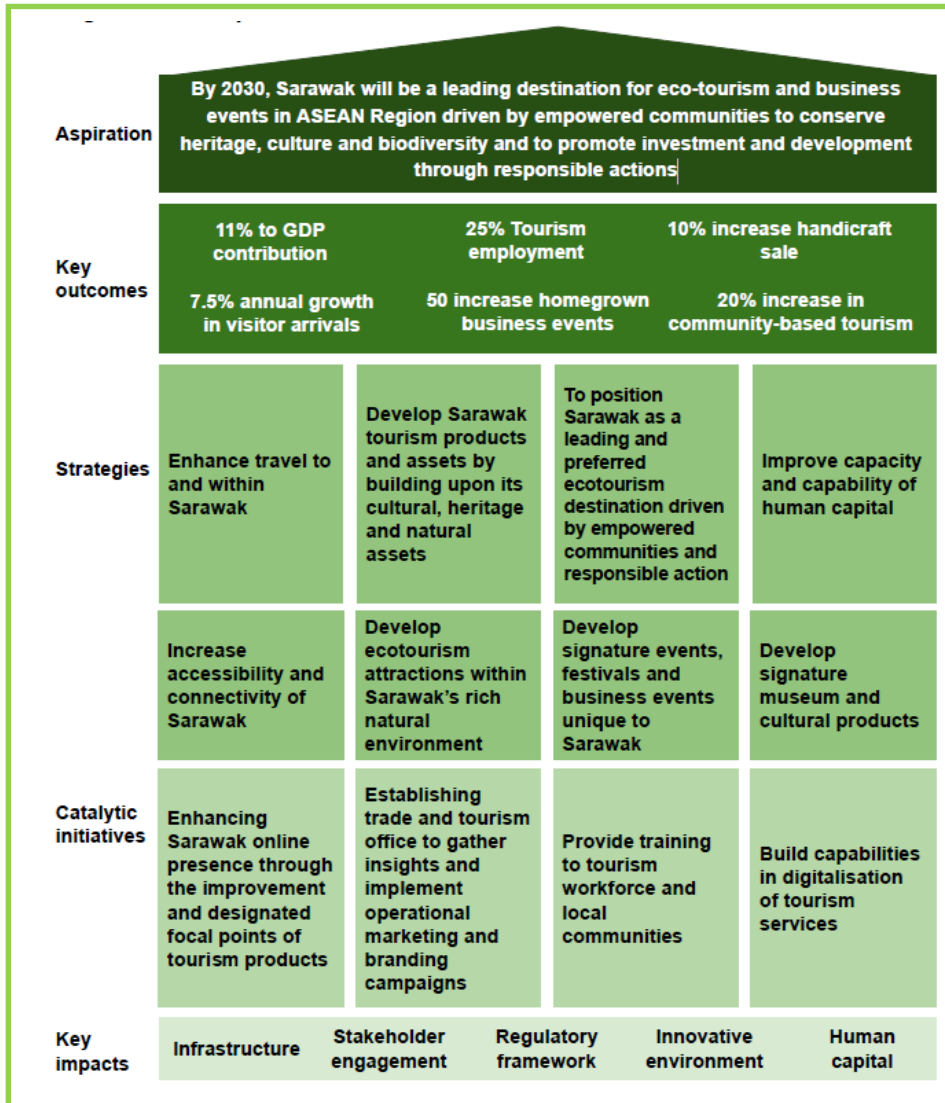
Key Outcomes

100%
Road connectivity to rural areas

Delivering high Quality infrastructure

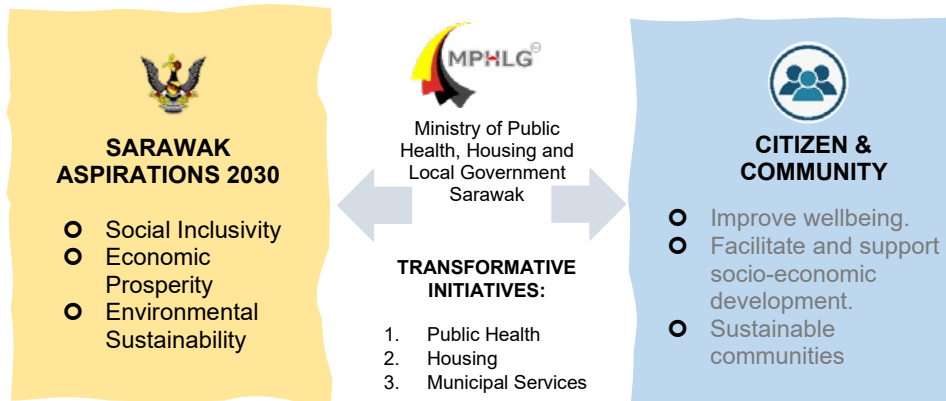
Aspiration for Tourism Sector

By 2030, Sarawak will be a leading destination for eco-tourism and business events in ASEAN Region driven by empowered communities to conserve heritage, culture, and biodiversity and to promote investment and development through responsible actions







Source: PCDS, Economic Planning Unit Sarawak



Roles of MPHLG in Delivering Sarawak Aspirations 2030/PCDS



MPHLG AND SUSTAINABLE DEVELOPMENT GOALS 2030



<p>TARGET 11-1</p>  <p>SAFE AND AFFORDABLE HOUSING</p>	<p>Target:</p> <p>11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.</p> <p>Indicators:</p> <p>11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing.</p>
<p>TARGET 11-2</p>  <p>AFFORDABLE AND SUSTAINABLE TRANSPORT SYSTEMS</p>	<p>Target:</p> <p>11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.</p> <p>Indicator:</p> <p>11.2.1 Proportion of population that has convenient access to public transport, by sex, age and persons with disabilities.</p>
<p>TARGET 11-4</p>  <p>PROTECT THE WORLD'S CULTURAL AND NATURAL HERITAGE</p>	<p>Target:</p> <p>11.4 Strengthen efforts to protect and safeguard the cultural and natural heritage.</p> <p>Indicators:</p> <p>11.4.1 Total per capita expenditure on the preservation, protection and conservation of all cultural and natural heritage, by source of funding (public, private), type of heritage (cultural, natural) and level of government (national, regional, and local/municipal).</p>
<p>TARGET 11-5</p>  <p>REDUCE THE ADVERSE EFFECTS OF NATURAL DISASTERS</p>	<p>Target:</p> <p>11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.</p> <p>Indicators</p> <p>11.5.1 Number of deaths, missing persons and persons affected by disaster per 100,000 people.</p> <p>11.5.2 Direct economic loss, damage to critical infrastructure and number of disruptions to basic services, attributed to disasters.</p>

<p>TARGET 11-6</p>  <p>REDUCE THE ENVIRONMENTAL IMPACT OF CITIES</p>	<p>Target:</p> <p>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.</p> <p>Indicators:</p> <p>11.6.1 Proportion of municipal solid waste collected and managed in controlled facilities out of total municipal waste generated, by cities.</p>
<p>TARGET 11-7</p>  <p>PROVIDE ACCESS TO SAFE AND INCLUSIVE GREEN AND PUBLIC SPACES</p>	<p>Target:</p> <p>11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.</p> <p>Indicators:</p> <p>11.7.1 Average share of the built-up area of cities that is open space for public use for all, by sex, age and persons with disabilities.</p>

Localization of SDGs and Contribute to SDGs' Targets



Environmental Sustainability

1. Accessibility
2. Connectivity & mobility
3. Social Protection



Economic Prosperity

1. Employment and Work Opportunity
2. Participation in economic activities
3. Business, trade, and entrepreneurship



Environmental Sustainability

1. Environmental Awareness – impact of human activities on natural environment
2. Environmental protection
3. Rehabilitation and conservation



Enabled by Strong Institutions and Partnerships

4. High integrity organisations
5. Stakeholders' synergy



ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Environmental, Social, and Governance (ESG) principles serve as a framework for sustainable and responsible decision-making, balancing economic growth with the well-being of communities and the environment. For the Ministry of Public Health, Housing, and Local Government Sarawak, ESG aligns with the Post-COVID-19 Development Strategy 2030 (PCDS2030) by emphasizing not only economic prosperity but also environmental stewardship and social inclusivity.

The Ministry's focus on environmental aspects includes fostering sustainable urban development, promoting green practices, and ensuring effective waste management systems to support a cleaner and healthier Sarawak.

Social considerations, such as providing equitable access to quality housing, public health services, and fostering resilient communities, are integral to the Ministry's efforts to enhance the quality of life for all Sarawakians, particularly as the state aspires to become a high-income economy by 2030.

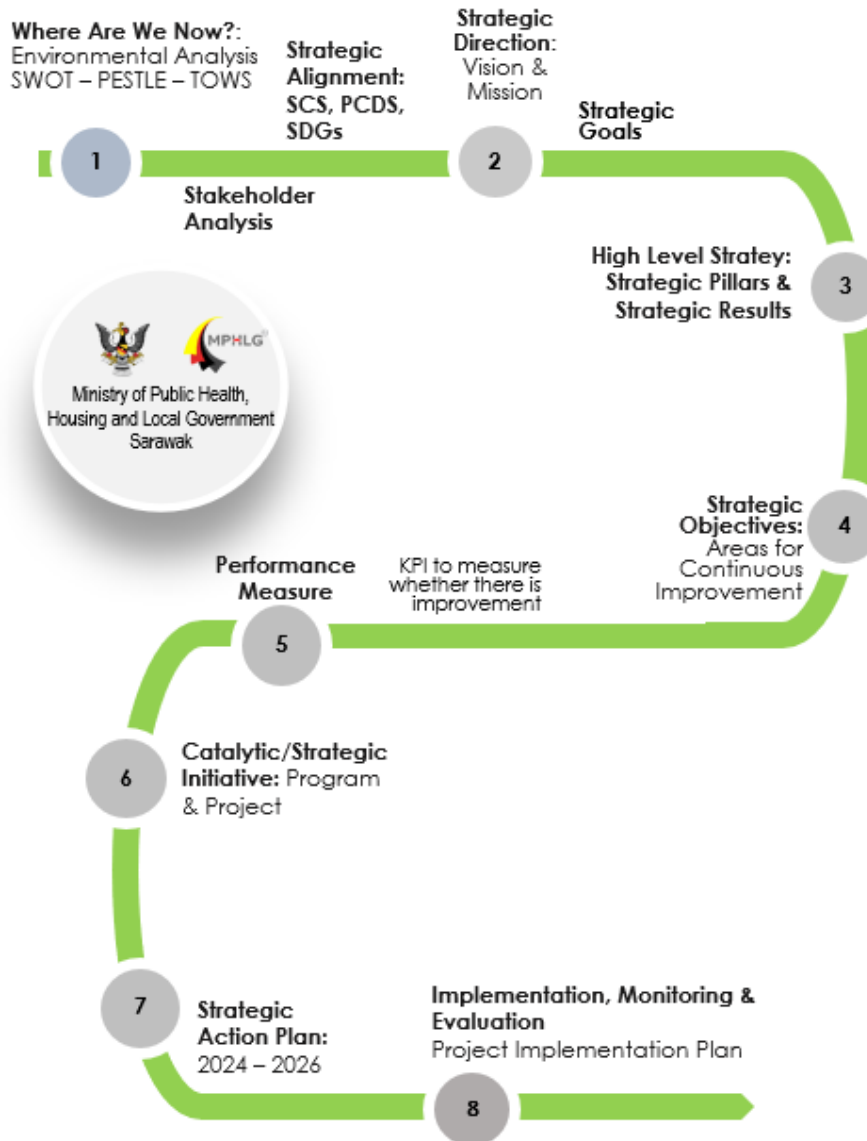
Governance, as the core pillar of the Ministry, underpins the orderly execution of programmes, initiatives, and day-to-day operations across agencies under its purview. The Ministry prioritizes robust governance practices to ensure transparency, accountability, and compliance with policy directives, fostering trust and effectiveness in public service delivery.

The image shows the Sarawak State Legislative Assembly Building, a large, modern structure with a prominent golden, multi-tiered spire. The building's facade is characterized by a series of white, arched, rib-like structures that support the upper levels. The sky is overcast with grey clouds. The text "PART 4" and "STRATEGIC DIRECTION" is overlaid in white, bold, sans-serif font in the lower center of the image.

PART 4

STRATEGIC DIRECTION

MPHLG STRATEGIC PLANNING FRAMEWORK



VISION AND MISSION



VISION

Sustainable Living Environment for All

ALL IN Social Inclusivity - No one is left behind in enjoying safe, clean, peaceful, and conducive living in the community.

Harmonious living in the community

Adequate supportive infrastructures and facilities to facilitate socio-economic activities for all

The graphic features a dark blue background with intricate circular and geometric patterns. At the top left is the Malaysian national emblem, and at the top right is the MPHLG logo. The central text is prominently displayed in white. Below the main title, three circular icons represent social inclusivity, harmonious living, and infrastructure. The overall design is modern and technical.

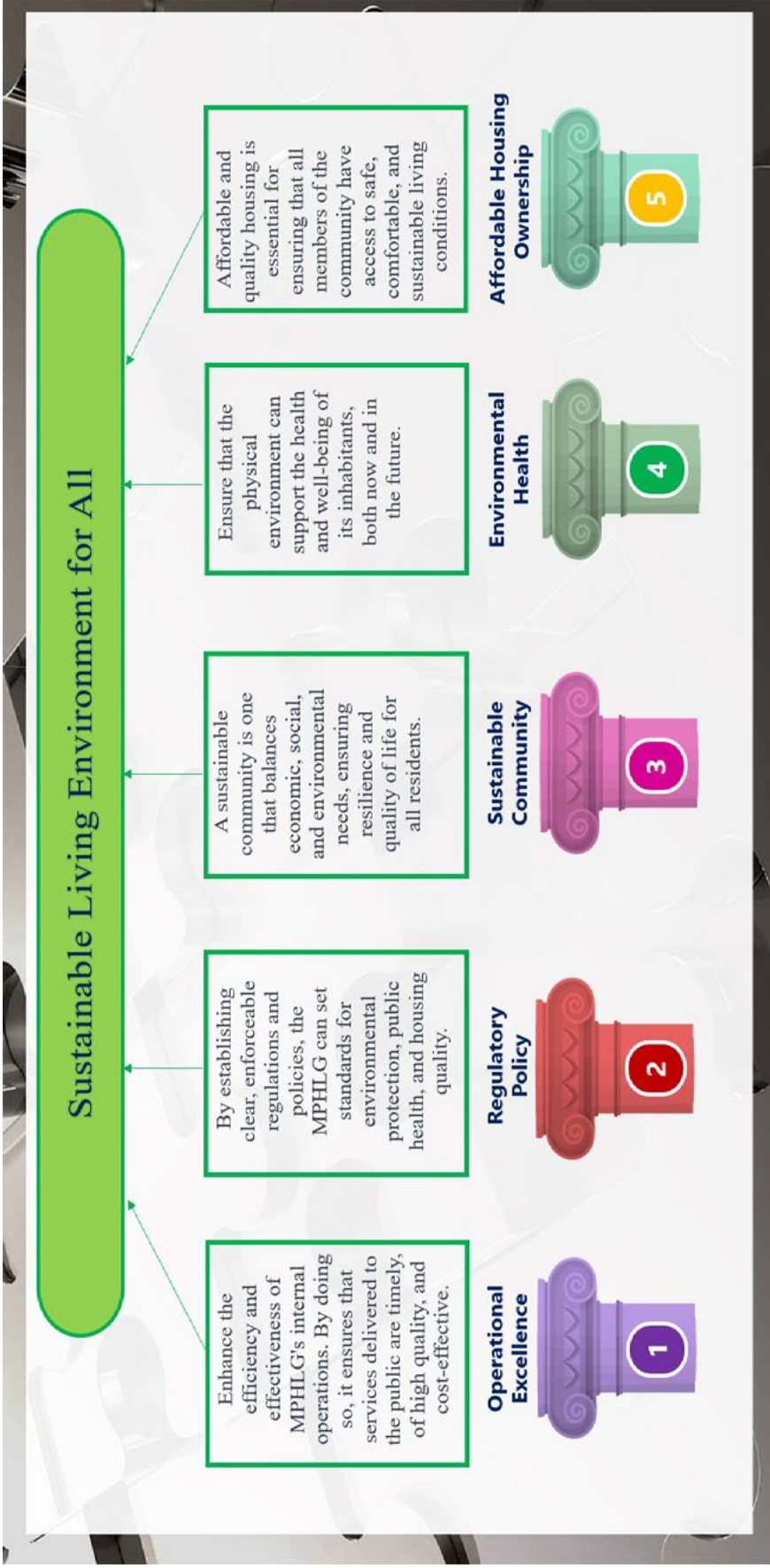


MISSION

We Are Committed To Improve the Quality of Life of Our Community Through Good Governance

The graphic features a dark blue background with concentric circular patterns. At the top left is the Malaysian national emblem, and at the top right is the MPHLG logo. The central text is prominently displayed in white. The overall design is clean and professional.

