



Ruj. Kami : MPH LG/ADM/477 JLD.9 (45)

Tarikh : 28 JANUARI 2025

SILA LIHAT SENARAI AGIHAN

Tuan/Puan,

TEMPLATE FOR COMMON STRATEGIC OBJECTIVE AND KEY PERFORMANCE INDICATOR (KPI) SCS SCORECARD PIHAK BERKUASA TEMPATAN (PBT) SARAWAK

Dengan segala hormatnya perkara di atas adalah dirujuk.

2. Sukacita dimaklumkan bahawa Mesyuarat Penetapan *Common Strategic Objective (SO)* dan *Key Performance Indicator (KPI) SCS Scorecard* Pihak Berkuasa Tempatan (PBT) Sarawak telah diadakan secara atas talian pada 27 Januari 2025 (Isnin).

3. Lanjutan daripada mesyuarat tersebut, disertakan bersama ini adalah *Template For Common Strategic Objective (SO)* dan *Key Performance Indicator (KPI) 2024* di **Lampiran A** yang akan digunapakai sebagai *Corporate Scorecard* Pihak Berkuasa Tempatan (PBT) bagi Tahun 2025. Walaubagaimanapun, pihak tuan/puan boleh menambah KPI yang diperlukan mengikut kepentingan dan fungsi PBT masing-masing.

4. Untuk makluman tuan/puan, *SO Owner* dan *KPI Owner* merupakan pegawai yang bertanggungjawab untuk mengemaskini data/keputusan pencapaian suku tahun ke dalam sistem *SCS Scorecard*. Justeru itu, selaku *SO Owner* dan *KPI Owner* adalah menjadi tanggungjawab tuan/puan untuk memastikan semua data, pencapaian KPI dan keputusan dikemaskini dalam sistem *SCS Scorecard* tepat pada waktu yang telah ditetapkan. Oleh yang demikian, tuan/puan disarankan untuk menyediakan takwim mesyuarat *SCS Scorecard* bagi memastikan pengemaskinian data dapat dibuat tanpa sebarang kelewatan. Sila rujuk **Lampiran B** sebagai panduan dan rujukan tuan/puan.

5. Adalah diingatkan bahawa semua data bagi setiap suku tahun hendaklah dikemaskini dalam sistem *SCS Scorecard* secara atas talian sebelum tarikh akhir kerana sistem tersebut akan ditutup oleh pihak Sekretariat, Unit Transformasi dan Inovasi Sarawak pada tarikh akhir tersebut. Apabila sistem ditutup, semua data pencapaian KPI bagi suku tahun tersebut tidak akan diambilkira. Maka dengan itu, ianya sekaligus menjejaskan pencapaian KPI PBT. **Tarikh akhir bagi pengemaskinian data di dalam sistem SCS Scorecard ialah sebelum atau pada 15hb setiap suku tahun (April/Julai/Oktober/31 Januari tahun berikutnya).**

6. Perhatian, kerjasama dan komitmen tuan/puan dalam perkara ini amatlah diharapkan dan didahului dengan ucapan terima kasih.

Sekian.

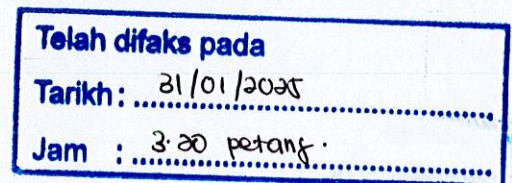
"BERSATU BERUSAHA BERBAKTI"

"AN HONOUR TO SERVE"

(TAN CHEE KANG)

