



Peneraju Petani Modern

DEPARTMENT OF AGRICULTURE
SARAWAK

STRATEGIC PLAN 2022 – 2030



Department of Agriculture
Sarawak

STRATEGIC PLAN 2022 – 2030



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YB Tuan Maclaine @ Martin Ben

Deputy Minister for Regional Development

Datu Edwin Abit

Permanent Secretary

Ministry of Food Industry, Commodity and Regional Development
Sarawak

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for participating in the deliberation, analysis and
formulation of the plan and those who contributed
ideas, effort, and time in preparing this
Strategic Plan 2022 – 2030.

Message from Minister for Food Industry, Commodity and Regional Development Sarawak



I am pleased to acknowledge the success of the Department of Agriculture Sarawak in developing the Departmental Strategic Plan (2022 – 2030). The Strategic Plan is an important document that serves as a roadmap for the implementation of strategic initiatives towards achieving the agricultural aspirations as outlined under Sarawak Government's Post-COVID-19 Development Strategy 2030 (PCDS 2030).

Towards achieving the Sarawak Government aspiration to transform the agriculture sector into a technology-driven and sustainable sector, the Department of Agriculture Sarawak plays a crucial role in the implementation of the agriculture policies and strategies as outlined under PCDS 2030. The agriculture sector, namely the agro-food and industrial commodity sub-sectors will be transformed and modernized into a high-income and sustainable sector. This sector is expected to grow at 3.5% per annum, contributing 13.5 % to Sarawak GDP by 2025.

Efforts need to be focused on ensuring food security, improving productivity, increasing capacity of farmers, fishermen, and smallholders, enhancing support and delivery services, strengthening the supply chain and ensuring compliance to international market requirements. Due attention must be given to boost agro-food production particularly rice in view of the food security issues that Sarawak and the world over is facing as well as towards establishing Sarawak as a net food exporter by 2030. In addition, the primary commodity sector must be further strengthened towards increasing the agriculture contribution to GDP. Special focus should also be given to

industrial commodities smallholders to further boost productivity through the infusion of modern technologies with the aim of reducing labour dependency. The existing input-driven subsidies will also be gradually replaced with performance-based incentives to ensure productivity-led assistance. These promoted measures are necessary towards increasing farmers' household income to realise the Government aspiration in becoming a developed and high-income economy by 2030.

The move to rename the ministry is to reflect this new focus that is to commercialise the agriculture sector and to cooperate with all the newly established regional development agencies in order to establish a synergistic implementation of all development programmes and projects. All departments and agencies under the purview of the Ministry, notably the Department of Agriculture Sarawak must have a synchronize strategic plan and blend together to achieve a holistic Sarawak Agriculture Masterplan. The department must also continue to enhance the cooperation and strengthening strategic alliances with the farming and rural community as well as the private sector and institutions towards creating an enabling and vibrant agriculture ecosystem. It is my hope that the Department of Agriculture Sarawak Departmental Strategic Plan (2022 – 2030) shall become the roadmap that sets a new direction for the rapid growth and promote the agriculture sector to be an advanced and dynamic economic sector.

Thank you.

“BERSATU, BERUSAHA, BERBAKTI”

YB DATO SRI DR STEPHEN RUNDI ANAK UTOM
Minister for Food Industry, Commodity and Regional Development
Sarawak

Message from Permanent Secretary Ministry of Food Industry, Commodity and Regional Development Sarawak



Congratulations to the Department of Agriculture Sarawak for successfully formulated the Departmental Strategic Plan (2022 – 2030). It is imperative that the departmental leaders, be it at the top or functional levels to abide by the strategic direction and key action implementation plans set forth in this plan.

The Ministry visualizes to establish Sarawak as an advanced agriculture sector and rural economy by 2030 by transforming and sustaining the agriculture sector and rural economy through modernisation and commercialisation. The transformation of the agriculture sector and rural economy is based on three (3) pillars of sustainable agriculture development namely social inclusivity, economic prosperity and environment sustainability. This is to ensure the development of the agriculture sector does not compromise the needs of the future generations.

The development of the Department of Agriculture Sarawak's Departmental Strategic Plan (2022 – 2030) is therefore timely to translate the Ministry's vision and strategic goals into practical implementation roadmap. Also, in tandem with The National Food Security Policy (DSMN Action Plan) 2021-2025, Sarawak aims to make sure food industry is well developed to achieve food security and safety. The development of the commodity sector also needs to be strengthened to increase its contribution the Sarawak GDP while ensuring the rural community who are largely engaging with farming activities continue to prosper.

It is therefore important for the department to constantly apply the three pillars of sustainable agriculture development in the mindset of all department levels

of function in committing to a strategic approach wherever and whenever each initiative is pursued and funded. In addition, the planned agriculture development initiatives, programmes and projects' costs structure must always be viewed through the lens of business value, and view cost optimization as a continuous discipline focused on directing resources (time, capabilities and budget) to differentiating growth initiatives. Every single initiative must have a clear purpose and outcome to ensure resources are effectively and efficiently expended.

Finally, to ensure the Departmental Strategic Plan (2022 – 2030) is productive, adaptable, and tied to the department's vision of establishing sustainable Agro Community, all department's leaders and personnel must keep up and pivoting in strategic plans with increasing frequency. Revisit it regularly to ensure it remains valid and adapt as needed in response to changing global trade scenarios and agriculture industry conditions.

“BERSATU, BERUSAHA, BERBAKTI”

“AN HONOUR TO SERVE”

DATU EDWIN ABIT
Permanent Secretary
Ministry of Food Industry, Commodity and Regional Development
Sarawak

FOREWORD BY ACTING DIRECTOR OF AGRICULTURE SARAWAK

Department of Agriculture Sarawak (DOA) has evolved through several phases of transformation since its establishment in 1924. Throughout these decades we have accomplished significant achievement in changing the agricultural landscape and improving the life of our people through development of agriculture sector in the state. The period ahead will be more challenging given the rapid disruptive changes in technology,



innovation and globalisation. Thus, Department of Agriculture Strategic Plan 2022 – 2030 is timely in providing clear roadmap for the department to steer to new strategic direction and align itself with the strategic perspective of Sarawak Government, Post Covid Development Strategy and the strategic direction of Ministry of Food Industry, Commodity and Regional Development, Sarawak. PCDS has identified agriculture sector as one of six economic sectors in delivering Sarawak Aspiration 2030. This call for new ways of thinking and doing things in the department to ensure we continue our roles as transformative player in driving Sarawak to achieve its vision as developed and high-income economy by 2030.

The formulation of the Plan allows DOA to translate and cascade the PCDS, the United Nation's Sustainable Development Goals (SDGs) and the strategic focus of the Ministry of Food Industry, Commodity and Regional Development, Sarawak into executable Strategic Action Plan (SAP) and Project Implementation Plan (PIP) that will be effectively measured through DOA Corporate Balanced Scorecard. Our mission is anchored on three pillars of

sustainability – social inclusivity, economic prosperity and environmental sustainability in realising our noble vision for “Sustainable Agro Community”. This reflects our aspiration in ensuring sustainable agriculture sector will help to improve the socio-economic wellbeing of present agro community and generations to come.

Momentous tasks ahead are not without challenges. We need to work in synergy, eliminating working in silo and breaking organisational barriers and work as one team sharing common mission and vision. To all staff of DOA, I acknowledge we have strived hard in assisting and transforming the agro community in the past, especially those in the rural areas. May the same level of commitment and dedication be invigorated through clear roadmap provided by the Plan.

The formulation of the Plan involved extensive engagement and deliberation. I would like to record my appreciation to the Minister, Deputy Ministers and Permanent Secretary of Ministry of Food Industry, Commodity and Regional Development, Sarawak for guidance, advice and support throughout the strategy development process. Thank you to all officers and staff of DOA and those who had contributed ideas, thoughts and efforts in making DOA Strategic Plan 2022 – 2030 a reality.

“BERSATU, BERUSAHA, BERBAKTI”

“AN HONOUR TO SERVE”

DOMINIC ANAK CHUNGGAT
Acting Director of Agriculture
Department of Agriculture
Sarawak

EXECUTIVE SUMMARY

Department of Agriculture Strategic Plan 2022 – 2030 was crafted through series of engagement, consultation and meetings between senior officers from the department and key stakeholders. Ideas and inputs from various departmental sectoral plans were deliberated and consolidated through three days DOA Strategic Planning 2022 – 2030 Workshop held on 13 – 14 June 2022. The strategic plan was developed based on DOA Strategic Planning Framework and the integration of BSC Model from Balanced Scorecard Institute that is being adopted in the Sarawak Civil Service.

Corporate Profile

An overview of the history of DOA, its strategic roles in agriculture development in the state, core functions, governance structure, sources of statutory power and distribution of DOA offices at divisional and district level throughout Sarawak

Organisational Assessment

1. Organisational Analysis.

Internal and external analysis of the organisational environments were made through S.W.O.T and P.E.S.T.L.E analysis and strategies were defined through T.O.W.S analysis that became input in choice of strategic objectives and initiatives at later stage of the strategy formulation.

2. Stakeholder Analysis

Stakeholders, including customers of DOA were classified based on Stakeholder Analysis Matrix as in Figure 2 below and different set of values were proposed and tabulated under the Stakeholder's Value Proposition.

Organisational analysis enable DOA to identify its internal strengths and weaknesses. External opportunities and threats were identified under six factors – political, economy, social, technological, legal and environment (natural environment). The proposed values for every segment of stakeholders are anticipated values by different group of stakeholders that DOA must consider when engaging with them.

Figure 1:
Organisational
analysis framework

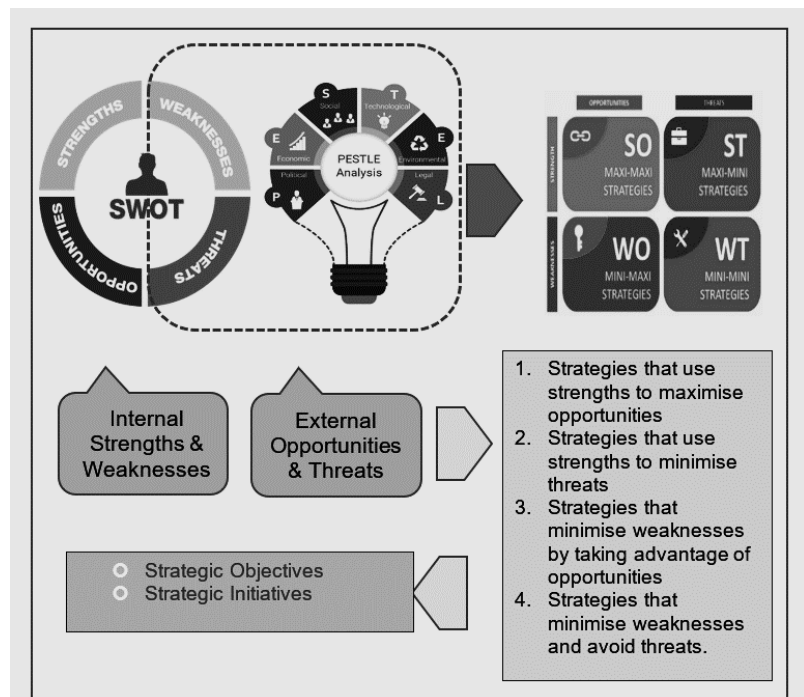
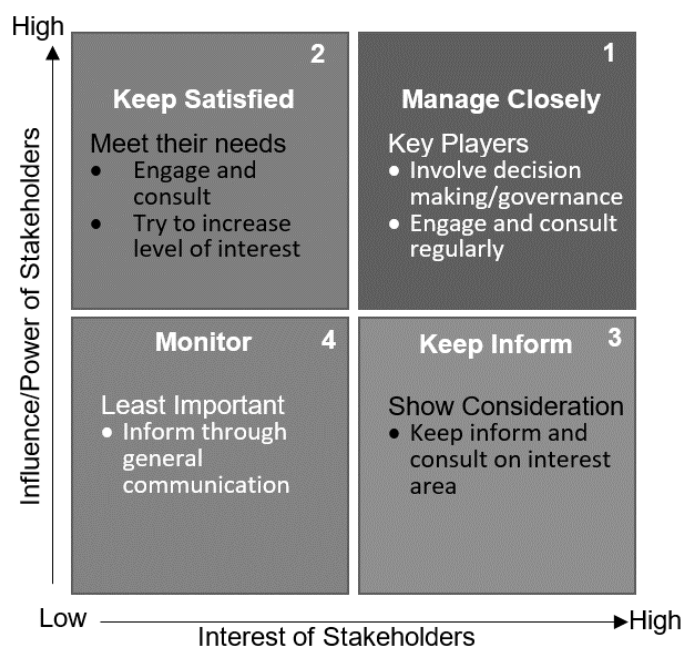


Figure 2: Stakeholder
analysis matrix



Strategic Direction

The formulation of the Plan took into consideration the emerging policy direction at state and national level. Being member of United Nation, the Plan is also aligned to the Sustainable Development Goals. SDG 2 is directly related to the core business of DOA and the other four SDGs were incorporated due the importance of agriculture sector in contributing to the targets. This became the foundation of DOA sustainability strategy.

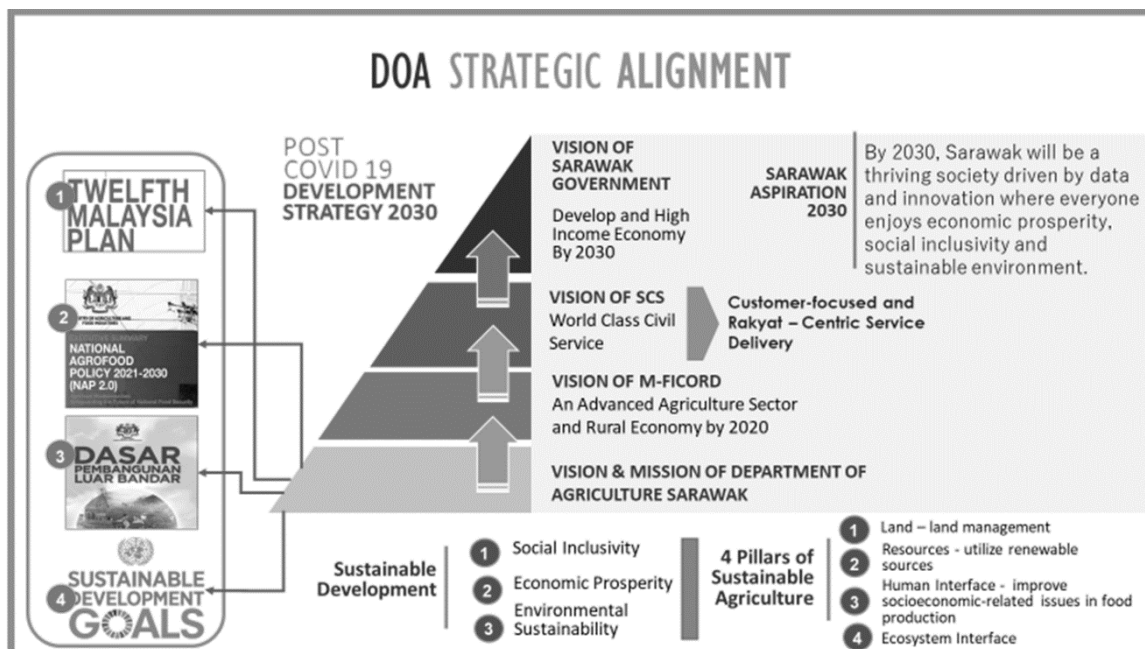


Figure 3: DOA strategic alignment

Figure 3 illustrates the strategic alignment of DOA to the vision of Sarawak Government/Sarawak Aspiration 2030 (PCDS), vision of Sarawak Civil Service, Vision of the Ministry and at national level to Twelve Malaysia Plan, National Agrofood Policy 2021 – 2030 and Rural Development Policy. DOA was further calibrated to effectively align the organisation to these policy frameworks by focusing on six organisational development components – strategy, structure, style (leadership and management), staffing, talent, and systems.