STRATEGIC PILLARS – PILLARS OF EXCELLENCE



SHARED VALUES

The SCS Shared Values were adopted as cornerstone of corporate culture and to be internalized and practiced by officers and staff in MPHLG. The 6 shared values laid down solid foundation to support pillars of excellence in delivering strategic results to the organization.

<p>Integrity</p>	<p>Live our lives with integrity. Execute our power with great responsibility, walk our talk, although no one sees, say no to corruption, an honest officer we must be.</p> <ul style="list-style-type: none"> ○ Integrity is the bedrock of MPHLG's operations. Upholding this value means every action taken and decision made by the officers is transparent and honest, even when no one is watching. This commitment extends to actively resisting corruption and practicing accountability at all levels. By embedding integrity in daily operations, MPHLG reinforces trust both within the organization and with the public it serves, ensuring that all processes are handled with the utmost responsibility.
<p>Kind And Caring</p>	<p>We must respect our customers’ feelings, civil servants are compassionate beings, and we are courteous and polite in our dealings</p> <ul style="list-style-type: none"> ○ This value emphasizes empathy and respect in all interactions with the public and among colleagues. For MPHLG, being kind and caring is crucial as it directly impacts how services are perceived by the community. It involves understanding and addressing the needs and feelings of individuals, whether they are beneficiaries of housing initiatives or recipients of public health services. This value also fosters a supportive internal environment that is conducive to collaboration and mutual respect.
<p>Professionalism</p>	<p>Practice professionalism in and out of office. Serve the people with sense of fairness and justice, uphold all rules and regulations for excellent service, and never compromise our values and ethics.</p> <ul style="list-style-type: none"> ○ Professionalism in MPHLG is about more than just adherence to rules; it’s about serving the public with fairness and justice. This includes maintaining a high standard of service, being unbiased, and ensuring that all activities are conducted in a manner that upholds the ministry’s values and ethics. By practicing professionalism both inside and outside the office, MPHLG not only enhances its service quality but also solidifies its reputation as a reliable and principled institution.

<p>Sense Of Urgency And Ownership</p>	<p>Service with actions not just with our lips, be punctual, be timely, and be quick on our feet, our promise of Excellence Delivery we must keep.</p> <ul style="list-style-type: none"> ○ This value drives the ministry’s employees to act swiftly and responsibly, recognizing that timely and efficient service delivery is critical. It underscores the importance of punctuality, responsiveness, and proactive behaviour in meeting the needs of the public. The emphasis on urgency and ownership ensures that commitments are not only made but also kept, aligning with MPHLG’s promise of Excellence in Delivery.
<p>Teamwork And Team Spirit</p>	<p>BERSATU, BERUSAHA, and BERBAKTI We will achieve the plans of SCS10-20, Esprit de corps, we are one big family.</p> <ul style="list-style-type: none"> ○ The value of teamwork within MPHLG is captured by the motto "BERSATU, BERUSAHA, BERBAKTI," which translates to "united in effort, striving, and service." This spirit is essential for achieving the strategic goals set out in plans like SCS10-20. Teamwork fosters a sense of belonging and collective purpose among staff, encouraging them to work together as a family to overcome challenges and succeed in their initiatives.
<p>Work S.M.A.R.T And Result-Oriented</p>	<p>Zero defaults in our projects implemented, Plan and execute, we will prove our effectiveness, and be customer focused, serving the Rakyat first.</p> <ul style="list-style-type: none"> ○ Emphasizing a S.M.A.R.T (Specific, Measurable, Achievable, Relevant, Time-bound) approach to project execution, this value focuses on efficiency, effectiveness, and being results-driven. MPHLG staff are encouraged to plan meticulously and execute diligently to avoid any defaults in projects. By being customer-focused and prioritizing the needs of the Rakyat (the people), this value ensures that the ministry’s efforts are directly aligned with public needs and expectations, thereby enhancing community satisfaction and trust in government operations.

ETHOS



ONE TEAM SCS: The logo depicted embody the spirit and ethos of the Sarawak Civil Service (SCS), encapsulating its dedication to unity, service, and excellence. The MPHLG, as an integral part of the SCS, is imbued with the mission encapsulated by these logos: to serve with honour and to embody the unity of purpose that "ONE TEAM SCS" represents.

The slogan "ONE TEAM SCS" should emphasize the importance of unity and collective effort across all departments within the Ministry. This can be articulated through several key initiatives:

Fostering Team Spirit: MPHLG can harness events, strategic meetings, and public health initiatives as platforms to foster a strong team spirit. By organizing inter-departmental collaborations and community engagement events, the Ministry can enhance synergy and build a sense of camaraderie, not only among its employees but also within the communities it serves. For instance, joint health and housing initiatives can bridge departmental divides and unify efforts under common goals.

Unified Service Delivery: MPHLG should strive to present a unified service delivery model that encapsulates the collaborative spirit of "ONE TEAM SCS." This means aligning excellence across public health, housing, and local government functions to ensure seamless, efficient, and cohesive service delivery. By standardizing service excellence, the Ministry can reduce redundancies and enhance the effectiveness of its services, making every interaction with the public a testament to a well-coordinated and integrated approach.



AN HONOUR TO SERVE: DEDICATION TO PUBLIC WELFARE

The phrase "An Honour to Serve" should be a central tenet in MPHLG's mission, embodying a profound commitment to integrity, respect, and dedication in serving the public. This can be reflected through the following actions:

Upholding Excellence: MPHLG has a crucial role in managing public health, housing, and local government affairs with the highest standards of excellence. This involves maintaining rigorous standards in project execution, service delivery, and ethical conduct. Each employee should view their role not just as a job but as an honourable duty to contribute positively to the welfare of the society.

Engaging with the Community: Community engagement is essential for MPHLG, given its direct impact on the public's well-being. The Ministry should actively involve community members in public health programs, housing schemes, and local governance initiatives. This could involve public consultations, participatory decision-making processes, and inclusive policymaking. Such engagement not only honours the Ministry's commitment to serve but also strengthens public trust and accountability.

Celebrating Public Service: MPHLG can institute annual recognition programs to celebrate the achievements and dedication of its staff, reinforcing the pride and honour in serving the public. This not only boosts morale but also publicly affirms the Ministry's commitment to excellence and service.

Incorporating "One Team SCS" and "An Honour to Serve" into the Ministry's operational and cultural fabric not only enhances how services are delivered but also solidifies the Ministry's identity as a unified, honourable entity committed to public welfare. This strategic approach will foster a more motivated workforce, promote a stronger community connection, and ensure a more effective realization of the Ministry's goals.



PART 5

STRATEGIC PILLAR

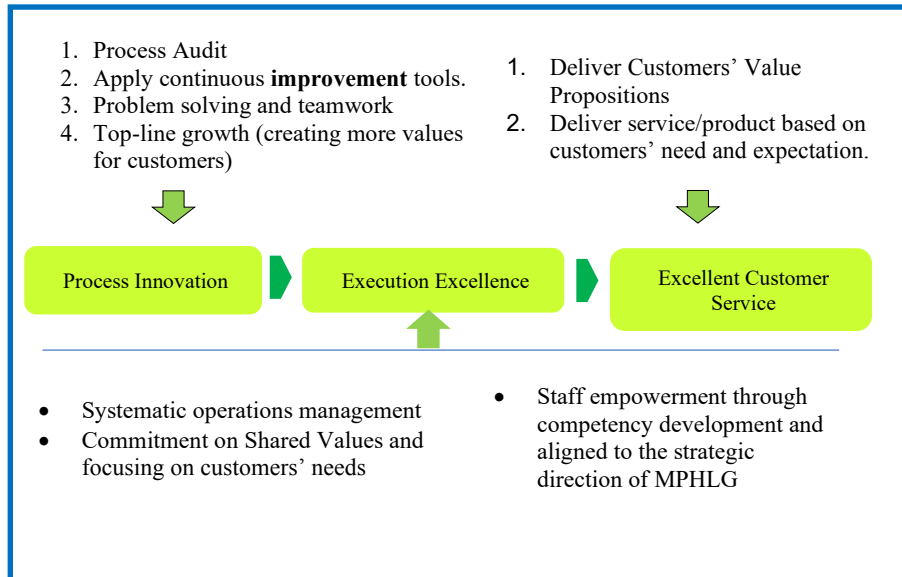
OPERATIONAL EXCELLENCE

OPERATIONAL EXCELLENCE

Operational excellence is crucial in delivering customers’ satisfaction and achieving MPH LG’s vision. Operational excellence will be achieved when every staff in the organization along the work processes achieved uninterrupted, delay or break downs in service delivery. This requires every staff to be proactively responsible for their tasks and management team shift their focus from managing from day-to-day activities to focus on continuous innovation and working on activities that generate the growth of the organization.

Operational excellence can be achieved through continuous improvement on existing processes to reduce waste, quality improvement, increase productivity and leverage on human resource potential. It is an endless process in ensuring that every process is always at its height of efficiency. The application of best practices in SCS will help the organization to achieve continuous improvement in driving operational excellence. This should be supported by staff competency development, prudent financial management, the use of digital technology from back to end of the service delivery and the practice of quality service culture throughout the organization.

Operational Excellence



Strategic Results

1. **Enhanced Customer Satisfaction:** Achieve higher satisfaction rates through streamlined service delivery, minimal disruptions, and proactive problem resolution.
2. **Increased Operational Efficiency:** Consistent improvement in the efficiency of all processes, minimizing waste and optimizing resource use.
3. **Innovation and Growth:** Foster an environment that encourages innovation leading to sustainable organizational growth.
4. **Advanced Staff Competency:** Develop a highly skilled workforce capable of adapting to new challenges and technologies.
5. **Financial Prudence:** Maintain robust financial management that supports both ongoing operations and strategic investments.

Opportunities

1. **Sufficient Training and Training Support**
Facilities, Materials, and Training Providers: Leveraging these resources allows for enhanced staff training and development, ensuring employees are well-equipped to maintain high performance standards.
2. **High Performing Leadership Training**
Providing specialized training for leaders fosters a strong leadership cadre that can drive strategic initiatives and culture throughout the organization.
3. **Business Process Reengineering**
Opportunity to significantly enhance operational efficiencies through the redesign of existing processes and systems.

4. **Establishment of Relevant Guidelines/ Procedures by Sarawak Government**

Utilizing clear and updated guidelines and procedures aids in maintaining compliance and streamlining operations.

5. **Financially Strong Sarawak Government and Availability of Federal Funding**

Financial stability and access to additional funds can facilitate investments in infrastructure, technology, and human resources, advancing the strategic goals.

Challenges

1. **Limited Resources**

Funds, Facilities, Manpower, and Expertise: Constraints in these areas may restrict the organization's ability to scale and implement necessary improvements effectively.

2. **HR Planning**

Inadequate human resource planning could lead to mismatches in staffing requirements and available skills, impacting service delivery and operational efficiency.

3. **Legal Implications**

Potential legal challenges related to compliance with new regulations or changes in the legal landscape can impede progress and necessitate adjustments in strategy.

4. **Rigid, Outdated, and Overlapping Policies, Procedures, and Legislation**

Existing bureaucratic hurdles and outdated practices may slow down innovation and the adoption of best practices.

5. **Economic Inflation**

Inflation can erode purchasing power and increase operational costs, impacting budget management and financial planning.

Enhance Customer Satisfaction

The objective of enhancing customer satisfaction is central to achieving operational excellence at the Ministry of Public Health, Housing and Local Government Sarawak (MPHLG). This strategic objective focuses on elevating the quality of interactions and services provided to customers and stakeholders, ensuring that their needs are met efficiently and effectively. By prioritizing customer satisfaction, the ministry aims to build trust and foster a positive relationship with the public, ultimately enhancing the overall perception and effectiveness of its services.

This objective involves a systematic approach to understanding and responding to customer expectations, deploying targeted initiatives that improve service delivery, and continuously measuring and refining these efforts to adapt to changing needs. The ministry commits to creating a responsive and transparent service environment where feedback is actively sought, valued, and utilized to make meaningful improvements. This continuous improvement cycle not only benefits the customers but also drives the ministry towards its broader goals of service excellence and accountability.

Intended/Desired Results

1. **Increased Customer Satisfaction Scores:** Achieve higher ratings in customer satisfaction surveys, reflecting an improvement in how customers perceive the quality and efficiency of services provided.
2. **Reduced Complaints and Service Issues:** Demonstrate a measurable reduction in the number of complaints and reported issues by enhancing service standards and resolving potential problems before they affect the customer.
3. **Enhanced Customer Loyalty and Trust:** Foster stronger relationships with customers, leading to increased loyalty and trust in the ministry's ability to serve effectively and responsively.
4. **Improved Service Delivery Consistency:** Ensure that all services are delivered consistently at a high standard across all touchpoints and interactions, minimizing variability and unpredictability in service quality.
5. **Positive Public Perception and Reputation:** Build and maintain a positive public image through enhanced customer satisfaction, contributing to a stronger reputation as a reliable and customer-focused government entity.
6. **Increased Engagement Through Feedback Mechanisms:** See higher levels of customer engagement through established feedback channels, indicating that customers feel their opinions are heard and valued by the ministry.

Key Performance Indicators (KPIs)

1. Customer Satisfaction Index (CSI)

This index measures the overall satisfaction of customers based on a comprehensive survey that covers various aspects of service delivery.

Strategic Initiatives

1. Conduct Comprehensive Customer Satisfaction Surveys

Regularly distribute and analyse customer satisfaction surveys to gather detailed feedback on various aspects of service delivery. Use this data to identify areas for improvement and to measure changes in customer satisfaction over time.

2. Implement a Real-Time Feedback System

Deploy digital platforms like TaliKhidmat, where customers can instantly provide feedback on services received. This system should allow for immediate responses and resolutions where possible, thus enhancing the customer experience.

3. Customer Service Training Programs

Develop and deliver comprehensive training programs for all customer-facing staff, focusing on communication skills, problem-solving, and customer care ethics to ensure a consistently high standard of service delivery.

4. Service Delivery Process Reengineering

Undertake a review and redesign of current service delivery processes using Business Process Reengineering (BPR) principles to eliminate inefficiencies, reduce wait times, and improve the overall quality of service.