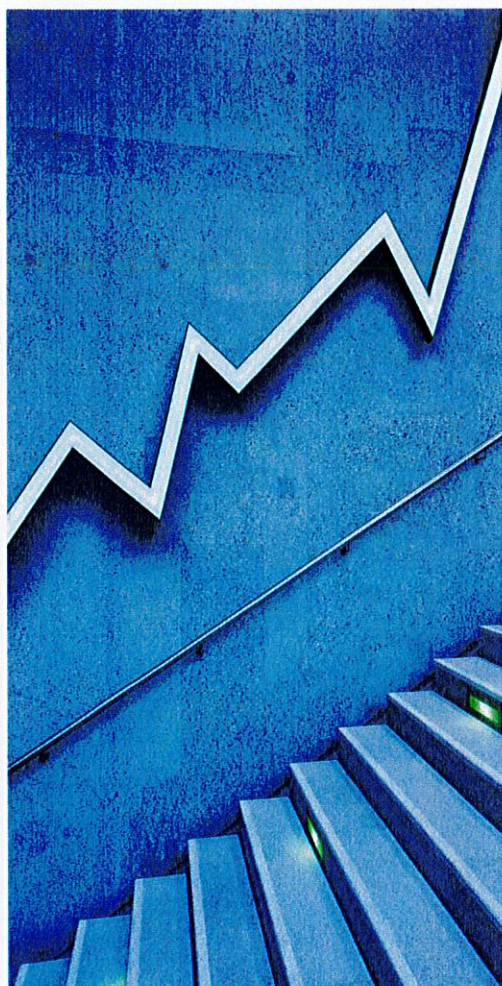
b.p. Setiausaha Tetap

Kementerian Kesihatan Awam, Perumahan dan Kerajaan Tempatan Sarawak



SENARAI AGIHAN

1. Pemangku Setiausaha, Majlis Bandaraya Kuching Selatan
2. Pemangku Setiausaha, Majlis Bandaraya Miri
3. Setiausaha, Majlis Perbandaran Sibu
4. Pemangku Setiausaha, Majlis Perbandaran Padawan
5. Setiausaha Perbandaran, Majlis Perbandaran Kota Samarahan
6. Setiausaha, Majlis Daerah Bau
7. Setiausaha, Majlis Daerah Lundu
8. Pemangku Setiausaha, Majlis Daerah Simunjan
9. Setiausaha, Majlis Daerah Serian
10. Setiausaha, Majlis Daerah Sri Aman
11. Pemangku Setiausaha, Majlis Daerah Lubok Antu
12. Setiausaha, Majlis Daerah Betong
13. Setiausaha, Majlis Daerah Saratok
14. Setiausaha, Majlis Daerah Luar Bandar Sibu
15. Setiausaha, Majlis Daerah Kanowit
16. Setiausaha, Majlis Daerah Sarikei
17. Setiausaha, Majlis Daerah Maradong dan Julau
18. Setiausaha, Majlis Daerah Dalat dan Mukah
19. Setiausaha, Majlis Daerah Matu dan Daro
20. Setiausaha, Majlis Daerah Kapit
21. Pemangku Setiausaha, Majlis Daerah Marudi
22. Setiausaha, Majlis Daerah Subis
23. Setiausaha, Majlis Daerah Limbang
24. Setiausaha, Majlis Daerah Lawas
25. Setiausaha, Majlis Daerah Gedong



ALIGNMENT OF SCS SCORECARD LAB MPHLG & PBT SARAWAK

**- SESI PERBINCANGAN PENETAPAN
COMMON SO & KPI SCORECARD PBT
TAHUN 2025 -**

27 JANUARY 2025 (MONDAY)

ZOOM MEETING / BILIK MESYUARAT 2, MPHLG



CONTENT

NO.	TITLE	PAGE
1.	CUSTOMER VALUE PROPOSITION	
2.	SWOT ANALYSIS	
3.	VISION, MISSION, STRATEGIC THEMES, STRATEGIC RESULTS	
4.	CORPORATE STRATEGIC MAP	
5.	CORPORATE SCS SCORECARD	
6.	CORPORATE SCS SCORECARD DETAIL & CORE VALUES	
7.	STRATEGIC OBJECTIVE (SO) DESCRIPTION	
8.	KEY PERFORMANCE INDICATOR (KPI) DESCRIPTION	
9.	WORKFLOW ON COLLECTION OF KPI RESULT	
10.	SCORECARD MANAGEMENT COMMITTEE	
11.	OBJECTIVE OWNER AND KPI OWNER	

