



RECODA
Regional Corridor Development Authority



**SARAWAK
SCORE**
CORRIDOR OF RENEWABLE ENERGY

ANNUAL REPORT

REGIONAL CORRIDOR DEVELOPMENT AUTHORITY (RECODA)

2021



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VISION AND MISSION



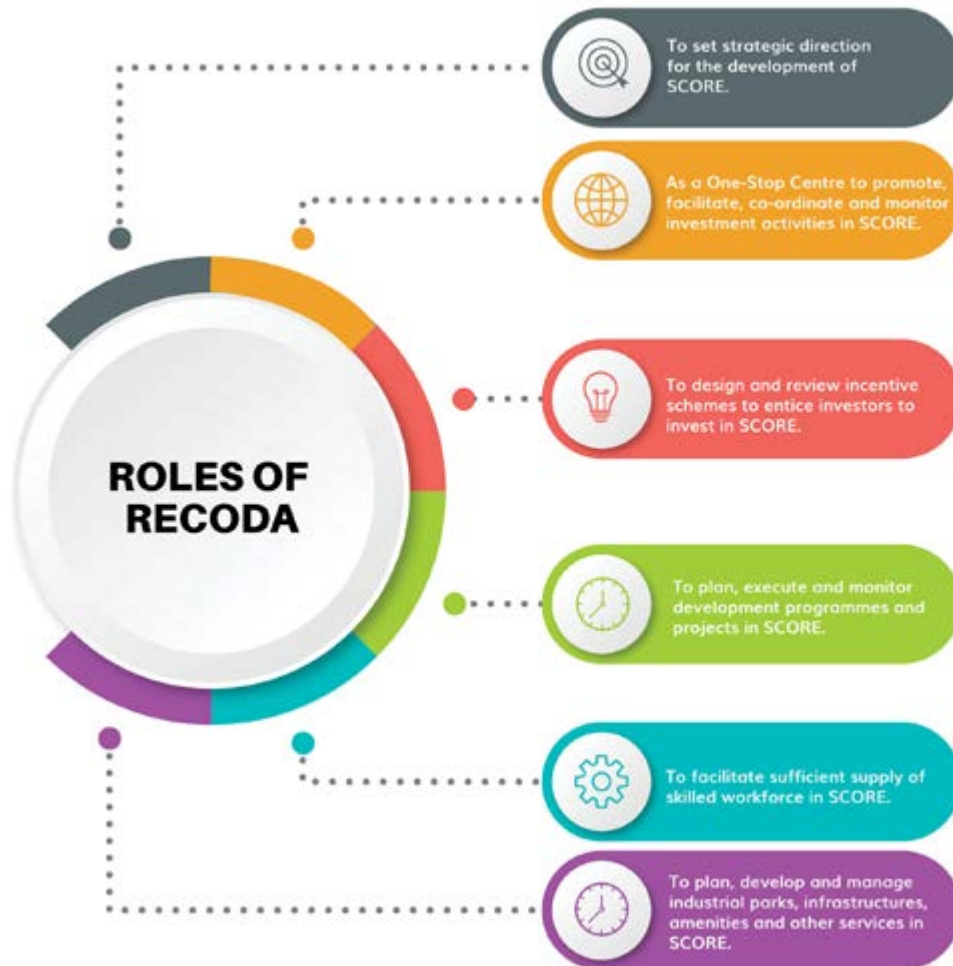
VISION

The lead agency to transform SCORE into a competitive and progressive region through sustainable economic development.

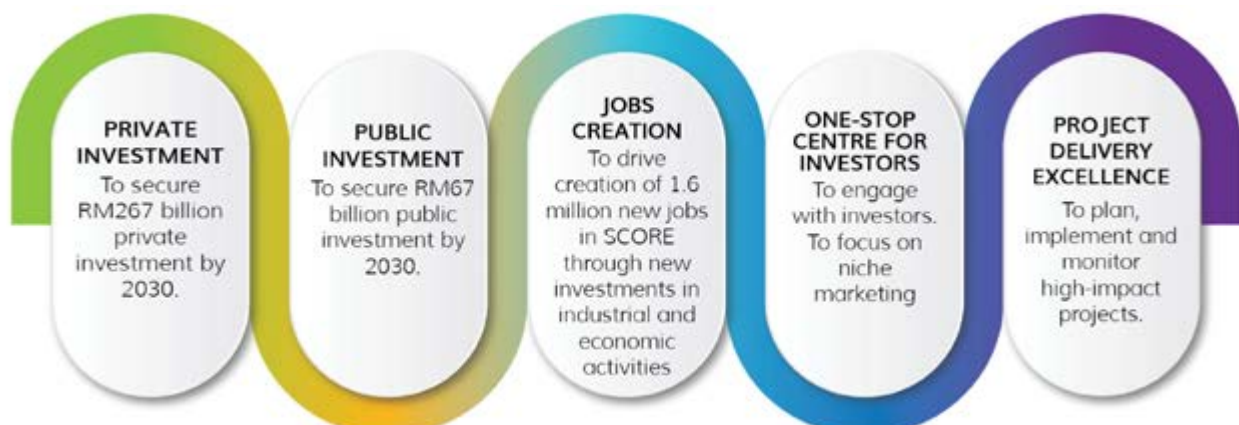
MISSION

- I. We are committed to accelerate economic growth and development for SCORE by attracting and facilitating more investments into SCORE.
- II. We create conducive ecosystem for investments through the provision of physical, industrial and digital infrastructures and amenities.
- III. We execute orderly and balanced development through our Regional Development Agencies.
- IV. We strive to be professional, efficient, effective and business-friendly to our stakeholders and customers.

ROLES OF RECODA



RECODA STRATEGIC PLAN



RECODA STRATEGIC PLAN

INFRASTRUCTURE

Create a network of industrial-class transportation and communication infrastructure within the corridor to open up the hinterland

02



03



SOCIO-ECONOMY

Implement people-centric programs focused on rural area for economic prosperity and ridge income gap between urban and rural population

01



POWER SECTOR

Increase and expand power generation capacity throughout the state

04



HUMAN CAPITAL

Accelerate human capital development within the corridor with new learning centers, youth development priorities and immigration of skilled foreign workers.

06



INDUSTRIES

Drive investments for Priority Industries towards the major growth nodes along the corridor.

05



INSTITUTIONS

Collaborate with various government and agencies for further R&D capabilities and creation of supporting institutions.

POST COVID-19 DEVELOPMENT STRATEGY 2030

SARAWAK ASPIRATION



Sarawak aspires to be a developed State by 2030. By 2030, Sarawak will be a thriving society driven by data and innovation where everyone enjoys economic prosperity, social inclusivity and sustainable environment.

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

Sarawak aspires to be a developed State by 2030.



The vision is anchored on 3 pillars, namely Economic Prosperity, Inclusive Society and Environmental Sustainability.

In terms of our economic prosperity, Sarawak needs to double the size of the economy from RM136 billion in 2019 to RM282 billion in 2030. To achieve this target, Sarawak economy needs to grow on average 8.0% per annum until 2030.

Inclusive society means that all Sarawakians will have equal opportunities to participate in the State's overall development and enjoy equitable distribution of wealth through jobs and business opportunities.

Source: Post Covid-19 Development Strategy 2030

POST COVID-19 DEVELOPMENT STRATEGY 2030

STRATEGIC THRUSTS



Source: Post Covid-19 Development Strategy 2030

POST COVID-19 DEVELOPMENT STRATEGY 2030

KEY ECONOMIC SECTOR AND ENABLERS



Source: Post Covid-19 Development Strategy 2030



CHAIRMAN'S MESSAGE

We started the year cautiously as the whole world is still battling the Covid-19 pandemic which has caused disruption to the health care system and put a dent to the economy. The economy has no doubt suffered and caused the livelihood of the people to be affected although the government has done away with the movement control order and opened up the economic activities in stages this year.



To help accelerate the economic growth, the Sarawak Government has rolled out the Post Covid-19 Development Strategy 2030 (PCDS 2030) which is a long-term economic recovery plan to ensure Sarawak stay on target to become a developed and high-income state by 2030.

The Sarawak Economic Action Council (SEAC) was thus formed last year and tasked to formulate PCDS 2030 to ensure Sarawak is able to embark on this economic transformation journey that will capitalize on supply chain resilience, digitalization, industrial revolution 4.0 and a transition to low carbon economy, amongst others.

The aspiration to become a developed and high-income economy means we need to double the size of the economy to RM282 billion in 2030 which is achievable through an economic growth of six to eight per cent per annum until then.

We expect the GDP contribution from private investment to increase from RM21 billion last year to RM61 billion by 2030 where 200,000 high paying jobs will be created and thus, bringing the total employment size to 1.5 million with the median household monthly income expected to rise from the current RM4,544 to RM15,000 by 2030.

The involvement of the private sector hence remains crucial to accelerate Sarawak into a competitive economy as new industries and job opportunities are created across the value chain. The government, on its part, will ensure business fraternity is facilitated and supported with business-friendly policies and less bureaucracy to conduct business in Sarawak.

Good infrastructure is essential in opening up the economy and attract investment and hence, much focus has been given by the government to expedite infrastructure development especially in the rural and hinterland areas which have vast economic potentials.

Sarawak Corridor of Renewable Energy (SCORE), with the size of more than 100,000 km², extending from the central region all the way to the northern region of Sarawak, will be the centre of economic activities in years to come leveraging on its abundance of natural resources and competitively-priced clean, renewable hydro-electric power.



The establishment of three regional development agencies, namely Upper Rajang Development Agency (URDA), Highland Development Agency (HDA) and Northern Region Development Agency (NRDA) in 2017 under RECODA is a testimony of the earnestness of the Sarawak Government in expediting infrastructure development in these regions within SCORE.

The RM4.5 billion allocation for these three agencies to implement 264 infrastructure projects and socio-economic programmes in their respective regions is a huge sum which reflects the commitment of the Sarawak Government in opening up the areas to tap into its economic potentials and to bridge the economic divide between the urban and rural people.

RECODA has also been entrusted by the Sarawak Government to implement few mega infrastructure projects namely Northern Coastal Highway, Miri-Marudi, Marudi-Mulu (Kuala Melinau) and Long Panai-Long Lama Road, New Lawas Airport and Lawas Deep Water Port Complex as road, air and port connectivity will serve as the much-needed catalyst that will stimulate the economic growth and development.

The Samalaju Industrial Park with an accumulated approved investment of RM31.24 billion as of December 31 this year will continue to be a major contributor to our economic growth where this 8,000 hectares big industrial park has provided 12,770 jobs thus far.

RECODA, as the Investment Promotion Agency (IPA) for SCORE, will continue to strive for excellence with its mission to attract more investments into the region.

The restructuring exercise embarked by RECODA in 2019 is a move in the right direction following its multiple and enhanced responsibilities which saw the technical and non-technical professionals joining the team.

As Board Chairman, I have the confidence and trust in RECODA in realising the aspiration of making SCORE as a preferred investment destination while ensuring the successful implementation of infrastructure projects and socio-economic programmes in the region.

Thank you.

DATUK PATINGGI TAN SRI (DR) ABANG HAJI ABDUL RAHMAN ZOHARI
BIN TUN DATUK ABANG HAJI OPENG
PREMIER OF SARAWAK
RECODA BOARD CHAIRMAN



CHIEF EXECUTIVE OFFICER'S REVIEW

FOREWORD

Last year was a year full of uncertainties as the Covid-19 pandemic brought the healthcare system to its knees, scrambling to contain the spread of the virus while the world economy came to an almost stand still, causing livelihood to be affected.

The pandemic is an unprecedented health crisis not seen since the Spanish Flu way back in 1918, challenging every aspect of our lives that caused much distress, thus putting everyone on an uncharted territory not knowing what to expect while hoping for the best.

Resilience and resolution were put to test in this difficult time and like any challenges that come in life, there is always a silver lining at the end of the day.

The Post Covid-19 Development Strategy 2030 (PCDS 2030) unveiled by the Sarawak Government this year comes at the right time, providing the much-needed impetus to chart the way forward for Sarawak in the next decade to transform it into a thriving society where the people will enjoy the economic prosperity.

With SCORE region taking up two thirds of the Sarawak size, covering more than 100,000 km², this economic corridor will definitely play a pivotal role as the economic frontier of Sarawak, offering vast economic potentials driven by clean renewable energy.

STATE FUNDED PROJECTS

I am pleased to report that we have rolled out a total of 181 projects comprising various infrastructure works and socio-economic programmes and completed 14 projects as of December 31 this year.

A total of 83 projects are still in the planning and design stage which we expect to roll out next year.

FEDERAL FUNDED PROJECTS

As for the Federal funded projects under the 12th Malaysia Plan, 45.85km out of the 73km of Access Road to Baleh Hydroelectric Project (HEP) had been completed as of this year. Barring any circumstances, we are confident that the remaining 27km will be completed by 2024.



Nanga Banyau Bridge
(Package A Phase 1)



Sg Ajop Bridge (Package A Phase 6)

The water supply project to provide 23.7km pipelines to Tanjung Manis is 90% completed while the on-going construction of 37km of R3 JKR standard bund road and electrical power supply infrastructure is expected to be fully completed by 2024.

The food terminal projects in Sungai Baji Agropark and Spaoh, Betong where we are going to build a Collection Processing and Packaging Centre (CPPC) is currently under design stage and will commence construction next year.

We have completed the feasibility study for the Samalaju Water Supply Project with a capacity of 160MLD raw water intake and 44.5km pipelines where this project, currently under design stage is expected to commence its construction in 2023.

MEGA PROJECTS

Following the Value Assessment Lab conducted in 2020 for Northern Coastal Highway project, we proceeded with the Value Engineering Lab from 3 to 5 May 2021. This project, which received its approval from State Planning Authority (SPA) on 13 October 2020 will involve the construction of 87.5km of R5 JKR standard dual carriageway where it is divided into Limbang Package and Lawas Package.

Several other mega projects namely Miri-Marudi, Marudi (Kuala Melinau) and Long Panai-Long Lama road project, New Lawas Airport and Lawas Deep Sea Port are all in the planning stage.



Value Engineering Lab for Northern Coastal Highway project



Value Assessment Lab for Miri-Marudi, Marudi (Kuala Melinau) and Long Panai-Long Lama road project

MEASURES TO SUPPORT CONSTRUCTION INDUSTRY

We were quick to enforce several measures introduced by the Sarawak Government to support businesses in the construction sector.

One of it was the granting of automatic Extension of Time (EOT) of 46 days for ongoing projects with scheduled completion dates after MCO 3.0 period while liquidated ascertained damages (LAD) that had already been imposed would be waived during the gazetted MCO period.

The variation of price for all government work contracts was also allowed due to the surge in the prices of construction materials brought about by the impact of the Covid-19 pandemic.

RECODA PROJECT MANAGEMENT SYSTEM (RPMS)

To ensure a more effective monitoring of our projects, we developed the RECODA Project Management System (RPMS) in July this year which led to us to win the International Innovation Award (IIA) 2021 under the Service & Solution Category on December 9 at a virtual ceremony held in Singapore.

RPMS is a cloud-based, integrated, innovative and interactive Digital Project Information and Monitoring dashboard System used for managing, supervising and monitoring the current progress and health status of our projects.

This system allows us to track and monitor the current project progress status on site instantly all within the fingertips through mobile devices.



RPMS interface



INVESTMENT

Overall, we recorded a total investment value of RM102.26 billion as of December 31 this year where RM93.09 billion worth of investment came from the private investment while the remaining RM9.17 billion came from the public expenditure.

Samalaju Industrial Park continues to be a major contributor to our economy with a total of RM31.24 billion of approved investment recorded.

We have engaged Deloitte Business Advisory Sdn Bhd to conduct a feasibility study on the operation management for Samalaju Industrial Park where the report will be tabled to RECODA Board next year on the way forward.

A major investor in the Samalaju Industrial Park, Wenan Steel (Malaysia) Sdn Bhd is currently carrying out its site preparation for its integrated steel plant where it is expected to be completed soon.

Despite some delays in the preliminary construction work due to the Covid-19 pandemic and the movement control order (MCO), we expect the construction to be in full gear next year as we slowly transition into the endemic stage.