5. Establishment and Regular Update of Service Guidelines

Create clear and accessible service delivery guidelines for all departments, ensuring that these guidelines are regularly updated to reflect best practices and new policies from the Sarawak Government.

6. Monitoring and Reporting of Service KPIs

Set up a robust system for monitoring key performance indicators related to service delivery. Regularly report these findings to management and use them to drive continuous improvements.

7. Development of Customer Satisfaction Forms and Feedback Compilation

Design and utilize customer satisfaction forms both online and offline. Regularly compile and analyse this feedback to track performance and identify trends that may require attention.

8. Multi-channel Communication Strategy

Enhance communication with stakeholders through multiple channels, including social media, newsletters, and public forums. Ensure that these platforms are used not only for broadcasting information but also for gathering feedback.

9. Quality Service Culture Campaigns

Initiate campaigns and initiatives that promote a quality service culture within the ministry. These campaigns should focus on internalizing customer service values among all employees, from top management to frontline staff.

Enhance Prudent Use of Budget

The imperative to enhance the prudent use of the budget is underscored by the prevailing issue to improve the financial management within the ministry. Despite the Sarawak Government's provision of sufficient funds, the potential for impactful projects and programs is hindered by ability to optimise the impact of these resources. Recognizing this challenge as an opportunity for improvement, the ministry should focus on refining its budgetary strategies to maximize the positive impact of the allocated funds. By addressing the root cause of gaps in financial management, the Ministry can transform potential setbacks into opportunities for efficient and effective utilization of resources, thereby ensuring that the state government's financial support translates into tangible and successful initiatives.

Intended Results

1. Improved Financial Efficiency

Achieve higher levels of financial efficiency through refined budget management practices, ensuring that funds are allocated and used in the most effective manner.

2. Increased Accountability and Transparency

Enhance the transparency of the budgeting process and increase accountability in financial reporting to stakeholders, thereby building trust and confidence in the ministry's financial governance.

3. Optimized Resource Allocation

Ensure that financial resources are allocated strategically to high-priority projects and initiatives that align with the ministry's goals, maximizing the impact of every dollar spent.

4. Reduction in Financial Waste

Significantly reduce wasteful expenditures through rigorous monitoring and evaluation of spending, thus freeing up resources for more critical needs within the ministry.

5. Enhanced Financial Planning and Forecasting

Develop more accurate and effective financial planning and forecasting tools to better predict future financial needs and challenges, facilitating proactive management of resources.

6. Successful Implementation of High-Impact Projects

Ensure that the state government's financial support is effectively transformed into successful projects and programs that visibly improve the services offered to the public.

Key Performance Indicators

Percentage of budget utilization

Strategic Initiatives

Continuous Monitoring through SAS System

Implement the Sarawak Accounting System (SAS) across all departments within the ministry. This system will enable continuous and real-time monitoring of financial transactions and budget allocations, providing immediate transparency into budget usage.

- **Objective:** The goal is to enhance financial oversight and ensure that budget spending aligns with approved allocations and strategic priorities. This system will facilitate immediate corrective actions if discrepancies or inefficiencies are detected.

Budget Allocation and Utilization Analysis

Conduct detailed, periodic analyses of how budgets are allocated and utilized across different departments and projects within the ministry. This initiative will involve assessing the effectiveness of funds used versus the outcomes achieved, highlighting areas where budget adjustments may be necessary.

- **Objective:** To optimize the impact of financial resources by ensuring they are directed towards activities and projects that offer the highest return in terms of strategic objectives and public benefit. This will also help in identifying any underutilized or inefficiently allocated resources.

Enhance Financial Regulatory Compliance

The implementation of impromptu programs often leads to challenges in financial management, primarily due to insufficient planning and foresight. Such practices can hinder efficient allocation of financial resources, leading to suboptimal budget utilization. Conversely, thorough planning and strategic resource allocation play crucial roles in minimizing financial wastage and maximizing the effectiveness and impact of initiatives. Through the strategic objective of enhancing financial regulatory compliance, the Ministry aims to cultivate a disciplined financial environment where resources are managed judiciously, ensuring compliance with all regulatory frameworks and internal guidelines.

Intended/Desired Results

1. **Expenditure within Budget:** All spending remains within the confines of the budget, reflecting disciplined financial management and adherence to planned allocations.
2. **Minimized Financial Waste:** Reduction in unplanned or unnecessary expenditures, ensuring that all financial resources are used solely for their intended purposes.
3. **Maximized Impact of Financial Resources:** Ensuring that every dollar spent is strategically utilized to generate maximum benefit for the ministry's initiatives and stakeholders.

Performance Measure

Electronic Compliance Self-Assessment (eCSA)

- This tool is used to periodically assess the ministry's compliance with financial regulations and standards. The assessments help identify areas where financial governance can be strengthened, ensuring ongoing adherence to best practices in financial management.

Strategic Initiatives

1. **Continuous Monitoring through SAS System:** Implement the Sarawak Accounting System (SAS) for real-time monitoring of financial activities. This system ensures that all financial transactions are recorded and reviewed in compliance with regulatory standards.
2. **Inspection Using eCSA Criteria:** Regular inspections and audits based on Electronic Compliance Self-Assessment criteria to ensure all departments adhere to financial compliance standards. These inspections help pinpoint compliance gaps and areas for improvement.
3. **Internal Financial Compliance Monitoring and Control:** Establish robust monitoring and control mechanisms guided by:
 - **SFS Circulars:** Adherence to circulars issued by the State Financial Secretary, which dictate financial policies and procedures.
 - **Treasury Instructions:** Compliance with detailed instructions from the Treasury regarding financial management practices.
 - **Financial Management Procedures under ISO 9001: 2015:** Integration of quality management standards into financial processes to enhance efficiency and accountability.

Enhance Service Delivery

The strategic objective of enhancing service delivery within the Ministry of Public Health, Housing and Local Government Sarawak (MPHLG) focuses on improving the efficiency, reliability, and quality of services provided to the public. This objective recognizes the critical role that effective service delivery plays in meeting the needs and expectations of the community and stakeholders. By optimizing processes, integrating innovative technologies, and emphasizing customer feedback, the ministry aims to provide services that are not only responsive and accessible but also consistently exceed standards of excellence. The initiative to enhance service delivery is pivotal in fostering public trust and satisfaction, and it supports the broader mission of the ministry to improve public health and local governance.

Intended/Desired Result

1. **Increased Efficiency in Service Processes**
Streamline operations to reduce service delivery times and improve response rates, thereby minimizing wait times for public services.
2. **Higher Quality of Services**
Ensure that all services meet high standards of quality and effectiveness, as measured by defined metrics and standards.
3. **Enhanced Accessibility of Services**
Make services more accessible to all segments of the population, including through digital platforms, to ensure that no demographic is underserved.
4. **Improved Customer Satisfaction**
Achieve higher levels of customer satisfaction as evidenced by satisfaction surveys and feedback mechanisms, indicating that services are meeting or exceeding public expectations.
5. **Greater Transparency in Service Delivery**
Implement systems that provide clear information on service processes and status updates to customers, enhancing transparency and trust.
6. **Implementation of Best Practices**
Adopt and implement industry best practices and innovative solutions to enhance service delivery effectiveness and efficiency.

Performance Measure – KPI

Percentage implementation of approved and adopted standards.

Strategic Initiatives

1. Service Process Reengineering

Conduct a comprehensive review and redesign of current service delivery processes using Business Process Reengineering (BPR) principles. This initiative aims to eliminate unnecessary steps, reduce service time, and improve overall efficiency.

2. Digital Transformation of Services

Leverage digital technologies to make services more accessible and efficient. This includes developing online platforms for service applications, status tracking, and information dissemination.

3. Customer Feedback System Enhancement

Implement a robust customer feedback system to regularly collect and analyse public feedback on services. This system should facilitate real-time feedback and provide actionable insights for continuous improvement.

4. Staff Training and Development

Provide ongoing training programs for staff, focusing on customer service excellence, digital skills, and process management to ensure they are well-equipped to deliver high-quality services.

5. Transparency Initiatives

Increase transparency in service delivery by providing clear, accessible information about service processes, timelines, and criteria.

6. Adoption of Best Practices and Innovations

Stay abreast of industry best practices and innovations in public service delivery by attending conferences, participating in benchmarking studies, and implementing cutting-edge solutions.

7. Update Client Charter

Revise and enhance the client charter to reflect current expectations and commitments towards service delivery excellence. This updated charter will clearly define service standards and the rights of clients, ensuring transparency and accountability.

8. Coordinate Initiatives with Other Agencies, Business Community, and Rakyat (Public)

Foster collaborations and partnerships with other government agencies, the business community, and the public to ensure that service delivery is holistic and meets the diverse needs of all stakeholders.

9. Implement ISO 9001:2015 and Other Standards

Adopt and integrate international and national standards such as ISO 9001:2015, universal design, ISO 37122 (Sustainable Cities and Communities - Indicators for Smart Cities), and Green Building Index into the services and processes of local government bodies (PBTs).

Impact of Digitalization of Housing Development processes

HomeApps is one of the digitalization initiatives of the Ministry.

Since 2016, the Housing Development and Management System (HomeApps) has streamlined private housing developers' processes by replacing manual forms with a 24/7 web-enabled platform. HomeApps reduces costs and time, cutting the processing period for Housing Development Licenses (HDL) and Advertisement and Sales Permits (ASP) from **21 to 5 working days**. Developers benefit from instant feedback via email and easy access to resources.

Enhance Human Resource Development

The strategic objective of enhancing human resource development within the Ministry of Public Health, Housing and Local Government Sarawak (MPHLG) is centered on building a highly competent, motivated, and adaptive workforce. This objective acknowledges the critical role that skilled and well-trained employees play in achieving the ministry's broader goals and delivering high-quality services to the public. By investing in comprehensive training programs, career development opportunities, and supportive work environments, the ministry aims to not only retain talent but also attract top professionals who are committed to public service excellence. This initiative is essential for fostering a culture of continuous learning and innovation, ensuring that staff are equipped to meet current and future challenges effectively.

Intended Results

1. Increased Proficiency Across All Departments

Employees across all departments will demonstrate improved proficiency and effectiveness in their roles, as evidenced by enhanced performance metrics and reduced error rates.

2. Elevated Employee Agility and Adaptability

The workforce will exhibit increased agility and adaptability, effectively managing changes in workflow, technology, and industry standards, as measured by quicker adaptation periods and positive employee feedback.

3. Alignment of Skills with Strategic Needs

Employee skills will be fully aligned with the ministry's strategic needs, ensuring that all staff have received training in key areas identified as critical for the ministry's future objectives.

Performance Measure – KPI

1. Percentage Staff Achieved Targeted SCS Training Hours recorded in GEMS
2. Percentage achievement of training plan
3. Percentage of staff achieve 85% and above in LNPT of the current year

Strategic Initiatives

1. Development of HRD Plan

Objective: Create a comprehensive Human Resource Development (HRD) Plan that outlines the strategy for workforce development aligned with the ministry's long-term goals.

Actions

- Conduct a thorough analysis of the current and future HR needs based on the ministry's strategic objectives.
- Develop a multi-year HRD plan that includes strategies for recruitment, training, development, retention, and succession planning.
- Establish metrics for evaluating the effectiveness of the HRD plan and update the plan annually based on feedback and changing needs.

2. Staff Job Competency Profiling

Objective: Systematically define the competencies required for each job role within the ministry to ensure employees meet or exceed their job requirements.

Actions

- Identify key competencies for all job roles through consultations with department heads and job incumbents.
- Create detailed job competency profiles that will be used for hiring, promotions, and development purposes.
- Regularly review and update the competency profiles to reflect changes in job requirements and industry standards.

3. Training Needs Analysis (TNA)

Objective: Assess and identify specific training needs for employees to ensure they have the necessary skills and knowledge to perform their duties effectively.

Actions

- Conduct a comprehensive TNA across all departments to determine the gap between current competencies and the skills required for each role.
- Utilize surveys, interviews, and job performance data to inform the analysis.
- Prioritize training programs based on the criticality of the needs identified and align them with strategic goals.

4. Training Effectiveness Analysis (TEA)

Objective: Evaluate the impact of training programs on employee performance and the organization's strategic objectives to ensure that training investments are yielding expected outcomes.

Actions

- Implement pre- and post-training assessments to measure knowledge and skill improvements.
- Use a combination of quantitative and qualitative data to assess how training translates into on-the-job performance.
- Adjust training strategies based on TEA findings to maximize effectiveness and ROI of training programs.

Enhance Digitalisation

The strategic objective of enhancing digitalization within the Ministry of Public Health, Housing and Local Government Sarawak (MPHLG) aims to leverage technology to improve both internal operations and the delivery of services to the public. This objective recognizes the transformative power of digital technologies in increasing efficiency, accessibility, and transparency of government services. By adopting cutting-edge digital solutions, the ministry seeks to modernize its infrastructure, streamline communication, and provide more accessible and reliable services online. This initiative is crucial for adapting to the rapidly changing digital landscape, ensuring the ministry remains relevant and responsive to the needs of its constituents.

Desired Results

1. Increased Operational Efficiency

Streamline internal processes through automation, reducing manual labour and minimizing errors.

2. Enhanced Access to Services

Provide citizens with 24/7 access to services via digital platforms, improving convenience and reducing physical queues.

3. Improved Data Management and Security

Implement advanced data management systems to securely store, process, and

analyse large volumes of data, ensuring privacy and protection from cyber threats.

4. Greater Public Engagement and Feedback

Use digital channels to enhance interaction with the public, facilitating more feedback and engagement through social media, online forums, and mobile applications.

5. Strengthened Decision-Making Capabilities

Deploy data analytics tools to support evidence-based decision-making and policy formulation.

Performance Measure – KPI

- Percentage of PBT services online end-to-end

Strategic Initiatives

1. Digital Infrastructure Overhaul

Upgrade existing hardware and software to support the deployment of new digital solutions.

Invest in secure, scalable cloud infrastructure to enhance data accessibility and disaster recovery capabilities.

2. Development of E-Government Services

Create and enhance online portals that allow citizens to apply for services, pay fees, and access information from any device.

Develop mobile applications to provide additional accessibility and convenience to users.

3. Digital Literacy and Training Programs

Implement training programs for all ministry employees to improve digital skills and ensure effective use of new technologies.

Offer digital literacy workshops for the public to increase adoption and ease of use of digital services.

4. Data Security Enhancements

Introduce robust cybersecurity measures to protect against data breaches and ensure the integrity of public data.

Regularly update and audit security protocols and systems.

5. Analytics and Business Intelligence Implementation

- Utilize business intelligence tools to analyse data collected from various digital interactions, providing insights into service usage patterns and citizen needs.
- Implement predictive analytics to forecast trends and inform policy decisions.

Internalize Shared Values

The strategic objective of internalizing shared values within the Ministry of Public Health, Housing and Local Government Sarawak (MPHLG) focuses on fostering a strong organizational culture that embodies the ministry's core values. This initiative is essential for ensuring that all employees not only understand the values but also actively demonstrate them in their daily work and interactions with the public. By promoting a values-driven work environment, the ministry aims to enhance teamwork, ethical behaviour, and a shared sense of purpose among staff, which in turn can lead to improved service delivery and public trust.

Intended/Desired Results

1. Consistent Display of Core Values Across All Levels

Employees at all levels consistently demonstrate the ministry's core values in their professional conduct and decision-making processes.

2. Enhanced Organizational Cohesion and Team Spirit

A stronger sense of unity and collaboration among staff, driven by a common commitment to shared values.