High-Level Strategy

DOA high-level strategy components: -

1. Vision of DOA

Sustainable Agro Community

2. Mission

Increase income of agro community through sustainable agriculture practices

3. Strategic Theme

The strategic theme or strategic focus areas are selected areas where DOA must produce strategic results, in combination will drive the organisation towards accomplishing its vision. Four strategic themes – operational excellence, production, processing and marketing and quality assurance formed the pillars of excellence for DOA during the Plan period.



Figure 4: DOA Strategic themes – pillars of excellence

Strategic Objectives

Several strategic objectives were identified under each strategic themes to produce strategic results through continuous improvement as outcomes of successful implementation of projects and programs scheduled during the period. Appropriate performance measures were assigned to every strategic objective to monitor and evaluate level of improvement achieved.

Strategic Themes	Strategic Objectives
Operational Excellence	<ol style="list-style-type: none"> 1. Enhance stakeholder's satisfaction 2. Enhance budget utilisation 3. Enhance financial regulatory compliance 4. Enhance service delivery 5. Enhance project management 6. Enhance training and development 7. Strengthen organisational development 8. Internalise shared values
Production	<ol style="list-style-type: none"> 1. Increase commodity crop production 2. Increase paddy production 3. Increase food production 4. Increase fisheries production 5. Develop farm roads
Processing and Marketing	<ol style="list-style-type: none"> 1. Enhance processing and marketing
Quality Assurance	<ol style="list-style-type: none"> 1. Enhance quality of agriculture produce 2. Enhance statutory compliance

Table 1: Strategic objectives (areas for continuous improvement)

Implementation and Delivery

The successful implementation of the Plan is crucial in ensuring the organisation moves alongside the Sarawak Aspirations 2030. Effective execution of strategic initiatives identified under every strategic objective not only deliver strategic results under four strategic themes but will drive DOA closer towards the vision.

Strategic Action Plan 2022 – 2030 will guide the implementation of scheduled programs and projects at organisational level and Project Implementation Plan for implementation of more specific activities at divisional/branch level. Objective owners are responsible for effective and significant improvement to be made from the implementation of planned programs and projects.

Monitoring and Evaluation

DOA Corporate Scorecard will be used to monitor and measure the performance of the strategic plan. Thus, DOA Corporate Scorecard, as strategic performance management system needs to fully integrated through revision and update of the existing DOA Scorecard.

Revision and Review

The strategic plan is subject to annual revision and review during the mid-term (2026) of the Plan period to effectively response to emerging changes, both internally and externally. Any amendment in the strategic plan document should be reflected in the update of the DOA Corporate Balanced Scorecard.

While much thoughts, efforts and several strategic assumptions made, the success of DOA in implementing the Plan very much depend on anticipated improvement in its organisational capacity and continuing support from both federal and state government on agriculture sector, especially in term of budget or financial allocation to execute the plan.



Peneraju Petani Modern

PART 1 CORPORATE PROFILE

THE METAMORPHOSIS OF DOA SARAWAK

**Establishment of the Department.
Focus: Rubber and pepper.**



1924

**Establishment of Extension
and Training functions.**



Early
1950

**Establishment of the
Research Division.**



1955

**Establishment of the
Livestock Division.**



1953

**Establishment of the
Fisheries Division.**



1957

**Livestock Division transferred to
Department of Veterinary
Services.**



2017

STRATEGIC ROLES

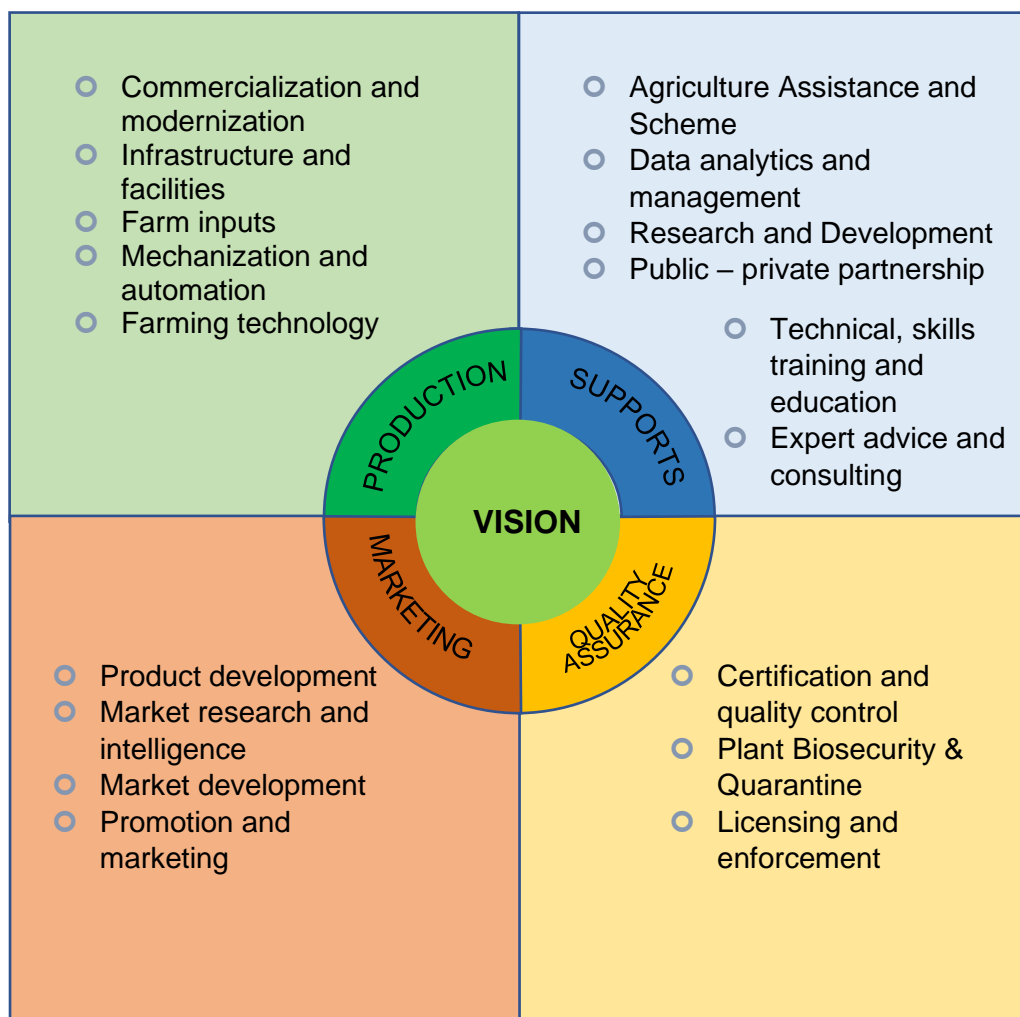
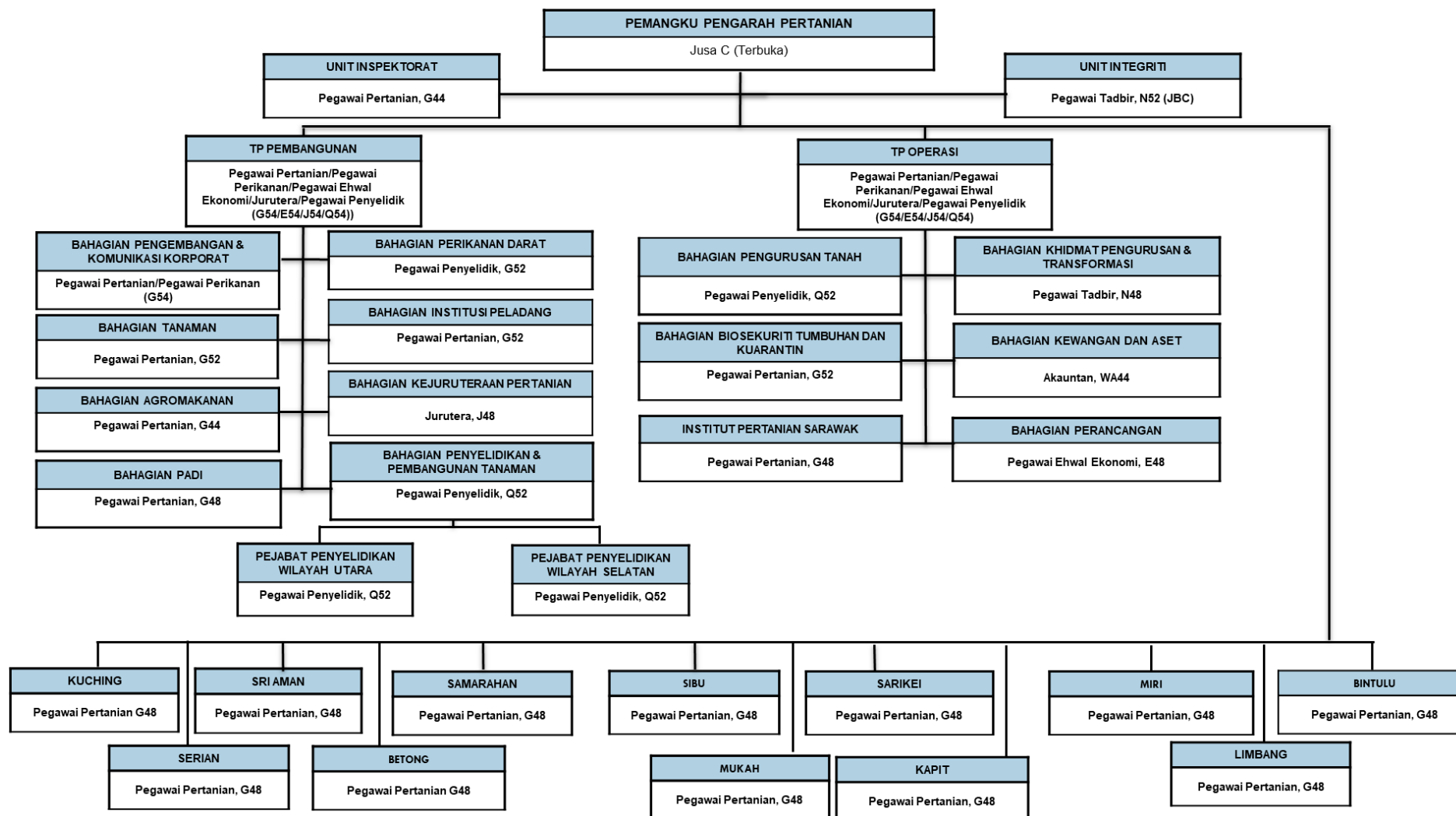


Figure 6: Strategic roles of DOA

ORGANISATION CHART DEPARTMENT OF AGRICULTURE SARAWAK



CORE FUNCTIONS

CROP DIVISION

- Food and Commodities Crops
- TKPM, Resettlement, Precision Farming Parks
- Planting Material Certification Scheme
- Production of Quality Planting Materials

PLANT BIOSECURITY & QUARANTINE DIVISION

- Facilitate the importation or exportation of plants and plant products.
- Monitor and conduct pest surveillance
- Control and eradicate pest of concern
- Certify and accredit treatment service providers and export facilities

CROP RESEARCH & DEVELOPMENT DIVISION

- Conducts scientific research on crop
- Production and utilization
- Provides scientific advisory and support services:
- Transfer of technology
- Quality assurance programmes;
- Production of foundation planting materials of recommended varieties
- Depository and dissemination of information

INLAND FISHERIES DIVISION

- Regulatory and Enforcement
- Issuance of aquaculture license
- Fisheries and Aquaculture Development & Conservation
- Aquaculture Industrial Zone (AIZ)
- Research & Development
- Fisheries Stations and Fish Fries Production

FARMERS' INSTITUTION DIVISION

- Management of 28 Area Farmers' Organisations (PPKs)
- 175,534 members registered throughout the 28 PPKs
- Objective of establishment of the PPKs is to improve the economic and social wellbeing of the members

SOIL MANAGEMENT DIVISION

- Soil, Terrain, Topography,
- Perimeter Survey and Mapping
- Soil Suitability Evaluation
- Agriculture Capability and Land use Mapping
- Soil Geo-Database Management
- Land Suitability Analysis

AGRO FOOD DIVISION

- Agro Food Product Development
- Entrepreneur Development (training, marketing and promotion)
- Operation of Pusat Latihan Industri Asas Tani (PL-IAT) and Incubator Processing Centre

ENGINEERING DIVISION

- Agriculture Infrastructure
- Agriculture Facilities (CPPCs, Food Terminals, Stations)
- Technical Advisory Services
- Farm Mechanisation & Automation

AGRICULTURE INSTITUTE DIVISION

- Agriculture Courses (Sijil Pertanian Malaysia and Sijil Kemahiran Malaysia)

PLANNING DIVISION

- Planning and Development Budget
- Monitoring and Evaluation
- Strategic Collaboration and Privatisation
- Tax Incentives and Foreign Workers' Pass
- Disaster Related Assistance Application
- Agriculture Statistics and Information
- ICT Development

EXTENSION & CORPORATE COMMUNICATION DIVISION

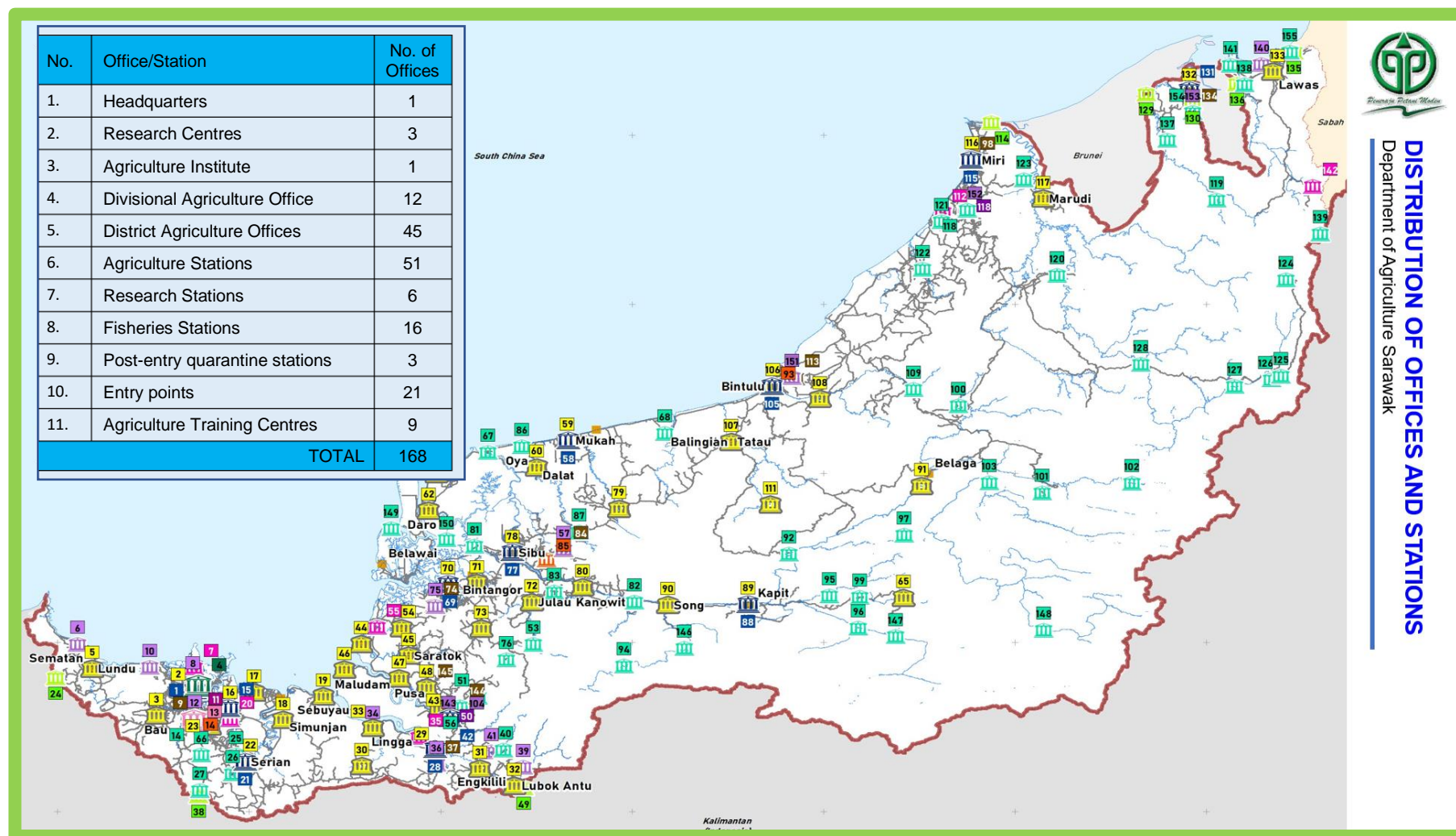
- Extension and Technical
- Trainings
- Agriculture Training Centres
- Publications
- Corporate Image