Construction of the factory is expected to commence soon after that and once completed, the RM13.8 billion plant which occupies 800 hectares will be the largest of its kind nationwide where it is set to become a major steel manufacturer in the Southeast Asia region.

CHIEF EXECUTIVE OFFICER'S REVIEW

SOCIO-ECONOMIC PROGRAMMES



We have been allocated with RM16.7 million by the Prime Minister's Department to improve the livelihood of the B40 community in regions under the three regional development agencies including Simunjan and Mukah where 82 projects under the COMMUNITY@SCORE will be carried out next year serving various communities in the tourism, agriculture and retail and services as the focus industries.

Another RM8 million is also allocated to us this year to implement upskilling and retraining programmes or EMPLOY@SCORE next year which will benefit 1,000 individuals consisting of fresh graduates, school leavers and the unemployed.

We appointed Universiti Malaysia Sarawak (UNIMAS) to develop the Socio-Economic Development Plan 2022-2026 to identify strategies to eradicate poverty in the respective three regional development agencies' areas. The report is expected to be ready by next year.

GOVERNANCE

We established Jawatankuasa Anti Rasuah (JAR) this year to strengthen the good governance and enhance integrity in our commitment to fight against corruption.

At the same time, we also launched the Organisational Anti-Corruption Plan (OACP) on March 3 this year where this document serves to curb weaknesses and issues regarding governance, integrity and anti-corruption within the organisation.



Organisational Anti-Corruption Plan (OACP)

ACKNOWLEDGEMENTS

Moving forward, RECODA will push for the progress of infrastructure projects in the three development agencies following an almost two years of hiatus caused by the Covid-19 pandemic which resulted in the delays.

On the investment front, we will continue to promote SCORE as the preferred investment destination, through greater facilitation and support not only to potential investors, but also existing investors. We will adopt a more aggressive approach in attracting both foreign and domestic investments into SCORE by working closely with relevant government agencies such as Malaysian Investment Development Authority (MIDA) through investment promotion engagements.

DATU HAJI ISMAWI BIN HAJI ISMUNI
CHIEF EXECUTIVE RECODA

BOARD MEMBERS



CHAIRMAN

YAB Datuk Patinggi Tan Sri (Dr.) Abang Haji Abdul Rahman Zohari Bin Tun Datuk Abang Haji Openg
Premier of Sarawak



SECRETARY

Datu Haji Ismawi Bin Haji Ismuni
Chief Executive Officer



ADVISOR

Tan Sri Rafidah Abdul Aziz



MEMBER

Yang Berhormat Datuk Amar
Douglas Uggah Embas

Deputy Chief Minister, Minister
for Modernisation of Agriculture,
Native Land & Regional
Development



MEMBER

Yang Berhormat Datuk Amar Haji
Awang Tengah Ali Hasan

Deputy Chief Minister, Minister
of Industrial And Entrepreneur
Development, Second Minister
of Urban Development & Natural
Resources



MEMBER

Yang Berhormat Tan Sri Datuk
Amar Dr. James Jemut Masing

Deputy Chief Minister, State
Minister of Infrastructure and
Ports Development of Sarawak



MEMBER

Yang Berhormat Dato' Sri
Mustapa Bin Mohamed

Minister in the Prime Minister's
Department (Economy)



MEMBER

Tan Sri Dato' Seri Mohd. Zuki
Bin Ali

Chief Secretary Government of
Malaysia



MEMBER

Datuk Amar Jaul Samion

Sarawak State Secretary



MEMBER

Dato Sri Haji Mohamad Abu
Bakar Bin Marzuki

Deputy State Secretary Sarawak
(Socio Economic Transformation)



MEMBER

Datuk Seri Asri Bin Hamidon

Treasury Secretary General
Ministry of Finance Malaysia



MEMBER

Dato Sri Dr Haji Wan Lizozman
Wan Omar

State Financial
Secretary, Sarawak



MEMBER

Datuk Seri Saiful Anuar Bin Lebai
Hussien

Director General
Ministry of Economic Affairs



MEMBER

Datu Dr Muhammad Abdullah
Bin Haji Zaidel

Director at Economic Planning
Unit Sarawak



MEMBER

Dato' Arham Bin Abdul Rahman

Chief Executive Officer, Malaysian
Investment Development
Authority (MIDA)

INVESTMENT PROMOTION DIVISION

INVESTMENT PROMOTION DIVISION

ROLE AND ASPIRATION

RECODA has undergone restructuring in order to carry out our expanded roles, which cover promoting investment in the SCORE region, implementing infrastructure projects and creating job opportunities.

With the new team in the Investment Management (IM) Section, we have developed the Investment Promotion guiding framework, intended to provide transparent guidelines to promote SCORE as an investment destination, assist the government in eradicating poverty within SCORE rural areas, and for investors to understand the processes involved when investing in SCORE.

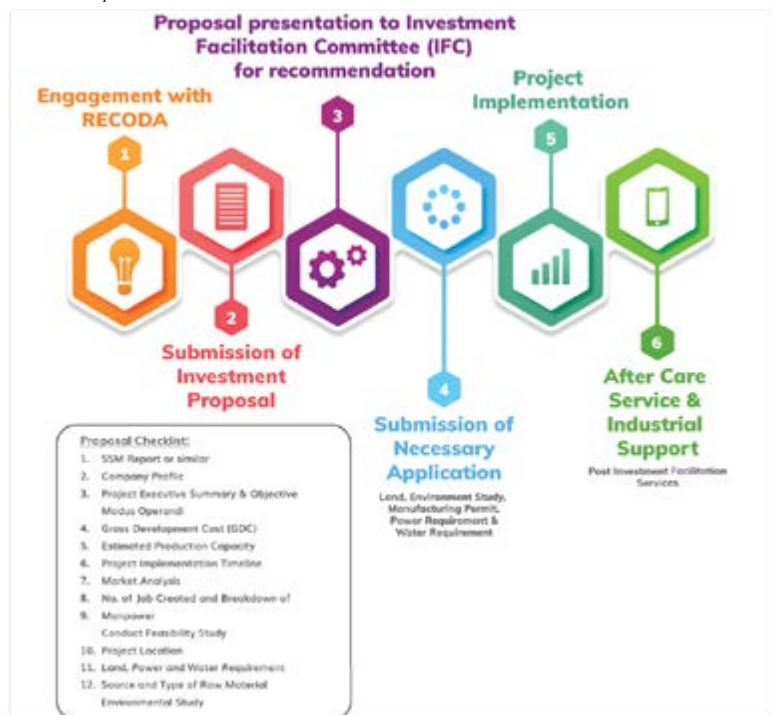
In order to achieve our goals, collaboration with our strategic partners is crucial to ensure success in any new investments or reinvestments by FDI and DDI.

SUMMARY OF ACTIVITIES

During the year, the Investment Management Section carried out the following activities:

Investment Promotion

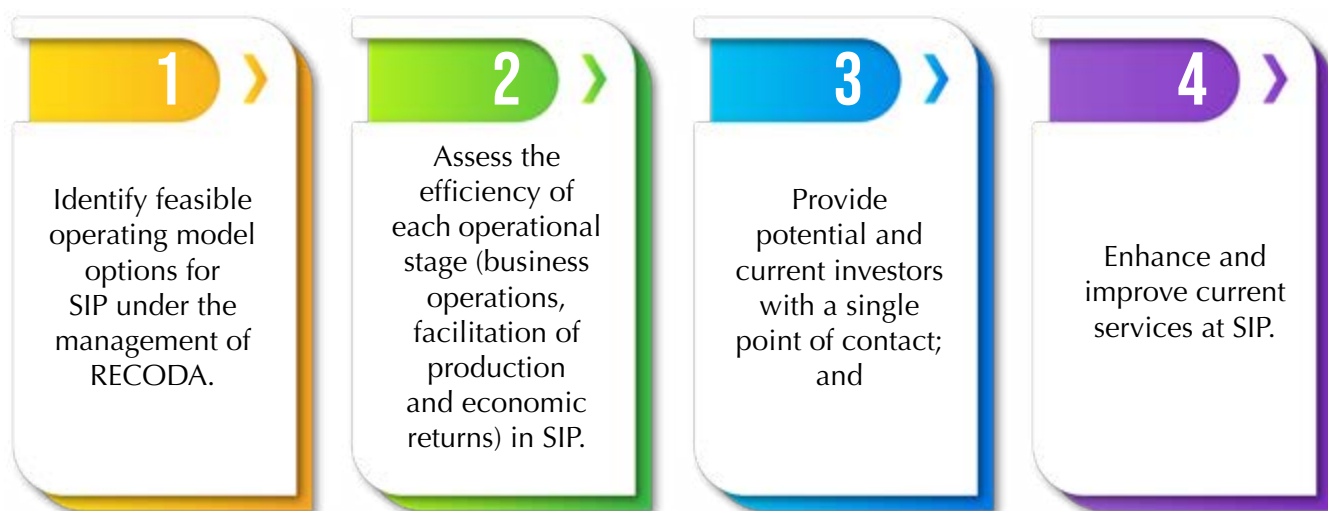
- I. Developed Investment Promotion Framework to provide a transparent guideline to promote SCORE as an investment destination. To achieve this, three key functions were established namely Investment Promotion, Facilitation and After Care.



- II. Subscribed to SPEEDA online business intelligence platform where online promotion will be intensified via webinars, online events, trade fairs, intermediaries networking, PR activities and lead generation campaigns through one-stop access to listed and private company data, industry news, industry statistics and market trends from more than 560 industries worldwide.
- III. Signed a memorandum of understanding (MoU) with Centre of Technical Excellence Sarawak (CENTEXS) to provide industry players with the right match of skilled workers. Through this collaboration, both parties will share knowledge on the required skills and technical manpower needs through consultation and engagement with industry players.



- IV. Appointed Deloitte Business Advisory Sdn. Bhd. to conduct a “Feasibility Study on the Operation and Management Model of Samalaju Industrial Park (SIP)” to develop a new comprehensive operating model options for SIP moving forward to establish the roles and responsibilities of RECODA, Bintulu Development Authority (BDA), and/or any other stakeholders. The main focuses of this study are:



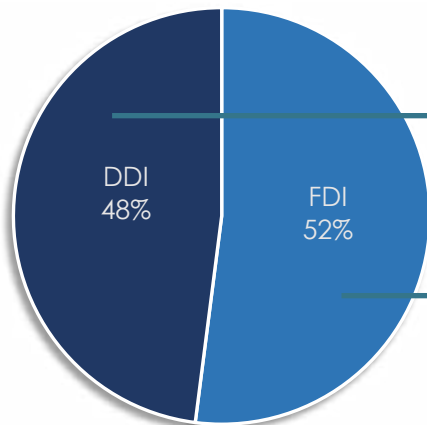
Socio-Economic Development

- I. Appointed Universiti Malaysia Sarawak (UNIMAS) to conduct and develop Socio-Economic Development Plan 2022-2026 for Upper Rajang Development Agency (URDA), Highland Development Agency (HDA) and Northern Region Development Agency (NRDA) areas to identify strategies and business modules to be implemented in the respective regional development agencies' areas with the objective of eradicating poverty.
- II. Allocated with RM16.67 million by Prime Minister's Department to implement COMMUNITY@SCORE programme in 2022 to spur socio-economic development to improve the livelihood of the B40 community in regions under three regional development agencies. About 82 projects are identified throughout the SCORE region, serving various communities in the tourism, agriculture and retail and services as our focus industries.
- III. Allocated with RM8 million by Prime Minister's Department to implement EMPLOY@SCORE in 2022 which will benefit 1,000 individuals consisting of fresh graduates, school leavers and the unemployed who will participate in the value-added and industry driven training and upskilling modules provided by selected education and skills training institutions, as well as job placements programmes with participating companies and investors from the SCORE region. This fast-tracked and yet comprehensive multi-faceted programme will further enhance the knowledge and skills of our youths to prepare them for the job market as we move to the endemic stage of the Covid-19. Upon the completion of training, these trainees will undergo on-the-job training with affiliated employers in the SCORE area for at least six months.

SARAWAK CORRIDOR OF RENEWABLE ENERGY (SCORE)

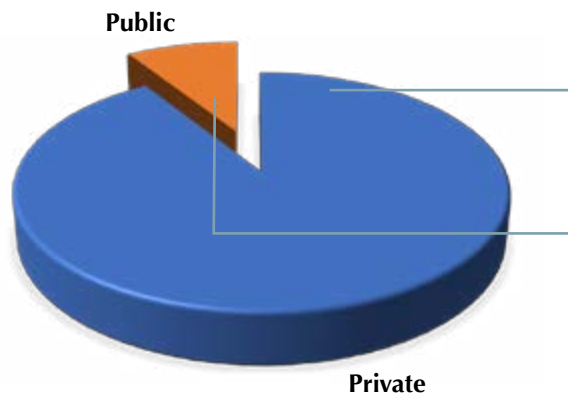


URDA : 41,186.5 KM²
HDA : 18,463 KM²
NRDA : 7,790 KM²



DDI : RM44.66 BILLION
DOMESTIC DIRECT INVESTMENT

FDI : 48.43 BILLION
FOREIGN DIRECT INVESTMENT



INVESTMENT VALUES AS OF DECEMBER 2021

RM93.09 BILLION

+

RM8.99 BILLION

TOTAL:

RM102.08 BILLION

PRIVATE INVESTMENT + PUBLIC INVESTMENT

SUMMARY OF APPROVED PRIVATE INVESTMENT BY PRODUCTS

NO.	SECTOR	DOMESTIC DIRECT INVESTMENT (DDI) (RM)	FOREIGN DIRECT INVESTMENT (FDI) (RM)	TOTAL (DDI + FDI) (RM)	(%)
1	Basic Metal products	9,300,235,319	25,637,925,641	34,938,160,960	37.53
2	Chemicals & Chemical products	2,234,388,605	20,778,828,234	23,013,216,839	24.72
3	Petroleum Products (Inc. Petrochemicals)	15,175,833,500	748,440,000	15,924,273,500	17.11
4	Natural Gas	11,216,232,964	345,254,128	11,561,487,092	12.42
5	Aquaculture	2,612,807,220	-	2,612,807,220	2.81
6	Non – Metallic Mineral Products	946,895,564	710,520,000	1,657,415,564	1.78
7	Machinery & Equipment	765,652,000	9,973,000	775,625,000	0.83
8	Food Manufacturing	541,188,641	16,374,036	557,562,677	0.60
9	Wood & Wood Products	440,467,430	113,113,972	553,581,402	0.59
10	Timber – based	506,427,417	-	506,427,417	0.54
11	Transport Equipment	341,796,080	10,315,687	352,111,767	0.38
12	Fabricated Metal Products	242,309,100	200,900	242,510,000	0.26
13	Services	132,082,694	-	132,082,694	0.14
14	Beverage & Tobacco	78,193,800	6,556,200	84,750,000	0.09
15	Marine Engineering	68,816,407	-	68,816,407	0.07
16	Energy	31,926,866	0	31,926,866	0.03
17	Agro based	7,145,000	-	7,145,000	0.01
18	Others (Electrical & Electronics, Furniture & Fixtures and Textile)	17,518,683	55,033,473	72,552,156	0.09
		44,659,917,290	48,432,535,271	93,092,452,561	100