3. Increased Public Confidence and Trust

Public perception of the ministry as a reliable and ethically sound institution increases, enhancing community engagement and support.

4. Improved Employee Morale and Job Satisfaction

Higher job satisfaction and morale among employees, resulting from a supportive and value-aligned work environment.

Performance Measure – KPI

1. Internal culture rating
2. Number of Culture Change Programs Conducted

Strategic Initiatives

1. Internal Culture Rating Survey

Objective: Regularly assess the internal culture of the ministry to understand how well shared values are being adopted and practiced across the organization.

Actions

- Develop and distribute a comprehensive culture rating survey that measures employees' perceptions of the organizational culture and the extent to which shared values are evident in daily operations.
- Conduct this survey annually to track changes and improvements over time.
- Analyse survey results to identify strengths and areas needing further development in terms of value integration.

2. Implement Culture Change Planned Programs

Objective: Execute targeted programs designed to enhance the adoption of the ministry's shared values and improve overall organizational culture.

Actions

- Design and implement a series of planned programs that may include workshops, training sessions, and team-building activities focused on reinforcing the ministry's core values.
- Collaborate with internal stakeholders to ensure programs are tailored to address specific cultural challenges identified through the culture rating survey.
- Monitor and evaluate the effectiveness of these programs through follow-up surveys and feedback mechanisms to ensure they are meeting their objectives.

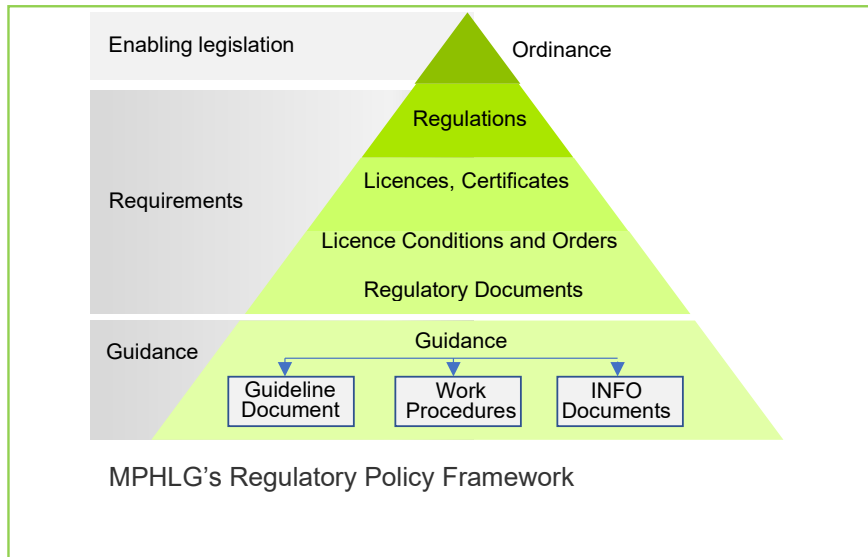


TRIBUNAL TUNTUTAN PEMBELI RUMAH
SARAWAK

PART 6
STRATEGIC PILLAR
REGULATORY POLICY

REGULATORY POLICY

Enhancing the effectiveness of government policies involves a multifaceted approach aimed at ensuring that public policies achieve their intended outcomes efficiently and effectively. This process typically includes thorough policy design, incorporating evidence-based research, and stakeholder engagement to ensure policies are responsive to the needs of those they affect. It also involves continuous policy review and adaptation to address emerging challenges and changing societal needs. The goal is to create responsive, sustainable, and impactful policies that positively influence societal well-being, economic stability, and environmental sustainability, thereby improving the quality of life for all citizens.



Strategic Outcome

1. **Enhanced Public Health Standards:** Ensuring health services meet high safety and quality standards, resulting in better overall health and reduced disease prevalence.
2. **Quality and Sustainable Housing:** Implementing strict regulations to ensure housing is safe, sustainable, and accessible, promoting environmental stewardship in construction.
3. **Effective Local Governance:** Streamlining administrative processes to improve efficiency and transparency in local government operations, increasing public service satisfaction.
4. **Increased Regulatory Compliance:** Achieving higher compliance rates across all sectors, ensuring the effectiveness of health, safety, and environmental regulations.
5. **Responsive and Adaptive Regulatory Framework:** Continuously adapting policies to remain effective against new challenges and changing needs, ensuring resilience in regulatory practices.
6. **Stakeholder Engagement and Public Trust:** Building trust through transparent and inclusive regulatory processes, ensuring policies are equitable and widely accepted.

Enhance Effectiveness of Government Policies

Enhancing the effectiveness of government policies involves a multifaceted approach aimed at ensuring that public policies achieve their intended outcomes efficiently and effectively. This process typically includes thorough policy design, incorporating evidence-based research, and stakeholder engagement to ensure policies are responsive to the needs of those they affect. It also involves continuous policy review and adaptation to address emerging challenges and changing societal needs. The ultimate goal is to create responsive, sustainable, and impactful policies that positively influence societal well-being, economic stability, and environmental sustainability, thereby improving the quality of life for all citizens.

Intended Results

1. Enhancement of municipal and public health service, affordable housing delivery based on the current practices and technology advancement.
2. Enhancement for the control and delivery mechanism for affordable housing and tribunal claims which covers licensing, enforcement, monitoring, less problem projects purchasers' disputes.
3. Enhancement of the municipal services, delivery system and reduce the public complaint.
4. Enhancement of the Public Health enforcement and compliance related to matters such as vector control, good hygiene, sanitation, solid waste management and environmental protection.

Performance Measure – KPI

1. Progress of legal drafted or review

Formula:

$$\frac{AP}{TC} \times 100$$

AP is actual progress and TC is completion target in the current year.

2. Number of legislations drafted, reviewed, or amended.

Formula: Number of actual legislations drafted, reviewed, or amended in the current year.

Strategic Initiatives

1. Listing of legislation to be drafted
2. Prioritise Review or amend the legislation to be drafted or reviewed.
3. Engagement with the stakeholders
4. Legislations submit to SAG for vetting and endorsement.

A group of children are sitting on a wooden floor, watching a robot race. In the foreground, a blue and black tracked robot is positioned on the floor. To the right, a white sheet of paper with a black track outline is laid out, with a small blue and black car-like robot on it. The children are wearing purple and green shirts. The background shows white plastic chairs and a red and white patterned bag.

PART 7

STRATEGIC PILLAR

SUSTAINABLE COMMUNITY

SUSTAINABLE COMMUNITY

The Sustainable Community pillar embodies a comprehensive approach to fostering a resilient living environment that holistically addresses environmental, social, and economic challenges. Rooted in the values of environmental stewardship, social equity, and economic prosperity, this initiative emphasizes developing sustainable communities under the jurisdiction of local authorities in Sarawak. These efforts directly contribute to the overall well-being of the region by ensuring that the development process aligns with global and local strategic frameworks.

Guided by the principles of the Sarawak Post Covid Development Strategy 2030 (PCDS) and the United Nations Sustainable Development Goals (SDGs), this strategic pillar seeks to harmonize various dimensions of sustainability to create communities that thrive on multiple fronts. Environmentally, it emphasizes reducing the carbon footprint of communities through green infrastructure, efficient waste management, renewable energy adoption, and the conservation of natural resources. This promotes biodiversity and ensures that ecological integrity is preserved for future generations.

From an economic perspective, the Sustainable Community initiative promotes the creation of local economies that are resilient, diverse, and inclusive. By supporting sustainable enterprises, investing in skills development, and encouraging innovation, it seeks to build robust economic ecosystems that can withstand global market disruptions while providing opportunities for all residents to prosper.

Socially, the initiative focuses on nurturing communities that are cohesive, inclusive, and equitable. It fosters social harmony by enhancing access to quality education, healthcare, and social services, while promoting cultural diversity and active civic engagement. The aim is to create neighbourhoods where all individuals can feel safe, valued, and connected, thereby building a strong social fabric.

This strategic pillar is implemented through close collaboration between local authorities, community organizations, businesses, and residents. By engaging stakeholders in decision-making and promoting collective action, the initiative ensures that communities are empowered to shape their future while benefiting from sustainable development. Continuous monitoring and evaluation further guarantee that these efforts are aligned with evolving needs and challenges.

Strategic Outcomes/Results

1. **Environmental Stewardship:** Enhanced conservation and sustainable management of natural resources lead to healthier ecosystems and reduced environmental impacts. This outcome ensures that communities actively contribute to biodiversity preservation and climate action efforts.
2. **Economic Resilience:** Diverse and sustainable local economies are developed, characterized by low carbon footprints and high employment opportunities in green industries. This economic structuring not only provides stability against global economic shocks but also fosters long-term prosperity.
3. **Social Equity and Cohesion:** The initiative aims to build inclusive communities where all residents have access to essential services, including quality education, healthcare, and affordable housing. It also promotes social cohesion through community engagement and cultural appreciation, ensuring that no group is left behind.

4. **Enhanced Quality of Life:** By integrating sustainable practices into daily living and community design, the initiative aims to improve the overall quality of life. This includes the development of green spaces, sustainable transportation systems, and community facilities that promote health and wellness.
5. **Innovative Governance and Participation:** Encouraging participatory governance models where decision-making is shared among stakeholders, including residents, businesses, and local authorities. This leads to more innovative solutions to community challenges and ensures that policies are both effective and widely supported.
6. **Resilience to Environmental and Social Shocks:** Communities are equipped to withstand environmental challenges such as climate change impacts and social disruptions like health pandemics or economic downturns. This resilience is cultivated through robust planning, infrastructure investment, and community preparedness programs.
7. **Sustainable Infrastructure Development:** Investment in infrastructure that adheres to sustainability principles, including renewable energy projects, waste reduction systems, and efficient public transport networks. This infrastructure supports sustainable living and reduces the ecological footprint of communities.

Enhancing Community Empowerment

The strategic objective of enhancing community empowerment is designed to increase the capacity, confidence, and influence of individuals and community groups, enabling them to take proactive roles in shaping their lives and surroundings. This initiative aims to foster an environment where community members are well-equipped and motivated to initiate and sustain positive changes, thereby improving their quality of life. By integrating education, resources, and a collaborative approach, the initiative seeks to create sustainable and resilient communities that are actively involved in their development and governance.

Intended Results

1. **Increased Community Engagement:** Achieve a measurable increase in community participation in local governance and decision-making processes, thereby enhancing democratic engagement and local accountability.
2. **Elevated Community Capacity and Resilience:** Develop the skills and resources of community members to manage their own needs and challenges effectively, fostering independence and resilience against social and economic fluctuations.
3. **Improved Community Well-being and Quality of Life:** Deliver substantial improvements in the social, economic, and environmental conditions of the community, reflected in enhanced health, safety, and overall satisfaction among residents.
4. **Enhanced Social Cohesion and Inclusivity:** Cultivate a community environment characterized by strong social bonds, mutual respect, and inclusivity, where diversity is valued, and all members have equal opportunities to contribute.

Performance Measures – KPIs

1. **Number of Programs Implemented in Local Government Bodies (PBTs)**
Track the quantity and scope of empowerment-related programs initiated across local government bodies to gauge outreach and impact.
2. **Performance Indicator in MurniNet**
Utilize the community development network tool, MurniNet, to measure the effectiveness and reach of community empowerment initiatives.
3. **Number of Programs Receiving Community & Local Government Awards**
Monitor the recognition and accolades received by community programs, serving as a benchmark for their quality and impact.
4. **Number of Reports Related to Sustainable Development Goals (SDGs)**
Assess the alignment and contribution of community empowerment efforts towards achieving Sustainable Development Goals.

Strategic Initiatives

1. Strengthen Implementation/Valuation of MurniNet

Enhance the functionalities of MurniNet to better monitor, evaluate, and report on community development programs, ensuring transparency and continuous improvement.

2. Establish SDG Localization Committees at Ministry and Local Government Levels

Set up dedicated committees to tailor global SDGs to local contexts, ensuring that community empowerment initiatives align with broader sustainable development practices.

3. Implement Localization of SDGs

Develop and execute specific strategies and projects that adapt SDG targets to local needs, fostering tailored approaches to sustainable community development.

4. Continually Improve Localization of SDG Guidelines for Sarawak Local Authority

Regularly update and refine guidelines to help local authorities implement policies and programs that are consistent with SDG objectives, ensuring relevance and effectiveness.

5. Recognize Community and Local Government Achievements

Implement a system to recognize and reward communities and local governments that demonstrate exemplary performance in empowering their residents and achieving sustainable outcomes.

Minimize Health Hazards, Risks, and Loss of Property

The strategic objective of minimizing health hazards, risks, and loss of property is a comprehensive initiative aimed at enhancing community safety and security. This objective encompasses a broad range of activities, from assessing and mitigating risks associated with health hazards, natural disasters, and accidents, to implementing preventive measures that protect individuals, communities, and properties. The goal is to create an environment where public health is protected, safety is prioritized, and economic assets are safeguarded against potential threats and damages. This approach not only aims to prevent adverse events but also to build a robust infrastructure that enhances the community's ability to respond to and recover from emergencies effectively.

Intended Results

1. Reduced Incidence of Health Hazards

Achieve a measurable decrease in the occurrences of conditions or situations that pose threats to public health, resulting in healthier community environments.

2. Enhanced Public Safety

Significantly increase the safety of individuals in their homes, workplaces, and public spaces, effectively reducing the risk of accidents and injuries.

3. Decreased Property Damage

Reduce the frequency and severity of property damage caused by natural disasters, accidents, or other hazardous events, thus protecting economic assets and alleviating financial burdens on individuals and the community.

4. Improved Emergency Response

Enhance the efficiency and effectiveness of emergency responses, ensuring quicker recovery times and minimizing the impact on health and property during disasters.

5. Increased Community Resilience

Foster greater community resilience against health and safety risks, enhancing preparedness and adaptive capacities to effectively face and recover from emergencies.

6. Heightened Awareness and Education

Elevate public awareness and understanding of health risks and safety practices through education and outreach programs, empowering community members to take proactive steps in safeguarding their environment.

Performance Measures – KPIs

1. Number of Programs Implemented in PBTs (Local Government Bodies)

Track the number of safety and health programs implemented across local government bodies to gauge reach and impact.

2. Performance Indicator in MurniNet

Utilize the community development network tool, MurniNet, to assess and monitor the effectiveness of initiatives aimed at minimizing health hazards and risks.

Strategic Initiatives

1. Introduce Safe City Programme

Launch a comprehensive program focused on enhancing urban safety through improved public lighting, surveillance systems, and community policing initiatives.

2. Introduce Ageing City and Child-Friendly City Concepts

Develop and implement urban planning principles that cater to the specific needs of the elderly and children, ensuring that cities are accessible, safe, and supportive for all age groups.

3. Expand the Role of LA Service to Support PBTs

Enhance the capabilities of Local Authority Services to provide continued support and resources to local government bodies, ensuring they are well-equipped to manage public safety and health.

4. Develop a Community Public Safety and Health Module

Create educational modules that provide communities with knowledge and skills in public safety and health management, focusing on preventive measures and emergency preparedness.

5. Collaboration Program with Other Stakeholders

Establish partnerships with healthcare providers, emergency services, and community organizations to coordinate efforts in improving public safety and health outcomes.

Improve Community Lifelong Learning

The strategic objective of improving community lifelong learning is focused on augmenting digital collection sharing and enhancing services within PBT (Local Government) libraries. This initiative leverages the vast online resources offered by PUSTAKA to support and enrich the continuous learning journey of community members. By making these digital collections accessible at PBT libraries, the initiative aims to bridge knowledge gaps and provide equitable learning opportunities for all demographics. This strategy democratizes access to a broad repository of knowledge and information, fostering a culture of self-directed learning and intellectual curiosity across all age groups. Through the strategic integration of digital resources into library services, this initiative seeks to create an environment conducive to lifelong learning, skill development, and personal growth within the community.