PBT'S Key Customers

Customer	CVP [Customer Value Proposition]
Vendors and Contractors	<ul style="list-style-type: none"> • Clear and efficient processes • Availability of information • Quality advisory support
Rakyat/Public	<ul style="list-style-type: none"> • Prompt response and effective actions on public requests • Quality Municipal Services <ul style="list-style-type: none"> • Scavenging (solid waste collection), grass cutting, maintenance of sewerage, • Vector control, food hygiene and cleanliness, • Cleanliness and safety of business premises <ul style="list-style-type: none"> - Managing licensing market and hawkers • Planning development and maintenance of public amenities, • Maintenance of road furniture, drainage maintenance, landscaping maintenance, maintenance of parks • Collection of assessment rate • Etc.
PBT Staff/Human Resources	<ul style="list-style-type: none"> • Training, mentoring and strategic job skilling • Job development & job enrichment • Effective leadership • Recognition & appreciation • Conducive work environment (physical & psychological)

SWOT

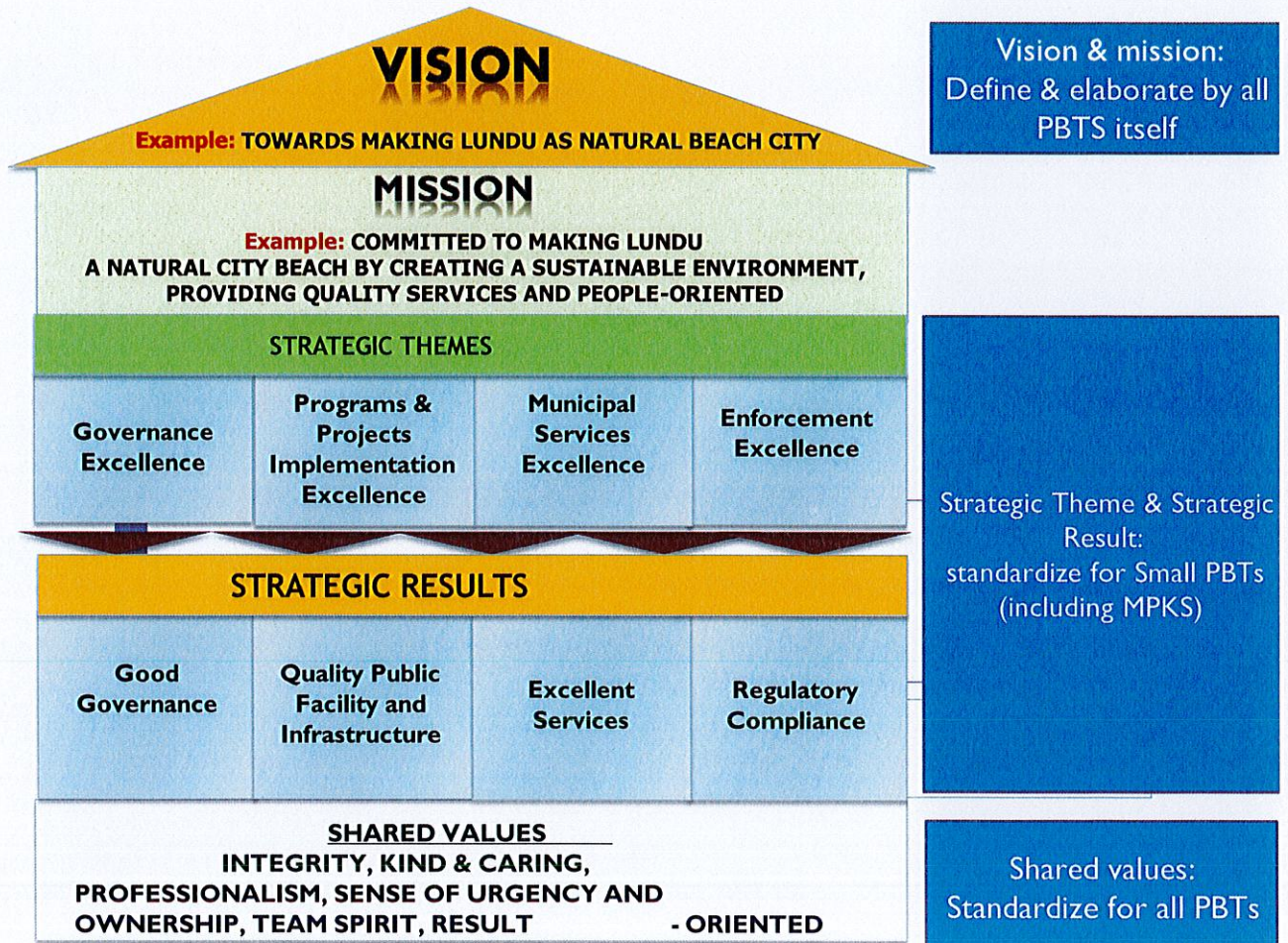
STRENGTH	WEAKNESS
<ol style="list-style-type: none"> 1. Responsive Staff 2. Clear Strategic Direction (PCDS) 3. Good and Effective leadership 4. Committed Workforce 5. Efficient Management 6. Competitive Attitude 7. Cooperation Between Agencies & NGO 8. Conducive office environment 	<ol style="list-style-type: none"> 1. Insufficient Human Resource 2. Change of Leadership 3. Lack of ICT Support 4. Limited Communication Facilities 5. Limited Sources Of Revenue 6. Carrier Advancement
OPPORTUNITY	THREAT
<ol style="list-style-type: none"> 1. Government Policy 2. Diverse Natural Resource 3. High Investment Opportunity 4. Eco-tourism 5. Political Support for Transformation 6. Community Support 7. Peace and Harmony 	<ol style="list-style-type: none"> 1. Rural Urban Migration 2. Social Problems 3. Natural Disaster 4. Geographical and vast area 5. Passive & Poor Community 6. Lack of Health Facilities 7. Illegal Immigrants