SUMMARY OF APPROVED PUBLIC INVESTMENT BY GROWTH

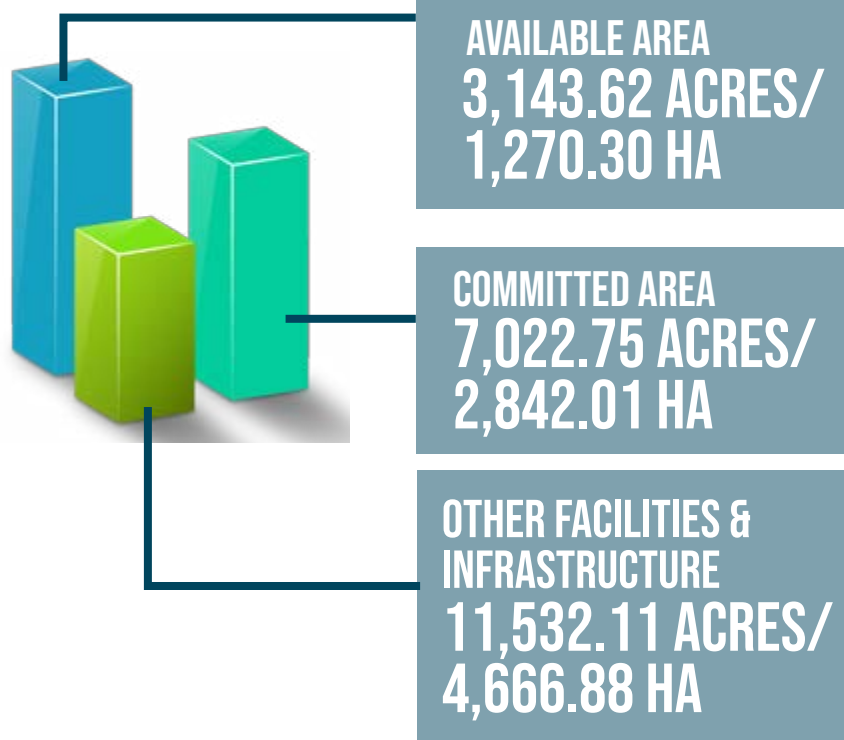
NO.	PROJECT / PROGRAM	SOURCES OF FUND	DETAIL	YEAR APPROVED	NO. OF PROJECT	INVESTMENT VALUE (RM Million)
1	 INFRASTRUCTURE		9 TH MP	(2008 – 2010)	2	979.00
2			10 TH MP	(2011 – 2015)	5	1,584.81
3			11 TH MP	(2016 – 2020)	14	1,783.85
4			12 TH MP	(2021 -2025)	9	124.00
5			NRDA	2019	43	1,500.00
6			HDA		52	1,500.00
7			URDA		168	1,500.00
8	 TALENT & COMMUNITY DEVELOPMENT		NRDA	2021	11	4.87
9			HDA		13	4.60
10			URDA		6	4.70
11			SIMUNJAN		1	0.5
12			MUKAH		1	1.0
13			EMPLOY@SCORE		1	8.0
Total					326	8,995.33



SAMALAJU INDUSTRIAL PARK (SIP)

Samalaju Industrial Park (SIP), 60km northeast of Bintulu, is an 8,000-hectare area dedicated to energy-intensive heavy industry primarily focused on the four trigger industries which are steel and metal-based (ferroalloys), aluminium-based, glass-based (metallic and polysilicon) and oil and gas.

As of 31 December 2021, total investment approved in SIP is RM31.24 billion and 12,770 jobs created.



INVESTORS IN SIP





OCIM SDN. BHD.

Origin: Korea
Product: Poly-crystalline Silicon for Photovoltaic Cells and Semiconductors

Investment: RM8.57 Billion

Jobs Created: 1,310



OM MATERIALS (SARAWAK) SDN. BHD.

Origin: Singapore
Product: High Carbon Ferro Manganese, Silicon Manganese and Ferro Silicon

Investment: RM1.04 Billion

Jobs Created: 1,700



PRESS METAL BINTULU SDN. BHD.

Origin: Malaysia
Product: Aluminium Ingots, Billets, Sheet and Foil, Extrusion and fabricated products

Investment: RM4.2 Billion

Jobs Created: 3,000



PERTAMA FERROALLOYS SDN. BHD.

Origin: Hong Kong
Product: Ferro Silicon Alloy, Silico Manganese Alloy, Ferro Manganese Alloy

Investment: RM1.05 Billion

Jobs Created: 500



SAKURA FERROALLOYS SDN. BHD.

Origin: South Africa, Japan & Bank of Taiwan
Product: High carbon Ferro Manganese and Silicon Manganese Alloy

Investment: RM1.02 Billion

Jobs Created: 400



PMB SILICON SDN. BHD.

Origin: Malaysia
Product: Metallic Silicon

Investment: RM0.60 Billion

Jobs Created: 510



IWATANI-SIG INDUSTRIAL GASES SDN. BHD.

Origin: Japan & Malaysia
Product: Industrial Gas

Investment: RM0.03 Billion

Jobs Created: 30



ELKEM CARBON MALAYSIAN SDN

Origin: Norway
Product: Soderberg Electrode Paste

Investment: RM0.01 Billion

Jobs Created: 20



MALAYSIAN PHOSPHATE ADDITIVES (SARAWAK) SDN. BHD

Origin: Malaysia
Product: Integrated Additives and Chemical Complex

Investment: RM0.92 Billion

Jobs Created: 1,100



Under Construction: WENAN STEEL (MALAYSIA) SDN BHD

Origin: China
Product: Hot Rolled Coils/Sheets, Billets, Slabs, Steel Wire Rods, Cold Rolled Coils/Sheets etc

Investment: RM13.8 Billion

Jobs Created: 4,200

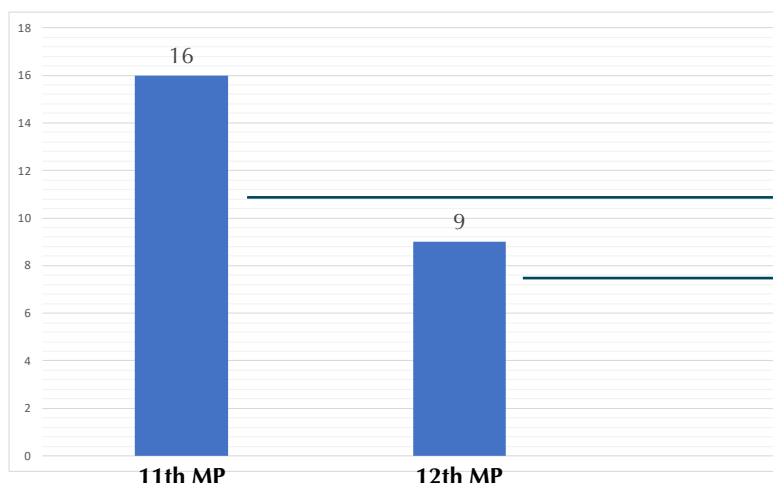


INVESTMENT : RM31.24 BILLION
JOBS CREATED : 12,770

As of 31st December 2021

PROJECT MANAGEMENT DIVISION

FEDERAL PROJECTS



RM1,784 MILLION

11TH MP (2016-2020)

RM 124 MILLION

12TH MP (2021-2025) - RP1

11th MP (2016-2020)

No.	Project Title
1	SCORE – BARAM: Integrated Highland Agriculture Station
2	SCORE - Penyediaan Tapak Dan Infrastruktur Bagi Pusat Pembangunan Hab Halal Tanjung Manis Fasa 1a - Peringkat 1
3	SCORE - Jalan Akses Ke Empangan Trusan, Lawas
4	SCORE - Penyediaan Tapak Dan Infrastruktur Bagi Pembangunan Food Basket (Sarikei-Bintangor-Betong) Fasa 1
5	SCORE - Bekalan Air Samalaju Fasa 2 (Peringkat 1)
6	SCORE - Mukah Growth Nodes Development
7	SCORE - Jalan Akses Ke Tapak Empangan Baleh, Bahagian Kapit
8	SCORE -Taman Perindustrian Samalaju - Penyediaan Tapak Dan Infrastruktur (ii)
9	SCORE - Tunoh : Pusat Bandar Baru (Kajian)
10	SCORE - Jalan Akses Ke Tapak Empangan Murum, Kapit
11	SCORE - Jalan Akses Ke Tapak Empangan Baram, Miri
12	SCORE - Mukah : Bekalan Air Mukah
13	SCORE - Hab Halal Tanjung Manis: Pembangunan Taman Halal Tanjung Manis
14	SCORE - Jalan Hab Halal Tanjung Manis
15	SCORE - Hab Halal Tanjung Manis: Pembangunan Infrastruktur Telekomunikasi Di Taman Halal
16	SCORE: Taman Perindustrian Samalaju: Penyediaan Tapak Dan Infrastruktur

16

PROJECTS
11TH MP
(2016-2020)

9

PROJECTS
12TH MP
(2021-2025)
RP1

12th MP (2021-2025)

No.	Project Title
1	SCORE - Jalan Akses Ke Tapak Empangan Baleh, Bahagian Kapit
2	SCORE - Jalan Akses Ke Empangan Trusan, Lawas
3	SCORE - Penyediaan Tapak Dan Infrastruktur Bagi Pusat Pembangunan Hab Halal Tanjung Manis Fasa 1a - Peringkat 1
4	SCORE - Bekalan Air Samalaju Fasa 2 (Peringkat 1)
5	SCORE - Mukah Growth Nodes Development
6	SCORE - Penyediaan Tapak Dan Infrastruktur Bagi Pembangunan Food Basket (Sarikei-Bintangor-Betong) Fasa 1
7	SCORE-Taman Perindustrian Samalaju - Penyediaan Tapak Dan Infrastruktur (iii): Pembinaan Jalan Section C1 (Phase 5 Stage 4)
8	SCORE - Rekabentuk Terperinci & Kerja-Kerja Awalan Bagi Pembinaan Jalan Akses Ke Tunoh, Kapit
9	SCORE - Rekabentuk Dan Kerja-Kerja Awalan Bagi Pembinaan Jalan Akses Ke Samarakan/Sangan/Ng.Merit/Kapit (Fasa 2)

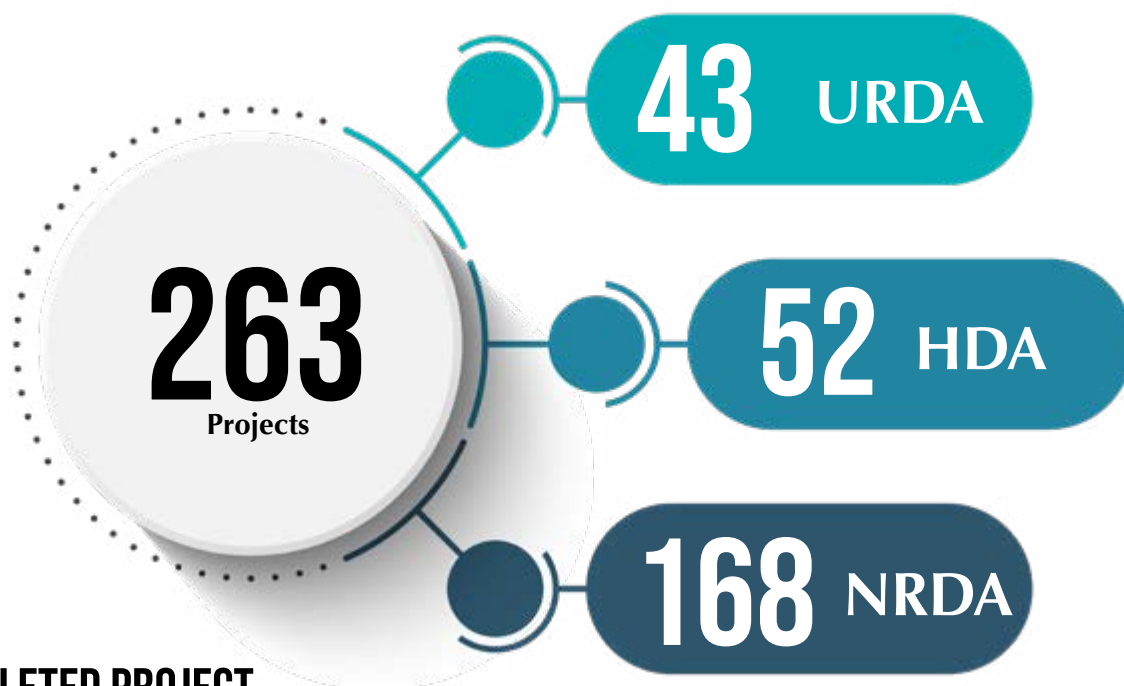


STATE PROJECTS

UPPER RAJANG DEVELOPMENT AGENCY (URDA)

HIGHLAND DEVELOPMENT AGENCY (HDA)

NORTHERN REGION DEVELOPMENT AGENCY (NRDA)



COMPLETED PROJECT

UPPER RAJANG DEVELOPMENT AGENCY (URDA)



Road to Rh Jeranding Ak Gunchang
Sg Bebyan



Road to SK Kebulu Jelalong Tubau



Road to SK Long Urun

NORTHERN REGION DEVELOPMENT AGENCY (NRDA)



Limbang Wet Market



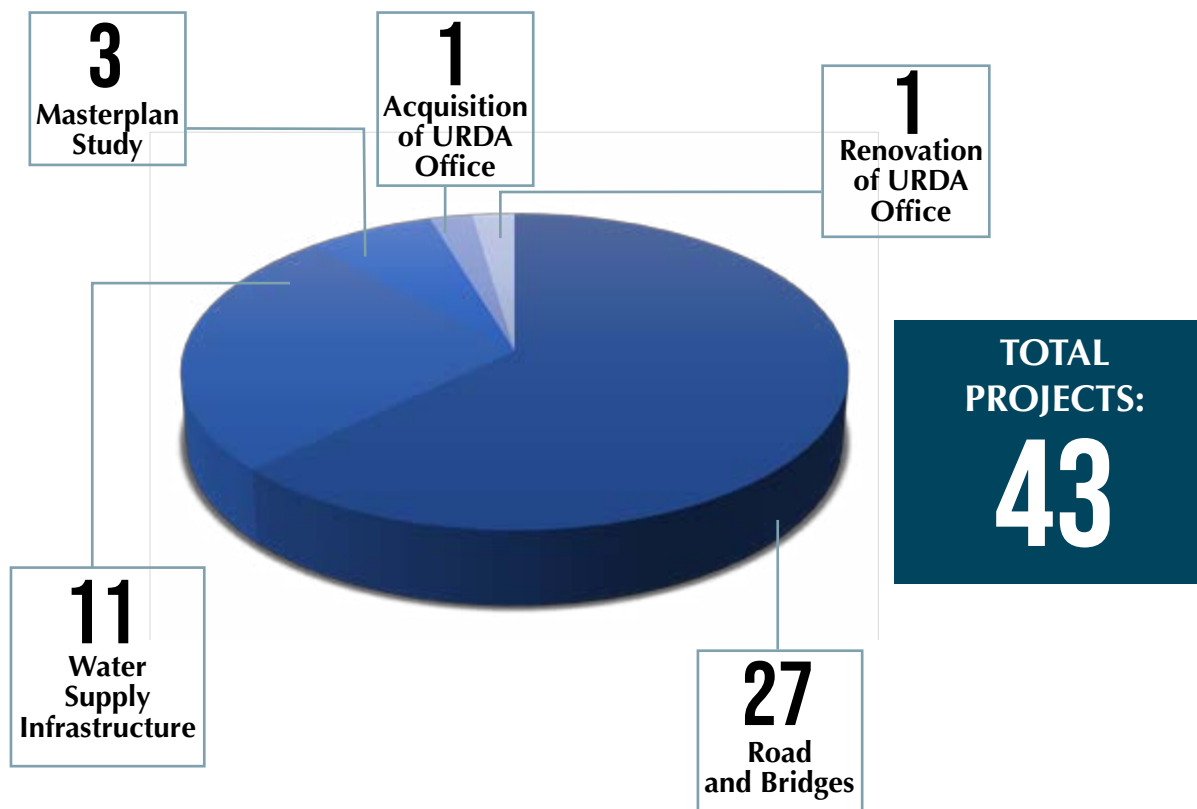
Road to Merapok to Kpg Patarikan



Upgrading ICQS Complex Pandaruan

STATE PROJECTS

UPPER RAJANG DEVELOPMENT AGENCY (URDA)



Bridge Construction Ng. Machan, Ulu Manchan



Construction of Nanga Makut/ Nanga Engkuah Road, Katibas



New Road to Ng. Geremai, Kanowit

TENDER	
No.	Project Title
1	Proposed Water Treatment Plant At Ng. Ibau
2	Proposed Water Treatment Plant At Ng. Pelagus
3	Proposed Tunoh Water Supply Project
4	Proposed Package Water Supply System At Ng Gaat, Baleh
5	Proposed Extension Of Belaga Water Supply To Sekapan Piit, Sekapan Panjang And Long Dungan
6	Proposed Package Water Supply System And Associated Works At Long Urun
7	Proposed Package Water Supply System And Associated Works At Lusong Laku