MANAGEMENT SERVICES & TRANSFORMATION DIVISION

- Human Resource Management
- Innovation and Quality
- Staff Training

FINANCE & ASSET MANAGEMENT DIVISION

- Operational Budget
- Departmental Asset



SOURCE OF STATUTORY POWER:

Acts and Ordinances

1. Ordinan Perikanan Negeri 2003
2. Rubber Ordinance 1967
3. Akta Racun Makhluk Perosak 1974
4. Akta Kuarantin Tumbuhan 1976
 - i. Peraturan-peraturan Kuarantin Tumbuhan 1981
5. Akta Perlindungan Varieti Baru Tumbuhan 2004
6. Akta Pertubuhan Peladang 1973 [Akta 109]
 - i. Peraturan-Peraturan Pertubuhan Peladang 1983 (Pindaan 2008)
 - ii. Perlembagaan Pertubuhan Peladang Kawasan dan Negeri
 - iii. Kaedah-Kaedah Pertubuhan Peladang
 - iv. Arahan-Arahan Pendaftar Pertubuhan Peladang
 - v. Pekeliling-Pekeliling Pendaftar Pertubuhan Peladang

Authorisation to Sign under Section 2 and Section 3 Government Contract Act 1949 (AKTA 120) to sign on behalf of the Government of Sarawak (contract agreement, MOU, MOA & license agreement)



STRENGTHS

PART 2

ORGANIZATIONAL ASSESSMENT

WEAKNESSES

ORGANIZATIONAL ANALYSIS FRAMEWORK

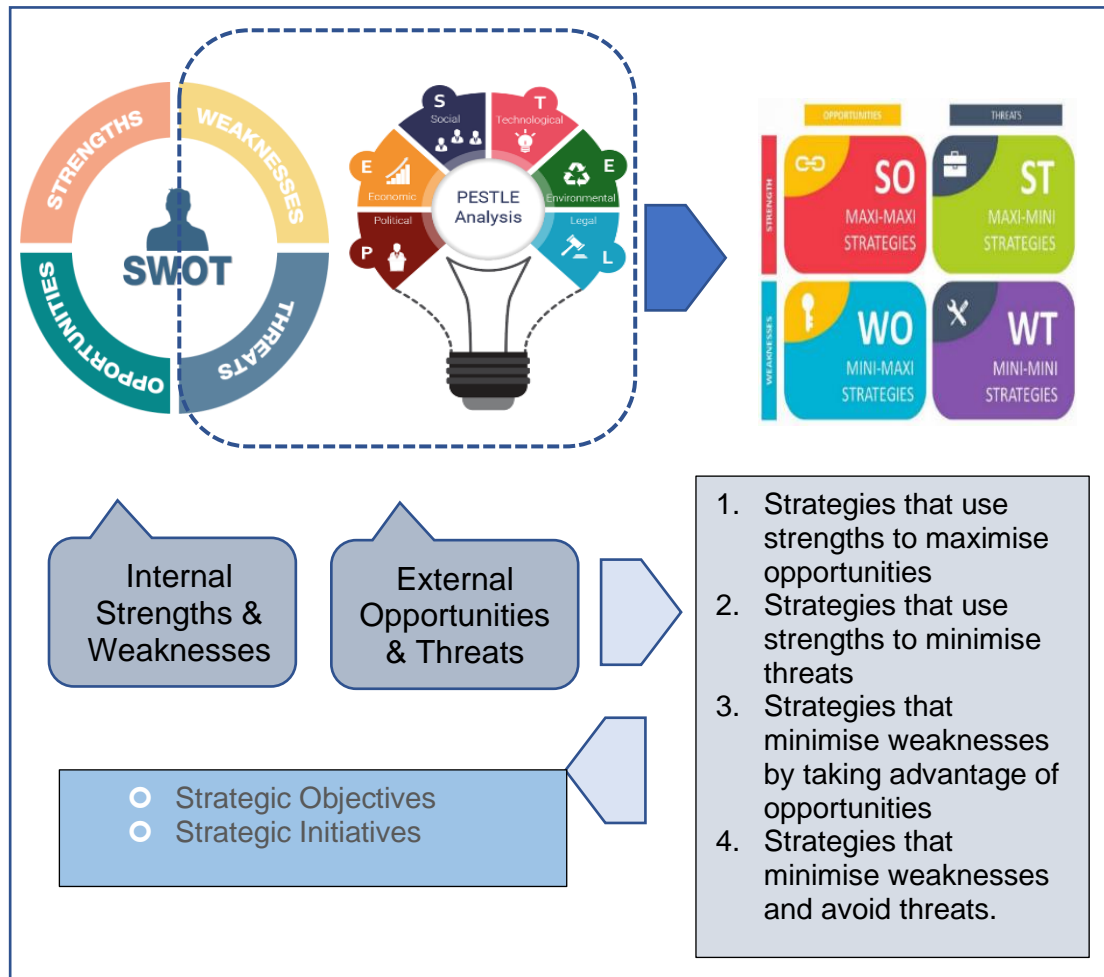


Figure 7: Organisational analysis framework

S.W.O.T Analysis Matrix – Internal Factors Evaluation

INTERNAL ENVIRONMENT			
STRENGTH		WEAKNESSES	
S1	Good support from state and federal government	W1	Inadequate staff
S2	Research and Development Capability	W2	Job role not clearly defined
S3	Extensive coverage (Divisional office, District office, station, sub-station)	W3	Lack of expertise
S4	Strong support from top management	W4	Organisational Development
S5	Good Networking with other Agencies	W5	Outdated organisational structure
S6	Ordinance, Acts, SOPs in place	W6	SCS 10-20 and Six Shared Values are not adopted widely and internalised among officers and staff.
S7	Organisational adoption of Balanced Scorecard and SCS 10-20.	W7	Divisions working in silos.
S8	Internationally recognised laboratory facilities and experts.	W8	Insufficient development & operational funds
S9	Full control of plant biosecurity and quarantine.	W9	Lack of collaboration with anchor company / private sectors
		W10	Lack of R&D support
		W11	Poor data management and analytics

S.W.O.T – P.E.S.T.L.E Analysis Matrix – External Factors Evaluation

EXTERNAL ENVIRONMENT			
OPPORTUNITIES		THREATS	
Politics			
PO1	Political stability	PT1	Changes in Federal Government
PO2	Clear direction and policies	PT2	Political interference in decision making
Economy			
EO1	Ample and suitable land	ET1	Small domestic market
EO2	Open to potential investor	ET2	Low productivity in agro food produce
EO3	Digital economy	ET3	Limited access to international market
		ET4	Lack of investors in agro food sector
		ET5	Competition for land use
		ET6	Fluctuating commodity prices
		ET7	Increasing labor cost
		ET8	High development/ Infrastructures cost
		ET9	Multiple issues related to development of NCR land/private land for agriculture
		ET10	Lack of Good Agriculture Practices (GAP) by farmers
Social			
SO1	Easy access to foreign workers	ST1	Aging farmers
SO2	Employment opportunities in agriculture sector	ST2	Rural - Urban migration
		ST3	Logistics (Inadequate Road connectivity)
		ST4	Less interest and involvement of young generation in farming

EXTERNAL ENVIRONMENT			
OPPORTUNITIES		THREATS	
Technology			
TO1	Advancement in digital technology	TT1	Limited coverage and slow internet connectivity
TO2	Availability of modern farming technology, mechanisation and automation.	TT2	Farmers unable to adopt to new technologies
Legal			
LO1	Proper governance		
LO2	Malaysian Sustainability Palm Oil (MSPO) certification		
LO3	Ordinances and regulations (L&S, NREB, LGM, MPOB)		
LO4	State has power to make laws on agriculture		
Environment			
NO1	Climate is favourable for agriculture	ET1	Environmental degradation
N02	No major natural disaster		

T.O.W.S Analysis

	Opportunities PO1, PO2, EO1, EO2, EO3, SO1, SO2, TO1, TO2, LO1, LO2, LO3, LO4, NO1, NO2	Threats PT1, PT2, ET1, ET2, ET3, ET4, ET5, ET6, ET7, ET8, ET9, ET10, ST1, ST2, ST3, ST4, TT1, TT2 and ET1
Strengths S1, S2, S3, S4, S5, S6, S7, S8 and S9	Strategies that use strengths to maximise opportunities 1. Leverage on strong government support, research capability, good networking, and extensive coverage in advancing agriculture sector. (S1, S2, S3, S5, EO1, EO2, EO3, SO1, and SO2) 2. Enhance commercialisation and modernisation of agriculture sector (S1, S2, S3, S4, S8, S9, PO2, EO1, EO2, EO3, SO1, S O2, TO1, TO2, LO1, LO2, LO3, LO4, NO1 and NO2)	Strategies that use strengths to minimise threats 1. Leverage on organisational capability, government support and policies on agriculture sector in increasing productivity and market development of farm products and produces. (S1, S2, S3, S4, S8, S9, ET1, ET2, ET3, ET4, ET5, ET9, ET10, ST1, and TT1) 2. Enhance inter-agencies collaboration and strategic partnership. (S1, S3, S4, S5, ET3, ET4, ET8, ET9, ST2, ST3 ST4, TT1 and TT2)
Weaknesses: W1, W2, W3, W4, W5, W6, W7, W8, W9, W10 and W11	Strategies that minimise weaknesses by taking advantage of opportunities 1. Enhance digitalisation of services and work processes to improve quality, efficiency and productivity. (PO2, TO1, LO1, W1, W7, W9 and W11) 2. Improve organisational efficiency through continuous competency and organisational development intervention. (PO2, TO1, TO2, W1, W2, W3, W4, W5, W6, W7 and W11)	Strategies that minimise weaknesses and avoid threats. 1. Restructuring and reorganisation of DOA. (W1, W2, W3,, W4, W5, W7, ET1, ET3, ET4, ET9, TT2).

STAKEHOLDER ANALYSIS

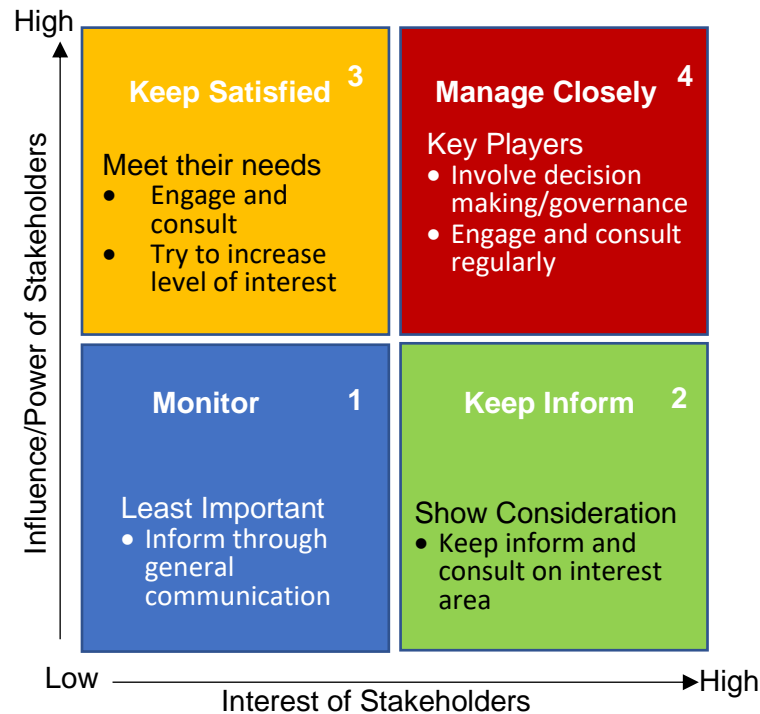


Figure 8: Stakeholder matrix

STAKEHOLDER VALUE PROPOSITION

Stakeholder	Stakeholder Value Proposition
Government Minister/Deputy Ministers	<ul style="list-style-type: none"> Government policies, programs and projects implemented effectively to benefit the target groups. Optimise allocation of development fund through systematic project management. Proactive and responsive in providing solutions and taking action on socio-economic problems faced by rakyat. People-centric service delivery Effectively contribute to the achievement of Agriculture Sector aspiration in the PCDS and successfully executed initiatives under the strategy.

Stakeholder	Stakeholder Value Proposition
State Secretary	<ul style="list-style-type: none"> ○ High performing organisation that focus on continuous improvement to deliver excellent services that meet or exceed customers' expectation. ○ Good governance with high level of integrity and discipline in compliance to statutory requirement, rules and regulations. ○ Creative and innovative in providing solutions for improvement.
Government Agencies	<ul style="list-style-type: none"> ○ Develop synergy and collaboration to achieve sectoral goals and objectives ○ Sharing of information and data.
Agro Community	<ul style="list-style-type: none"> ○ Engage and provide support on matters pertinent to sustainable development of agro community. ○ Provide technical expertise, extension services and assistance.
Investor Business Community	<ul style="list-style-type: none"> ○ Facilitate investment and ease of doing business in commercial farming and agro food industry.
Area Farmers' Organisation	<ul style="list-style-type: none"> ○ Provide leadership and managerial expertise in executing business turnaround strategies to improve financial performance, growth and sustainability.
Staff Of DOA	<ul style="list-style-type: none"> ○ Strong leadership in leading the organisation towards the vision. ○ Equitable opportunities for training and development. ○ Fair and just in giving rewards and recognitions. ○ Provide conducive working environment. ○ Greater involvement and participation in planning and decision making processes that affect the welfare of the staff.