VISION

- To be defined & elaborate by all PBTS itself

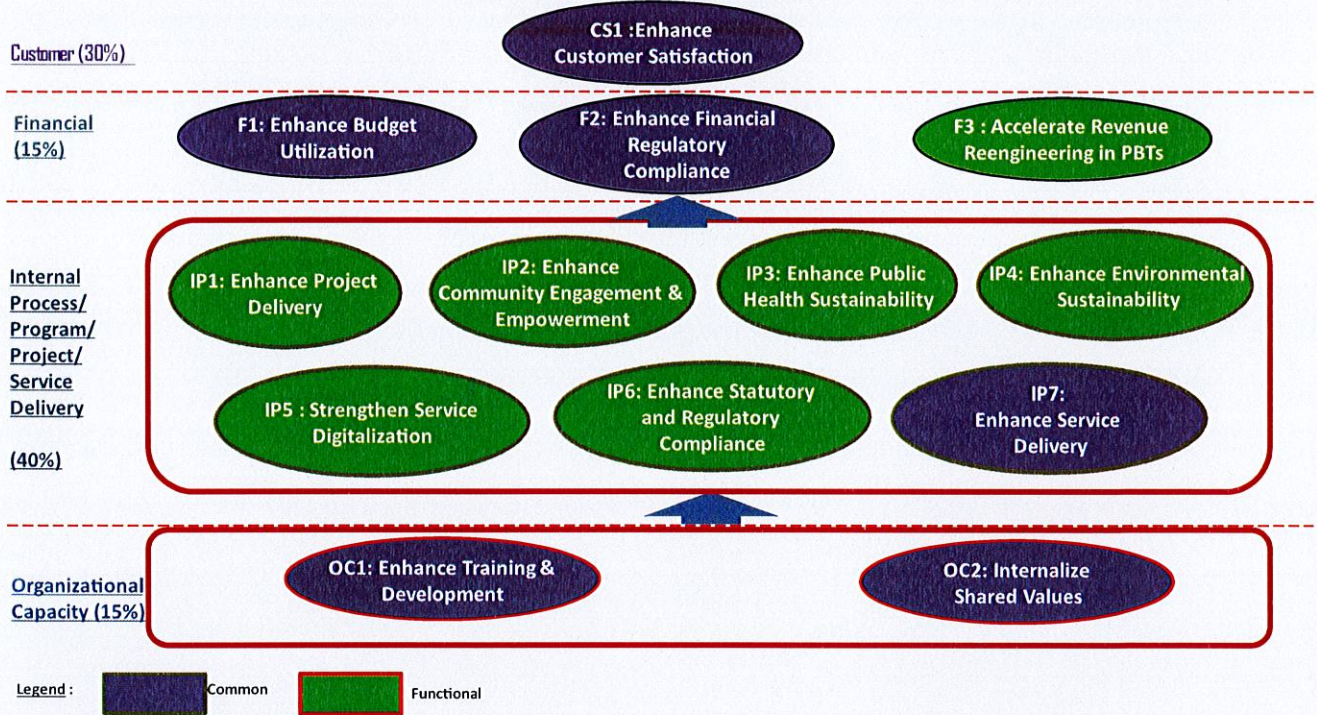
MISSION

- To be defined & elaborate by all PBTS itself



2024 LOCAL AUTHORITIES SARAWAK CORPORATE STRATEGY MAP:

VISION : To be defined & elaborate by all PBTS itself				
MISION : To be defined & elaborate by all PBTS itself				
Strategic Theme :	Governance Excellence	Programs & Projects Implementation Excellence	Municipal Services Excellence	Enforcement Excellence
Strategic Results :	Good Governance	Quality Public Facility and Infrastructure	Excellent Services	Regulatory Compliance



Vision	To be defined & elaborate by all PBTS itself			
Mission	To be defined & elaborate by all PBTS itself			
Strategic Theme (s)	Governance Excellence	Programs & Projects Implementation Excellence	Municipal Services Excellence	Enforcement Excellence
Strategic Result (s)	Good Governance	Quality Public Facility and Infrastructure	Excellent Services	Regulatory Compliance
Perspective	Strategic Objectives	KPIs	Targets (IV/T/ST)	Initiatives
Customer 30%	CS1: Enhance Customer Satisfaction (30%)	CS1M1: Customer Satisfaction Rating (30%)	80/85/90	Agency to determine weightage distribution based on the number of SO & KPI in this perspective
Financial 15%	F1: Enhance Budget Utilization (2.5%)	F1M1: Percentage of Budget Utilization (2.5%)	90/95/100	Agency to determine based on number of KPI because some agencies might have different KPI for different budget: Example: OPEX, CAPEX (state CAPEX & Federal CAPEX)
	F2: Enhance Financial Regulatory Compliance (2.5%)	F2M1: Percentage Electronic Compliance Self Assessment (2.5%)	85/90/95	Please refer to official memorandum JKM/UAD/600-3/1 Jld 6(83) or minute sheet JKM/UAD/600-3/1 JLD 6 (82) dated 13 April 2018 from internal audit unit.