STATE PROJECTS

UPPER RAJANG DEVELOPMENT AGENCY (URDA)

IMPLEMENTATION	
No.	Project Title
1	Proposed New Road to Ng. Geremai, Kanowit
2	Membina Jambatan Ng. Machan, Jln Ulu Machan
3	Proposed Construction Of Ngungun / Jagau Road, Kanowit (Phase 1)
4	Proposed Farm Road At Bakun Resettlement Scheme (Brs) Agriculture Lot Sg. Asap – Section A Works
5	Proposed Farm Road At Bakun Resettlement Scheme (Brs) Agriculture Lot Sg. Asap – Section B Works
6	Proposed New Access Road to Tunoh Scheme (Phase 1)
7	Proposed Construction of Access Road to Uma Sambop
8	Proposed New Road from Baleh Bridge/Rh. Belaja/Ng. Benin/SK Ng. Pelagus/Pelagus Resort (Phase 1 - Section 2)
9	Proposed Construction of Bakun Dam Bypass Road
10	Proposed Construction of Nanga Makut/Nanga Engkuah Road, Katibas
11	Proposed New Road for Rh. Undi/Rh. Seli/Rh. Mamut/Rh. Al, Antawau, Sg. Bena (Phase 1)
12	Proposed New Road For Ng. Belawai / Sk. Ng. Terusa / Rh. Jabang, Ulu Belawai
13	Proposed New Rc Bridge Across Batang Baleh At Nanga Gaat & New R1 Standard Road To Rumah Tungku (Phase 1 - Section 1)
14	Proposed New Rc Bridge Across Batang Baleh At Nanga Gaat & New R1 Standard Road To Rumah Tungku (Phase 1 - Section 2)
15	Proposed New Farm Road From Rh. Taing To Existing Logging Road (Phase 1)
16	Proposed Upgrading of Existing Ex-Logging Road to Skim Tunoh, Melinau Kapit (Phase 1)
17	Proposed New Road from Baleh Bridge/Rh. Belaja/Ng. Benin/SK Ng. Pelagus/Pelagus Resort (Phase 1 - Section 1)
18	Proposed Boat Landing Facility At Bakun Dam
19	Proposed Construction of Nanga Banjor/Nanga Makut Road, Katibas
20	Cadangan Naiktaraf Jalan ke Long Tangau, Penempatan Semula Metalun, Belaga (Fasa I)
21	Cadangan Naiktaraf Jalan ke SK Tegulang, Penempatan Semula Tegulang, Belaga (Fasa I)
22	Proposed Upgrading Of Ex-logging Road From Proposed Jiwa-murni Road To Rumah Empang And Settlement Near Btg Rajang (Phase 1)
23	Proposed Improvement Of Existing Timber Logging Road To Lusong Laku, Sg. Linau (Phase 1)
24	Renovation Of URDA Office
25	Detailed Master Plan For Bakun
26	Detailed Master Plan For Belaga
27	Detailed Master Plan For Kapit
COMPLETED	
No.	Project Title
1	Acquisition Of URDA Office
2	Proposed Upgrading Of Existing Village Road To Sk Long Urun
3	Proposed Upgrading Of Existing Village Road To Rh. Jeranding Ak. Gunchang, Sg. Bebayan, Jelalong, Tubau
4	Proposed Upgrading of Existing Village Road to SK Kuala Kebulu, Jelalong, Tubau

1

PLANNING

7

TENDER

4

DESIGN & TENDER
DOCUMENTATION

27

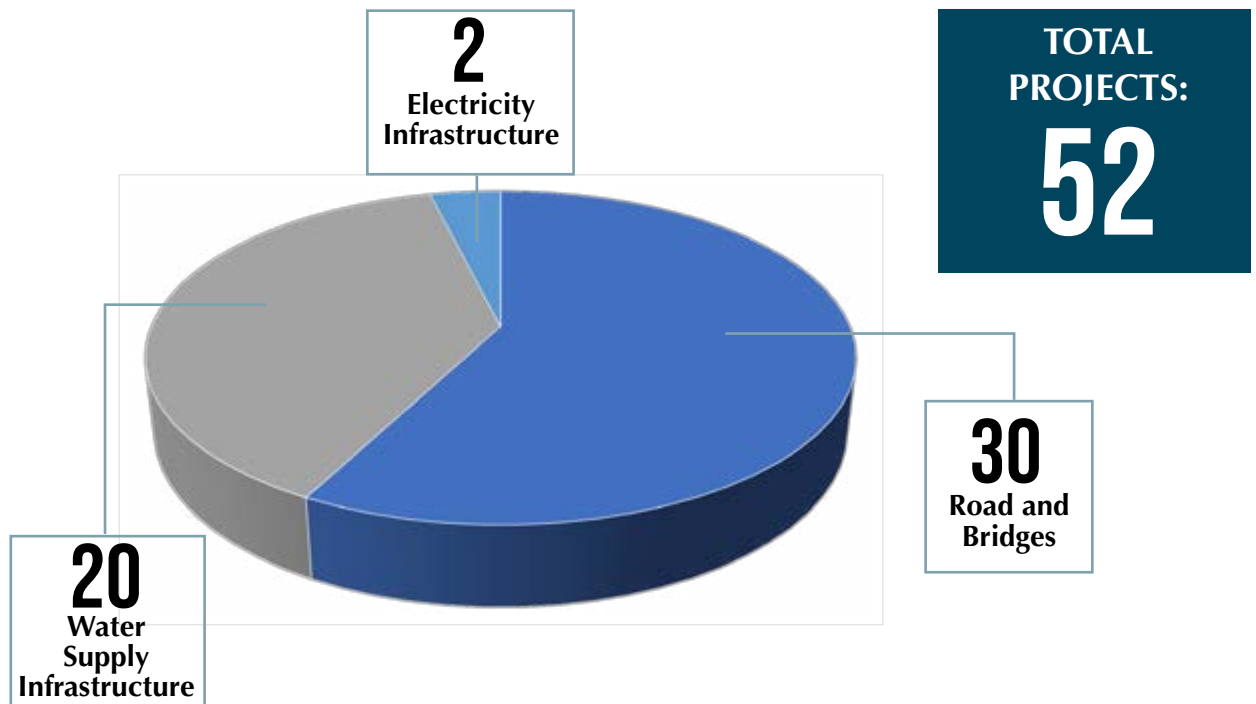
IMPLEMENTATION

4

COMPLETED

STATE PROJECTS

HIGHLAND DEVELOPMENT AGENCY (HDA)



Improvement of Internal Roads and Drainages of Long Bedian, Miri Division



Improvement of Existing Access Road to Daleh Long Pelutan/Long Miri and Uma Bawang, Miri Division



Improvement and construction of Roads within Long Lama and Long Bedian Area, Miri Division (Long Buang, Long Tujang and Long Wat Spur Roads Improvements)

STATE PROJECTS

HIGHLAND DEVELOPMENT AGENCY (HDA)

IMPLEMENTATION	
No.	Project Title
1	Proposed Improvement Of Internal Roads And Drainages Of Long Bedian, Miri Division
2	Proposed Improvement and Construction of Roads Within Long Lama and Long Bedian Area, Miri Division (Long Buang, Long Tujang and Long Wat Spur Roads Improvements)
3	Proposed Improvement Of Internal Roads, Carports And Drainages Of Long Lama Town, Miri Division (Phase 1- Roads And Drainages)
4	Proposed Improvement Of Existing Road To Long Laput (Phase 1), Miri Division
5	Proposed Improvement Of Existing Roads To Long Silat, Long Tikan/Long Jekitan And Long Mekaba, Miri Division Section 2 - Proposed Improvement Of Existing Road To Long Tikan/Long Jekitan
6	Proposed Improvement of Existing Roads to Long Silat, Long Tikan / Long Jekitan and Long Mekaba, Miri Division (Section 3 - Proposed Improvement of Existing Road to Long Mekaba)
7	Proposed Construction Of New Overhead Power Line And All Its Associated Works To Ihas Site 3, Long Banga, Miri Division
8	Proposed Improvement Of Existing Road From Long Banga Junction To Pa Dalih, Miri Division (Section A)
9	Proposed Improvement Of Existing Road From Long Banga Junction To Pa Dalih, Miri Division (Section B)
10	Proposed Improvement of Existing Access Road to Daleh Long Pelutan/ Long Miri and Uma Bawang, Miri Division Phase 1 - Long Miri : From CH0+000 to CH13+767
11	Proposed Improvement of Road to Long Selaan and Long Moh, Miri Division.
12	Proposed Construction Of New Single Lane Bridge Crossing Sungai Layun At Long Kevok, Miri Division
13	Proposed Improvement Of Existing Roads To Long Silat, Long Tikan/Long Jekitan And Long Mekaba, Miri Division (Section 1 - Improvement Of Existing Road To Long Silat)
14	Proposed Improvement Of Existing Road From Long Banga Junction To Long Banga, Miri
15	Proposed Improvement And Construction Of Roads Within Long Lama And Long Bedian Area, Miri Division (Long Lama - Temala Junction Main Road And Uma Akeh Spur Road Improvements)
16	Proposed Improvement And Construction Of Roads Within Long Lama And Long Bedian Area, Miri Division (Long Atip And Long Bedian Spur Roads Improvements)
17	Proposed Improvement Of Existing Road From Bario To Pa Lungan, Miri Division
18	Proposed Improvement Of Critical Sections Along Existing Road From Pa Dalih To Bario, Miri Division
19	Proposed Improvement of Access Road from Main Logging Road to Long Semiang, Miri
20	Proposed Improvement of Existing Road from Long Lama to Logan Sibong, Miri Division

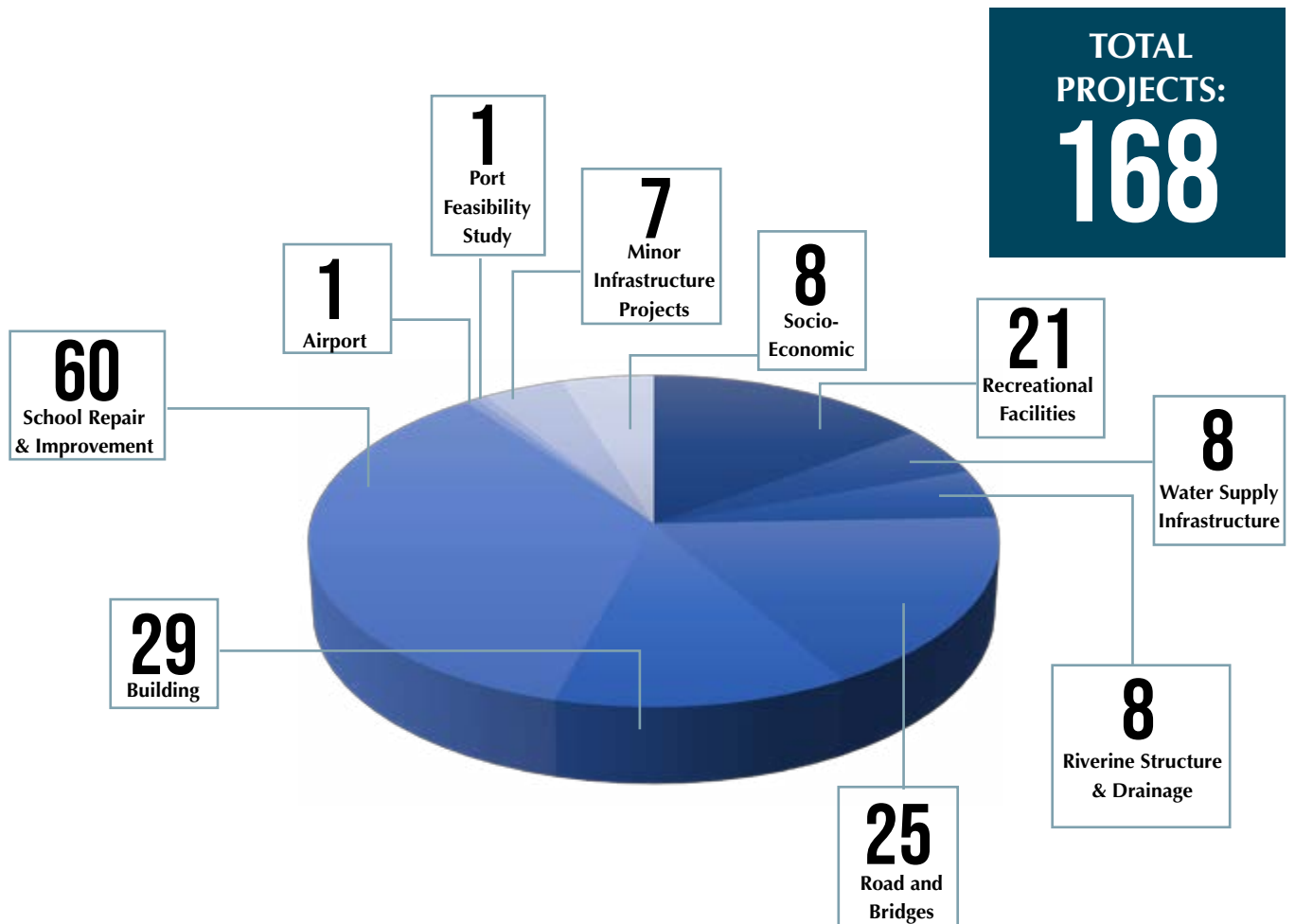
21
PLANNING

11
DESIGN & TENDER
DOCUMENTATION

20
IMPLEMENTATION

STATE PROJECTS

NORTHERN REGION DEVELOPMENT AGENCY (NRDA)



Construction of New Road from Kpg. Noor Islam to Kuala Lawas Ferry Point, Lawas District, Limbang Division



Construction of New Skim Pembesaran Kpg. Belipat, Serdang dan Belangsat, Lawas District, Limbang Division



Construction of New Perpustakaan Desa Batu Danau on Lot 29, Batu Danau Land District, Limbang Division

STATE PROJECTS

NORTHERN REGION DEVELOPMENT AGENCY (NRDA)

TENDER	
No.	Project Title
1	Proposed Construction Of New Trailer Parking Centre, Limbang District, Limbang Division
2	Proposed New R.C Jetty/Walkway Projects Within Limbang District, Limbang Division.
3	Proposed Upgrading Of Samba Deer Station At Long Sebangang Station On Lot 1, Block 18, Lawas Land District, Limbang Division.
4	Proposed New Waterfront At Pekan Mendamit On Lot 168 And Part Of 173 Block 17, Danau Land District, Limbang Division
5	Proposed Millennium Park At Loagan Datu Taie, Lawas Land District, Limbang Division
6	Proposed New Bandar Lawas Bridge, Lawas District, Limbang Division