Intended/Desired Results

1. Wider Access to Learning Resources

Community members will have expanded access to a diverse range of digital learning materials, including e-books, journals, and multimedia content, facilitating self-directed learning and research.

2. Increased Digital Literacy

Users engaging with digital collections and online platforms will enhance their digital literacy skills, which are essential for navigating today's information-rich environment.

3. Enhanced Educational Equity

By making PUSTAKA's online collections available at PBT libraries,

educational resources are distributed more equitably, reaching individuals who may not have such access at home.

4. Fostering a Culture of Lifelong Learning

The initiative will cultivate an environment where continuous learning, curiosity, and personal development are valued and encouraged among community members of all ages.

5. Community Engagement and Participation

This strategy will promote greater community involvement in library services and learning activities, fostering a sense of ownership and community spirit.

Performance Measures – KPIs

1. Digital Collection Utilization Rate

Track the number of digital resources accessed or checked out by library users, aiming for a steady increase over time.

2. Library Membership Growth

Measure the increase in new library memberships, with a focus on digital service users, to gauge outreach effectiveness.

3. User Engagement Metrics

Analyse data on user interactions with digital platforms, including logins, session duration, and frequency of use, to assess engagement levels.

4. Digital Literacy Program Participation

Count the number of participants in programs or workshops aimed at enhancing digital literacy, targeting growth in participation rates.

Strategic Initiatives

1. Digital Library Access Expansion

- Integrate PUSTAKA's online collections with PBT libraries' digital platforms.
- Enhance digital infrastructure in libraries to support high-demand access.
- Offer remote access options to digital libraries for community members.

3. Educational Equity Initiative

- Implement mobile library services and pop-up digital access points in underserved areas.
- Offer tailored resources and services for individuals with disabilities.
- Develop targeted programs for communities with limited home internet or device access.

2. Digital Literacy Empowerment Program

- Launch digital literacy workshops focusing on effective use of digital resources.
- Provide online tutorials and guides for navigating digital libraries.
- Initiate a mentorship program pairing digitally savvy volunteers with learners.

4. Community Engagement and Collaborative Learning

- Create a platform for community members to contribute content, suggestions, and feedback.
- Partner with local schools, businesses, and organizations to co-host educational events.
- Involve community members in planning and delivering library programs to ensure they meet local needs.

Conducive Living Environment

The strategic objective of creating a conducive living environment focuses on designing spaces that enhance the well-being, health, and productivity of its inhabitants. This encompasses a comprehensive approach to urban and rural planning, which integrates physical infrastructure, accessibility, social cohesion, and environmental quality. The goal is to extend the concept of shelter to broader quality-of-life considerations, including access to clean water and air, green spaces, safe and efficient transportation, and essential services such as healthcare and education. Furthermore, a conducive living environment is inclusive, accommodating individuals of all ages and abilities, and sustainable, incorporating eco-friendly practices and materials to minimize environmental impact and preserve resources for future generations. These environments are designed to encourage active lifestyles through pedestrian-friendly spaces, recreational facilities, and community centres, contributing to both physical and mental health.

Intended/Desired Results

1. **Improved Public Health:** Achieve a reduction in health issues linked to poor living conditions, enhancing the physical well-being of the community.
2. **Enhanced Mental Well-being:** Create aesthetically pleasing and tranquil environments that reduce stress and promote psychological comfort.
3. **Increased Social Cohesion:** Develop shared spaces that encourage interaction and foster strong community bonds and social networks.
4. **Higher Quality of Life:** Deliver an overall improvement in life satisfaction by providing safe, clean, and amenity-rich living environments.
5. **Greater Accessibility:** Ensure that all community facilities and services are accessible to individuals of all abilities, promoting inclusivity and equality.
6. **Sustainable Environmental Practices:** Implement sustainable resource management and green infrastructure to reduce the ecological footprint and support environmental health.
7. **Economic Opportunities:** Stimulate local economies through enhanced infrastructure and attractive living conditions that draw businesses and tourism.
8. **Active Lifestyles:** Promote physical activity and healthier living through designs that encourage walking, cycling, and recreational activities.

Performance Measures – KPIs

1. **Number of Councils Implementing SMART City Initiatives:** Track the adoption of SMART city frameworks to gauge progress in integrating advanced urban solutions.
2. **Number of Councils Implementing the Sister City Concept:** Measure the establishment of international collaborations that enhance cultural and economic exchanges.
3. **Performance Indicators in MURNInet:** Utilize MURNInet to monitor and evaluate the effectiveness and impact of urban development initiatives.

Strategic Initiatives

1. Introduce SMART City Concept

Deploy integrated technologies across urban management to enhance governance, energy use, transportation, and infrastructure, promoting an efficient and responsive city environment.

2. Promote Sister City Concept among PBT with International Collaboration

Establish partnerships with cities around the world to foster cultural exchange, economic cooperation, and mutual urban development.

3. Enhance Cross-Border Socio-Economic Activity

Facilitate economic and social interactions across borders to boost trade, tourism, and cultural exchanges, enriching local community life.

SMART City Initiatives

- 1. Smart Mobility and Transportation:** Implement intelligent transportation systems and smart parking solutions to enhance urban mobility and reduce congestion.
- 2. Smart Energy Management:** Develop smart grids and promote renewable energy projects to optimize energy use and sustainability.
- 3. Smart Infrastructure:** Advance the construction of smart buildings and the development of sustainable urban designs that incorporate green spaces and pedestrian-friendly layouts.
- 4. Smart Water Management:** Introduce smart water meters and innovative water recycling systems to improve water use efficiency and sustainability.
- 5. Smart Waste Management:** Optimize waste collection and promote recycling through smart technologies and community participation programs.
- 6. Digital Public Services:** Expand digital access to government services, healthcare, and education to improve convenience and reduce physical barriers.
- 7. Smart Safety and Security:** Enhance public safety through integrated surveillance systems and advanced emergency response capabilities.
- 8. Community Engagement and Social Inclusion:** Develop interactive public spaces and digital platforms that encourage community participation and ensure that all voices are heard in urban planning and governance.

Ease To Do Business

The strategic objective of easing the process of doing business within the context of Local Authorities in Sarawak focuses on creating a supportive environment for entrepreneurs and businesses to start, operate, and expand with minimal bureaucratic hurdles and efficient regulatory frameworks. Given Sarawak's unique geographic, economic, and cultural characteristics, which include significant rural areas and diverse communities, improving the ease of doing business is critical for stimulating local economic development, attracting investment, and enhancing overall competitiveness.

Key Areas for Improvement

1. **Streamlining Permit and Licensing Processes:** Simplify procedures to reduce the time and complexity involved in obtaining necessary permits and licenses.
2. **Property Registration:** Enhance the efficiency of property registration processes to facilitate easier ownership transfers and clear property rights.
3. **Taxation and Fees:** Rationalize taxation structures and fee schedules to make them fair, transparent, and conducive to business growth.
4. **Support Services and Infrastructure:** Strengthen support services and develop robust physical and digital infrastructure that meets the needs of businesses.
5. **Digital Transformation:** Accelerate the digitalization of business processes and government services, including e-government services for business registrations, permit applications, and tax filings.

Intended/Desired Results

1. **Increased Business Formation and Investment:** Attract more entrepreneurs and investors, both local and international, leading to business expansion and increased foreign direct investment.
2. **Economic Diversification:** Facilitate a broader range of business activities and reduce dependency on traditional sectors, fostering resilience against economic downturns.
3. **Job Creation:** Generate significant employment opportunities across various sectors, reducing unemployment rates and improving living standards.
4. **Improved Public Services:** Enhance the efficiency of government services supporting businesses, leading to broader benefits for all citizens.
5. **Strengthened Local Economy:** Build a more dynamic local economy that is better equipped to meet the needs of its residents and compete on a national and global scale.
6. **Improved Quality of Life:** Enhance the quality of life for the people of Sarawak by providing more opportunities for employment, entrepreneurship, and personal development within a sustainable and vibrant economic environment.

Performance Measures – KPIs

1. **Business Registration Time:** Measure the reduction in average time required for a new business to be registered and operational.
2. **Number of New Businesses:** Track the annual increase in new businesses registered in Sarawak.
3. **Investment Inflows:** Monitor the total value of domestic and foreign direct investments received.
4. **Ease of Doing Business Score:** Utilize scores or rankings from surveys or reports that measure the ease of doing business.
5. **Public Service Digitalization Rate:** Assess the percentage of government business services available online.

Strategic Initiatives

1. Digital Transformation of Business Services

Objective: Implement digital platforms for business registrations, permits, and licensing to enhance accessibility and reduce processing times.

Actions:

- Develop an integrated online portal for all business-related government services.
- Provide online training for businesses to facilitate the transition to digital services.

2. One-Stop Business Centres

Objective: Establish comprehensive service centres to streamline business-related procedures and improve service delivery.

Actions:

- Set up physical and virtual one-stop centres that consolidate services from various departments.
- Offer personalized assistance and advisory services, focusing on SMEs.

3. Regulatory Reform and Policy Simplification

Objective: Review and simplify existing regulations and policies to eliminate unnecessary bureaucratic hurdles.

Actions:

- Conduct a thorough review of current business regulations.
- Engage with business communities for feedback on necessary reforms.

4. Infrastructure and Connectivity Enhancement

Objective: Upgrade physical and digital infrastructure to support business operations and enhance connectivity, particularly in rural areas.

Actions:

- Invest in critical infrastructure projects like roads, ports, and broadband networks.
- Collaborate with the private sector to improve digital infrastructure.

Reduce Daily Carbon Footprint

The strategic objective of reducing the daily carbon footprint is crucial in combating climate change and fostering environmental sustainability. This initiative is dedicated to minimizing the total amount of greenhouse gas (GHG) emissions produced both directly and indirectly by organizations, communities, and individuals. The focus spans across various sectors, including energy production and consumption, transportation, manufacturing, and waste management. By implementing strategies to reduce energy usage, shift to renewable energy sources, and promote sustainable transportation and consumption practices, this objective supports the transition towards a low-carbon economy and enhances the quality of life by ensuring a healthier, more sustainable environment.

Key Focus Areas

1. **Energy Efficiency:** Implement energy-saving technologies and behaviours in buildings and industrial processes to significantly reduce energy consumption and associated emissions.
2. **Renewable Energy Adoption:** Increase the use of renewable energy sources like solar, wind, hydro, and biomass to decrease reliance on fossil fuels.
3. **Awareness and Training:** Educate and train employees, stakeholders, and the community on the importance of reducing carbon footprints and adopting sustainable practices.

Intended/Desired Results

1. **Decreased Greenhouse Gas Emissions:** Achieve a significant reduction in emissions across sectors, aligning with global climate goals such as the Paris Agreement.
2. **Enhanced Environmental Quality:** Improve air, and water, quality, leading to healthier ecosystems and greater biodiversity.
3. **Energy Efficiency Gains:** Realize increased energy efficiency, resulting in cost savings and reduced energy consumption across multiple sectors.
4. **Transition to Renewable Energy:** Elevate the share of renewable energy in the overall energy mix, enhancing energy security and sustainability.
5. **Circular Economy Advancement:** Move towards a circular economy by minimizing waste and maximizing the reuse and recycling of resources.
6. **Climate Resilience and Adaptation:** Enhance community and ecosystem resilience against the impacts of climate change through sustainable practices.
7. **Public Health Improvements:** Promote better health outcomes through reduced pollution and the encouragement of active, healthy lifestyles.

Performance Measures – KPIs

1. **Number of Programs Related to Reducing Carbon Footprint:** Track the implementation and effectiveness of carbon reduction initiatives.
2. **Percentage of Waste Minimization:** Measure the reduction in waste production and increase in recycling rates.
3. **Performance Indicator in MURNInet:** Assess the comprehensive impact of these initiatives using a standardized performance monitoring tool.

Strategic Initiatives

1. Sustainable Urban Planning

Objective: Develop urban spaces that promote low-carbon living and energy efficiency.

Actions:

- Implement mixed-use developments to decrease transportation demands.
- Increase urban greenery to improve carbon sequestration.

2. Waste Reduction and Circular Economy

Objective: Reduce waste generation and promote resource recovery and recycling.

Actions:

- Establish advanced recycling facilities and programs.
- Support businesses in implementing circular economy principles.
- Enforce regulations to reduce single-use plastics and promote sustainable alternatives.

Enhance Project Delivery

The strategic objective of enhancing project delivery focuses on improving the implementation of infrastructure and public facilities projects, ensuring they meet scheduled timelines. This objective seeks to enhance accessibility, promote sustainability for long-term benefits, and facilitate socioeconomic activities. By improving project delivery, local authorities can better serve the community by providing timely access to necessary infrastructure, which in turn supports economic growth and improves the quality of life.

Intended Results

Timely Project Completion: Ensure that all projects, especially those involving critical infrastructure and public facilities, are completed within the scheduled timelines, thereby minimizing disruptions and maximizing benefits for the community.

Performance Measure – KPI

1. Percentage of Projects Implemented Within Schedule

- **Formula:** $(\text{Number of Actual Implemented Projects Within Schedule} / \text{Number of Approved Projects Under Purview of MPHLG}) \times 100\%$
- **Purpose:** This KPI measures the efficiency and effectiveness of project management and implementation processes, aiming to identify areas for improvement and ensure accountability.

Strategic Initiatives

1. Stakeholder Engagement

Objective: Enhance collaboration and communication with all stakeholders involved in infrastructure projects, including government departments, contractors, and community representatives, to ensure alignment and address any concerns promptly.

Actions

- Regular stakeholder meetings to discuss project progress and resolve issues.
- Development of a stakeholder communication plan to facilitate transparent and continuous information flow.

2. Monitoring Meetings

Objective: Conduct regular monitoring meetings to oversee project progress and make timely decisions to address any deviations from the planned schedule.

Actions

- Monthly monitoring meetings with project managers and key stakeholders.
- Implementation of corrective actions as necessary to keep the project on track.

3. Monthly Progress Report via Monitoring System

Objective: Implement a robust project monitoring system that provides real-time data on project status, helping project managers and stakeholders stay informed and react quickly to any potential delays.

Actions

- Develop and deploy a digital monitoring system that tracks project milestones and financial expenditures.
- Train project teams on using the monitoring system effectively.

4. Site Visits/Inspections

Objective: Regular site visits and inspections to ensure that work is progressing as scheduled and to identify any issues that could lead to project delays.

Actions

- Scheduled and ad-hoc site inspections by project managers and technical experts.
- Immediate resolution of issues found during inspections to prevent delays.

Formulation or Revision of Standard Operating Procedure (SOP) / Guideline

The strategic objective of formulating or revising Standard Operating Procedures (SOPs) and guidelines is crucial for maintaining adaptability and ensuring continuous improvement within organizations. This objective involves developing new guidelines or reviewing and updating existing ones to align with evolving circumstances, regulations, and technological advancements. The aim is to ensure that all organizational activities and projects operate effectively, efficiently, and in compliance with current standards, enhancing overall organizational performance and accountability.

Intended/Desired Results

Updated and Relevant SOPs/Guidelines: Produce or review SOPs and guidelines to reflect current best practices, ensuring they are comprehensive and applicable to the current operational and regulatory environment.