	F3: Accelerate Revenue Reengineering in PBTs (10%)	F3M1: Percentage Increase in Revenue Collected (5%) F3M2: Percentage of arrears of Rates Collected (5%)	20/30/40 20/30/40	F3M1: 1. Improve investment, promote council services & cash-flow management 2. Stringent enforcement of Ordinance & By - Law, 3. Diversify other revenue sources collection through licencing, building permit, rental etc. 4. Revenue re -engineering F3M2: 1. Recovering of Arrears of rates through legal action 2. Provide installment payment methods

Perspective	Strategic Objectives	KPIs	Targets (IV/T/ST)	Initiatives
Internal Process 40%	IP1 : Improve Infrastructure	IP1M1 : Percentage of projects implemented on schedule	80/85/90	1. Project RTP, BP1, MARRIS, PPKB, RMK-12, PEMERKASA, Projek Rakyat 2. To have scheduled project monitoring meeting 3. To submit progress report every month 4. Project implemented from January to December of the year to be included in current year SCS Scorecard
	IP2 : Enhance Community Empowerment	IP2M1: Percentage of completion program aligned to Sustainable Development Goals	80/85/90	1. Identified SDG initiatives and programs to be implement 2. Implement the actions plan on SDG Initiatives and programs 3. To submit quarterly report to MPH LG on the implementation on the SDG programs
	IP3 : Enhance Public Health Services	IP3M1: Local Authority Public Health Index (LAPHI)	60/70/80	To submit LAPHI report to the Ministry every quarterly which includes; <ul style="list-style-type: none"> • Food Premises Cleanliness Grading * • Rabies Control Programme • Public Toilet Star Rating • Vector Control Activities
	IP4 : Enhance Environmental Sustainability	IP4M1: Local Authority Environmental Sustainability Performance Index (LAEVSI)	60/70/80	To submit LAE VSI report to the Ministry every quarterly which includes; <ul style="list-style-type: none"> • Waste Minimization and Circularity Initiatives • Promote Sustainable Practices • Promote One Health Promotion • Low Carbon Initiatives