IMPLEMENTATION	
No.	Project Title
1	Proposed Upgrading Of Skim Pembesaran Kampung Kuala Lawas Fasa 1, Lawas District, Limbang Division
2	Proposed Construction Of New Skim Pembesaran Kpg. Belipat, Serdang Dan Belangsar, Lawas District, Limbang Division
3	Proposed Upgrading Work of Existing ICQS Complex Tedungan on Lot 1078 & 1079, Block 2, Danau Land District, Limbang Division.
4	Proposed Construction Of New Road From Kpg. Noor Islam To Kuala Lawas Ferry Point, Lawas District, Limbang Division
5	Proposed Concrete Road For Various Villages In Trusan, Lawas District, Limbang Division.
6	Proposed Drainage Improvement Works For Villages In Lawas District, Limbang Division.
7	Proposed Construction Of R.C. Jetty/Walkway For Villages In Lawas District, Limbang Division
8	Proposed Pejabat Pendidikan Daerah Lawas, Lawas District, Limbang Division (Phase 4)
9	Proposed Construction Of New Road From Punang To Kampung Sungai Bangat, Lawas District, Limbang Division.
10	Proposed Sundar Peacefulness Recreation Park On Lot 11, 12, 70, 128, 129, 138, 1321, 1303, 1414, Block 3, Trusan Land District, Lawas, Limbang Division
11	Proposed Construction Of New Kampung Seberang Kedai Road, Lawas District, Limbang Division.
12	Proposed Lawas Aquatic Centre At Lawas Sport Complex, Lawas Land District, Limbang Division
13	Proposed Upgrading of Existing Limbang District Council Depot on Lot 542 Block 4, Pandaruan Land District BuangSiol, Limbang Division.
14	Proposed Construction Of Existing Road From Lawas Damit To Long Lempaki, Lawas District, Limbang Division
15	Proposed Demolition And Reconstruction Of New Anjung Usahawan Building On Lot 45 And Part Of Lot 75, Block 18, Danau Land District, Medamit, Limbang Division
16	Proposed Upgrading Of Existing Agriculture Training Center Kubong On Lot 1951, Pandaruan Land District, 10th Mile Kubong Road, Limbang Division
17	Proposed Construction Of New Mosque At Kampung Punang On Lot 1418, Block 2, Lawas Land District, Limbang Division.
18	Proposed Construction Of New Anjung Usahawan Building At Kampung Ladang Baru On Part Of Lot 1960, Block 6, Lawas Land District, Limbang Division.
19	Proposed Upgrading Of Existing Road To Melasak Waterfall, Lawas District, Limbang Division.
20	Proposed Extension Of Pasar Tamu Lawas (Phase 2), Lawas Land District, Limbang Division

STATE PROJECTS

NORTHERN REGION DEVELOPMENT AGENCY (NRDA)

21	Proposed Sectional Upgrading Of Jungle Trekking At Natural Reserve Land At Taman Tasik Mas, Taman Kayu Hitam And Taman Awam Nauran On Lot 439,930 & 2582, Limbang Town District, Limbang Division
22	Proposed Upgrading Facilities At Taman Bukit Kayu Hitam, Limbang Town District, Limbang Division
23	Proposed Extension Of Existing Covered Walkway Limbang City Centre At Limbang Town District, Limbang Division
24	Proposed Upgrading Of Three (3) Numbers Existing Roundabout At Jalan Buangsiol, Jalan Batu Biah And Jalan Nauran In Limbang Town District, Limbang Division
25	Proposed New Limbang Town Square And Parking Lots On Lot 1292 & 2188, Limbang Town District, Limbang Division
26	Proposed Upgrading Of Existing Brackish Water Fishery Station At Kampung Punang On Lots 308, 312-313, 325-327 & 349, Block 2, Lawas Land District, Limbang Division.
27	Proposed Construction Of New Road From Banting To Kampung Belimbing And New Tanjung Lagoon Datu Tai Road, Lawas District, Limbang Division.
28	Proposed Upgrading Facilities at Tapak Pesta Lumpur Berbuak Meritam On Lot 1192, Block 3, Danau Land District, Limbang Division
29	Proposed New Perpustakaan Desa Batu Danau On Lot 29, Batu Danau Land District, Limbang Division
30	Proposed Upgrading Landscape At Trusan, Trusan District, Limbang Division
31	Proposed Upgrading Bulatan Gasing At Lawas Town, Lawas Land District, Limbang Division
32	Proposed Upgrading of Existing and Construction of New Road from Kampung Ipai Pendam to Kampung Ipai, Limbang District, Limbang Division
33	Proposed Punang Nature Walk at Punang Beach, Lawas Land District, Limbang Division
34	Proposed Construction of New Road from Bukit Lubok to Kampung Seberang Kedai, Limbang District, Limbang Division
35	Proposed Upgrading Of Existing Tedungan-Pandaruan Road, Limbang District, Limbang Division
36	Proposed Construction Of New Anjung Usahawan Building At Kampung Long Tuan On Part Of Block 13, Trusan Land District, Limbang Division.
37	Proposed New Ikan Tahai Smoke House At Kampung Punang On Part Of Block 2, Lawas Land District, Limbang Division.
38	Proposed Construction Of New Anjung Usahawan Building At Kampung Punang Jaya On Part Of Lot 832, Block 2, Lawas Land District, Limbang Division.
39	Proposed Construction Of New Anjung Usahawan Building At Kampung Pemukat On Part Of Lots 63, 733 & 734, Block 1, Merapok Land District, Limbang Division.
40	Proposed Construction Of New Anjung Usahawan Building At Kampung Pahlawan, Pandaruan Land District, 8th Mile Kubong Road, Limbang Division.
41	Proposed Construction Of New Maahad Tahfiz Darul Makmur Lawas On Lot 2882, Block 6, Lawas Land District, Limbang Division.
42	Proposed Construction Of New Tadika Hikmah On Lot 1659, Block 6, Lawas Land District, Limbang Division.
43	Proposed Patarikan Tourism Facilities At Kampung Patarikan, Lawas Land District, Limbang Division
44	Proposed New Ikan Tahai Smoke House At Kampung Awat-Awat On Part Of Block 1, Trusan Land District, Limbang Division.
45	Proposed Construction Of New Anjung Usahawan Building At Kampung Noor Islam On Part Of Lots 38, 41, 268 & 270, Block 1, Lawas Land District, Limbang Division.
46	Proposed Upgrading Of Existing Road From Long Tengoa To Long Ibaui, Lawas District, Limbang Division.
47	Proposed Construction Of New Trusan Sub-District Office Building On Part Of Lot 47, Trusan Town District, Limbang Division.
48	Proposed Repair and Improvement to SK Pusat in N.82 Bukit Sari, Lawas District (Phase 3B)
49	Proposed Repair and Improvement of Three (3) Schools in N.82 Bukit Sari, Lawas District, Limbang Division (Phase 3D) - SK Ladang Baru
50	Proposed Repair and Improvement of Three (3) Schools in N.82 Bukit Sari, Lawas District, Limbang Division (Phase 3D) - SK Agama (Mis) Lawas

STATE PROJECTS

NORTHERN REGION DEVELOPMENT AGENCY (NRDA)

51	Proposed Repair and Improvement of Three (3) Schools in N.82 Bukit Sari, Lawas District, Limbang Division (Phase 3D) - SK Kerangan
52	Proposed Repair and Improvement of Two (2) Schools in N.82 Bukit Sari, Lawas District (Phase 3C) - SK Punang
53	Proposed Repair and Improvement of Two (2) Schools in N.82 Bukit Sari, Lawas District (Phase 3C) - SK Belipat
54	Proposed Repair and Improvement of Eleven (11) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 1) - SK Melayu Pusat
55	Proposed Repair and Improvement of Eleven (11) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 1) - SK Limpaki
56	Proposed Repair and Improvement of Eleven (11) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 1) - SK St. Edmund
57	Proposed Repair and Improvement of Eleven (11) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 1) - SMK Limbang
58	Proposed Repair and Improvement of Eleven (11) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 1) - SK Merambut
59	Proposed Repair and Improvement of Eleven (11) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 1) - SK Gadong
60	Proposed Repair and Improvement of Eleven (11) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 1) - SMK Kubong
61	Proposed Repair and Improvement of Eleven (11) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 1) - SK Sungai Poyan
62	Proposed Repair and Improvement of Eleven (11) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 1) - SK Bukit Luba
63	Proposed Repair and Improvement of Eleven (11) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 1) - SK Limpaku Pinang
64	Proposed Repair and Improvement of Eleven (11) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 1) - SK Limbang
65	Proposed Repair and Improvement of Eight (8) Schools in N.82 Bukit Sari, Lawas District (Phase 1) - SMK Sundar
66	Proposed Repair and Improvement of Eight (8) Schools in N.82 Bukit Sari, Lawas District (Phase 1) - SK Trusan
67	Proposed Repair and Improvement of Eight (8) Schools in N.82 Bukit Sari, Lawas District (Phase 1) - SK Awat-Awat
68	Proposed Repair and Improvement of Eight (8) Schools in N.82 Bukit Sari, Lawas District (Phase 1) - SK Luangan
69	Proposed Repair and Improvement of Eight (8) Schools in N.82 Bukit Sari, Lawas District (Phase 1) - SK Aru Baru
70	Proposed Repair and Improvement of Eight (8) Schools in N.82 Bukit Sari, Lawas District (Phase 1) - SK Sundar
71	Proposed Repair and Improvement of Eight (8) Schools in N.82 Bukit Sari, Lawas District (Phase 1) - SK Kampung Lintang
72	Proposed Repair and Improvement of Eight (8) Schools in N.82 Bukit Sari, Lawas District (Phase 1) - SK Siang-Siang
73	Proposed Repair and Improvement of Five (5) Schools in N.82 Bukit Sari, Lawas District (Phase 2) - SK Kampung Seberang
74	Proposed Repair and Improvement of Five (5) Schools in N.82 Bukit Sari, Lawas District (Phase 2) - SK Ulu Merapok
75	Proposed Repair and Improvement of Five (5) Schools in N.82 Bukit Sari, Lawas District (Phase 2) - SK Merapok
76	Proposed Repair and Improvement of Five (5) Schools in N.82 Bukit Sari, Lawas District (Phase 2) - SMK Merapok

STATE PROJECTS

NORTHERN REGION DEVELOPMENT AGENCY (NRDA)

77	Proposed Repair and Improvement of Five (5) Schools in N.82 Bukit Sari, Lawas District (Phase 2) - SK Kuala Lawas
78	Proposed Repair and Improvement of Four (4) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 2) - SK Tiga Kampung
79	Proposed Repair and Improvement of Four (4) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 2) - SMK Seri Patimbun
80	Proposed Repair and Improvement of Four (4) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 2) - SK Bandar Limbang
81	Proposed Repair and Improvement of Four (4) Schools in N.79 Bukit Kota, Limbang District, Limbang Division (Phase 2) - SMK Agama Limbang
82	Proposed Repair and Improvement of Thirteen (13) Schools in N.80 Batu Danau, Limbang District - SK Long Napir
83	Proposed Repair and Improvement of Thirteen (13) Schools in N.80 Batu Danau, Limbang District - SK Bukit Batu
84	Proposed Repair and Improvement of Thirteen (13) Schools in N.80 Batu Danau, Limbang District - SK Melaban
85	Proposed Repair and Improvement of Thirteen (13) Schools in N.80 Batu Danau, Limbang District - SK Kuala Medalam
86	Proposed Repair and Improvement of Thirteen (13) Schools in N.80 Batu Danau, Limbang District - SK Nanga Medamit
87	Proposed Repair and Improvement of Thirteen (13) Schools in N.80 Batu Danau, Limbang District - SK Ulu Lubai
88	Proposed Repair and Improvement of Thirteen (13) Schools in N.80 Batu Danau, Limbang District - SK Nanga Merit
89	Proposed Repair and Improvement of Thirteen (13) Schools in N.80 Batu Danau, Limbang District - SK Kuala Penganan
90	Proposed Repair and Improvement of Thirteen (13) Schools in N.80 Batu Danau, Limbang District - SK Menuang
91	Proposed Repair and Improvement of Thirteen (13) Schools in N.80 Batu Danau, Limbang District - SK Ukong
92	Proposed Repair and Improvement of Thirteen (13) Schools in N.80 Batu Danau, Limbang District - SK Tedungan
93	Proposed Repair and Improvement of Thirteen (13) Schools in N.80 Batu Danau, Limbang District - SK Batu Danau
94	Proposed Repair and Improvement of Thirteen (13) Schools in N.80 Batu Danau, Limbang District - SK Pangkalan Jawa
95	Proposed Repair and Improvement of Eleven (11) Schools in N.81 Ba'kelalan, Lawas District, Limbang Division - SK Long Semadoh
96	Proposed Repair and Improvement of Eleven (11) Schools in N.81 Ba'kelalan, Lawas District, Limbang Division - SK Batu Lima
97	Proposed Repair and Improvement of Eleven (11) Schools in N.81 Ba'kelalan, Lawas District, Limbang Division - SMK Trusan
98	Proposed Repair and Improvement of Eleven (11) Schools in N.81 Ba'kelalan, Lawas District, Limbang Division - SK Tang Lapadan
99	Proposed Repair and Improvement of Eleven (11) Schools in N.81 Ba'kelalan, Lawas District, Limbang Division - SK Ba'kelalan
100	Proposed Repair and Improvement of Eleven (11) Schools in N.81 Ba'kelalan, Lawas District, Limbang Division - SK Long Tengoa
101	Proposed Repair and Improvement of Eleven (11) Schools in N.81 Ba'kelalan, Lawas District, Limbang Division - SK Long Sibangang
102	Proposed Repair and Improvement of Eleven (11) Schools in N.81 Ba'kelalan, Lawas District, Limbang Division - SK Long Luping
103	Proposed Repair and Improvement of Eleven (11) Schools in N.81 Ba'kelalan, Lawas District, Limbang Division - SK Long Tukon
104	Proposed Repair and Improvement of Eleven (11) Schools in N.81 Ba'kelalan, Lawas District, Limbang Division - SK Puru Sia
105	Proposed Repair and Improvement of Eleven (11) Schools in N.81 Ba'kelalan, Lawas District, Limbang Division - SK Long Sukang
106	Port Feasibility
107	Proposed Construction of New Anjung Usahawan Building on Part of Block 15, Ba'kelalan Land District, Limbang Division

STATE PROJECTS

NORTHERN REGION DEVELOPMENT AGENCY (NRDA)

COMPLETED	
No.	Project Title
1	Proposed Upgrading Landscape At Bandar Lawas, Lawas District, Limbang Division (Section A)
2	Proposed Upgrading Landscape At Bandar Lawas, Lawas District, Limbang Division (Section B)
3	Proposed Upgrading Of Skim Pembesaran Kpg. Gelapas, Trusan, Lawas District, Limbang Division
4	Proposed Upgrading Work of Existing ICQS Complex Pandaruan on Lot 371 Block 14, and Lot 520 Block 14, Pandaruan Land District, 8th Mile Kubong Road, Limbang Division.
5	Proposed Upgrading Of Internal Roads And Drainage System For Kampung Munchu, Lawas District, Limbang Division
6	Proposed Upgrading Of Existing Limbang Wet Market On Lot 99, Lot 735 & Lot 776, Limbang Town District, Limbang Bazaar, Limbang Division
7	Proposed Demolition and Reconstruction of Rumah Temuai on Lot 593 Block 9 Pandaruan Land District, Jalan Batu Biah, Limbang Division.
8	Proposed Upgrading Work of Existing Batu Danau Buffalo Breeding Station on Lot 763, Block 5, Danau Land District, Lubok Manturob, Limbang Division
9	Proposed Upgrading Of Existing Road From Merapok To Kampung Patarikan, Lawas District, Limbang Division
MINOR INFRASTRUCTURE PROJECTS	
No.	Project Title
1	Proposed Improvement Of Existing Agricultural Roads Within Limbang District
2	Proposed Improvement Of Existing Agricultural Roads Within Lawas District
3	Proposed Improvement Of Concrete Footpath For 17 Villages In Sundar Sub District, Lawas District
4	Proposed Street Lighting And Associated Works Within Limbang District
5	Proposed Street Lighting And Associated Works Within Lawas District
6	Proposed New And Replacement Works For Culvert For Villages Within Limbang District
7	Proposed New And Replacement Works For Culvert For Villages Within Lawas District
SOCIO-ECONOMIC PROGRAMMES	
No.	Project Title
1	Projek Tanaman Nanas Keningau Diamond, Bahagian Limbang
2	Projek Tanaman Nanas Keningau Diamond, Bahagian Lawas
3	Projek Ternakan Kelulut
4	Industri Parang, Daerah Limbang
5	Industri Parang, Daerah Lawas
6	Proposed Drainage Improvement Works At Kpg Ukong, Limbang
7	Projek Bantuan Enjin Sangkut Bahagian Limbang
8	Pembinaan Tokong Persatuan Penganut Agama Buddha Qing Sui Yuan, Lawas

MEGA PROJECTS

NORTHERN COASTAL HIGHWAY

Value Engineering Lab was conducted from 3 to 5 May 2021 subsequent to two Pre Value Engineering Lab from 11 to 13 January 2021 and 21 to 23 December 2020. Prior to this, a Value Assessment Lab was conducted from 23 to 25 September 2020.