PART 3 STRATEGIC DIRECTION

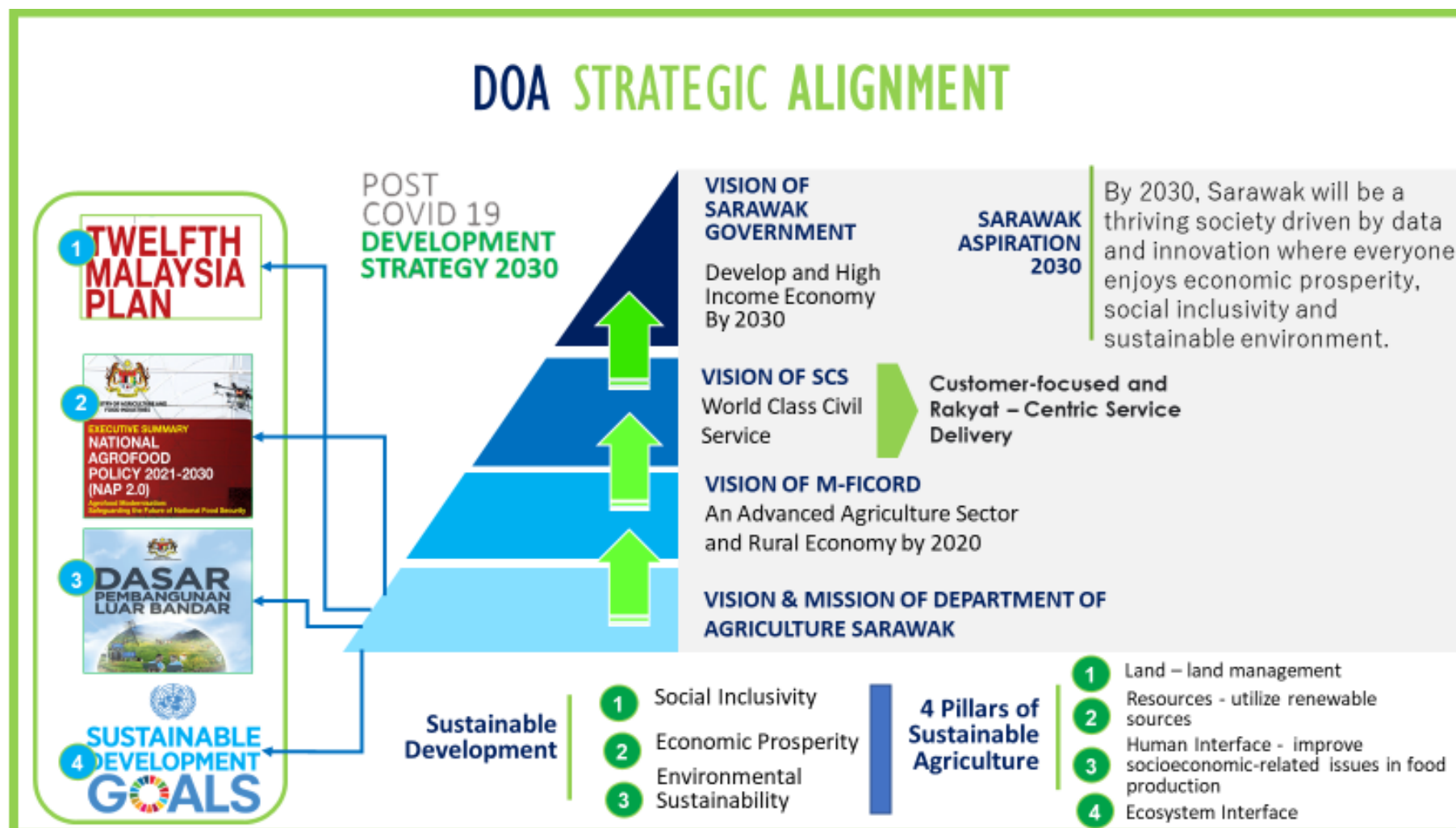


Figure 9: DOA strategic alignment

ORGANISATIONAL ALIGNMENT

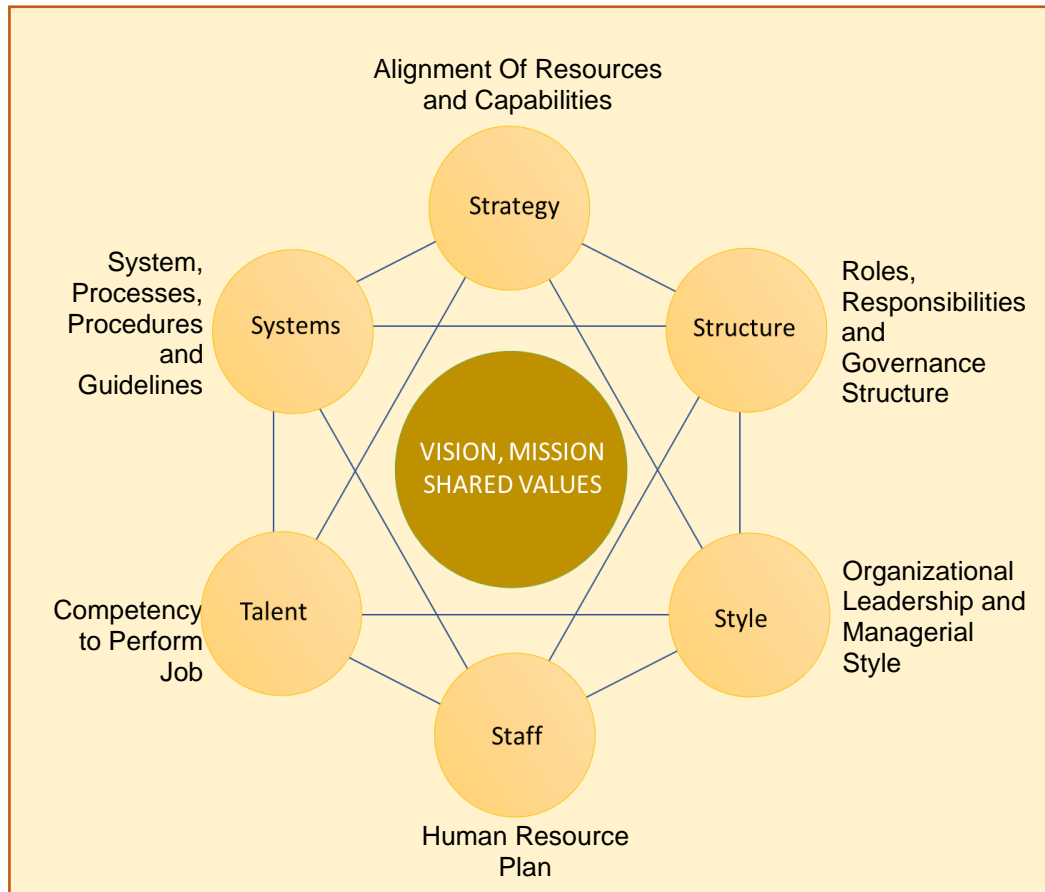


Figure 10: DOA organisational alignment

MOVING FORWARD 2030

TRANSLATE PCDS ASPIRATION INTO DOA STRATEGIC GOALS

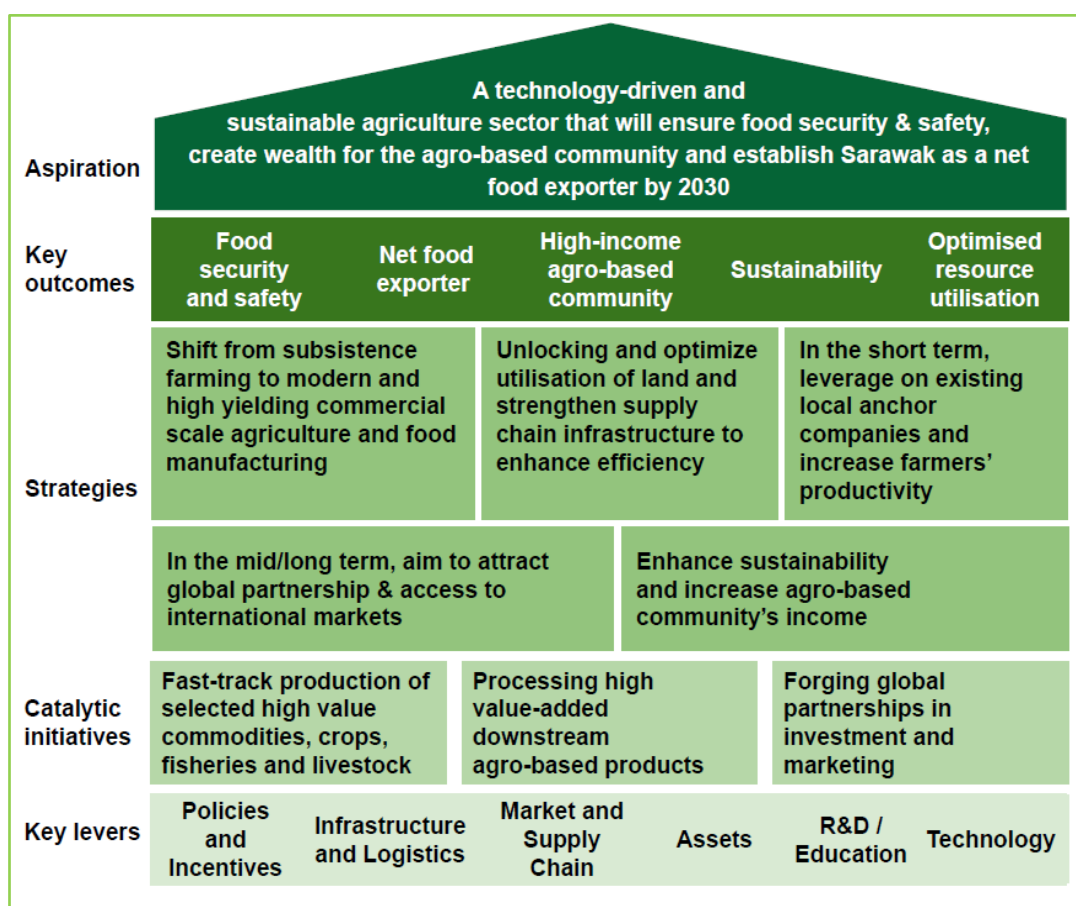


Figure 11: Aspiration framework for commercial agriculture and agro-commodities sector, Source: EPU, PCDS

KEY OUTCOMES 2030

50% Poor households receive monthly income above Poverty Line Income (PLI) level	178,108 metric tons (MT) / year of high-quality agriculture produce by 2025. Additional 21,600 MT / year by 2030	RM1.7 bil / year of export value by 2030	RM130.8 bil Public and private investments
500 Skilled farmers and high-tech agro-entrepreneur with monthly income of RM6,000 and above	> 170,000 members of Farmers Institution in Sarawak and 28,000 indigenous families benefit from guaranteed market and steady price of agricultural produce	50% Of participants in Agro park, precision farming and ruminant industry development programmes comprised of poor rural households	
90% of paddy and rice industry and 80% of fisheries industry development programmes comprised of poor rural households		100% Application of Good Agricultural Practices (GAP)	12,155 Jobs created by 2030
153,600 ha Area maintained as green area	5% Increase in absorption rate of CO ₂		100% Application of Good Animal Husbandry Practices (GAHP)
100% GMP and certified oleochemical ingredients	100% compliance to physical Certified Sustainable Palm Oil, MSPO and RSPO standards	100% GMP, HACCP and HALAL, GHM, GHP certified	

DOA AND SUSTAINABLE DEVELOPMENT GOALS 2030



END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE.

- Target 2.3: By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular family farmers, pastoralists, and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.
- Target 2.4: By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding, and other disasters and that progressively improve land and soil quality.
- Target 2.a: Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity.

DOA SUSTAINABILITY STRATEGY



Increase community participation in agriculture activities to alleviate poverty in rural areas.



Ensure access by all people to safe, nutritious and sufficient food all year round



Promote development-oriented programs and projects that support productive activities, job creation, entrepreneurship in the agricultur sector



Using agriculture development programs and projects to bridge development gaps between region and district.



Sustainable management and efficient use of agricultural resources.

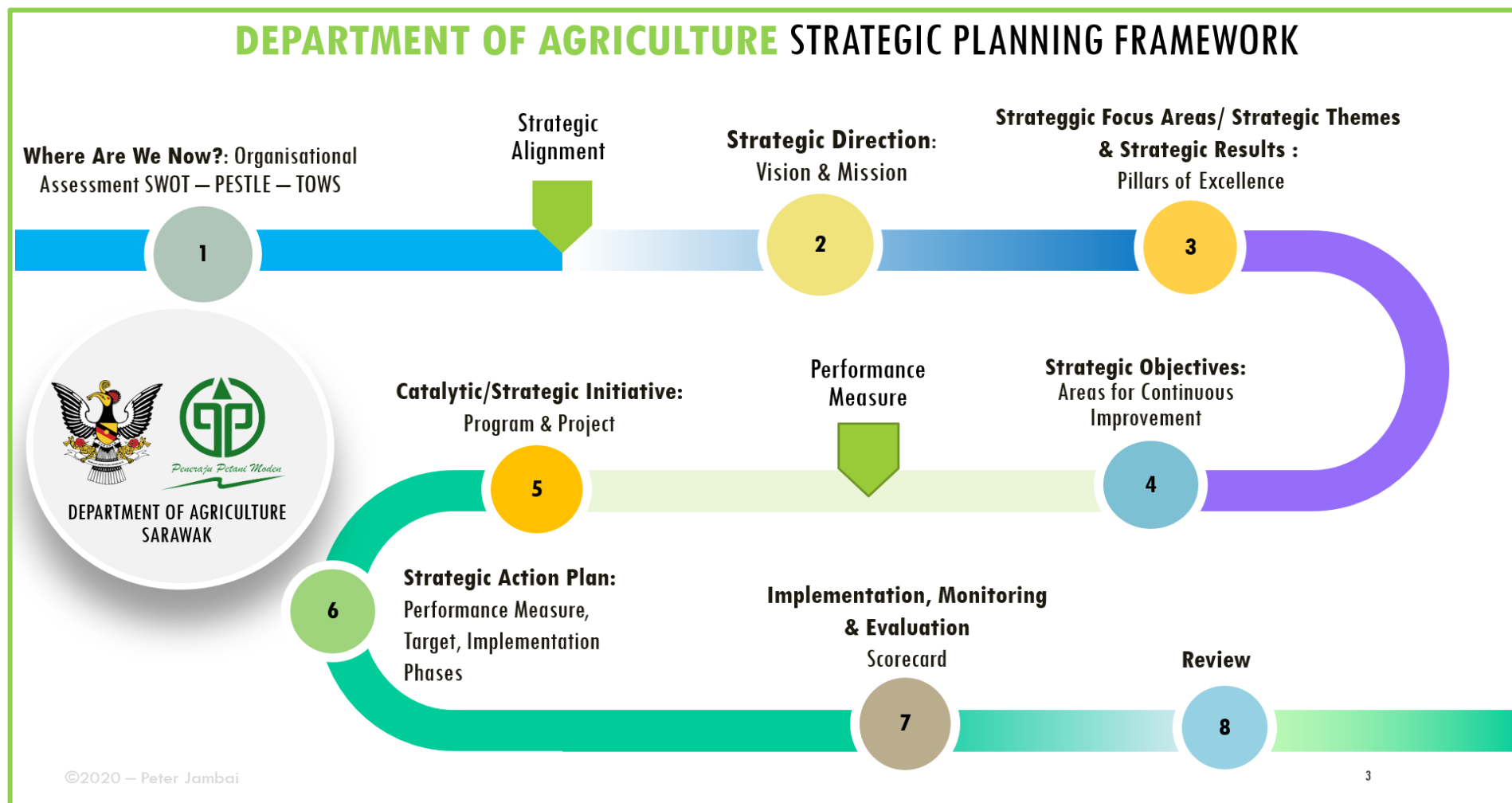


Figure 12: DOA strategic planning framework

VISION

Sustainable Agro Community



Thriving and prosperous agro-based community



Manages agricultural resources to meet current needs while ensuring that adequate resources are available for future generations.



Economically and socially sustainable agriculture



Focusing on anticipating and adapting to change in both the present and future.



Utilization of prevention strategies and appropriate technology for environmental degradation.

The image shows two small, young plants with light green stems and leaves growing out of a dark, rich layer of soil. The background is a solid, vibrant green. The word "MISSION" is written in white, bold, uppercase letters across the middle of the image, partially overlapping the plants.

MISSION

Increase Income of Agro Community
Through Sustainable Agricultural
Practices

SHARED VALUES

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

DOA – SCS SHARED VALUES	
Integrity	Live our lives with integrity. Execute our power with great responsibility, walk our talk, although no one sees, say no to corruption, an honest officer we must be.
Kind and caring	We must respect our customers' feelings, civil servants are compassionate beings, and we are courteous and polite in our dealings
Professionalism	Practice professionalism in and out of office. Serve the people with sense of fairness and justice, uphold all rules and regulations for excellent service, and never compromise our values and ethics
Sense of urgency and ownership	Service with actions not just with our lips, be punctual, be timely, and be quick on our feet, our promise of Excellence Delivery we must keep.
Teamwork and team spirit	BERSATU, BERUSAHA, and BERBAKTI We will achieve the plans of SCS10-20, Esprit de corps, we are one big family.
Result-Oriented	Zero defaults in our projects implemented, Plan and execute, we will prove our effectiveness, and be customer focused, serving the Rakyat first.