Perspective	Strategic Objectives	KPIs	Targets (IV/T/ST)	Initiatives
Internal Process 40%	IP5 : Strengthen Service Digitalization	IP5M1 : Percentage of digital services utilized	80/90/100	1. Provide tutorials, user manuals, training and guides to enhance user understanding and encourage usage 2. Ensure equipment and facilities for implementation of digital services are provided 3. To solve any arising issues by reporting to service provider Note : A utilization rate of 50% or more for each service is considered as actively using digital services.
	IP6 : Enhance Statutory and Regulatory Compliance	IP6M1: Local Authority Regulatory Compliance Index (LARCI)	60/70/80	To submit LARCI report to the Ministry every quarterly which includes scheduled inspection for enforcement action on: <ul style="list-style-type: none"> • Unlicensed food premises • Littering and spillage offenses • Abandon vehicles • Illegal parking

Perspective	Strategic Objectives	KPIs	Targets (IV/T/ST)	Initiatives
<p>IP7 : Enhance Service Delivery</p>	<p>IP7 : Enhance Service Delivery</p>	<p>IP7M1: Operational Efficiency Rating (Client Charter)</p>	<p>80/85/90</p>	<p>1. Based on existing MS ISO requirements/procedures and to be reviewed regularly 2. Monitoring and evaluation of contractor performance</p>
		<p>IP7M2: Municipal Service Rating</p>	<p>85/90/95</p>	<p>1. Based on existing MS ISO requirements/procedures and to be reviewed regularly 2. Monitoring and evaluation of contractor performance</p>
<p>Organizational Capacity (15%)</p> <p>OC1: Enhance Training & Development</p> <p>OC2: Internalize Shared Values</p>	<p>OC1: Enhance Training & Development (7.5%)</p>	<p>OC1M1: Percentage of all staff achieved targeted SCS Training Hours Recorded in eLA2 (7.5%)</p>	<p>90/95/100</p>	<p>Please refer to Surat Pekeliling Perjawatan Negeri Sarawak Bil. 5 Tahun 2016, (20)JKM/UPSM/57/500-2/12/JLD. 1 dated 30 March 2016 from State Human Resource Unit, Chief Minister's Department.</p>
	<p>OC2: Internalize Shared Values (7.5%)</p>	<p>OC2M1: Internal Culture Rating (7.5%)</p>	<p>75/80/85</p>	<p>TBC</p>

MAJLIS DAERAH XXX CORPORATE SCS SCORECARD DETAIL

- STRATEGIC OBJECTIVE DESCRIPTION
- KEY PERFORMANCE INDICATOR (KPI) DESCRIPTION
- INITIATIVE DESCRIPTION
- WORKFLOW ON COLLECTION OF KPI RESULT

STRATEGIC OBJECTIVE DESCRIPTION

PERSPECTIVE:	CUSTOMER
STRATEGIC OBJECTIVE CODE & NAME:	CS1M1:
DESCRIPTION:	
INTENDED RESULT(s):	
OBJECTIVE OWNER:	
CANDIDATE MEASURE(KPIs):	
CANDIDATE INITIATIVE(s):	