This project which received the approval from SPA on 17 June 2020, will involve the construction of 87.5km of dual carriageway. Construction work is divided into two sections namely Limbang Package with 44km and Lawas Package with 43.5km.



STATUS: DESIGN STAGE

MIRI-MARUDI, MARUDI-MULU (KUALA MELINAU) AND LONG PANAI-LONG LAMA

Status: Planning stage

Value Assessment Lab was conducted from 22 to 23 March 2021. This project will involve the construction of 160.5km's length of single carriageway as well as 9 major bridges and 14 minor bridges and one passenger terminal jetty.



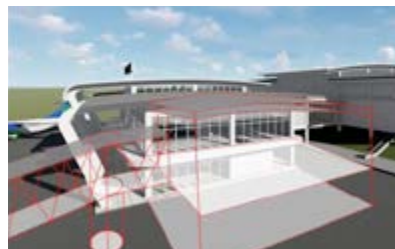
STATUS: PLANNING STAGE



NEW LAWAS AIRPORT

Feasibility study for the new site of this project at Sundar was completed and final report was handed over to Ministry of Transport Malaysia on 23 June 2021.

The new site for the project at Sundar was approved by State Planning Authority. This project will replace the existing Lawas Short Take Off and Landing Airport (STOLPORT) which began its operation in 1961.



FEASIBILITY STUDY
(FINAL REPORT STAGE)

LAWAS DEEP WATER PORT

Economic, social, environment and financial studies, as well as technical and engineering inputs were carried out to investigate the viability of establishing this project.

This project will support the development for the petrochemical hub in the region and serve as a strategic port for the northern region of Sarawak.



FEASIBILITY STUDY
(INTERIM STAGE)



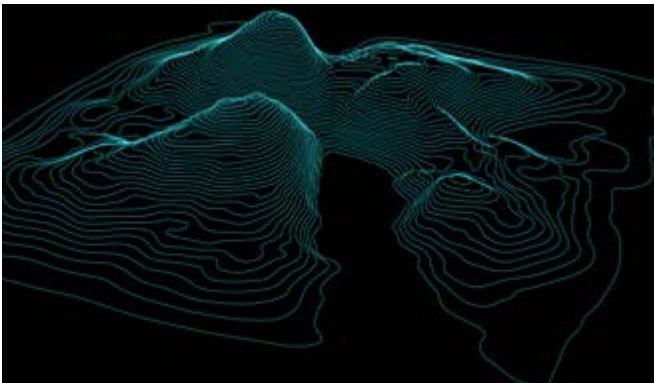
INITIATIVES

With 263 infrastructure projects to be carried out under the three development agencies i.e. Upper Rajang Development Agency (URDA), Highland Development Agency (HDA) and Northern Region Development Agency (NRDA) apart from two mega projects namely Northern Coastal Highway (NCH) and Roads Linking Miri-Marudi, Marudi-Mulu (Long Melinau) and Long Panai-Long Lama, there are bound to be challenges in the implementation of these projects and these are:

- I. Timeline - The 263 projects under the three development agencies to be implemented on a fast-track basis.



- II. Geography – Most of the projects are located in the rural and remote areas.



- III. Transportation and Logistics – With most of the projects located in the remote areas, it has resulted in the constraints of transporting construction materials and machines to the sites.



- IV. Covid-19 Pandemic Due to Movement Control Order (MCO) imposed by the government, it has impacted on the progress of the projects.



With the above challenges, there need to be creative and innovative ways to implement the projects to ensure it is implemented within time and cost without compromising on its quality. Hence, several initiatives were being adopted to address this.

I. Value Assessment Lab

This is conducted during the project planning stage which involves the participation from all relevant stakeholders to provide in-depth input and feedback on the design, alignment, architectural works, mechanical & electrical works, utilities relocation works as well as socio-economic impact.

The outcome of the lab is used as the basis to prepare the project brief including needs statement before the detailed design can be carried out as well as to avoid planning and project overlapping.



INITIATIVES

II. Value Engineering Lab

This is conducted after the successful completion of Value Assessment Lab where the preliminary engineering designs are refined into detailed engineering design.

It is a systematic, organized approach to providing necessary functions in a project at the lowest cost. It promotes the substitution of materials and methods with less expensive alternatives, without sacrificing functionality.



III. LiDAR

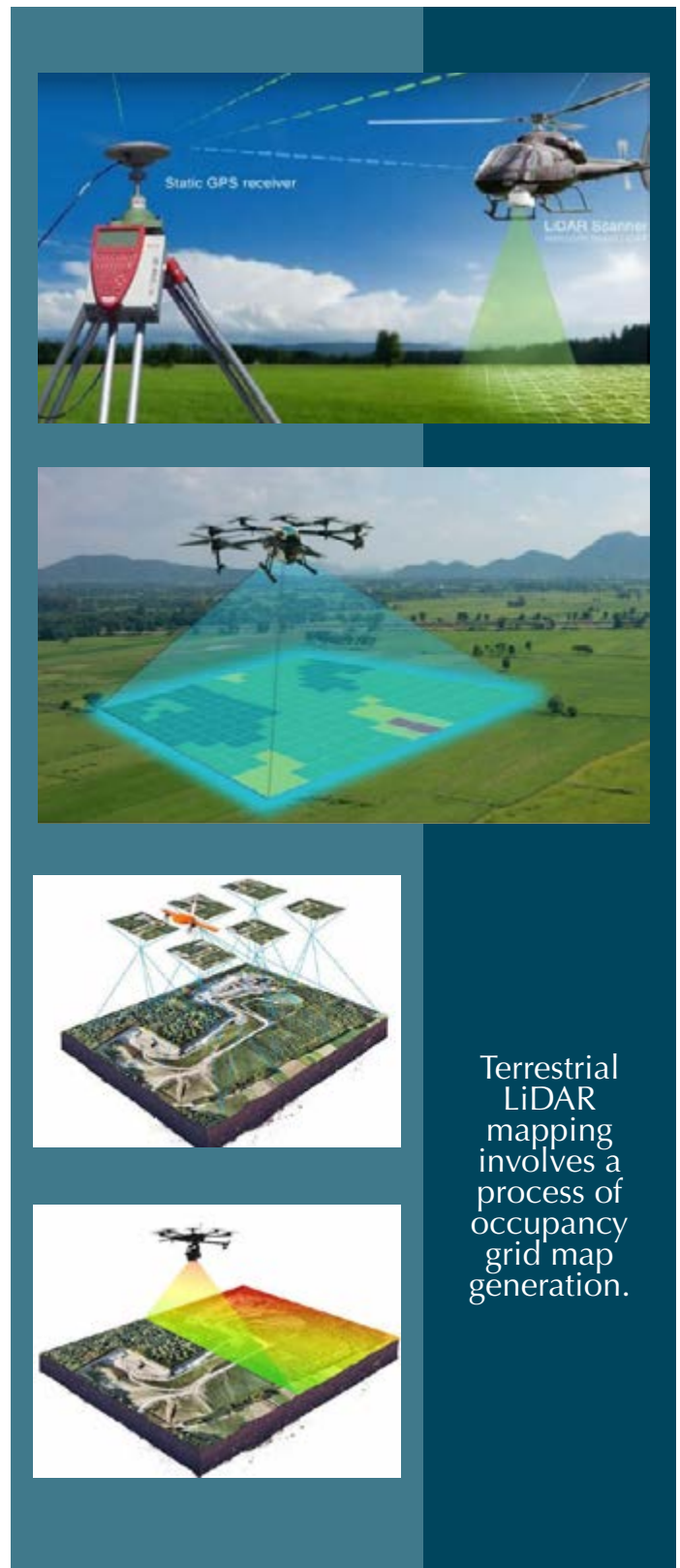
One of the technical solutions that has been adopted to speed up the planning stage of projects is the use of LiDAR (light detection and ranging) paired with Unmanned Aerial Vehicles (UAVs), which are used for survey data collection.

With this new technology, survey data for design can be obtained one or two months faster in comparison with conventional detailed ground surveys. In effect, this technology shortens the detailed engineering design process.

LiDAR technology uses pulsed lasers to calculate variable distances. The light pulses are then combined with other data that the airborne system records to generate three-dimensional information about the surveyed environment.

As LiDAR can provide its own light source, the technology is able to perform well under various lighting and weather conditions.

LiDAR is becoming an important tool for project planning and coordination, where previously unseen areas can be properly surveyed and recorded without disturbing the natural environment.



Terrestrial
LiDAR
mapping
involves a
process of
occupancy
grid map
generation.

INITIATIVES

IV. Procurement Strategy

Soil investigation work is included in the main contract of the project. Detailed engineering design will be reviewed and optimised during post contract once the soil investigation data is available. This approach will enable the projects to be rolled out within a short time for fast-track implementation.



V. RECODA Project Management System (RPMS)

For its development of RPMS, RECODA was announced as winner of the International Innovation Awards (IIA) 2021, under the Service & Solution category at a virtual ceremony held in Singapore on December 9, 2021.

To be more effective in project monitoring, a project monitoring system for reporting that features the acquiring, validating, storing, protecting, and processing of data is being developed.

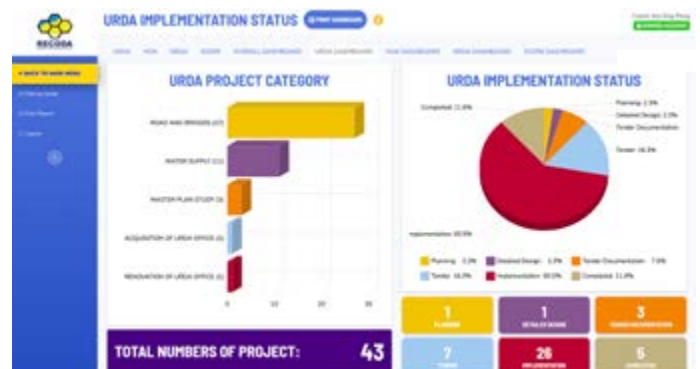
RECODA Project Management System (RPMS) is a cloud-based interactive digital project information and monitoring dashboard system for managing current progress and health status of ongoing projects. It disseminates vital information for progress reporting and project health status, which enabled the stakeholders to make informed decisions.

The key features of this system are its abilities to capture the progress of projects implementation based on real time data, its interactivity and user friendliness. RPMS makes it possible to track and monitor the current project progress status on site instantly, without having to physically being present on site.



OVERVIEW DASHBOARD

PROJECT CATEGORIES	URDA	HDA	NRDA
PL ROAD AND BRIDGES	27	30	25
WATER SUPPLY	12	20	8
ELECTRICAL SUPPLY	-	2	-
REINFORCED STRUCTURE & CHANNELS	-	-	8
BUILDING CONSTRUCTION	-	-	29
RECREATIONAL FACILITIES	-	-	21
TECHNICAL UPGRADE & IMPROVEMENT WORKS	-	-	60
AIRPORT	-	-	1
PORT FEASIBILITY STUDY	-	-	1
MAJOR PROJECTS	-	-	7
SOCIO-ECONOMIC PROGRAM	-	-	8
PLASTER PLANS & OTHER PROJECTS	5	-	-
TOTAL	44	52	168

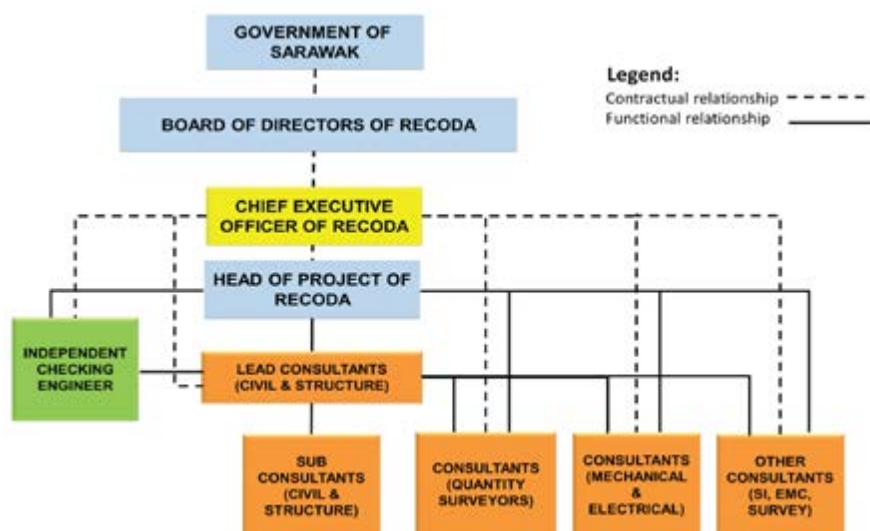


INITIATIVES

VI. Implementation Model for Projects Under URDA, HDA and NRDA

All the 263 projects implemented under the three regional development agencies are using complete implementation model instead of coordinative model practised before with the establishment of the lean Project Management Division (PMD).

With a full-fledged technical department, RECODA received a blanket approval from Public Works Department Malaysia (JKR) on 23 December 2020 that it is allowed to implement infrastructure projects without having to refer to government technical agencies.



VII. Independent Checking Engineers (ICE) Project Set Up

Independent Checking Engineers, HAPM Consultants Sdn Bhd is appointed to provide independent professional and technical expertise and advisory services to assist and advise RECODA in checking and ensuring delivery of projects under URDA, HDA and NRDA are done in compliance to the project briefs, within specifications, cost and quality.



VIII. Project Implementation Model for Northern Coastal Highway

Project Management Consultant (PMC), Maltimur Resources Sdn Bhd is appointed to assist and advise RECODA in the coordination of other consultants and also to check, monitor, standardise management, supervise and drive the various stages of the project including pre-construction stage, construction stage, and post-construction stage as per standards and sound project management practices.



CORPORATE SERVICES DIVISION

HUMAN CAPITAL

ROLE AND ASPIRATION

With the inception of RECODA's New Scheme of Service ("NSS") on 4th May 2020, HR's priority was to establish strategies aimed to support RECODA's Transformation Journey. From an organisational perspective, strategies focused on hiring the right talents and aligning talents to RECODA's vision, mission, values and goals. From an operational perspective, key initiatives aimed to enhance people policies and procedures in line with Government regulations and requirements, as well as RECODA's NSS. There were three (3) key focus areas in 2021- recruitment, organisational alignment and performance, and HR policies and procedures.

RECRUITMENT

Getting the right talents on board may sometimes prove challenging. Hence, RECODA carries out its recruitment in a structured and transparent manner to ensure recruitment is based on merit and right-fit. Shortlisted candidates are interviewed by a panel of internal experts including a hiring manager, business partner and HR representative; whilst Senior and C-Suite positions are interviewed by an external panel comprising of representatives from Government relevant agencies.

ORGANISATIONAL ALIGNMENT AND PERFORMANCE

RECODA's workforce consists of talents from diverse backgrounds. Therefore, RECODA ensures that new talents experience onboarding. Other HR initiatives to drive alignment and performance include the establishment of Corporate and Functional Scorecards, KPI-based Staff Performance Appraisal, performance training and coaching, people-centric conversations at C-Suite level, people-centric priority frameworks, and fit-for-purpose advice for the Management, leaders and staff.

POLICIES AND PROCEDURES

- I. As a State Statutory Body and one of the five (5) Corridors, RECODA embodies the same aspirations and shared values as the Government. Aside from RECODA's new remuneration approach, RECODA complies with Government regulations and requirements. As such, in 2021 HR enhanced its key policies and procedures to ensure that it continues to embody the spirit of "An Honour to Serve".
- II. Transformation is a journey. As such, HR will continue to support RECODA's vision and mission by striving to ensure that people-centric initiatives remain an important and relevant conversation in RECODA.



INTEGRITY

ROLES AND RESPONSIBILITIES

I. Policies, Legislation and Regulations

Identify, review and endorse amendments or requirements to any policies and legislation related to RECODA that can overcome management weaknesses, enhance internal control over violations of integrity, corruption, abuse of power, malpractice and governance weaknesses. Including to produce prevention plans to improve best governance practices to overcome bureaucratic red tape towards the achievement of a public service delivery system with integrity and accountability.