STRATEGIC THEMES

PILLARS OF EXCELLENCE

Strategic theme which is also known as “pillar of excellence” is the main, high level business strategy that form the basis for the organization’s business model. A strategic theme is an area in which your organization must excel to achieve your vision.



Figure 13: Strategic themes

STRATEGIC OBJECTIVE

Strategic objectives are continuous improvement activities that must be implemented by DOA to produce strategic results under every strategic themes. Several strategic objectives were selected under each strategic theme. The strategic linkage between strategic objectives through causal – effect formed the strategy as depicted in the strategy map.

List of Strategic Objectives According to Strategic Themes

Strategic Themes	Strategic Objectives
Operational Excellence	<ol style="list-style-type: none"> 1. Enhance stakeholder's satisfaction 2. Enhance budget utilisation 3. Enhance financial regulatory compliance 4. Enhance service delivery 5. Enhance project management 6. Enhance training and development 7. Strengthen organisational development 8. Internalise shared values
Production	<ol style="list-style-type: none"> 1. Increase commodity crop production 2. Increase paddy production 3. Increase food production 4. Increase fisheries production 5. Develop farm roads
Processing and Marketing	<ol style="list-style-type: none"> 1. Enhance processing and marketing
Quality Assurance	<ol style="list-style-type: none"> 1. Enhance quality of agriculture produce 2. Enhance statutory compliance

The background features a dark blue and black color scheme with abstract, glowing white and light blue geometric patterns. These patterns include concentric circles, radial lines, and angular shapes that resemble a stylized gear or a futuristic interface. A horizontal green band is positioned across the middle of the image, serving as a backdrop for the text.

PART 4

STRATEGIC THEME

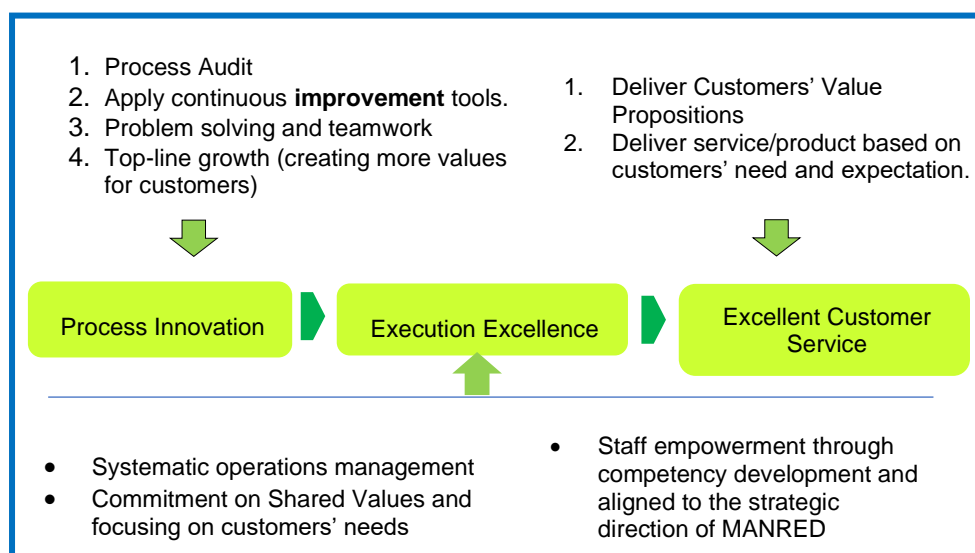
OPERATIONAL EXCELLENCE

OPERATIONAL EXCELLENCE

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

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

Operational Excellence



STRATEGIC RESULTS – High Performance Organization

A High-Performance Organization is an organization that achieves financial and non-financial results that are exceedingly better than those of its peer group over a period of five years or more, by focusing in a disciplined way on that which really matters to the organization.

Higher quality and productivity

Customer-focused and citizen-centric service delivery

Continuous Improvement & Renewal

Competent Employee

STRATEGIC OBJECTIVE

Area for Continuous Improvement

1. Enhance Customer Satisfaction

Strategic Theme	Operational Excellence
Strategic Objective Name	Enhance Customer Satisfaction
Strategic Objective Owner	Deputy Director of Development
Strategic Objective Description	<p>Commentary/Overview</p> <p>Improve the level of customer's satisfaction (internal and external customers) through providing services and products that meet or exceed customer's satisfaction. Feedbacks, suggestions and complaints from customers will be examined, analysed and mitigation steps taken through continuous improvement initiatives that involves all divisions in the department.</p>

Purpose

1. To increase customer satisfaction when dealing with the department.
2. To retain customers
3. To enhance the image and reputation of DOA as frontline agency in dealing with agro community in the state.

Key Focus Areas: -

1. Customer's survey
2. Analysis of customer's feedbacks, suggestions and complaints.

Intended Results

1. High level of customer satisfaction
2. DOA as customer-focused and rakyat-centric state government agency

Initiatives

1. Customer Satisfaction Survey
2. Customer satisfaction analysis report
3. Sharing of customer satisfaction analysis report with members of the management team.

Performance Measure (KPI)

Customer Satisfaction Rating

Performance Measure

Strategic Theme	Operational Excellence
Strategic Objective	Enhance Customer Satisfaction
KPI	Customer Satisfaction Rating
KPI Description	<p>To measure and evaluate customer satisfaction level through surveys and feedbacks analysis.</p> <p>Key Focus Areas: -</p> <ul style="list-style-type: none"> • Government (Federal/State Agencies SCS) • Private (Companies, Institutions) • Public (Farmers, Usahawan, IPS Students, PL-IAT Trainees) <p>Note: <i>Percentage of customer satisfaction (positive response) is 95% or above.</i></p>
Formula	Percentage of customer satisfaction = (Customer satisfaction Rating / 4) x 100%
Unit of Measure	Percentage
Data Source	Customer Satisfaction Survey Form

2. Enhance Budget Utilisation

Strategic Theme	Operational Excellence
Strategic Objective Name	Enhance Budget Utilisation
Strategic Objective Owner	Head of Account and Asset Division
Strategic Objective Description	<p>Commentary /Overview To ensure prudent utilisation of approved allocation (OPEX & DEX).</p> <p>Purpose The objective is to optimise budget utilisation.</p>

	<p>Key Focus Areas: -</p> <ol style="list-style-type: none"> 1. Operation expenditure 2. Capital expenditure <p>Initiatives</p> <ol style="list-style-type: none"> 1. Control spending through monitoring and reporting by Programme Owners on expenditure performance throughout the year. 2. Forecast expenditure against targeted expenditure cashflow and prepare for notice of change / variation / virement to meet additional financial requirements for Program/Activity with insufficient funds. <p>Performance Measure (KPI)</p> <p>Percentage of budget utilisation</p>
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Performance Measure

Strategic Objective	Enhance Budget Utilisation
KPI	Percentage of budget utilisation.
KPI Description	To measure percentage of annual operational budget being utilized in the current year.
Formula	$(\text{Actual Spending} / \text{allocation received}) \times 100\%$
Unit of Measure	Percentage
Data Source	SIFBAS/ Sarawak Monitor

3. Enhance Financial Regulatory Compliance

Strategic Theme	Operational Excellence
Strategic Objective Name	Enhance Financial Regulatory Compliance
Strategic Objective Owner	Head of Account and Asset Division
Strategic Objective Description	<p>Commentary /Overview To ensure compliance to the rules and regulations, best practices and guidelines in administration and financial management.</p> <p>Purpose To ensure strict compliance to financial procedures and instructions based on practice of prudent financial management in accordance to rules, regulations, and best practices in financial management</p> <p>Key Focus Areas: -</p> <ol style="list-style-type: none"> 1. The focus is on proper utilisation of development and operating budget 2. Expenditure of development and operating budget are in accordance to governing financial rules and regulations. <p>Intended Results Compliance to requirement of Treasury Instructions, Financial Procedure Act 1957 and relevant financial circulars</p> <p>Initiatives</p> <ol style="list-style-type: none"> 1. To ensure compliance to FMCI criteria guidelines by SFS Office. 2. To comply to e-CSA criteria guidelines by IACMO. <p>Performance Measure (KPI)</p> <ol style="list-style-type: none"> 1. Financial Management Compliance Index (FMCI). 2. Electronic Compliance Self-Assessment (eCSA) Score.

Performance Measure

Strategic Objective	Enhance Financial Regulatory Compliance
KPI	Electronic Compliance Self-Assessment (eCSA) Score
KPI Description	Self-auditing/ self-assessment initiative to measure level of the DOA's efficiency in Administration Financial Management
Formula	Percentage marks on Compliance to eCSA Criteria derived from the eCSA System
Unit of Measure	Percentage
Data Source	eCSA system

Strategic Objective	Enhance Financial Regulatory Compliance
KPI	Financial Regulatory Compliance Index
KPI Description	To measure level of financial regulatory compliance based on the practice of prudent financial management in accordance to rules, instructions, regulations, and best practices in financial management
Formula	(No. of FMCI Criteria complied/ total no. of FMCI Criteria) x 100
Unit of Measure	Percentage
Data Source	FMCI Criteria Performance Report, Internal audit, Supervision on PTJs, Data Collection, Workshop, Training, Coaching, Mentoring

4. Enhance Training and Development

Strategic Theme	Operational Excellence
Strategic Objective Name	Enhance Training and Development
Strategic Objective Owner	Head of Management Services and Transformation Division
Strategic Objective Description	<p>Commentary /Overview</p> <p>To ensure the competency level of Department's officers and staff are met in order to achieve desired objectives.</p> <p>Purpose</p> <p>To improve the competency level (skills, knowledge and ability) of staff to produce better job performance.</p> <p>Key Focus Areas: -</p> <ol style="list-style-type: none"> 1. Technical competency 2. Generic competency <p>Intended Results (outcome)</p> <p>Improved job performance as reflected in Annual Performance Appraisal Report.</p> <p>Initiatives</p> <ol style="list-style-type: none"> 1. Conduct competency-based Training Needs Analysis (TNA) and develop HRD Plan. 2. Annual Training Plan. 3. Monitor and analyse training record in GEMS quarterly. 4. To ensure 70% is technical training and 30% is generic training. <p>Performance Measure (KPI)</p> <ol style="list-style-type: none"> 1. Percentage of training hours achieved against targeted SCS training hours recorded in GEMS (90%).

Performance Measure

Strategic Objective	Enhance Training and Development
KPI	Percentage of all staff achieved targeted SCS training hours recorded in GEMS
KPI Description	To measure percentage of staff achieved minimum training hours in the current year.
Formula	$\frac{\text{(Number of officers achieved targeted SCS Training Hours recorded in GEMS} \times 100)}{\text{Total number of staff}}$
Unit of Measure	Percentage
Data Source	Module Personnel Record Training Data in SCS GEMS

5. Enhance Project Management

Strategic Theme	Operational Excellence
Strategic Objective Name	Enhance Project Management
Strategic Objective Owner	Head of Planning Division
Strategic Objective Description	<p>Commentary /Overview Improve every level of project management processes that involve project planning, implementation, monitoring and evaluation based on good project management practices.</p> <p>Purpose To ensure Department projects successfully managed within the approved budget, timeframe, and scope to achieve desired objectives.</p> <p>Key Focus Areas: - Physical agriculture development projects (i.e. infrastructure projects).</p> <p>Intended Results <ol style="list-style-type: none"> 1. All projects are completed within scope and specifications. 2. All projects are implemented in adherence to financial and procurement procedures. </p> <p>Initiatives <ol style="list-style-type: none"> 1. Conduct annual review on departmental plans. 2. Develop annual operational plan and inter-agency project monitoring meeting. 3. To conduct yearly inspectorate activity </p> <p>Performance Measure (KPI) <ol style="list-style-type: none"> 1. Percentage of projects completed within schedule. 2. Percentage of projects that have achieved compliance assessment. </p>

Performance Measure

Strategic Objective	Enhance Project Management
KPI	Percentage of projects completed within schedule.
KPI Description	To measure the percentage of physical agriculture development projects due for completion in the current year completed in time based on planned schedule.
Formula	$\left(\frac{\text{Number Physical Project completed as per schedule}}{\text{Total number of current year physical project}} \right) \times 100\%$
Unit of Measure	Percentage
Data Source	Sarawak Monitor & MyProject System.

Strategic Objective	Enhance Project Management
KPI	Percentage of projects that have achieved compliance assessment.
KPI Description	To measure the percentage of projects that have complied with project management best practices.
Formula	Based on assessment method under inspectorate guideline <ol style="list-style-type: none"> 1. 10% of the total fully completed projects, or 2. 50% completed in the Current Rolling Plan (RP), 3. Has implemented the Inspectorate's Compliance Assessment activities for the ministry's project management best practices
Unit of Measure	Percentage
Data Source	Inspectorate report.

6. Enhance Service Delivery

Strategic Theme	Operational Excellence
Strategic Objective Name	Enhance Service Delivery
Strategic Objective Owner	Head of Management Services and Transformation Division / Head of Planning Division
Strategic Objective Description	<p>Commentary /Overview</p> <p>Improvement in service delivery for key services provided by the department through implementation of quality initiatives and adoption of best practices implemented in the SCS.</p> <p>Increase the usage of digital technology and applications from end-to-end to improve customer's experience, facilitate business and effective service delivery.</p> <p>Purpose</p> <ol style="list-style-type: none"> 1. To ensure efficiency and effectiveness in work processes, provide seamless transaction to ease in doing business and delivery customer-focused and citizen- centric services. 2. Efficient data analytics and management. 3. To improve service delivery. <p>Key Focus Areas: -</p> <ol style="list-style-type: none"> 1. System, process and procedure 2. Digitalization of core business activities, e.g., registration of farmers, applications, schemes 3. Digitization of data and records – convert manual data and records into digital format. 4. Data analytics and sharing <p>Intended Results</p> <ol style="list-style-type: none"> 1. Higher customer's satisfaction 2. Reduced complaints 3. Quality services that meet or exceed customer's expectation. 4. Digitalisation of Departmental services and efficient agriculture data management.

	<p>Initiatives</p> <ol style="list-style-type: none"> 1. Client Charter 2. ISO 9001: 2015 3. AKMS 4. KIK 5. KFA 6. myPortfolio 7. Updating of SOP (MPK) 8. CRM/OACP 9. Development of centralised data system 10. Procurement and installation of ICT hardware and facilities. 11. Customized application software. <p>Performance Measure (KPI)</p> <ol style="list-style-type: none"> 1. Number of quality initiatives implemented. 2. Operation Efficiency Rating 3. Percentage of completion. 4. Number of existing systems integrated (e.g. ASIS, WIMICS, SMBIPS, ASID).
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Performance Measure

Strategic Objective	Enhance Service Delivery
KPI	Number of quality initiatives implemented
KPI Description	To measure accumulative number of quality initiatives and best practices in the SCS adopted by the department implemented in the current year.
Formula	Accumulative number of quality initiatives implemented and operationalized in the current year.
Unit of Measure	Number
Data Source	Internal department report from HR

Strategic Objective	Enhance Service Delivery
KPI	Operation Efficiency Rating
KPI Description	To measure the efficiency of the operations of DOA based on performance of key services and standards as stipulated in the departmental Client's Charter.