Performance Measure – KPI

1. **Number of Guidelines/SOP Formulated or Revised**
 - This KPI tracks the quantity of SOPs and guidelines that have been created or updated within a specific timeframe, providing a clear measure of the organization’s commitment to maintaining up-to-date and effective operational standards.

Strategic Initiatives

1. Creating the Framework

Objective: Establish a robust framework for the systematic review and development of SOPs and guidelines.

Actions

- Develop a standardized process for identifying SOPs and guidelines that need formulation or revision.
- Set clear timelines and responsibilities for the development and review process.

2. Lab/Workshop/Engagement with Relevant Agency

Objective: Facilitate collaborative workshops or labs with relevant stakeholders to gather insights and expertise that will inform the SOPs and guidelines.

Actions

- Organize collaborative sessions with internal and external stakeholders, including regulatory bodies, to ensure that the SOPs and guidelines are comprehensive and compliant with legal and industry standards.
- Utilize feedback from these sessions to refine and improve the SOPs and guidelines.

3. Meeting

Objective: Conduct regular meetings to review progress, address challenges, and ensure alignment across the organization during the SOP/guideline development or revision process.

Actions

- Schedule regular update meetings with all stakeholders involved in the SOP/guideline formulation or revision.
- Use these meetings to assess progress, make necessary adjustments, and ensure that deadlines are met.

4. Review/Discussion

Objective: Engage in thorough review and discussion phases to scrutinize the drafted or revised SOPs and guidelines, ensuring they meet the required standards and objectives.

Actions

- Implement peer reviews and discussion forums where SOPs and guidelines can be critically examined and refined.
- Provide opportunities for feedback from different levels within the organization to guarantee that the SOPs and guidelines are practical and effective across all operational areas.



PART 8

STRATEGIC PILLAR

ENVIRONMENTAL HEALTH

*Mosquito fogging,
monitored by Public Health and Environment Health Section*

ENVIRONMENTAL HEALTH

Environmental health plays a critical role in safeguarding the well-being of populations by addressing the aspects of human health influenced by environmental factors. This strategic pillar emphasizes the prevention and control of diseases and injuries that arise from environmental influences such as air pollution, water contamination, hazardous waste, radiation, and the impacts of climate change. Additionally, it focuses on mitigating the health effects of natural disasters like floods, earthquakes, and wildfires. By implementing comprehensive environmental health strategies, the aim is to reduce exposure to harmful environmental factors and enhance public health outcomes.

Strategic Outcomes/Results

Solid Waste Management

1. **Reduced Environmental Pollution:** Implement effective waste diversion strategies like recycling and composting to conserve natural resources and decrease environmental pollution.
2. **Decreased Reliance on Landfills:** Reduce landfill use to lessen environmental degradation and diminish greenhouse gas emissions.

Public Sanitation

1. **Improved Public Health:** Enhance public health by reducing the incidence of sanitation-related diseases.
2. **Enhanced Community Environments:** Increase the quality of urban and rural environments, boosting community satisfaction and well-being.

Wastewater Management

1. **Sustainable Water Resource Management:** Promote the recycling of wastewater to decrease the extraction of freshwater and encourage sustainable water use practices.

Prevention of Communicable Diseases (e.g., Dengue, Rabies)

1. **Reduced Disease Prevalence:** Lower the prevalence and spread of communicable diseases by conducting search and destroy for Aedes mosquitoes and stray dog removal, which contributes to healthier communities and reduces healthcare costs.
2. **Enhanced Public Awareness and Practices:** Improve public awareness and community practices regarding disease prevention and vector control.

Market and Hawker Centre Management

1. **Improved Cleanliness and Hygiene:** Maintain higher standards of cleanliness and hygiene in food service areas, ensuring safe and healthy food consumption.
2. **Operational Efficiency and Sustainability:** Enhance the operational efficiency and sustainability of markets and hawker centres, supporting local economies and small businesses.

Food Safety and Hygiene

1. **Increased Food Premises' Hygiene:** Enhance the quality and hygiene of food establishments by implementing and following standards to ensure food safety and sanitation.
2. **Strengthened Public Trust in Food Safety:** Bolster public trust in the food safety system, supporting the stability and growth of the food industry.

Promote Sustainable Practices

The strategic objective of promoting sustainable practices focuses on fostering the adoption of environmentally friendly, socially responsible, and economically viable methods across all sectors of society. This objective encourages behaviours and operational methods that ensure the current needs are met without compromising the ability of future generations to meet their own. It advocates for the integration of sustainability into the core values and daily operations of both individuals and organizations, emphasizing the importance of preserving ecosystems and promoting equity in resource distribution. By advancing sustainable practices, this strategy aims to enhance the resilience of communities and ecosystems, supporting the sustainable development of societies.

Intended/Desired Results

1. **Widespread Adoption of Sustainable Behaviours:** Achieve broad acceptance and implementation of sustainable practices across communities, leading to significant reductions in environmental degradation.
2. **Social Equity:** Promote fairness and equity in the distribution of resources, ensuring all community members have access to what they need to live well without infringing on the resources of future generations.
3. **Economic Viability:** Encourage economic strategies that support long-term ecological balance, ensuring that economic activities do not compromise environmental and social health.
4. **Enhanced Community and Ecosystem Resilience:** Build robust communities and ecosystems that are capable of withstanding environmental, economic, and social stresses.
5. **Long-term Sustainability of Societies:** Contribute to the development of societies that maintain the capacity to meet the needs of the present without compromising the ability of future generations.

Performance Measure – KPI

1. **Local Authorities Environmental Sustainability Index (LAEVSI)**
 - **Description:** A comprehensive metric designed to evaluate the effectiveness of local authorities in implementing and promoting sustainable practices. The index measures various aspects of sustainability, including waste management, resource conservation, environmental impact, and social equity.
 - **Purpose:** The LAEVSI serves as a benchmark for local authorities to assess their progress in fostering sustainability within their jurisdictions. It helps identify successful initiatives and areas needing improvement, facilitating targeted interventions to enhance overall sustainability performance.

Strategic Initiatives

1. **Waste Minimization Initiatives:** Promote the 3Rs (Reduce, Reuse, Recycle), advocate for the elimination of single-use plastics and Styrofoam to minimize waste and encourage responsible consumption.
2. **Environmental Health Programs through One Health Approach:** Implement holistic programs that connect human health, animal health, and environmental health to create comprehensive strategies for managing public health risks.
3. **Sustainability Education and Awareness Campaigns:** Conduct extensive campaigns to raise awareness about the importance of sustainable practices, aiming to educate the public on how individual actions contribute to broader environmental impacts.
4. **Circular Economy Models:** Encourage businesses to adopt circular economy principles, promoting models that prioritize the reuse, repair, and recycling of materials to minimize waste and extend the life cycle of products.
5. **Regulatory Reforms for Sustainability:** Advocate for and support the reform of existing policies and the introduction of new regulations that require or encourage sustainable practices across various sectors, ensuring sustainability is embedded within operational frameworks.

Enhance Adoption of Waste Management Technologies/Methods

The strategic objective of exploring alternative technology/method for sustainable waste management reduce environmental impacts and promote sustainable resource utilization. Technologies such as incineration, anaerobic digestion, and gasification are pivotal in this process, converting waste materials that would otherwise be destined for landfill into valuable energy resources, thus contributing to environmental sustainability.

Intended/Desired Results

1. **Efficient Waste Management:** Utilisation of technologies to significantly reduce the volume of waste sent to landfills.
2. **Environmental Protection:** Minimize the environmental impact of waste disposal by mitigating pollution and conserving natural habitats.

Performance Measures – KPIs

1. **Percentage of Total Waste Input Converted Other Valuable Products:** Measure the efficiency of waste conversion processes in transforming waste into energy or new products.
2. **Percentage of Valuable Resources Recovered Relative to Total Input Waste:** Track the effectiveness of resource recovery operations.

Strategic Initiatives

1. **Fostering Partnerships:** Establish partnerships with government entities and private sector companies to co-finance, build, and operate waste management using alternative solutions, leveraging the expertise and resources of all parties to enhance project viability and success.
2. **Community Engagement and Education:** Conduct public awareness campaigns to educate community members about the benefits of waste-to-energy conversion, including environmental and economic advantages. Promote community involvement and support for the adoption of the related initiatives.
3. **Regulatory Frameworks and Standards:** Develop and enforce robust regulatory frameworks and operational standards to enable environmentally sustainable, economically feasible, and socially responsible waste management solutions.
4. **Integration with Circular Economy Strategies:** Align the initiatives with broader circular economy principles, focusing on reducing waste generation, maximizing resource recovery, and promoting sustainable consumption patterns among consumers and industries.

Advancing The Sustainable Management of Domestic Wastewater

The strategic objective of advancing the sustainable management of domestic wastewater focuses on optimizing the treatment, disposal, and reuse of wastewater to safeguard public health, protect environmental integrity, and support economic development. Effective management of domestic wastewater is crucial for preventing pollution, conserving water resources, and maintaining ecological balance. This initiative seeks to enhance the sustainability of wastewater operations through innovative technologies, effective public education, and robust regulatory frameworks, ensuring that wastewater management contributes positively to community health and environmental conservation.

Intended/Desired Results

1. **Enhanced Wastewater Treatment Efficiency:** Significantly improve the efficiency and effectiveness of wastewater treatment processes to ensure cleaner discharge that meets or exceeds environmental standards.
2. **Increased Water Reuse:** Expand the use of treated domestic wastewater for non-potable purposes, thereby reducing the pressure on freshwater resources and promoting water conservation.
3. **Improved Public Health and Environmental Safety:** Minimize health risks and environmental impact associated with untreated or inadequately treated wastewater.
4. **Elevated Public Awareness:** Raise awareness about the benefits of sustainable wastewater management and the importance of water conservation among the general public.
5. **Stronger Regulatory Compliance:** Achieve higher levels of compliance with wastewater management regulations, ensuring that all practices adhere to the latest environmental protection standards.
6. **Enhanced Stakeholder Collaboration:** Strengthen collaboration among key stakeholders to foster innovation and share sustainable practices in wastewater management.

Performance Measures – KPIs

1. **Percentage of Compliance:** Measure the proportion of wastewater treatment facilities that comply with national and international environmental standards.

Strategic Initiatives

1. **Advanced Wastewater Treatment Technologies:** Invest in and implement cutting-edge technologies such as membrane bioreactors, advanced oxidation processes, and constructed wetlands to enhance the treatment efficiency and sustainability of wastewater management systems.
2. **Water Reuse Programs:** Develop and promote the use of treated wastewater for non-potable applications, such as agricultural irrigation, industrial processes, and landscape maintenance, to decrease reliance on freshwater sources.
3. **Public Education and Awareness Campaigns:** Launch comprehensive educational campaigns to inform the public about the critical importance of water conservation, the advantages of wastewater recycling, and proper waste disposal practices to prevent contamination of treatment systems.
4. **Regulatory and Policy Enhancements:** Review and update existing wastewater management regulations and policies to incorporate incentives for adopting water-efficient technologies and practices in residential and commercial settings.
5. **Stakeholder Collaboration:** Facilitate collaboration among government entities, industry experts, non-profit organizations, local communities, and international bodies to exchange knowledge, best practices, and innovative technologies in the field of sustainable wastewater management.
6. **Monitoring and Compliance Systems:** Establish robust monitoring frameworks and compliance systems to ensure that wastewater management practices are effectively implemented and contribute to public health and environmental safety.



PART 9
STRATEGIC PILLAR
AFFORDABLE HOUSING OWNERSHIP

AFFORDABLE HOUSING OWNERSHIP

The Affordable Housing Ownership initiative, spearheaded by the Ministry of Public Health, Housing and Local Government Sarawak, aims to make homeownership a reality for individuals and families within the B40 and M40 income groups. By offering housing accommodations priced not more than RM300,000.00, this pillar targets the provision of equitable and sustainable housing solutions. This strategic approach is designed to ensure that a diverse range of people can access decent, safe, and conducive living environments, thereby supporting community stability and enhancing the quality of life for residents.

Strategic Outcomes

1. Fulfilment of Housing Needs

Outcome Description: Guarantee that the housing needs of the targeted groups are adequately met. The initiative will ensure that these groups have access to housing options that are tailored to their specific requirements in terms of affordability, size, and location, thereby promoting residential stability and security.

2. Enhanced Accessibility and Affordability of Homeownership

Outcome Description: Significantly increase the accessibility and affordability of homeownership for the B40 and M40 income brackets. This will be achieved through the implementation of supportive policies, financial assistance programs, and streamlined procedures that lower the barriers to purchasing a home.

3. Improved Quality of Life

Outcome Description: Elevate the overall quality of life for homeowners within these income groups by providing housing that is not only affordable but also integrates necessary amenities and services. These include access to quality education, healthcare facilities, public transportation, and local employment opportunities, which are essential for fostering a sustainable and enriched community environment.

Enhance Accessibility to Affordable Housing

In the face of escalating construction costs and stagnant household incomes, the affordability and accessibility of housing have become critical challenges, particularly for the B40 and M40 income groups in Sarawak. The government is committed to addressing these challenges by enhancing and formulating robust policies, providing financial assistance, and encouraging the development of affordable housing. This initiative aims not only to ensure that targeted groups can acquire decent housing but also to safeguard homeowners' rights, thereby improving their quality of life. By implementing a comprehensive framework, the government envisions an increase in homeownership, a reduction in illegal settlements, and the development of communities that support health, harmony, and sustainable growth.

Intended Results

1. **Meet Housing Needs:** Ensure that the housing needs of the targeted groups are met, providing stability and security.
2. **Reduce Illegal Settlements:** Minimize illegal settlements on state land through increased housing availability.
3. **Enhance Quality of Life:** Improve the overall well-being of residents through better living conditions.
4. **Promote Healthy and Harmonious Environments:** Foster communities that support health and social harmony.
5. **Increase Longevity and Well-being:** Enhance the general health and longevity of the population with improved living standards.
6. **Stimulate Physical Development:** Encourage the development of infrastructure and amenities in residential areas.
7. **Support Essential Infrastructure:** Facilitate the construction of necessary infrastructure like schools, hospitals/clinics, and police stations.
8. **Improve Housing Accessibility and Affordability:** Make it easier and more affordable for people to own homes.

Performance Measure – KPI

1. **Yearly Increase in Homeownership:** Achieve a 3% annual increase in the ownership of affordable houses.

Data Overview

- **Private Sector Approvals**
 - 2022: 1,250 affordable houses approved.
 - 2023: 1,342 affordable houses approved.
- **Public Sector Sales**
 - 2022: 268 houses (RSP & PPR) sold.
 - 2023: 348 houses (RMM & RSP) sold.

Strategic Initiatives

1. Policy Enhancements

- Implement a Housing Levy and establish a Housing Trust Fund for Affordable Housing.
- Waive land premiums to reduce the cost burden on developers and homeowners.

2. Financial Assistance Initiatives

- Introduce housing vouchers and a Housing Guarantee Scheme (SJKP) to assist potential buyers financially.

3. Strategic Land Bank Development

- Identify and develop strategic land bank locations that are

suitable for affordable housing projects.

4. Monitoring Mechanism Improvements

- Strengthen the monitoring mechanisms to ensure compliance with housing policies and standards.

5. Establishment of PPR by the State Government

- Develop and implement the Program Perumahan Rakyat (PPR) to provide state-supported affordable housing options.



PART 10

IMPLEMENTATION AND DELIVERY

IMPLEMENTATION AND DELIVERY

The successful implementation of the Plan is crucial in ensuring the organization moves alongside the Sarawak Aspirations 2030. Effective execution of strategic initiatives identified under every strategic objective not only deliver strategic results under four strategic themes but will drive MPH LG closer towards the vision. The high-level strategy provides clear roadmap for the organization to move forward in the right direction. Organizational resources must be mobilized towards achieving results across four perspectives (organizational capacity, internal process/program/ /service delivery, financial and customers perspectives).