II. Working Systems and Procedures

Identify and study the weaknesses or needs of systems or work procedures of RECODA that are outdated or too complicated to cause various bureaucratic inconveniences, weaken administration, injustice and open opportunities for corruption, malpractice and abuse of power.

III. Strengthening Governance and Enhancing Integrity

Identify appropriate issues and actions to strengthen aspects of governance and integrity through initiatives to prevent, promote and cultivate governance and institutionalisation of integrity in a planned manner to prevent violations of integrity, corruption, abuse of power, malpractice and weakness of governance.

IV. Detection, Compliance, Punitive and Recovery

Implement strict and fairness in detection, compliance, punitive and remedial action against any violation of work laws, regulations and procedures or codes of work ethic. Collaborate with relevant enforcement organisations or any other party to take appropriate action against any form of misconduct or crime committed by employee and external parties related in RECODA.

FOCUS IN 2021

In year 2021, the Integrity Unit's priority is to develop;

Organisational Anti-Corruption Plan (OACP)

The Organisational Anti-Corruption Plan (OACP) is a fundamental anti-corruption document at organisational level to curb weaknesses and issues regarding governance, integrity and anti-corruption within an organization. In accordance with the National Anti-Corruption Plan 2019-2023 under initiative 2.1.5, that compels the public sector and initiative 6.2.1 that oblige the Statutory Bodies,

State-Owned Enterprises (SOEs), Company Limited by Guarantee (CLBG) and private sector regulated by regulatory bodies to develop OACP.

In 2021, Integrity Unit priority is to develop an Organisation Anti-Corruption Plan. The OACP draft was started last year 2020 after conducting the extensive lab guided by certified integrity officers (CeOs) as facilitator assisted by Integrity and Ombudsman Unit, Premier Office of Sarawak.

Moving forward, Integrity Unit have to ensure that the OACP draft must be continued to undergo refinement, presentation to RECODA's top management for approval, publish and implement.

RECODA OACP was officiated during the RECODA Integrity Day which was held on 3rd March 2021.

Establishment of Jawatankuasa Anti Rasuah (JAR) RECODA.

As referred to the Pekeliling Integriti Negeri Sarawak Bilangan 1 Tahun 2019 on the "Arahan YAB Perdana Menteri No.1 Tahun 2018 dan Penubuhan Serta Terma Rujukan Jawatankuasa Anti-Rasuah Kementerian, Bahagian dan Jabatan di Negeri Sarawak", Integrity Unit priority for 2021 is also to establish the RECODA JAR.

The RECODA JAR serves as a forum to identify issues, and improvement measures based on the six terms of reference (Policies, Legislation and Regulations, Working Systems and Procedures, Strengthening Governance and Enhancing Integrity, Detection, Compliance, Punitive and Recovery). The RECODA JAR aims;

- I. To strengthen good governance and enhance integrity in RECODA;
- II. To increase commitment to fight against corruption thus enhancing the image of RECODA;
- III. To generate synergy in ensuring that the administrative system can be mobilized in environment of zero tolerance for corruption; and strengthen the quality of RECODA service delivery system based on the principles of transparency, accountability and competitiveness.

The RECODA JAR Committee will hold a meeting at least once in four (4) months. (April, August, December) each year.

LIST ACTIVITIES, INITIATIVES AND ACCOMPLISHMENT

All activities implemented by Integrity Unit for the year 2021 includes;

- I. The refinement, documenting and publishing the RECODA Organisational Anti-Corruption Plan OACP RECODA 2021-2025. The OACP plan has gone through a series number of extensive discussion, presentation and refinement before it was successfully endorsed by the top management of RECODA. The OACP plan will need to be executed and all the listed initiative and activities identified must be implemented according to the schedule.
- II. Integrity Unit will act as the main secretariat to oversee and compiling the report to be submitted to Malaysian Anti-Corruption Commission (MACC) and Integrity and Ombudsman Unit (UNION) in a four (4) months once in a year.
- III. Integrity Unit has initiated the Ikrar Integrity Pledge (IBR) during the RECODA Integrity Day in March 2021. Concurrently held with the RECODA Integrity Day, there were also the OACP Launching and Integrity Talk which was delivered by MACC Officer's Tuan Zulhairi Zaidel. This initiative is to inculcate integrity and anti- corruption awareness among the RECODA personnel. The IBR session was witnessed by the State Director Malaysia Anti Corruption Commission.
- IV. As a reporting purposes, Jawatankuasa Anti Rasuah RECODA was established in May 2021 as a platform to discuss the integrity and anti-corruption matters before Integrity Unit submitted the report to UNION/ MACC.
- V. The other focus area of Integrity Unit also includes, consolidating the Standard Operating Procedure (SOP) for every section/ unit. The draft SOP by every section/unit will be discussed and presented during management meeting for approval.



OUR ASPIRATIONS IN 2022

“The Integrity Unit is focusing on documenting the Corruption Risk Management CRM, Anti Bribery and Management System ABMS, Gift Policy, Whistle Blowing Policy. Integrity Unit also will look at the improvement or 1st revision of OACP this year and implemented the CRM initiatives.”

AUDIT

SUMMARY OF ACTIVITIES

During the year, the Audit Committee carried out the following activities in the discharge of its functions and duties:

Reviewed and approved the annual audit plan proposed by the Internal Audit Unit to ensure the adequacy of scope and coverage over the activities of RECODA.

Reviewed and endorsed the changes to the Internal Audit Policies.

INTERNAL AUDIT FUNCTION

RECODA is served by an in-house Internal Audit Function, whose primary function is to assist the Audit Committee in discharging its duties and responsibilities. The Internal Audit Unit reports directly to the Audit Committee on its activities based on the approved annual Internal Audit Plan.

The approved annual Internal Audit Plan is designed to cover high risks areas across all levels of operations within RECODA. The Internal Audit role and responsibilities are defined in the Internal Audit Charter with the mission to provide independent, objective assurance and consulting services to add value and improve RECODA's operations.

Their role is to provide the Committee with independent and objective reports on the adequacy and effectiveness of the system of internal controls and procedures in the operating units within RECODA and the extent of compliance with RECODA's established policies, procedures and guidelines, and also compliance with applicable laws, regulations, directives and other enforced compliance requirements

Authority

To accomplish its primary objectives in examining and evaluating whether RECODA's internal control and governance process is adequate and functioning properly, the internal auditors are authorised to have full, free and unrestricted access to all functions, premises, assets, personnel records and other documentation and information to enable the internal audit function to meet its responsibilities.

Independence

The Internal Audit Function is independent of the activities audited and performs with impartiality and due professional care. The Internal Audit Function reports directly to the Audit Committee.

Duties and Responsibilities

Each year, the Internal Audit Unit will develop an audit plan detailing engagements to be conducted during the year and submit the same to the Audit Committee for approval before carrying out the planned assignments.

The report will include the status and results of the annual audit plan.

Internal Audit Functions and Activities

The Internal Audit Unit has carried out its activities based on planned audits during the year. During the financial year ended 31 December 2021, the internal audit activities carried out included, inter alia, the following:-

- I. Evaluated the system of internal controls based on the approved annual plan.
- II. Evaluated the efficiency of processes, functions and current practices and provided suitable recommendation.
- III. Recommended appropriate controls to overcome deficiencies and enhance operations.



RISK MANAGEMENT

Key functional roles

The key functional roles of the Risk Management Unit are as follows:

- I. Develop a risk management policy that enable RECODA's senior management team to effectively identify, assess, mitigate, report and monitor key risks across all divisions; and
- II. Ensure appropriate and effective risk management and internal control systems are embedded within RECODA's accountability structure and culture.

FOCUS IN 2021

The Enterprise Risk Management Framework (ERM) was approved in principle by the Management Committee on 29 July 2021 where it is tailored to the nature and complexity of RECODA to provide a standardised risk language in identifying, assessing, mitigating, reporting and monitoring key risks across all divisions.

The establishment of ERM aims to ensure that the activities of RECODA are undertaken to give reasonable assurance that the strategic objectives are achieved. While the corporate scorecard is in place to measure its progress toward achieving strategic objectives, ERM facilitates RECODA in managing risks that can affect the achievement of those strategic objectives.

ISO 31000: 2018 Risk Management – Guidelines forms the basis of the proposed ERM. The Diagram below depicts the risk management principles, framework and process.

The Risk Management Policy

Consistent with the objective to develop ERM which is tailored to the nature and complexity of RECODA to provide a standardised risk language in identifying, assessing, mitigating, reporting and monitoring key risks across all divisions, the Risk Management Unit focused on developing the Risk Management Policy.

The proposed ERM framework includes the proposed Risk Management Policy. The Risk Management Policy is the overall intentions and direction of RECODA related to risk management and this entails risk impact measurements criteria to be used as a guide in the risk assessment process.



To ensure that the risk impact measurements criteria is customized to RECODA, consultations and discussions were conducted with the relevant risk owners for inputs to determine the risk impact measurements criteria (risk tolerance) on applicable risk impact; i.e. Financial, Operational, Brand/Reputational, Compliance/Legal and People.

The above ERM Framework, including the policy, however, is subject to approval by RECODA Board.

Areas of Focus for 2022

In view that the ERM is still at its infancy stage consistent with the newly established Risk Management Unit, the areas of focus for year 2022 shall be on educating the concepts of ERM to every level of staff, identifying, assessing, mitigating, reporting and monitoring key risks.

The goal of an ERM process is to generate an understanding of the top risks that management collectively believes are the current most critical risks to the strategic success of RECODA and through the maturity of ERM, it is expectant to be a widely embraced business paradigm for accomplishing more effective risk oversight.



SUSTAINABILITY

ROLE AND ASPIRATION

Establishment of Sustainability Unit

The Sustainability Unit was established in 2020 as part of the restructuring strategy of RECODA to support the roles and functions of the organisation, as an implementing agency for the state government of Sarawak.

Key Roles and Responsibilities

The Sustainability Unit is responsible for managing all sustainability roles and functions in RECODA, particularly, environmental management of all infrastructures and socio-economic programmes and projects implemented by RECODA in SCORE.

FOCUS IN 2021

In 2021, the main areas of focus include;

- I. Developing the Sustainability Framework for RECODA
- II. Developing process flow for EIA, EMP, EMR and EG.
- III. Assisting Project Management Division (PMD) in establishment of the RECODA Project Management System (RPMS), which is the automated system for data repository, retrieval and reporting for Environmental Report Tracking System in RECODA.
- IV. Working closely with the Project Management Division to ensure that all the projects implemented by RECODA in SCORE complied with the environmental requirements of the Natural Resources and Environment Board (NREB), Sarawak and the Department of Environment (DOE), Malaysia.

The Sustainability Framework, the process flow and the RPMS have been presented to the Management Committee in 2021.

The process flow for EIA, EMP, EMR and EG includes details, as outlined below:

- I. Issuing directive letters upon completion of draft EIA, EMP and EMR review within 7 days.
- II. Conducting targeted ground truthing as per schedule (based on photos submitted by consultant at the project sites).
- III. To complete the review for EIA Approval Condition and immediate signing of Letter of Undertaking (LoU) within 7 days.
- IV. To monitor compliance to environmental standard and EIA approval condition provided by NREB through EMR review.

ACTIVITIES, INITIATIVES AND ACOMPLISHMENTS

The achievement by the Sustainability Unit of the Strategy Section includes, among others:



- I. The development of RECODA Project Management System 2021 (Environmental Management Module) in RPMS.
- II. Corporate Scorecard and KPIs for Sustainability Unit for 2021.
- III. Business Process Flow for EIA, EMP, EMR and EG.
- IV. Engagement with government environmental authorities and appointed environmental consultants through meetings, focus group discussions (FGD), trainings, workshops, conferences, webinar and other digital platforms.
- V. Project management meetings under the purview of RECODA's Project Management Division.

The engagements, meetings, focus group discussions (FGD), trainings, workshops, conferences, webinar and other digital platforms are tabulated below:

Meetings	Focus Group Discussion	Trainings	Workshop	Conferences	Webinar
22	2	4	5	7	8

The achievements by Sustainability Unit for 2021 for Environmental Management Requirements are tabulated below:

Regional Development Agencies	EIA	EMP	EMR	EG
URDA	20	14	14	6
HDA	7	0	3	5
NRDA	9	0	2	15



EVENTS



JANUARY

11-13 January 2021, Penview Convention Centre (PCC)

Pre-Value Engineering (VE) Lab

Proposed Northern Coastal Highway (NCH) For Limbang and Lawas Works Packages, NRDA - Drainage



FEBRUARY

20 February 2021, Pejabat Residen Limbang

Majlis Penyerahan Cek Pampasan Projek-Projek Di Bawah NRDA Untuk Daerah Limbang



MARCH

22-24 March 2021, Imperial hotel Miri

Value Assessment (VA) Lab

Proposed Roads Linking Miri-Marudi, Marudi-Mulu (Kuala Melinau) And Long Panai-Long Lama Under Highland Development Agency (HDA)



APRIL

8 April 2021, PPKS

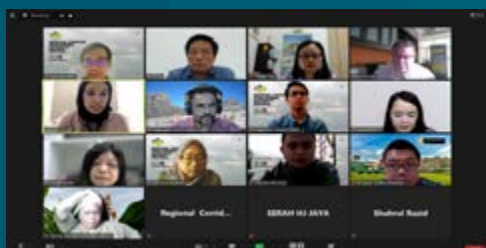
Engagement Program with Pusat Pembangunan Kemahiran Sarawak (PPKS)



MAY

5 May 2021, RECODA

Engagement Session with Samalaju Industrial Park Investors



JUNE

18 June 2021, Zoom Meeting

Engagement Session with UITM, Curtin, Adtec & UPM on Industrial Support

EVENTS



JULY

31 July-1 August 2022, Marudi and Bario

YB Dato Gerawat Gala Visit To Marudi & Bario



AUGUST

23 August 2021, RECODA

Courtesy visit by President of Samalaju Investors Industrial Association Bintulu (SIIA), Mr Steve Choi



SEPTEMBER

25 September 2021, RECODA

Crop compensation handover ceremony: Long Atip, Long Wat, Long Buang, Long Tujang



OCTOBER

13-15 October 2021, Bintulu

RECODA's Visits to Samalaju Industrial Park (SIP) Bintulu



NOVEMBER

30 November 2021, Dewan Masyarakat Spaoh, Betong

Pameran Projek Pembangunan Sempena Program Lawatan YAB Ketua Menteri Sarawak ke Daerah Kecil Spaoh



DECEMBER

15-16 December 2021, BCKK

Recoda Corruption Risk Management Workshop

FINANCIAL REPORT

REGIONAL CORRIDOT DEVELOPMENT AUTHORITY
(Incorporated under the Regional Corridors Development Authorities Ordinance, 2006)

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STATEMENT OF CHANGES IN EQUITY
STATEMENT OF CASH FLOW

Regional Corridor Development Authority
(Incorporated under the Regional Corridors Development Authorities Ordinance, 2006)

CORPORATE INFORMATION

CHAIRMAN	: YAB Datuk Patinggi Tan Sri (Dr.) Abang Haji Abdul Rahman Zohari Bin Tun Datuk Abang Haji Openg
ADVISOR	: YBhg. Tan Sri Rafidah Binti Abdul Aziz
BOARD MEMBERS	: YB Dato' Sri Mustapa Bin Mohamad
	: YB Datuk Amar Douglas Uggah Embas
	: YB Tan Sri Datuk Amar Dr. James Jemut Anak Masing (Deceased on 31 st October 2021)
	: YB Datuk Amar Haji Awang Tengah Bin Ali Hasan
	: YBhg. Tan Sri Mohd Zuki Bin Ali
	: YB Datuk Amar Jaul Samion
	: YBhg. Datuk Seri Asri Bin Hamidin@ Hamidon
	: YBhg. Datuk Amar Haji Ahmad Tarmizi Bin Haji Sulaiman (Retired on 31 st May 2021)
	: YBhg. Dato Sri Dr. Wan Lizozman Bin Wan Omar (Appointed on 1 st July 2021)
	: YBhg. Datuk Seri Saiful Anuar Bin Lebai Hussen
	: YBhg. Dato Sri Haji Mohamad Abu Bakar Bin Marzuki
	: YBhg. Datu Dr. Muhammad Abdullah Bin Haji Zaidel
	: YBhg. Dato' Azman Bin Mahmud (Retired on 31 st March 2021)
	: YBhg. Datuk Arham Bin Abdul Rahman (Appointed on 1 st April 2021)
CHIEF EXECUTIVE OFFICER (SECRETARY)	: YBhg. Datu Haji Ismawi Bin Haji Ismuni
AUDITOR	: Auditor General of Malaysia
BANKERS	: RHB Bank Berhad
	: Maybank Berhad

Regional Corridor Development Authority
(Incorporated under the Regional Corridors Development Authorities Ordinance, 2006)

STATEMENT BY BOARD MEMBERS

We, YBhg. Dato Sri Dr. Wan Lizozman Bin Wan Omar and YBhg. Datu Dr. Muhammad Abdullah Bin Haji Zaidel, being the Board Members of **REGIONAL CORRIDOR DEVELOPMENT AUTHORITY** do hereby state that, in the opinion of the Board Members, the accompanying Statement of Financial Position, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows together with the notes therein are prepared so as to give a true and fair view of the state of affairs of **REGIONAL CORRIDOR DEVELOPMENT AUTHORITY** as at 31st December 2021 and of the results of its operations, changes in its financial position for the year ended on that date.