Formula	<p>Operations Efficiency Ratings = Conformance to standard of Clients' Charter/Total number of services provided X 100%</p> <table border="1"> <tr> <th>Type of Reporting</th><th>Client's Charter Process Number</th></tr> <tr> <td>Quarterly</td><td>1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.3, 2.4, 2.5, 3.1, 3.1.3.4, 4.4, 4.5, 6.1, 7.1, 7.2, and 8.0</td></tr> <tr> <td>Annually</td><td>2.2, 3.2, 3.3, 4.1, 4.2, 4.3, 4.5, 5.1 and 5.2</td></tr> </table>	Type of Reporting	Client's Charter Process Number	Quarterly	1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.3, 2.4, 2.5, 3.1, 3.1.3.4, 4.4, 4.5, 6.1, 7.1, 7.2, and 8.0	Annually	2.2, 3.2, 3.3, 4.1, 4.2, 4.3, 4.5, 5.1 and 5.2
Type of Reporting	Client's Charter Process Number						
Quarterly	1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.3, 2.4, 2.5, 3.1, 3.1.3.4, 4.4, 4.5, 6.1, 7.1, 7.2, and 8.0						
Annually	2.2, 3.2, 3.3, 4.1, 4.2, 4.3, 4.5, 5.1 and 5.2						
Unit of Measure	Percentage						
Data Source	Quarterly report from related divisions and branches						

Strategic Objective	Enhance Service Delivery
KPI	Percentage of completion in system development
KPI Description	To ensure efficiency, transparency, and effectiveness of Department's service delivery and data management through Digitalisation of Departmental services and agriculture data management. KPI is to monitor the percentage of work completion in development of e-Tani system.
Formula	Actual Progress Percentage / target Percentage (Progress percentage for each activity multiply by weightage percentage for each phase)
Unit of Measure	Percentage
Data Source	e-tani progress report from SAINS

Strategic Objective	Enhance Service Delivery
KPI	Number of existing systems integrated
KPI Description	To measure number of existing systems (ASIS, WIMICS, SMBIPS, ASID) successfully integrated with the e-tani system.
Formula	(Number of system integrated/ target system to be integrated) x 100%
Unit of Measure	Percentage
Data Source	e-tani progress report from SAINS

7. Strengthen Organisational Development.

Strategic Theme	Operational Excellence
Strategic Objective Name	Strengthen Organisational Development.
Strategic Objective Owner	Head of Management Services and Transformation Division
Strategic Objective Description	<p>Commentary /Overview</p> <p>Enhance the performance of the department in achieving strategic goals and execution of the mission to achieve the vision of the organisation.</p> <p>Purpose</p> <ol style="list-style-type: none"> 1. To align functions, resources and people with the strategic goals, mission and vision of the department through effective change management. 2. To effectively implement strategic initiatives to achieve strategic objectives of the department. <p>Key Focus Areas: -</p> <ol style="list-style-type: none"> 1. Organizational restructuring – review the organization structure, strategic roles and core functions. 2. HR Planning – Review job specification and job description 3. Recruitment – to fill vacant post and propose new post. <p>Intended Results</p> <p>Organisational alignment to strategic goals and vision of the department.</p> <p>Initiatives</p> <ol style="list-style-type: none"> 1. Strategic Planning Workshop to review the strategic direction of the Department. 2. Restructuring Workshop to review and strengthen manpower requirements and to realign existing roles, functions, and structure.

	Performance Measure (KPI) <ul style="list-style-type: none"> Percentage of posts filled (existing and new posts).
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Performance Measure

Strategic Objective	Strengthen Organizational Development.
KPI	Percentage of posts filled
KPI Description	To measure the percentage of existing vacancies and approved new posts filled in the current year.
Formula	$(\text{Number of posts filled} / \text{total number of approved posts}) \times 100\%$
Unit of Measure	Percentage
Data Source	Department employment record

8. Internalise Shared Values

Strategic Theme	Operational Excellence
Strategic Objective Name	Internalise Shared Values
Strategic Objective Owner	Head of Management Services and Transformation Division
Strategic Objective Description	<p>Commentary /Overview</p> <p>Inculcation and enculturation of SCS Shared Values as corporate culture and values that will be internalised by all staff in the department as visibly demonstrate through attitude, behaviour and ways of thinking and doing things in the organization.</p> <p>Purpose</p> <p>To strengthen corporate culture as a cornerstone of high performance in moving towards world class organization.</p> <p>Key Focus Areas: -</p> <ol style="list-style-type: none"> 1. Enculturation of SCS Shared Values through systematic programs and activities. <p>Intended Results</p> <ol style="list-style-type: none"> 1. Resilient and sustainable organization that are responsive to emerging changes in internal and external environments. 2. World class service delivery. <p>Initiatives</p> <ol style="list-style-type: none"> 1. Integrity Awareness Program, 2. Kotak Aduan Integriti, 3. Festive Season Gathering, 4. Program Khidmat Sokongan Pekerja, 5. Birthday Celebration, 6. Farewell, 7. Corporate Social Responsibility (CSR), 8. Religious related activities, 9. Sumbangan Khairat Kematian, 10. Appreciation Dinner, 11. Issuance on Certificate of Recognition, 12. Knowledge Sharing Session,

	13. Teambuilding, 14. Counseling Programs, 15. Quality initiatives activities Performance Measure (KPI) SCS Culture Rating Score
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Performance Measure

Strategic Objective	Internalise Shared Values
KPI	SCS Culture Rating Score
KPI Description	<p>To measure the enculturation and internalization of SCS Shared Values in the department based on analysis of culture rating survey by HRMD</p> <p>The six Shared Values are as follow:</p> <ol style="list-style-type: none"> 1. Integrity 2. Kind and Caring 3. Professionalism 4. Sense of Urgency and ownership 5. Team spirit and 6. Result Oriented
Formula	$(\text{Responses} \times \text{Likert Scale} \times 120) / 600 \times 100\%$
Unit of Measure	Percentage
Data Source	SCS Culture Rating Survey System



Part 5

STRATEGIC THEME

PRODUCTION



PRODUCTION

Agriculture production under DOA involves four major categories – commodity crop, paddy, food crop and inland fisheries. Production directly contributed to agriculture sector aspiration under PCDS and part of the strategic goals of DOA. Sustainable production by agro community through commercial farming will contribute to high-income agro community, food safety, net food exporter and bigger contribution of the agriculture sector the state GDP.

DOA adopted sustainable agricultural practices in production that involve production system and factors as in the Figure 14 below.

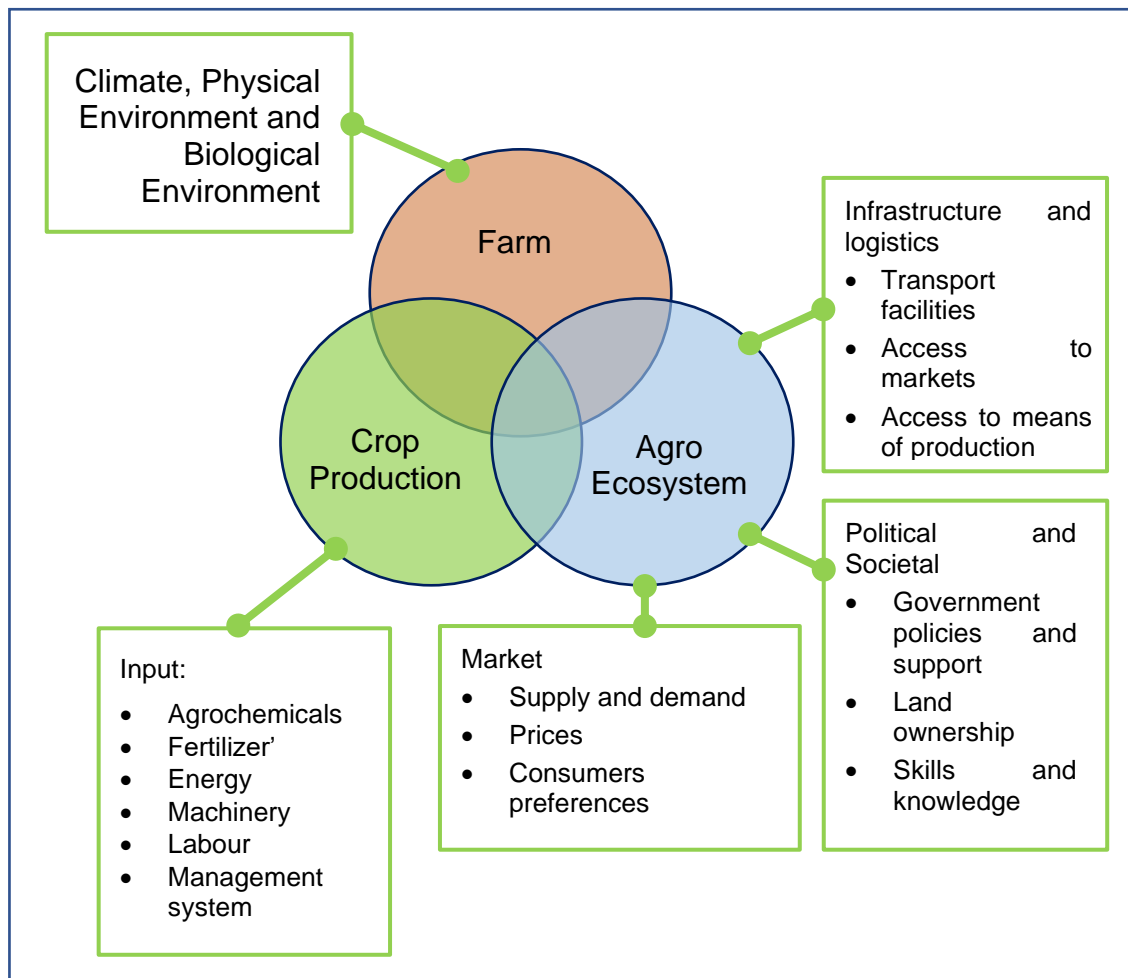


Figure 14: Sustainable production system and determinant factors.

STRATEGIC RESULTS



STRATEGIC OBJECTIVE

Area for
Continuous
Improvement

1. Increase Commodity Crop Production

Strategic Theme	Production
Strategic Objective Name	Increase Commodity Crop Production
Strategic Objective Owner	Head of Commodity Branch
Strategic Objective Description	<p>Commentary/ Overview</p> <p>To increase productivity of smallholder in commodity crops</p> <p>Purpose</p> <ol style="list-style-type: none"> 1. To increase production 2. To increase income of smallholder <p>Key Focus Areas: -</p> <ol style="list-style-type: none"> 1. Introducing quality clones/ varieties

2. Increase production of existing crops.
3. Transfer of technology

Intended Results (year 2024 – 2030)

1. Increase in income of smallholders
2. Increase in production of commodity crops

Initiatives

1. Increase new areas
 - Oil palm – 4,200 ha @ 600 ha/ year
 - Sago – 700 ha @ 100 ha/ year
 - Pepper – 168 ha @ 24 ha/ year
2. Replanting unproductive areas
 - Cocoa – 350 ha @ 50 ha/ year
3. Increase production existing farms (farm inputs assistance)
 - Oil palm – 84,000 ha @ 12,000 ha/ year
 - Rubber – 1,750 ha @ 250 ha/ year
 - Pepper – 252 ha @ 36 ha/ year
 - Cocoa – 1,400 ha @ 200 ha/ year
4. No of infrastructures constructed/ maintained/ upgraded
 - Construct new farm road – 700 km @ 100 km/ year
 - Maintenance/ upgrading existing farm road – 2,100 km @ 300 km/ year
 - Construct infrastructures – 700 unit @ 100 unit/ year
5. Increase tapping areas
 - From 76,187 Ha in 2020 to 101,387 Ha by 2030 (annual increase of 3%)
6. Other assistance - Rehabilitation unproductive commodity farms (giving farm inputs & construct infrastructures for Oil palm, rubber, sago, pepper, cocoa), Encourage smallholders to tap their own rubber trees (giving Insentif Pengeluaran Getah, IPG), To promote Malaysia Sustainable Palm Oli, MSPO (through dialogues, courses & trainings)

Performance Measure (KPI)

1. New area developed for Oil Palm (Ha)
2. New area developed for Sago (Ha)
3. New area developed for Pepper (Ha)
4. Increase in production of existing Oil Palm farm (ha)
5. Increase in production of existing rubber farm (ha)
6. Increase in production of existing Pepper farm (ha)

- | | |
|--|--|
| | 7. Increase in production of existing Cocoa farm (ha)
8. Percentage increase in tapping area
9. Percentage increase in income of registered smallholders |
|--|--|

Performance Measure

Strategic Theme	Production
Strategic Objective	Increase productivity of commodity crop
KPI	New area developed Oil Palm (Ha)
KPI Description	To measure new areas developed for oil palm under DOA projects.
Formula	Total new area developed in the current year in hectares.
Unit of Measure	Area
Data Source	1. Commodity Crop Division project report.

Strategic Theme	Production
Strategic Objective	Increase productivity of commodity crop
KPI	New area developed for Sago (Ha)
KPI Description	To measure new areas developed for Sago under DOA projects.
Formula	Total new area developed in the current year in hectares.
Unit of Measure	Area
Data Source	Commodity Crop Division project report.

Strategic Theme	Production
Strategic Objective	Increase productivity of commodity crop
KPI	New area developed for pepper (Ha)
KPI Description	To measure new areas developed for pepper under DOA projects.
Formula	Total new area developed in the current year in hectares.
Unit of Measure	Area
Data Source	Commodity Crop Division project report.

Strategic Theme	Production
Strategic Objective	Increase productivity of commodity crop
KPI	Increase in production of existing oil palm farm (MT)
KPI Description	To measure increase in production of existing oil palm farm in MT.
Formula	Total production in the current year
Unit of Measure	Tonnage - MT
Data Source	Commodity Crop Division project report.

Strategic Theme	Production
Strategic Objective	Increase productivity of commodity crop
KPI	Increase in production of rubber (MT)
KPI Description	To measure increase in production of existing rubber farm in MT.
Formula	Total production in the current year
Unit of Measure	Tonnage - MT
Data Source	Commodity Crop Division project report.

Strategic Theme	Production
Strategic Objective	Increase productivity of commodity crop
KPI	Increase in production of pepper farm (MT)
KPI Description	To measure increase in production of existing pepper farm in MT in the current year.
Formula	Total production in the current year
Unit of Measure	Tonnage - MT
Data Source	Commodity Crop Division project report.

Strategic Theme	Production
Strategic Objective	Increase productivity of commodity crop
KPI	Increase in production of Cocoa farm (MT)
KPI Description	To measure increase in production of existing cocoa farm in MT in the current year.
Formula	Total production in the current year
Unit of Measure	Tonnage - MT
Data Source	Commodity Crop Division project report.

Strategic Theme	Production
Strategic Objective	Increase productivity of commodity crop
KPI	Percentage increase in rubber tapping area
KPI Description	To measure percentage increase in rubber tapping area in the current year.
Formula	Total tapping area in the current year
Unit of Measure	Percentage
Data Source	Commodity Crop Division project report.

Strategic Theme	Production
Strategic Objective	Increase productivity of commodity crop
KPI	Percentage increase in income of registered smallholders
KPI Description	To measure percentage increase in income of registered smallholders with DOA.
Formula	$\frac{(Y_c - Y_p)}{Y_p} \times 100\%$ <p>Y_c is income in current year and Y_p is income in the previous year.</p>
Unit of Measure	Percentage
Data Source	Commodity Crop Division project report.