The strategic action plan translates the high-level strategy into actionable results with specific performance measures and targets to be accomplished within the 5 years period. To ensure rapid and effective delivery, clear roles and governance structure to manage the strategic plan is essential. The management team together with staff from every business unit need to work as one team and not operating in silo. The operational management of the organization that includes getting systems, processes continuously improved and the capacity of the organization rigorously developed plays important roles in positioning MPH LG as leader in transforming service delivery in SCS.

Roles Of Management Team

Management team of MPH LG, is responsible for accomplishment of all strategic objectives and the execution of all strategies or high impact initiatives outlined in the strategic plan.

Priority

The management team must place top priority on the implementation of all strategies (strategic objectives) and action plan.

Heads Of Division/Section/Unit

Heads of Division are responsible for the implementation of all strategic objectives and Heads of Section, or Unit are responsible for the implementation of strategic initiatives (programs and projects) and achievement of KPI outlined in the action plan.

Alignment

Every business/function unit or division must not operate in silo and need to continuously appraise performance and constantly align to the strategic objectives and the vision of the organisation.

Implementation Of Strategic Plan

The implementation mechanism must be put in place to effectively execute the plan and achieve KPI as targeted.

Committee

A special committee oversees and monitors the implementation and evaluate performance aimed at: -

1. Monitor and evaluate the KPI.
2. Review performance annually
3. Handle and resolved issues related to the execution and implementation of the plan.

Officer In-Charge of Strategic Plan

Head of Management Services Division of MPHLG is responsible to: -

1. Present the implementation and performance report to the management team.
2. Update data and records related to the strategic plan.
3. Monitor overall performance of the strategic plan using MPHLG Corporate Scorecard.
4. Execute any decision made by the committee related to the plan.
5. Enhance buy-in and support to the strategic plan among staff.
6. Promote the strategic direction of the plan to stakeholders.

Evaluation Of the Strategic Plan

Changes inside and outside MPHLG require that the strategic plan be revisited annually. The review and evaluation of the strategic plan should encompass the following: -

Strategic Objective

Any changes in the pillars of excellence and strategic results require review to the strategic objectives. Strategic objectives should also be evaluated during the mid-term (2026) review of the strategic plan.

Strategic Initiative

Programs and projects intended to deliver continuous improvement in every strategic objective must be remained relevant and workable for implementation. Therefore, programs and projects in the strategic action plan must be reviewed and updated as and when necessary.

The performance of the Strategic Action Plan 2024 – 2028 shall be evaluated based on actual performance against targets using the Corporate Scorecard.

MPHLG Strategy Orientation

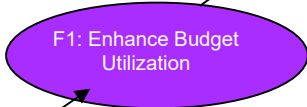
Vision: Sustainable Living Environment for All

Strategic Pillars: Operational Excellence Regulatory Policy Sustainable Community Environmental Health Affordable Housing Ownership

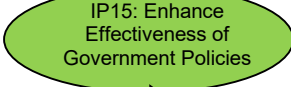
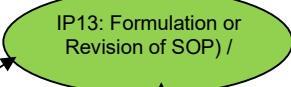
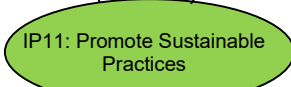
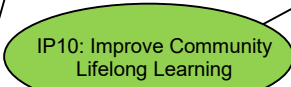
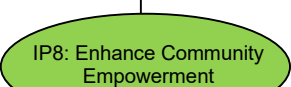
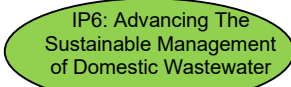
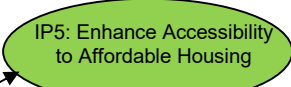
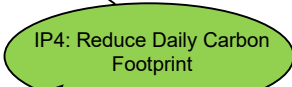
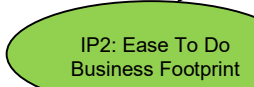
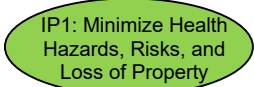
Customer & Stakeholder Perspective



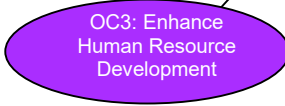
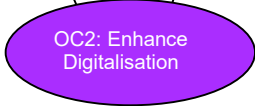
Financial Perspective



Internal Perspective



Organizational Capacity Perspective



Legend:

- Functional
- Common

MPHLG SUSTAINABILITY MATRIX TABLE

PCDS 2030		SUSTAINABLE DEVELOPMENT GOALS & TARGETS								
PCDS Strategic Thrusts	PCDS Economic Sectors	SDG11	Sustainable Cities & Communities	SDG6	Clean Water and Sanitation	SDG12	Responsible Consumption & Production			
2	Ease of Doing Business	1	Manufacturing	Target 11.1	Safe & affordable Housing	Target 6.2	Sanitation and Hygiene	Target 12.5	Reduce waste generation through prevention, reduction, recycling and reuse	
4	Optimise Asset & Human Capital	2	Agriculture	Target 11.3	Inclusive & Sustainable Urbanization	Target 6.3.1	Domestic and industrial wastewater	SDG13	Climate Action	
5	Digital & Execution	3	Tourism	Target 11.4	Protect Cultural & Natural Heritage.	SDG7	Affordable & Clean Energy	Target 13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters	
6	Social Inclusivity	4	Forestry	Target 11.5	Reduce the adverse effects of natural disasters	Target 7.3	Energy Efficiency	SDG16	Peace, Justice and Strong Institution	
7	Environmental Sustainability	5	Mining	Target 11.6	Reduce Environmental Impact of Cities	SDG8	Decent Work and Economic Growth	Target 16.5	Reduce corruption and bribery in all their forms	
PCDS Key Enablers		6	Services	Target 11.7	Provide Access to Safe & Inclusive Green and Public Space.	Target 8.3	Support business growth, entrepreneurship, SME	SDG17	Partnership for the Goals	
1	Digital Transformation			Target 11.8	Implement Policies for Inclusion, Resource Efficiency & Disaster Risk Reduction	SDG9	Industry, Innovation & Infrastructure	Target 17.17	Encourage and promote effective public, public-private and civil society partnerships	
2	Innovation			SDG3	Good Health and Wellbeing	Target 9.1	Develop quality, reliable, sustainable and resilient infrastructure	SDG4	Quality Education	
3	Education & Human Capital	3		Target 3.3	Infectious diseases	Target 9.3	Access of small-scale industrial and other enterprises	Target 4.6	Universal literacy and numeracy	
4	Basic Infrastructure	4		Target 3.9	Environmental health	Target 9.4	Increase access to information and communications technology	SDG10	Reduce Inequality	
5	Utilities	SUSTAINABILITY PILLARS: 1. ENV: Environmental 2. SOC: Social 3. ECO: Economic							Target 10.2	Empower and promote the social, economic and political inclusion
6	Transport							Target 10.3	Equal opportunity and reduce inequalities of outcome,	
7	Renewable Energy									

MPHLG SUSTAINABILITY MATRIX (PCDS & SDG)

Strategic Objective	Initiative	Sustainability Pillars	PCDS – Strategic Thrust	PCDS – Key Enablers	PCDS – Economic Sectors	SDGs & Targets
STRATEGIC PILLAR: OPERATIONAL EXCELLENCE						
Enhance Customer Satisfaction	Conduct Comprehensive Customer Satisfaction Surveys	SOC	6	-	6	-
	Implement a Real-Time Feedback System	SOC	6	-	6	-
	Establishment and Regular Update of Service Guidelines	SOC	2	-	6	-
	Quality Service Culture Campaigns	SOC	2	-	6	-
Enhance Prudent Use of Budget	Continuous Monitoring through Sarawak Accounting System (SAS)	ECO	4	-	-	-
	Budget Allocation and Utilization Analysis	ECO	4	-	-	-
Enhance Financial Regulatory Compliance	Inspection Using eCSA Criteria	ECO	4	-	-	-
	Internal Financial Compliance Monitoring and Control	ECO	4	-	-	-
	Service Process Reengineering	ECO	2	2	6	-
Enhance Service Delivery	Digital Transformation of Services	ECO	2	2	6	-
	Customer Feedback System Enhancement	SOC	2	2	6	-
	Adoption of Best Practices and Innovations	ECO	2	2	6	-
	Update Client Charter:	SOC	2	2	6	-
	Development of HRD Plan	SOC	4	3	6	-
Enhance Human Resource Development	Staff Job Competency Profiling	SOC	4	3	6	-
	Training Needs Analysis (TNA)	SOC	4	3	6	-

Strategic Objective	Initiative	Sustainability Pillars	PCDS – Strategic Thrust	PCDS – Key Enablers	PCDS – Economic Sectors	SDGs & Targets
Enhance Digitalisation	Digital Infrastructure Overhaul	ECO	2	1	6	SDG9
	Development of E-Government Services	ECO	2	1	6	SDG9
	Data Security Enhancements	ECO	2	1	6	SDG9
Internalize Shared Values	Analytics and Business Intelligence Implementation	ECO	2	1	6	SDG9
	Internal Culture Rating Survey	SOC	6	3	6	-
	Implement Culture Change Planned Programs	SOC	6	3	6	-
STRATEGIC PILLAR: REGULATORY POLICY						
Enhance Effectiveness of Government Policies	Prioritise Review or amend the legislation to be drafted or reviewed.	ENV	2	-	6	SDG16
	Engagement with the stakeholders	SOC	2	-	6	SDG16
	Legislations submit to SAG for vetting and endorsement	ENV	2	-	6	SDG16
STRATEGIC PILLAR: SUSTAINABLE COMMUNITY						
Enhancing Community Empowerment	Strengthen Implementation/Valuation of MurniNet	SOC	6	-	6	SDG11
	Implement Localization of SDGs	SOC	6	-	6	SDG11
	Recognize Community and Local Government Achievements	SOC	6	-	6	SDG11
Minimize Health Hazards, Risks, and Loss of Property	Introduce Safe City Programme	ENV	7	-	6	SDG11
	Introduce Ageing City and Child-Friendly City Concepts	SOC	6	-	6	SDG11
	Collaboration Program with Other Stakeholders	SOC	6	-	6	SDG11

Strategic Objective	Initiative	Sustainability Pillars	PCDS – Strategic Thrust	PCDS – Key Enablers	PCDS – Economic Sectors	SDGs & Targets
Improve Community Lifelong Learning	Digital Library Access Expansion	SOC	6	3	6	SDG4
	Digital Literacy Empowerment Program	SOC	6	3	6	SDG4
	Community Engagement and Collaborative Learning	SOC	6	3	6	SDG4
Conducive Living Environment	Introduce SMART City Concept	ENV	7	4	6	SDG11
	Promote Sister City Concept among PBT with International Collaboration	SOC	6	4	6	SDG11
	Enhance Cross-Border Socio-Economic Activity	ECO	2	4	6	SDG11
Ease To Do Business	Digital Transformation of Business Services	ECO	2	1	6	SDG9
	One-Stop Business Centres	ECO	2	1	6	SDG9
	Regulatory Reform and Policy Simplification	ECO	2	1	6	SDG9
Reduce Daily Carbon Footprint	Infrastructure and Connectivity Enhancement	ECO	2	1	6	SDG9
	Sustainable Urban Planning	ENV	7	4	1	SDG13
	Waste Reduction and Circular Economy	ENV	7	4	1	SDG13
Enhance Project Delivery	Stakeholder Engagement	ECO	2	-	6	SDG17
	Monitoring Meetings	ECO	2	-	6	SDG17
	Site Visits/Inspections	ECO	2	-	6	SDG17

Strategic Objective	Initiative	Sustainability Pillars	PCDS – Strategic Thrust	PCDS – Key Enablers	PCDS – Economic Sectors	SDGs & Targets	
Formulation or Revision of Standard Operating Procedure (SOP) / Guideline	Lab/Workshop/Engagement with Relevant Agency	ECO	2	-	6	SDG17	
	Meeting	ECO	2	-	6	SDG17	
STRATEGIC PILLAR: ENVIRONMENTAL HEALTH							
Promote Sustainable Practices	Waste Minimization Initiatives	ENV	7	-	6	SDG13	
	Environmental Health Programs	ENV	7	-	6	SDG3	
	Sustainability Education and Awareness Campaigns	ENV	7	-	6	SDG3	
	Regulatory Reforms for Sustainability	ENV	7	-	6	SDG3	
	Process Improvements in Waste Conversion	ENV	7	-	1	SDG12	
Enhance Adoption of Waste Management Technologies/Methods	Regulatory Frameworks and Standards	ENV	7	7	1	SDG7	
	Advanced Wastewater Treatment Technologies	ENV	7	5	6	SDG7	
	Water Reuse Programs	ENV	7	5	6	SDG12	
	Public Education and Awareness Campaigns	ENV	7	5	6	SDG12	
	Regulatory and Policy Enhancements	ENV	7	5	6	SDG12	
Advancing The Sustainable Management of Domestic Wastewater	Stakeholder Collaboration	ENV	7	5	6	SDG12	
	STRATEGIC PILLAR: AFFORDABLE HOUSING OWNERSHIP						
	Policy Enhancements	SOC	6	-	6	SDG11	
	Financial Assistance Initiatives	SOC	6	-	6	SDG11	
	Strategic Land Bank Development	SOC	6	-	6	SDG11	
Enhance Accessibility to Affordable Housing							

Strategic Objective	Initiative	Sustainability Pillars	PCDS – Strategic Thrust	PCDS – Key Enablers	PCDS – Economic Sectors	SDGs & Targets
	Monitoring Mechanism Improvements	SOC	6	-	6	SDG11
	Establishment of PPR by the State Government	SOC	6	-	6	SDG11

STRATEGIC ACTION PLAN 2024 – 2028

STRATEGIC OBJECTIVES	STRATEGIC PARTNER	PERFORMANCE MEASURE	ANNUAL TARGET				STRATEGIC INITIATIVE (PROGRAM/PROJECTS)
			2024	2025	2026	2027	
STRATEGIC PILLAR: OPERATIONAL EXCELLENCE							
Enhance Customer Satisfaction	All Sections/ Units HRDMU SCSDU	Customer Satisfaction Rating	85%	85%	85%	85%	<ol style="list-style-type: none"> 1. Conduct Comprehensive Customer Satisfaction Surveys 2. Implement a Real-Time Feedback System 3. Establishment and Regular Update of Service Guidelines 4. Quality Service Culture Campaigns
Enhance prudent use of budget		Percentage of Budget Utilization	95%	95%	95%	95%	<ol style="list-style-type: none"> 1. Continuous Monitoring through Sarawak Accounting System (SAS) 2. Budget Allocation and Utilization Analysis
Enhance Financial Regulatory Compliance	All Sections/ Units SFSO Treasury	Electronic Compliance Self-Assessment (eCSA) Score	90%	90%	90%	90%	<ol style="list-style-type: none"> 1. Inspection Using eCSA Criteria. 2. Internal Financial Compliance Monitoring and Control 3. Internal financial compliance monitoring and control based on – <ul style="list-style-type: none"> o SFS circulars, o Treasury Instruction o Financial management procedures under ISO 9001: 2015
Enhance Service Delivery	All Sections/ Units SCSDU SMA SAINS	Operations Efficiency Rating (%) – Client Charter	90%	95%	100%	100%	<ol style="list-style-type: none"> 1. Service Process Reengineering 2. Digital Transformation of Services 3. Customer Feedback System Enhancement 4. Adoption of Best Practices and Innovations
		Percentage implementation of approved and adopted standards.	50%	60%	70%	70%	80%

Note: Performance measures and targets for Year 2025 onwards are subject to revision based on changes in internal and external factors including strategic direction of the Sarawak Government.