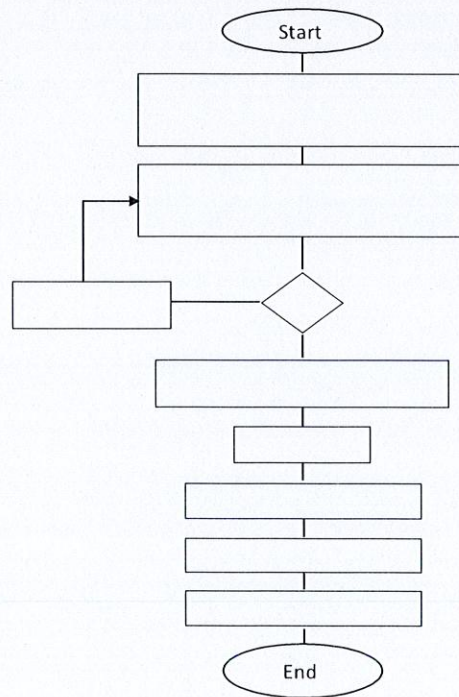
KEY PERFORMANCE INDICATOR (KPI) DESCRIPTION

STRATEGIC OBJECTIVE CODE & NAME :	CS1M1:
KPI CODE & NAME :	
DESCRIPTION :	
DEFINITION / FORMULA:	
ASSUMPTION:	
DATA SOURCE:	
AVAILABILITY (LEAD / LAG) :	
OBJECTIVE OWNER :	
MEASURE LEAD (KPI OWNER) :	
ACCUMULATIVE KPI:	
VALUE LABEL:	
PERIOD TYPE:	
WEIGHTAGE:	
INTERVENTION VALUE (IV) / TARGET (T) / STRETCH TARGET (ST) :	

INITIATIVE DESCRIPTION

STRATEGIC OBJECTIVE CODE & NAME :	CS1M1:
KPI CODE & NAME :	
INITIATIVE:	
DESCRIPTION :	
PROGRESS :	Not Started/ InProgress/ On Hold/ Abandoned/ Completed

WORKFLOW ON COLLECTION OF KPI RESULT



SCORECARD MANAGEMENT COMMITTEE

BIL.	JAWATAN SCS SCORECARD	NAMA	JAWATAN MAJLIS	NO. HP	EMAIL
1	Pengerusi Jawatankuasa SCS Scorecard Majlis		Setiausaha		
2	Timbalan Pengerusi Champion		Pegawai Tadbir N41		
4	Ahli SCS Scorecard		STRATEGIC OWNER'S		
		1.			
		2.			
		3.			
		4.			
			KPI OWNER'S		
		1.			
		2.			
		3.			
		4.			
		5.			
		6.			
5.	Secretariat/Coordinators	1.			
6.	Internal Auditors	1.			
		2.			

OBJECTIVE OWNER AND KPI OWNER

BIL.	JAWATAN SCS SCORECARD	NAMA	JAWATAN MAJLIS	PEMILIK PROSES
1	Pengerusi Jawatankuasa SCS Scorecard Majlis		Setiausaha	
2	Timbalan Pengerusi/Champion		Pegawai Tadbir	IP1MI / IP8MI / IP11MI
3	Setiausaha			IP4MI / IP4M2 / IP5MI / IP9MI
4	Ahli SCS Scorecard	STRATEGIC OWNER'S		
				IP8MI / IP10MI / IP11MI
				F1MI / F2MI / F3MI
				CS1MI / IP2MI / OC1MI / OC1M2 / OC1M3
				IP3MI
				IP4MI / IP4M2 / IP5MI
				IP7MI / IP7M2
				IP6MI
				OC2MI
		KPI OWNER'S		
				F1MI / F2MI / F3MI
				IP2MI
				IP3MI
				IP3MI / IP10MI
				IP6MI
				IP7MI / IP7M2 / IP9MI
				IP10MI
				OC1MI / OC1M2 / OC1M3
				OC2MI
5.	Secretariat/Coordinators			
6.	Internal Auditors			

DRAFTED & COMPILED BY:

.....
XXXX
SC COORDINATOR
LOCAL AUTHORITY

DATE : XX JANUARY 2025

APPROVED FOR IMPLEMENTATION BY:

.....
XXXX
CHAMPION SCS SCORECARD
SECRETARY
LOCAL AUTHORITY

▶ **DATE : XX JANUARY 2025**

2025 SCS SCORECARD : IMPORTANT SCS SCORECARD MEETINGS

Quarter	BSC Committee Meeting	Deadline For SCS Data Entry
First Quarter	9 th April 2025	15 th April 2025
Second Quarter	9 th July 2025	15 th July 2025
Third Quarter	9 th October 2025	15 th October 2025
Fourth Quarter	15 th January 2026	31 st January 2026