2. Develop Farm Roads

Strategic Theme	Production
Strategic Objective Name	Develop Farm Road
Strategic Objective Owner	Head of Agriculture Engineering Division
Strategic Objective Description	<p>Commentary /Overview Improve road accessibility to farms through construction of new farm roads and maintenance of existing farm roads.</p> <p>Purpose</p> <ol style="list-style-type: none"> 1. Facilitate movement of farmers, farm inputs and products from and to the farms. 2. Facilitate transportation and marketing of farm products. <p>Key Focus Areas: -</p> <ol style="list-style-type: none"> 1. New farm roads 2. Maintenance and upgrading of existing farm roads. <p>Intended Results</p> <ol style="list-style-type: none"> 1. Effective transportation and marketing of farm products 2. Improve the wellbeing of small holders. <p>Initiatives</p> <ol style="list-style-type: none"> 1. Identify priority farm roads 2. Upgrading and maintenance of existing community-based farm roads 3. Construction of new farm roads from the community settlement to community farms. <p>Performance Measure (KPI)</p> <ol style="list-style-type: none"> 1. New farm roads (km) 2. Upgrading farm roads (km)

Performance Measure

Strategic Theme	Production
Strategic Objective	Increase productivity of commodity crop
KPI	New farm road (km)
KPI Description	To measure length (km) of new farm roads constructed in the current year.
Formula	Total length of farm roads in km constructed in the current year
Unit of Measure	Length(km)
Data Source	Infrastructure projects

Strategic Theme	Production
Strategic Objective	Increase productivity of commodity crop
KPI	Upgrading of farm roads (km)
KPI Description	To measure length (km) of upgraded farm roads in the current year.
Formula	Total length of upgraded farm roads in km in the current year
Unit of Measure	Length(km)
Data Source	Infrastructure projects

3. Increase Paddy Production

Strategic Theme	Production
Strategic Objective Name	Increase Paddy Production
Strategic Objective Owner	Head of Paddy Division
Strategic Objective Description	<p>Commentary/Overview</p> <p>Increase paddy production to mitigate decline in paddy production areas that has resulted in declining rice stock that impacted food security. Aging farmers, poor infrastructure, low productivity, lack of farming technology and stiff competition for land.</p> <p>Purpose</p> <ol style="list-style-type: none"> 1. Increase Self Sufficiency Level (SSL) towards achieving food security 2. Reduce rice importation 3. Increase farmers' income <p>Key Focus Areas: -</p> <ol style="list-style-type: none"> 1. Existing DID paddy schemes 2. New paddy cultivation areas <p>Intended Results</p> <ol style="list-style-type: none"> 1. Increased Production areas complete with farm infrastructure 2. Reduced rice importation 3. Increased SSL 4. Increased farmers' income <p>Initiatives</p> <ol style="list-style-type: none"> 1. Rehab, upgrade & maintain existing drainage & irrigation infrastructures 2. Expand existing and develop new area complete with farm infrastructures. 3. Supply quality paddy seeds 4. Promote adoption of good agronomic & farm management practices 5. Intensify farm mechanisation & automation 6. Provide input & price subsidies

7. Increase cropping intensity
8. Promote active participation of private companies (support management of larger farm sizes (Smart-SBB)
9. Introduce production incentives
10. Establish data bank

Performance Measure (KPI)

1. Percentage increase in paddy production

Performance Measure

Strategic Theme	Production
Strategic Objective	Increase paddy production
KPI	Percentage increase in paddy production
KPI Description	To measure the percentage of increase of paddy production
Formula	$\frac{(PP_c - PP_p)}{PP_p} \times 100\%$ <p>PP_c is paddy production in the current year and PP_p is paddy production in previous year.</p>
Unit of Measure	Percentage
Data Source	DOA Statistic

4. Increase Food Production

Strategic Theme	Production
Strategic Objective Name	Increase Food Production
Strategic Objective Owner	Head of Crop Division
Strategic Objective Description	<p>Commentary /Overview</p> <p>Increase food production to meet expanding domestic demand and for export through expansion in food production area and strengthen food production and supply chain to ensure food security.</p> <p>Purpose</p> <ol style="list-style-type: none"> 1. Contribute to increase in SSL 2. Increase income for the farmer 3. Contribute to net food exporter by 2030 <p>Key Focus Areas: -</p> <ol style="list-style-type: none"> 1. Increase food production area 2. Development of farm infrastructure on existing and new farm areas. 3. Modern farming technology - mechanisation, automation, digital technology 4. Data management 5. R&D 6. Private investment <p>Intended Results</p> <ol style="list-style-type: none"> 1. Increased production 2. Increased SSL 3. Increase income of Agro community <p>Initiatives</p> <ol style="list-style-type: none"> 1. TKPM (Taman Kekal Pengeluaran Makanan) 2. Agropark 3. Precision Farming Park 4. Cluster/ block planting on NCR land 5. Gazette production areas as agriculture zone 6. Seed gardens 7. Data bank – including land & soil investigation data, farmers, and industry players data 8. Extension & training

	Performance Measure (KPI) <ol style="list-style-type: none"> 1. Percentage increase in planted area and yield for durian 2. Percentage increase in planted area and yield for coconut 3. Percentage increase in planted area and yield for banana 4. Percentage increase in planted area and yield for pineapple
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Performance Measure

Strategic Theme	Production
Strategic Objective	Increase Food Production
KPI	Percentage increase in planted area and yield for durian
KPI Description	To measure percentage increase in area planted and yield for durian in the current year.
Formula	$\frac{(Np - Pp)}{Pp} \times 100\%$ <p>Np is planted area and yield for durian in the current year and Pp is planted area and yield for durian in the previous year.</p>
Unit of Measure	Percentage
Data Source	Quarterly report from Division

Strategic Theme	Production
Strategic Objective	Increase Food Production
KPI	Percentage increase in planted area and yield for coconut.
KPI Description	To measure percentage increase in area planted and yield for coconut in the current year.
Formula	$\frac{(Np - Pp)}{Pp} \times 100\%$

	Np is planted area and yield for coconut in the current year and Pp is planted area and yield for coconut in the previous year.
Unit of Measure	Percentage
Data Source	Quarterly report from Division

Strategic Theme	Production
Strategic Objective	Increase Food Production
KPI	Percentage increase in planted area and yield for banana
KPI Description	To measure percentage increase in area planted and yield for banana in the current year.
Formula	$\frac{(Np - Pp)}{Pp} \times 100\%$ <p>Np is planted area and yield for banana in the current year and Pp is planted area and yield for banana in the previous year.</p>
Unit of Measure	Percentage
Data Source	Quarterly report from Division

Strategic Theme	Production
Strategic Objective	Increase Food Production
KPI	Percentage increase in planted area and yield for pineapple
KPI Description	To measure percentage increase in area planted and yield for pineapple in the current year.
Formula	$\frac{(Np - Pp)}{Pp} \times 100\%$ <p>Np is planted area and yield for pineapple in the current year and Pp is planted area and yield for pineapple in the previous year.</p>
Unit of Measure	Percentage
Data Source	Quarterly report from Division

5. Increase Fisheries Production

Strategic Theme	Production
Strategic Objective Name	Increase Fisheries Production
Strategic Objective Owner	Head of Inland Fisheries Division
Strategic Objective Description	<p>Commentary /Overview</p> <p>Increase production of freshwater fish from aquaculture production throughout the state.</p> <p>Purpose</p> <ol style="list-style-type: none"> 1. Contribute to increase in SSL 2. Increase income for the farmer 3. Contribute to net food exporter by 2030 <p>Key Focus Areas: -</p> <ol style="list-style-type: none"> 1. Develop existing Aquaculture Industrial Zone (AIZ): - <ul style="list-style-type: none"> ○ Sundar Awat-awat, Limbang ○ Batang Ai, Sri Aman ○ Rambungan Kuching ○ Punang, Limbang 2. To increase production of primary products for food supply. <p>Intended Results</p> <ol style="list-style-type: none"> 1. Increase number of cages in existing AIZ areas 2. Establishment of two (2) new AIZ areas: - <ul style="list-style-type: none"> ○ Bakun Dam, Kapit (New) ○ Murum Dam, Kapit (New) <p>Initiatives</p> <ol style="list-style-type: none"> 1. Engagement with community and project monitoring. 2. Tilapia fish cage culture at Batang Ai Reservoir. 3. Aquaculture / fisheries project assistance. 4. Collecting monthly production record from farmers 5. Extension & training

	Performance Measure (KPI) <ol style="list-style-type: none"> 1. Percentage Increase in volume (MT) of cage aquaculture farming 2. Percentage increase in MT of brackish water production cultured in cage. 3. Percentage increase in MT of smart aquaculture production 4. Percentage increase in income of cage aquaculture farmers.
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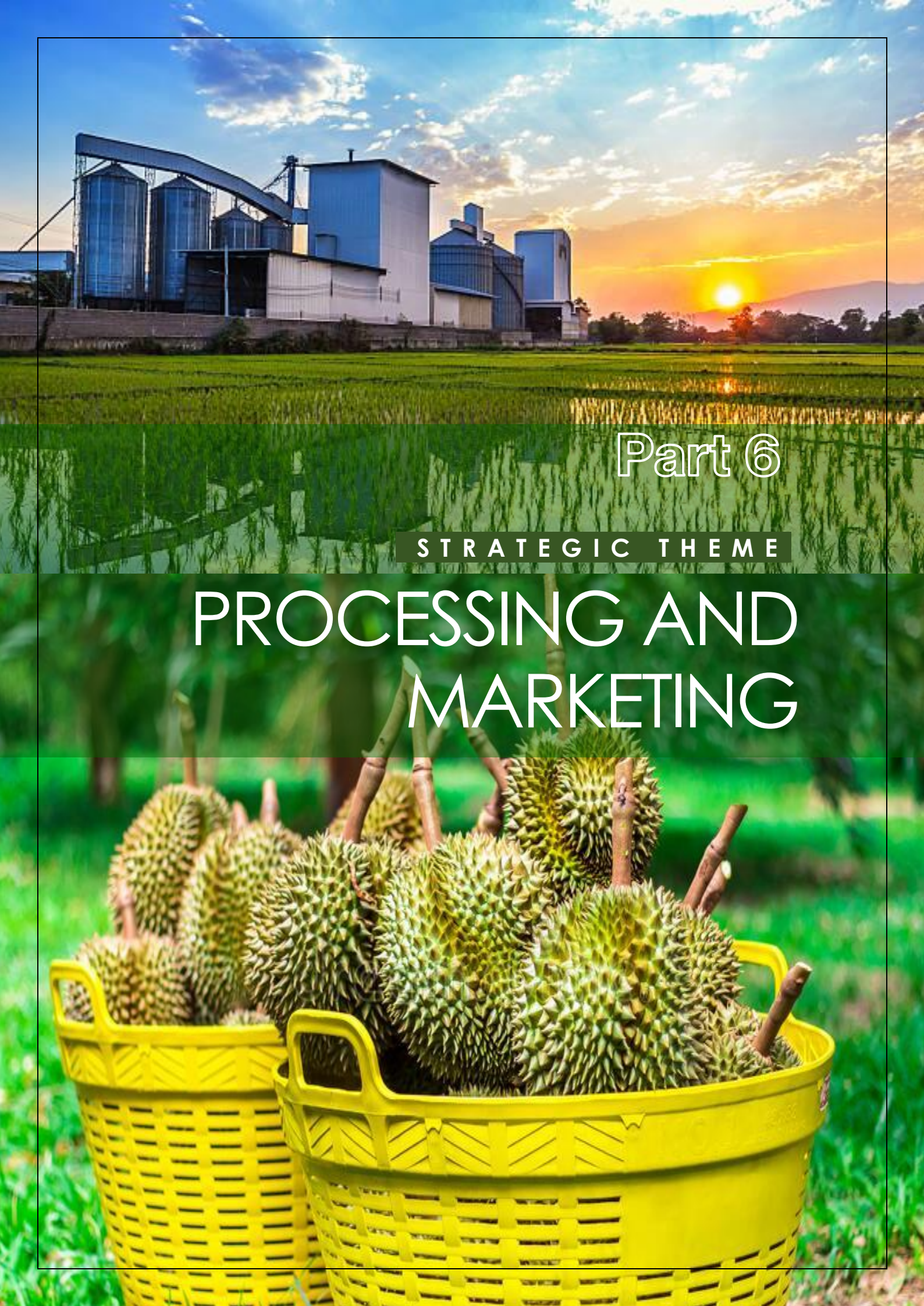
Performance Measure

Strategic Theme	Production
Strategic Objective	Increase Fisheries Production
KPI	Percentage increase in MT of freshwater production cultured in cage.
KPI Description	To measure percentage increase in the production volume (MT) of marketable tilapia fish from cage aquaculture farming.
Formula	$F = \frac{C-P}{P} \times 100\%$ <p> <i>F = Changes of volume</i> <i>C = Current year production (MT)</i> <i>P = Previous year production (MT)</i> </p>
Unit of Measure	Percentage
Data Source	<ol style="list-style-type: none"> 1. Monthly production report 2. Aquaculture statistic

Strategic Theme	Production
Strategic Objective	Increase Fisheries Production
KPI	Percentage increase in MT of brackish water production cultured in cage.
KPI Description	To measure percentage increase in the production volume (MT) of brackish water fish from cage aquaculture farming.
Formula	$F = \frac{C-P}{P} \times 100\%$ <p> <i>F = Changes of volume</i> <i>C = Current year production (MT)</i> <i>P = Previous year production (MT)</i> </p>
Unit of Measure	Percentage
Data Source	1. Monthly production report 2. Aquaculture statistic

Strategic Theme	Production
Strategic Objective	Increase Fisheries Production
KPI	Percentage increase in MT of smart aquaculture production
KPI Description	To measure percentage increase in smart aquaculture production
Formula	$F = \frac{C-P}{P} \times 100\%$ <p> <i>F = Changes of volume</i> <i>C = Current year production (MT)</i> <i>P = Previous year production (MT)</i> </p>
Unit of Measure	Percentage
Data Source	1. Monthly production report 2. Aquaculture statistic

Strategic Theme	Production
Strategic Objective	Increase Fisheries Production
KPI	Percentage increase in income of cage aquaculture farmers.
KPI Description	To measure percentage increase in income of aquaculture farmers in the AIZ areas.
Formula	$F = \frac{C-P}{P} \times 100\%$ <p><i>Y = Changes in income</i> <i>Yc = Current year income</i> <i>Yp = Previous year income</i></p>
Unit of Measure	Percentage
Data Source	<ol style="list-style-type: none"> 1. Monthly production report 2. Aquaculture statistic



Part 6

STRATEGIC THEME

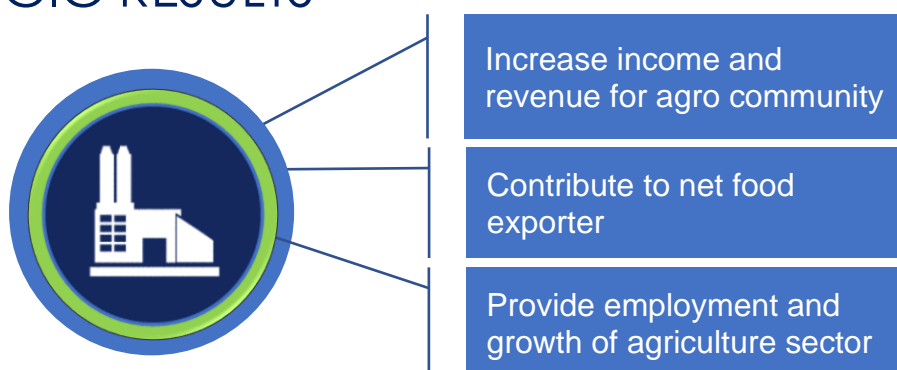
PROCESSING AND MARKETING

PROCESSING AND MARKETING

Sarawak aspires to be net food exporter by 2030. This scenario demands greater emphasis on food industries that involve processing and marketing of quality agricultural products meeting the quality standards in the international market. Currently agro community is facing the market dilemma for their agricultural products due to small domestic market. Not only it affects production, but also caused imbalance trade with Sarawak still import most of its substitute food products. The development of processing industry not only add value to the farm products, but also provide ready domestic market for agro community, especially small farmers in the rural areas in Sarawak. The proposed setting up of Collecting, Processing and Packaging Centre (CPPC) throughout the state through anchor company and Area Farmers' Organisation (AFO) is one step in market development for farm products.