On behalf of the Board,

On behalf of the Board,



NAME : YBhg. Dato Sri Dr. Wan
Lizozman Bin Wan
Omar

DESIGNATION : Board Member

DATE : 20 APR 2022

PLACE : Kuching



NAME : YBhg. Datu Dr.
Muhammad Abdullah Bin
Haji Zaidel

DESIGNATION : Board Member

DATE : 25 APR 2022

PLACE : Kuching

Regional Corridor Development Authority
(Incorporated under the Regional Corridors Development Authorities Ordinance, 2006)

**STATUTORY DECLARATION BY OFFICER PRIMARILY RESPONSIBLE FOR THE
FINANCIAL MANAGEMENT OF THE REGIONAL CORRIDOR DEVELOPMENT
AUTHORITY**

I, **Datu Haji Ismawi Bin Haji Ismuni**, the officer primarily responsible for the financial management of **REGIONAL CORRIDOR DEVELOPMENT AUTHORITY** do solemnly and sincerely declare that the accompanying Statement of Financial Position, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows together with the notes therein, to the best of my knowledge and belief, are correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declaration Act, 1960.

Subscribed and solemnly declared by the)
abovenamed at Kuching in the State of)
Sarawak on this day)
of**1.9. APR. 2022**..



.....
DATU HAJI ISMAWI BIN HAJI ISMUNI
Chief Executive Officer
Regional Corridor Development Authority



Before me,

PHANG DAH NAN
Commissioner For Oaths
No. 55, 1st Floor,
Jalan Chan Bee Kiew
Off Jalan Padungan,
93100 Kuching, Sarawak.

.....
COMMISSIONER FOR OATHS



**SIJIL KETUA AUDIT NEGARA
MENGENAI PENYATA KEWANGAN
LEMBAGA PEMBANGUNAN KORIDOR WILAYAH
BAGI TAHUN BERAKHIR 31 DISEMBER 2021**

Sijil Mengenai Pengauditan Penyata Kewangan

Pendapat

Saya telah memberikan kuasa kepada firma audit swasta di bawah Subseksyen 7 (3) Akta Audit 1957 [Akta 62] untuk mengaudit Penyata Kewangan Lembaga Pembangunan Koridor Wilayah. Penyata Kewangan tersebut merangkumi Penyata Kedudukan Kewangan pada 31 Disember 2021 dan Penyata Pendapatan Komprehensif, Penyata Perubahan Ekuiti serta Penyata Aliran Tunai bagi tahun berakhir pada tarikh tersebut dan nota kepada penyata kewangan termasuklah ringkasan polisi perakaunan yang signifikan seperti dinyatakan pada muka surat 8 hingga 28.

Pada pendapat saya, penyata kewangan ini memberikan gambaran yang benar dan saksama mengenai kedudukan kewangan Lembaga Pembangunan Koridor Wilayah pada 31 Disember 2021 dan prestasi kewangan serta aliran tunai bagi tahun berakhir pada tarikh tersebut selaras dengan Piawaian Pelaporan Entiti Persendirian Malaysia (MPERS), The Statutory Bodies (Financial and Accounting Procedure) Ordinance, 1995 dan keperluan Regional Corridors Development Authorities Ordinance (Chapter 64), 2006.

Asas Kepada Pendapat

Pengauditan telah dilaksanakan berdasarkan Akta Audit 1957 dan International Standards of Supreme Audit Institutions. Tanggungjawab saya diuraikan selanjutnya di perenggan Tanggungjawab Juruaudit Terhadap Pengauditan Penyata Kewangan dalam sijil ini. Saya percaya bahawa bukti audit yang diperoleh adalah mencukupi dan bersesuaian untuk dijadikan asas kepada pendapat saya.

Kebebasan dan Tanggungjawab Etika Lain

Saya adalah bebas daripada Lembaga Pembangunan Koridor Wilayah serta telah memenuhi tanggungjawab etika lain berdasarkan International Standards of Supreme Audit Institutions.

Maklumat Lain Selain Daripada Penyata Kewangan dan Sijil Juruaudit Mengenainya

Lembaga Pengarah Lembaga Pembangunan Koridor Wilayah bertanggungjawab terhadap maklumat lain dalam Laporan Tahunan. Pendapat saya terhadap Penyata Kewangan Lembaga Pembangunan Koridor Wilayah tidak meliputi maklumat lain selain daripada Penyata Kewangan dan Sijil Juruaudit mengenainya dan saya tidak menyatakan sebarang bentuk kesimpulan jaminan mengenainya.

Tanggungjawab Lembaga Pengarah Terhadap Penyata Kewangan

Lembaga Pengarah bertanggungjawab terhadap penyediaan Penyata Kewangan Lembaga Pembangunan Koridor Wilayah yang memberi gambaran benar dan saksama selaras dengan Piawaian Pelaporan Entiti Persendirian Malaysia (MPERS), The Statutory Bodies (Financial and Accounting Procedure) Ordinance, 1995 dan Regional Corridors Development Ordinance (Chapter 64), 2006. Lembaga Pengarah juga bertanggungjawab terhadap penetapan kawalan dalaman yang perlu bagi membolehkan penyediaan Penyata Kewangan Lembaga Pembangunan Koridor Wilayah yang bebas daripada salah nyata yang ketara, sama ada disebabkan fraud atau kesilapan.

Semasa penyediaan Penyata Kewangan Lembaga Pembangunan Koridor Wilayah, Lembaga Pengarah bertanggungjawab untuk menilai keupayaan Lembaga Pembangunan Koridor Wilayah untuk beroperasi sebagai satu usaha berterusan, mendedahkannya jika berkaitan serta menggunakannya sebagai asas perakaunan.

Tanggungjawab Juruaudit Terhadap Pengauditan Penyata Kewangan

Objektif saya adalah untuk memperoleh keyakinan yang munasabah sama ada Penyata Kewangan Lembaga Pembangunan Koridor Wilayah secara keseluruhannya adalah bebas daripada salah nyata yang ketara, sama ada disebabkan fraud atau kesilapan, dan mengeluarkan Sijil Juruaudit yang merangkumi pendapat saya. Jaminan yang munasabah adalah satu tahap jaminan yang tinggi, tetapi bukan satu jaminan bahawa audit yang dijalankan mengikut International Standards of Supreme Audit Institutions akan sentiasa

mengesan salah nyata yang ketara apabila ia wujud. Salah nyata boleh wujud daripada fraud atau kesilapan dan dianggap ketara sama ada secara individu atau agregat sekiranya boleh dijangkakan dengan munasabah untuk mempengaruhi keputusan ekonomi yang dibuat oleh pengguna berdasarkan penyata kewangan ini.

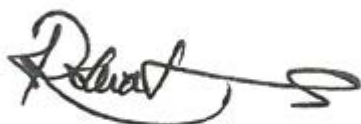
Sebagai sebahagian daripada pengauditan mengikut International Standards of Supreme Audit Institutions, saya menggunakan pertimbangan profesional dan mengekalkan keraguan profesional sepanjang pengauditan. Saya juga:

- a. mengenal pasti dan menilai risiko salah nyata ketara dalam Penyata Kewangan Lembaga Pembangunan Koridor Wilayah, sama ada disebabkan fraud atau kesilapan, merangka dan melaksanakan prosedur audit yang responsif terhadap risiko berkenaan serta mendapatkan bukti audit yang mencukupi dan bersesuaian untuk memberikan asas kepada pendapat saya. Risiko untuk tidak mengesan salah nyata ketara akibat daripada fraud adalah lebih tinggi daripada kesilapan kerana fraud mungkin melibatkan pakatan, pemalsuan, ketinggalan yang disengajakan, representasi yang salah, atau mengatasi kawalan dalaman;
- b. memahami kawalan dalaman yang relevan untuk merangka prosedur audit yang bersesuaian tetapi bukan untuk menyatakan pendapat mengenai keberkesanan kawalan dalaman Lembaga Pembangunan Koridor Wilayah;
- c. menilai kesesuaian dasar perakaunan yang diguna pakai, kemunasabahan anggaran perakaunan dan pendedahan yang berkaitan oleh Lembaga Pengarah;
- d. membuat kesimpulan terhadap kesesuaian penggunaan asas perakaunan untuk usaha berterusan oleh Lembaga Pengarah dan berdasarkan bukti audit yang diperolehi, sama ada wujudnya ketidakpastian ketara yang berkaitan dengan peristiwa atau keadaan yang mungkin menimbulkan keraguan yang signifikan terhadap keupayaan Lembaga Pembangunan Koridor Wilayah sebagai satu usaha berterusan. Jika saya membuat kesimpulan bahawa ketidakpastian ketara wujud, saya perlu melaporkan dalam Sijil Juruaudit terhadap pendedahan yang berkaitan dalam Penyata Kewangan Lembaga Pembangunan Koridor Wilayah atau, jika pendedahan tersebut tidak mencukupi, pendapat saya akan diubah. Kesimpulan saya dibuat berdasarkan bukti audit yang diperolehi sehingga tarikh Sijil Juruaudit; dan
- e. menilai persembahan secara keseluruhan, struktur dan kandungan Penyata Kewangan Lembaga Pembangunan Koridor Wilayah, termasuk pendedahannya, dan sama ada Penyata Kewangan tersebut telah melaporkan asas-asas urusniaga dan peristiwa-peristiwa yang memberikan gambaran saksama.

Lembaga Pengarah telah dimaklumkan, antaranya mengenai skop dan tempoh pengauditan yang dirancang serta penemuan audit yang signifikan termasuk kelemahan kawalan dalaman yang dikenal pasti semasa pengauditan.

Hal-hal Lain

- a. Saya ingin menarik perhatian terhadap perkara seperti berikut:
 - i. Perbezaan Keuntungan Terkumpul pada Penyata Kewangan dan Imbangan Duga disebabkan pelarasan pada sistem perakaunan tidak dibuat sebelum Penyata Kewangan disediakan; dan
 - ii. Baki geran Rancangan Malaysia Ke-9, 10 dan 11 tidak mempunyai pergerakan. Lembaga Pembangunan Koridor Wilayah perlu mengambil tindakan memulangkan segera baki geran yang tidak lagi diperlukan.
- b. Sijil ini dibuat untuk Lembaga Pengarah, Lembaga Pembangunan Koridor Wilayah berdasarkan keperluan The Statutory Bodies (Financial and Accounting Procedure) Ordinance, 1995 serta Regional Corridors Development Authorities Ordinance (Chapter 64), 2006 dan bukan untuk tujuan lain. Saya tidak bertanggungjawab terhadap pihak lain bagi kandungan sijil ini.



(ROKIAH BINTI SAHAT, S.M.S.)
b.p. KETUA AUDIT NEGARA

KUCHING, SARAWAK
TARIKH : 25 AUG 2022



Regional Corridor Development Authority

(Incorporated under the Regional Corridors Development Authorities Ordinance, 2006)

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2021

		2021	2020
	Note	RM	As Restated RM
NON-CURRENT ASSET			
Property, plant and equipment	6	<u>5,910,159</u>	<u>6,493,884</u>
CURRENT ASSETS			
Cash and cash equivalents	7	399,796,354	417,443,442
Deposits and prepayment	8	495,159	454,529
Tax recoverable		<u>269,968</u>	<u>269,968</u>
		<u>400,561,481</u>	<u>418,167,939</u>
TOTAL ASSETS		<u>406,471,640</u>	<u>424,661,823</u>
EQUITY			
Retained fund	9	<u>90,435,168</u>	<u>90,303,999</u>
CURRENT LIABILITIES			
Deferred funds	10(c)	247,398,450	293,542,867
Other payables and accruals	11	68,439,917	40,729,205
Employee benefit	12	3,864	-
Tax payable	17	<u>144,573</u>	<u>-</u>
		<u>315,986,804</u>	<u>334,272,072</u>
NON CURRENT LIABILITY			
Employee benefit	12	<u>49,668</u>	<u>85,752</u>
TOTAL EQUITY AND LIABILITIES		<u>406,471,640</u>	<u>424,661,823</u>

Regional Corridor Development Authority

(Incorporated under the Regional Corridors Development Authorities Ordinance, 2006)

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2021

		2021	2020
	Note	RM	As Restated RM
Government funds			
Federal operating fund	13	18,000,000	10,000,000
Federal development fund	10(a)	109,998,056	235,706,704
State development fund	10(b)	418,558,340	242,682,828
Federal development expenses	14(a)	(109,998,056)	(235,706,704)
State development expenses	14(b)	(418,558,340)	(242,682,828)
		18,000,000	10,000,000
Interest income	15	1,980,906	2,751,865
Other income		128,150	327,700
Less: Operating expenses	16	(19,833,314)	(11,495,061)
Surplus before taxation for the year		275,742	1,584,504
Less: Taxation	17	(144,573)	(683,276)
Net surplus for the year		131,169	901,228

Regional Corridor Development Authority

(Incorporated under the Regional Corridors Development Authorities Ordinance, 2006)

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2021

	Retained Fund RM	Total RM
As at 1 January 2020 :		
As previously stated	92,633,339	92,633,339
Prior year adjustment (Note 20 (b))	<u>(2,329,340)</u>	<u>(2,329,340)</u>
As restated	90,303,999	90,303,999
Net surplus for the year	131,169	131,169
As at 31 December 2021	<u><u>90,435,168</u></u>	<u><u>90,435,168</u></u>

Regional Corridor Development Authority

(Incorporated under the Regional Corridors Development Authorities Ordinance, 2006)

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2021

	2021 RM	2020 As Restated RM
CASH FLOW FROM OPERATING ACTIVITIES		
Surplus before taxation for the year	275,742	1,584,504
Adjustment for:		
Taxation	(144,573)	(683,276)
Depreciation of property, plant and equipment	992,300	1,204,920
Interest income	(1,980,906)	(2,751,865)
Operating deficit before working capital changes	(857,437)	(645,717)
Increase in deposits and prepayment	(40,630)	(136,860)
Increase in other payables and accruals	27,678,492	39,524,725
Tax payable	144,573	-
Net cash generated from operating activities	26,924,998	38,742,148
CASH FLOW FROM INVESTING ACTIVITIES		
Interest income received	1,980,906	2,751,865
Deferred funds	(46,144,417)	94,410,766
Purchase of property, plant and equipment	(408,575)	(6,457,560)
Net cash (used in)/generated from investing activities	(44,572,086)	90,705,071
Net movement in cash and cash equivalents	(17,647,088)	129,447,219
CASH AND CASH EQUIVALENTS AS AT BEGINNING OF THE YEAR	417,443,442	287,996,223
CASH AND CASH EQUIVALENTS AS AT END OF THE YEAR	399,796,354	417,443,442



CONTACT

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