STRATEGIC OBJECTIVES	STRATEGIC PARTNER	PERFORMANCE MEASURE	ANNUAL TARGET				STRATEGIC INITIATIVE (PROGRAM/PROJECTS)	
			2024	2025	2026	2027		2028
Enhance Human Resource Development	All Division HRDMU Leadership Institute (LI)	Percentage of staff achieved targeted SCS Training Hours Recorded in GEMIS	90%	90%	90%	90%	90%	1. Development of HRD Plan 2. Staff Job Competency Profiling 3. Training Needs Analysis (TNA) 4. Training Effectiveness Analysis (TEA)
		Percentage reduction in competency gap	-	-	30%	50%	80%	
		Percentage of staff achieve 85% and above in LNPT of the current year	80%	80%	80%	80%	80%	
Enhance Digitalisation	All PBTs	Percentage of PBT services online end-to-end	80%	80%	80%	80%	80%	1. Develop business intelligence capability (data warehouse) 2. Enforcement on utilization of ESS 3. Improve digital literacy and awareness. 4. Develop digital services (internal & external services)
Internalize Shared Values	All Division HRDMU	Internal Culture Rating	80%	80%	80%	80%	80%	1. Internal Culture Rating Survey 2. Implement culture change planned programs. 3. Implement OACP
		Number of Culture Change Related Programs Conducted	4	4	4	4	4	
STRATEGIC PILLAR: REGULATORY POLICY								
Enhance effectiveness of government policies	SAGC Local Authorities Agencies under MPHLG	Progress of legal drafted or review	100%	100%	100%	100%	100%	1. Prioritise Review or amend the legislation to be drafted or reviewed. 2. Engagement with the stakeholders, 3. Legislations submit to SAG for vetting and endorsement. 4. Monitoring of implementation effectiveness
		Number of legislations drafted, reviewed, or amended	2	3	3	3	4	

Note: Performance measures and targets for Year 2025 onwards are subject to revision based on changes in internal and external factors including strategic direction of the Sarawak Government.

STRATEGIC OBJECTIVES	STRATEGIC PARTNER	PERFORMANCE MEASURE	ANNUAL TARGET				STRATEGIC INITIATIVE (PROGRAM/PROJECTS)	
			2024	2025	2026	2027		2028
STRATEGIC PILLAR: SUSTAINABLE COMMUNITY								
Enhancing Community Empowerment	All PBTs	Number of programs related to SDGs implemented in PBTs	130	143	157	172	189	<ol style="list-style-type: none"> 1. Strengthening the implementation/ valuation of MurniNet 2. Setting up the SDG Localization committee at Ministry and PBT Level 3. Implementing Localization of SDGs 4. Continually improve Localization of Sustainable Development Goals Guideline for Sarawak Local Authority 5. Recognition to Community and PBT
		Number PBT achieving Sustainable City Rating in MURNInets	2	4	6	8	10	
		Number of Program Receiving Award by Community & PBT	3	5	7	9	11	
		Number of Report related to SDG	80	100	120	140	160	
Minimize Health Hazards, Risks, and Loss of Property	All PBTs	Number of LAs Implement Program related to health	6	10	15	20	25	<ol style="list-style-type: none"> 1. Introduce Safe City Programme 2. Introduce Ageing City and Child-Friendly City Concepts 3. Collaboration Program with Other Stakeholders
		Number LAs achieving Sustainable City Rating in MURNInets	2	4	6	8	10	
Improve Community Lifelong Learning	All PBTs	Number of engagement with PUSTAKA and PBT (1st - 2nd quarter 2024)- To get a final agreement/concession.						<ol style="list-style-type: none"> 1. Digital Library Access Expansion 2. Digital Literacy Empowerment Program 3. Community Engagement and Collaborative Learning
Conducive Living Environment	All PBTs	Number of council implement SMART City	2	3	4	5	5	<ol style="list-style-type: none"> 1. Introduce SMART City Concept 2. Promote Sister City Concept among PBT with International Collaboration 3. Enhance Cross-Border Socio-Economic Activity
		Number of council implement Sister City Concept	2	4	6	8	10	

Note: Performance measures and targets for Year 2025 onwards are subject to revision based on changes in internal and external factors including strategic direction of the Sarawak Government.

STRATEGIC OBJECTIVES	STRATEGIC PARTNER	PERFORMANCE MEASURE	ANNUAL TARGET				STRATEGIC INITIATIVE (PROGRAM/PROJECTS)	
			2024	2025	2026	2027		2028
Ease To Do Business	All PBTs	Percentage increase in issuance of business license					<ol style="list-style-type: none"> Digital Transformation of Business Services One-Stop Business Centres Regulatory Reform and Policy Simplification Infrastructure and Connectivity Enhancement 	
Reduce Daily Carbon Footprint	All PBTs MOT MIPD JKR MUJENR NREB MEESTY	Number of programmes related to reducing carbon footprint.	55	80	105	130	155	<ol style="list-style-type: none"> Green Transportation Systems Sustainable Urban Planning Waste Reduction and Circular Economy
Enhance Project Delivery		Percentage of project implemented within schedule	10%	20%	10%	20%	20%	<ol style="list-style-type: none"> Stakeholder Engagement Monitoring Meetings Site Visits/Inspections
Formulation or Revision of Standard Operating Procedure (SOP) / Guideline	All PBTs	Number of Guidelines/SOP formulated or revised.	1	-	1	-	1	<ol style="list-style-type: none"> Lab/Workshop/Engagement with Relevant Agency Meeting
STRATEGIC PILLAR: ENVIRONMENTAL HEALTH								
Enhance Compliance to Environmental Health Regulations	All PBTs	Local Authorities Public Health Performance Index (LAPHI)	50%	60%	70%	80%	80%	<ol style="list-style-type: none"> Promote widespread adherence to environmental regulations, encouraging responsible behaviour among individuals and businesses. Monitoring the implementation of the guidelines and policies carried out at the Local Authorities' level. <ul style="list-style-type: none"> Local Authorities' Food Premise Grading Local Authorities' Public Toilet Star Rating Local Authorities' Rabies Eradication Programs

Note: Performance measures and targets for Year 2025 onwards are subject to revision based on changes in internal and external factors including strategic direction of the Sarawak Government.

STRATEGIC OBJECTIVES	STRATEGIC PARTNER	PERFORMANCE MEASURE	ANNUAL TARGET					STRATEGIC INITIATIVE (PROGRAM/PROJECTS)
			2024	2025	2026	2027	2028	
Promote Sustainable Practices	All PBTs	Local Authorities Environmental Sustainability Index (LAEVSI)	50%	60%	70%	80%	80%	<ol style="list-style-type: none"> Waste Minimization Initiatives Environmental Health Programs Sustainability Education and Awareness Campaigns Regulatory Reforms for Sustainability
Enhance Adoption of Waste Management Technologies/Methods	All PBTs MEESTY MUDENR NREB	Percentage of total waste that is converted into other valuable products.	2%	2%	3%	4%	5%	<ol style="list-style-type: none"> Process Improvements in Waste Conversion Regulatory Frameworks and Standards
Advancing The Sustainable Management of Domestic Wastewater	All PBTs SSD	Percentage of compliance	5%	10%	15%	30%	60%	<ol style="list-style-type: none"> Advanced Wastewater Treatment Technologies Public Education and Awareness Campaigns Regulatory and Policy Enhancements Stakeholder Collaboration
STRATEGIC PILLAR: AFFORDABLE HOUSING OWNERSHIP								
Enhance Accessibility to Affordable Housing	HDC Mutiarra S/B SHEDA	Percentage increase in ownership of Affordable Houses	3%	3%	3%	3%	3%	<ol style="list-style-type: none"> Policy Enhancements Financial Assistance Initiatives Strategic Land Bank Development Monitoring Mechanism Improvements Establishment of <i>Program Perumahan Rakyat</i> (PPR) by the State Government

Note: Performance measures and targets for Year 2025 onwards are subject to revision based on changes in internal and external factors including strategic direction of the Sarawak Government.

CORPORATE SCORECARD 2024

VISION	Sustainable Living Environment for All			
MISSION	We are Committed To Improve the Quality of Life of Our Community Through Good Governance			
STRATEGIC THEMES	Operational Excellence	Regulatory Policy Excellence	Sustainable Environment Excellence	Sustainable Community Excellence
STRATEGIC RESULTS	High performing organization	Good Governance	Sustainable Environment	Social Inclusivity, Economic Prosperity
				Efficient Local Authority

STRATEGIC OBJECTIVES	PERFORMANCE MEASURE	WEIGHTAGE	TARGET		STRATEGIC INITIATIVE (PROGRAM/PROJECTS)	STRATEGIC OBJECTIVES OWNER
			(IV/T)	(ST)		
CUSTOMER & STAKEHOLDER PERSPECTIVE (30%)						
CS1: Enhance Customer Satisfaction	Customer Satisfaction Rating	30%	80	85/90	Conduct Survey with Clients Note: Questionnaires to base on functions of Ministry Clients: 1. 24 PBT. 2. Tribunal. 3. Housing. 4. MPHILG.	Head of Management Services Section
FINANCIAL PERSPECTIVE (15%)						
F1: Enhance prudent use of budget	Percentage of Budget Utilization	7.5%	90	95/100	Monitor budget allocation and utilization for compliance Note: Involving both development & operation expenditures for local government & housing	Head of Finance and Procurement Section
F2: Enhance Financial Regulatory Compliance	Electronic Compliance Self-Assessment (eCSA) Score	3.75%	85	90/95	Evaluation through Electronic Compliance Self-Assessment (eCSA)	Head of Integrity, Audit and Inspectorate Unit
	Financial Management Compliance Index	3.75%	70	80/90	Compliance to Circular from SFS /14267/1(57) dated 28.12.2015	

STRATEGIC OBJECTIVES	PERFORMANCE MEASURE	WEIGHTAGE	TARGET		STRATEGIC INITIATIVE (PROGRAM/PROJECTS)	STRATEGIC OBJECTIVES OWNER
			(IV)	(T/ST)		
INTERNAL PROCESS PERSPECTIVE (40%)						
IP1: Enhance Home Ownership	Number of applications approved for Sarawak Rental Assistance Scheme (SRAS)	3%	500	550/600	Enhancement of SRAS TOR (requirement) and engagement.	Head of Monitoring and Housing Information Management Section
	Percentage Utilization of RM50 million State Fund for "Skim Pinjaman Rumah Panjang "	3%	90	95/100	Utilization of RM50 million State Fund for <i>Skim Pinjaman Rumah Panjang</i>	Head of Housing Planning and Policy Section
IP2: Enhance Project Delivery	Percentage of physical projects implemented within schedule	3%	65	75/85	<ol style="list-style-type: none"> Meeting Progress report Site visit 	
	Percentage of projects completed under <i>Program Pembasmian Kemiskinan Bandar</i> (PPKB)	3%	85	90/95	<ol style="list-style-type: none"> Project monitoring and sick project intervention. Outreach Program to increase application Provide Training to PPKB Technical Officers on house repair and house construction's technic, <i>Garis Panduan Teknikal</i>, Bill Of Quantity and Technical drawing. Provide Training to PPKB Focal Person on E-Kasih, application process and <i>Akaun khusus</i> 	Head of Development and Technical Service Section
IP3: Enhance Community Engagement and Empowerment	Number of successful programs implemented at PBT Libraries	3%	800	1000/1200	To organise programs at PBT's libraries.	Head of Community Education Section
	Percentage of Programmes aligned to SDG initiatives implemented on schedule by Local Authorities	3%	70	75/80	<ol style="list-style-type: none"> Localization of Sustainable Development Goals for Sarawak Local Authorities. Project monitoring and setting direction for community programmes and project 	Head of Urban Sustainability Section

STRATEGIC OBJECTIVES	PERFORMANCE MEASURE	WEIGHTAGE	TARGET	STRATEGIC INITIATIVE (PROGRAM/PROJECTS)	STRATEGIC OBJECTIVES OWNER
			(IV/T/ST)		
IP4: Enhance Public Health Sustainability	Local Authority Public Health Performance Index (LAPHI)	3%	50/60/70	<ol style="list-style-type: none"> Formulating and establishing Local Authority Public Health Performance Index (LAPHI) as follows: <ul style="list-style-type: none"> Food Premises Cleanliness Grading Rabies Eradication Programmes Public Toilet Star Rating Briefing and circulation of LAPHI to 24 Local Authorities. Collecting the reports for the implementation of LAPHI for Quarter 1 to Quarter 4. Analyzing final report of the LAPHI. 	Head of Public Health and Environment Health Section
			50/60/70	<ol style="list-style-type: none"> Formulating and establishing Local Authority Environmental Sustainability Performance Index (LAEVSI) as follows: <ul style="list-style-type: none"> Waste Minimization Efforts One Health Promotion Briefing and circulation of LAEVSII to 24 Local Authorities. Collecting the reports for the implementation of LAEVSII for Quarter 1 to Quarter 4. Collecting recycling data from schools and NGOs from each local authority quarterly. Analyzing final report of the LAEVSII. 	
IP6: Improve Assessment Rates Collection	Percentage of assessment rates collection for current year	3%	85/90/95	Monitoring on collections of assessment rates	Head of Valuation, Rating and Strata Management Section
	Percentage of collection for outstanding rates	2%	30/35/40	Monitoring on collection of outstanding rates	

STRATEGIC OBJECTIVES	PERFORMANCE MEASURE	WEIGHTAGE	TARGET	STRATEGIC INITIATIVE (PROGRAM/PROJECTS)	STRATEGIC OBJECTIVES OWNER
			(IV/T/ST)		
IP7: Strengthen Service Digitalization	Percentage of new/improved digital services in used	3%	70/ 80 /90	Enhance the execution and delivery of key business processes in 24 Local Authorities and MPHLG through digitalization of processes and services	Head of Management Services Section
IP8: Enhance Legal Provision and Enforcement	Percentage of legal review or legislation	4%	80/ 90 /100	Review outdated/ introduce new laws & regulations: 1. Listing and identify law to be introduced or reviewed; 2. Prioritize the law to be introduced or reviewed; 3. Engagement and discussion with stakeholders; 4. Final Draft send to SAG for endorsement.	Head of Legal and Policy Unit
IP9: Enhance Service Delivery	Operation Efficiency Rating	4%	80/ 90 /100	Improve Ministry's operational services by continuously reviewing and evaluating client charter achievement.	Head of Management Services Section
ORGANIZATIONAL CAPACITY PERSPECTIVE (15%)					
OC1: Enhance Training & Development	Percentage of staff achieving targeted SCS training hours in GEMS	5%	90/ 95 /100	1. Training record in GEMs 2. Conduct training based on Ministry 's training calendar 3. In-house knowledge sharing by HOD, Deputy or appointed officer or a subject matter expert aligned to core functions	Head of Management Services Section
OC2: Internalize Shared Values	Internalize Culture Rating	7.5%	75/ 80 /85	Conduct Internal Culture Rating Survey	Head of Management Services Section
OC3: Strengthen Resilience to Threat of Corruption	Percentage of implementation of OACP	2.5%	80/ 85 /90	To promote integrity, and to measure the level of achievements based on various initiatives.	Head of Integrity, Audit and Inspectorate Unit