AFO could be leveraged as marketing arms of DOA with its 28 institutions throughout the state. The introduction of out grower farms and cluster farming are other solutions that could boost local markets. But for sustainable food processing and significant share in international markets, DOA need to improve productivity through adoption of commercial farming and integrate scattered agro communities under mechanism such as anchor company to ensure constant supply of farm products.

STRATEGIC RESULTS



STRATEGIC OBJECTIVE

Area for
Continuous
Improvement

1. Enhance processing and marketing of agro food products

Strategic Theme	Processing & Marketing
Strategic Objective Name	Enhance processing and marketing of agro food products
Strategic Objective Owner	Director of Agriculture
Strategic Objective Description	<p>Commentary /Overview</p> <p>To improve processing and marketing infrastructure and facilities that are capable to facilitate and support sustainable agro food community. This also include processing and marketing of paddy and rice.</p> <p>Purpose</p> <ol style="list-style-type: none"> 1. Provide processing facilities for farm products 2. Increase in domestic and international markets for agro food produce. <p>Key Focus Areas: -</p> <ol style="list-style-type: none"> 1. Processing and marketing of agro food produce. 2. Processing facilities 3. Market development and expansion <p>Intended Results</p> <ol style="list-style-type: none"> 1. Increase in sales of agro food produce 2. Increase in income of agro community <p>Initiatives</p> <ol style="list-style-type: none"> 1. Collecting Centre /Collecting & Packaging Centre / Collecting, Processing & Packaging Centre 2. Marketing outlets 3. Promote private companies' participation 4. Product promotion and incentives 5. Anchor Company 6. Extension program (training and promotion)

	<p>7. Research and development (post-harvest, product development)</p> <p>Performance Measure (KPI)</p> <ol style="list-style-type: none"> 1. Number of new CPPC/Collection Centre 2. Number of marketing outlets 3. Percentage increase in revenue from agro food produce.
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Performance Measure

Strategic Theme	Processing and Marketing
Strategic Objective	Enhance processing and marketing of agro food products
KPI	Number of new CPPC/Collection Centre
KPI Description	To measure number of new Collecting Centre /Collecting & Packaging Centre / Collecting, Processing & Packaging Centre established by PPK
Formula	Number of new Collecting Centre /Collecting & Packaging Centre / Collecting, Processing & Packaging Centre
Unit of Measure	Unit
Data Source	Yearly report

Strategic Theme	Processing and Marketing
Strategic Objective	Enhance processing and marketing of agro food products
KPI	Number of marketing outlets
KPI Description	To measure number of new marketing outlets under the purview of DOA. This shall include wholesale, retail and agro entrepreneurial marketing facilities.
Formula	Number of new marketing outlets established in the current year.
Unit of Measure	Unit
Data Source	Yearly report

Strategic Theme	Processing and Marketing
Strategic Objective	Enhance processing and marketing of agro food products
KPI	Percentage of increased in rice production (metric tonne)
KPI Description	To measure percentage increase in rice production in the state in MT
Formula	$\frac{(R_c - R_p)}{R_p} \times 100\%$ <p>Rc is rice produced in the current year and Rp is total rice produced in the previous year.</p>
Unit of Measure	Percentage
Data Source	DOA Annual Report EPU Annual Report DOSM Annual Report



Part 7

STRATEGIC THEME

QUALITY ASSURANCE

QUALITY ASSURANCE

Quality assurance requires that the food industry players provide safe quality products at an early stage of the supply chain. Crucial to food safety, quality assurance provides solutions to farmers and producers in the food supply chain. It also creates value for businesses along the value chain through compliance to sustainable agriculture approaches and safety approaches such as the Good Agricultural Practices (GAP). In the long-term quality assurance aimed at building trust, loyalty and relationship between players in the food industry.

Agro food community need to adopt appropriate agricultural activities and technologies and quality assurance such as GAP in production, post-harvest handling, food storage and packaging. With adequate quality assurance measures agriculture products and produce can penetrate high valued markets, both domestic and international.

Monitoring and enforcement of relevant law (Acts and Ordinance) is part of the efforts by the DOA to ensure compliance to regulatory requirement and quality of products produced by the state. More rigorous efforts in getting farms and participants certified under quality regulations enforced for the agriculture sector is another initiative to control the quality of food and non-food agriculture products in the state.

STRATEGIC RESULTS



Higher food safety

Wider markets for agriculture products

Greater value and higher income for agro community

STRATEGIC OBJECTIVE

Area for
Continuous
Improvement

1. Enhance Quality Of Agriculture Product

Strategic Theme	Quality Assurance
Strategic Objective Name	Enhance quality of agriculture product
Strategic Objective Owner	Director of Agriculture
Strategic Objective Description	<p>Commentary /Overview To produce safe and quality food, considering welfare, safety and health of workers and preserving the environment</p> <p>Purpose To assure agriculture produce are safe and met quality standard of the industry</p> <p>Key Focus Areas: -</p> <ol style="list-style-type: none"> 1. Food production 2. Oil Pam smallholders 3. Inland Fishermen 4. Seed Production <p>Intended Results Quality assurance for agriculture produce</p> <p>Initiatives</p> <ol style="list-style-type: none"> 1. myGAP 2. myOrganic 3. HACCP 4. SPBT 5. MeSTI 6. Halal 7. GMP 8. MSOP

	Performance Measure (KPI) <ol style="list-style-type: none"> 1. Number of certified farms 2. Number of smallholders getting MSPO Certification 3. Number of Inland Fisheries entrepreneurs certified with quality assurance program. 4. Increase seed production
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Performance Measure

Strategic Theme	Quality Assurance
Strategic Objective	Enhance quality of agriculture product
KPI	Number of certified farms
KPI Description	To measure number of farms certified under myGAP
Formula	Number of certified farms
Unit of Measure	Number
Data Source	Yearly report from myGAP unit

Strategic Theme	Quality Assurance
Strategic Objective	Enhance quality of agriculture product
KPI	Number of smallholders getting MSPO Certification
KPI Description	To measure number of smallholders getting MSPO certification
Formula	Number of smallholders getting MSPO certification in the current year.
Unit of Measure	Number
Data Source	Yearly report from Commodity Crop Division

Strategic Theme	Quality Assurance
Strategic Objective	Enhance quality of agriculture product
KPI	Number of Inland Fisheries entrepreneurs certified with quality assurance program.
KPI Description	To measure number of inland fisheries entrepreneurs certified with quality assurance program
Formula	Number of inland fisheries entrepreneurs attended quality assurance program in the current year.
Unit of Measure	Number
Data Source	Yearly report from Inland Fisheries Division

Strategic Theme	Quality Assurance
Strategic Objective	Enhance quality of agriculture product
KPI	Increase in seed production (MT)
KPI Description	To measure increase in MT in the supply of quality paddy seed based on adoption of good agronomic and farm management practices.
Formula	Number of quality paddy seed supply
Unit of Measure	Metric ton
Data Source	Yearly report from Crop Division.

2. Enhance Statutory Compliance

Strategic Theme	Quality Assurance
Strategic Objective Name	Enhance Statutory Compliance
Strategic Objective Owner	Director of Agriculture
Strategic Objective Description	<p>Commentary /Overview To improve compliance to statutory regulations, procedures and guideline related to inland fisheries among inland fishing community.</p> <p>Purpose To assure the development of sustainable inland fisheries in the state.</p> <p>Key Focus Areas: -</p> <ol style="list-style-type: none"> 1. Monitoring and control 2. Enforcement <p>Intended Results Sustainable inland fishing industry</p> <p>Initiatives</p> <ol style="list-style-type: none"> 1. Monitor, control, regulate aquaculture and fishing activities 2003. 2. Develop Standard Operating Procedures and guidelines. 3. Enforcement Activities – Investigation Paper <p>Performance Measure (KPI)</p> <ol style="list-style-type: none"> 1. State Fisheries Ordinance 2003 compliance Index 2. Number of licenses issued

Performance Measure

Strategic Theme	Quality Assurance
Strategic Objective	Enhance quality of agriculture produce
KPI	State Fisheries Ordinance 2003 compliance Index
KPI Description	To measure percentage of registered agro community, comply with State Fisheries Ordinance 2003

Formula	$\frac{R_f}{T_f} \times 100\%$ <p>Rf is total registered farmers comply with State Fisheries Ordinance 2003 and Tf is total registered farmers in the state</p>
Unit of Measure	Percentage
Data Source	Yearly report from Inland Fisheries Division

Strategic Theme	Quality Assurance
Strategic Objective	Enhance quality of agriculture produce
KPI	Number of licenses issued
KPI Description	To measure the number of inland fisheries issued with licenses under Sarawak Fisheries Ordinance 2003
Formula	$\frac{R_f}{T_f} \times 100\%$ <p>Rf is total registered farmers comply with State Fisheries Ordinance 2003 and Tf is total registered farmers in the state</p>
Unit of Measure	Percentage
Data Source	Yearly report from Inland Fisheries Division

ACT

STRATEGY

PART 8

IMPLEMENTATION AND DELIVERY

CHECK

OBJECTIVE

RISK



DOA STRATEGY MAP

Vision	Sustainable Agro Community			
Mission	Increase Income of Agro Community Through Sustainable Agriculture Practices			
Strategic Theme	Operational Excellence	Production	Processing and Marketing	Quality Assurance
Strategic Result	High Performing Organization	Increased Production	New Product and Market	Competitive Agro Sector

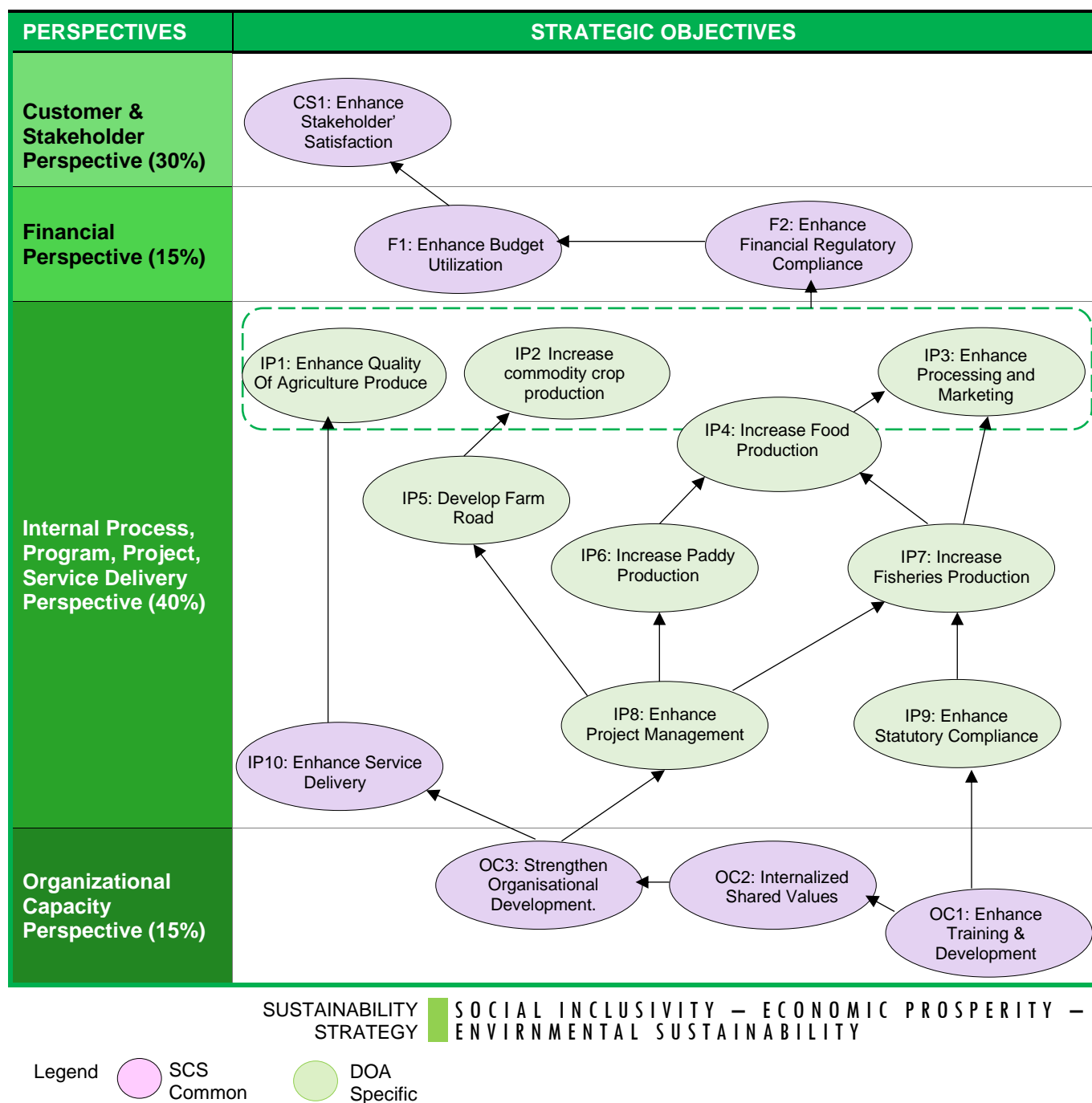


Figure 15: DOA Strategy map

IMPLEMENTATION AND DELIVERY

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

The strategic action plan translates the high-level strategy into actionable results with specific performance measures and targets to be accomplished within the 7 years

period. To ensure rapid and effective delivery, clear roles and governance structure to manage the strategic plan is essential. The management team together with staff from every business unit need to work as one team and not operating in silo. The operational management of the organization that includes getting systems, processes continuously improved and the capacity of the organization rigorously developed plays important roles in positioning DOA as lead state agency in transforming the agriculture and agro food industry in the state.

The implementation of this strategic plan as strategic tool lies with the Director and the management team. It is the responsibility of the Director of Agriculture to align all organizational resources towards effectively execute the mission and achieve the vision.

ROLES OF MANAGEMENT TEAM

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

HEAD OF DIVISION/ SECTION/ UNIT

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

PRIORITY

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

ALIGNMENT

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

IMPLEMENTATION OF STRATEGIC PLAN

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

COMMITTEE

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

1. Monitor and evaluate the KPI
2. Review performance annually

3. Handle and resolved issues related to the execution and implementation of the plan.

OFFICER IN-CHARGE OF STRATEGIC PLAN

Head of Planning and Development Division of DOA is responsible to: -

1. Present the implementation and performance report to the management team.

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

CRITICAL SUCCESS FACTORS

Total Commitment

1

Total commitment of management team and staff of DOA is very important in determining every strategic initiative identified in the plan could be implemented successfully.

Working Together as Team

2

Everybody is accountable for the accomplishment of the vision. Heads of Division need to align people and resources together towards achieving the common vision. Since there are strategic linkages across strategic objectives, there must be greater desire working as team to enhance customers and stakeholders' satisfaction.

Support from Stakeholders and Communities.

3

Strategic collaboration with stakeholders and strategic engagement with target groups will ensure more success and benefit gained from programs and projects outlined in the strategic action plan.

Excellent Work Culture

4

Enculturation of shared values is very important in promoting change and transformation in the organization. Integrity and good governance will put the image and reputation of DOA as responsible organization that is committed to improving service delivery in SCS.

EVALUATION OF THE STRATEGIC PLAN

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

STRATEGIC OBJECTIVE

Any changes in the pillars of excellence and strategic results require review to the strategic objectives. Strategic objectives should also be evaluated during the mid-term (2024) review of the strategic plan.

STRATEGIC INITIATIVE

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

PERFORMANCE EVALUATION

The performance of the Strategic Action Plan 2022 – 2030 shall be evaluated based on actual

performance against targets using the Corporate Scorecard.

STRATEGIC ACTION PLAN

Strategic Action Plan 2022 – 2030 laid down strategic initiatives to be implemented to accomplish strategic objective, key owners, strategic partners and annual KPI.

1. Strategic initiative – selected programs or projects identified and finalised by participants in the workshop for implementation.
2. Owner – Division/Section in DOA responsible for the successful implementation of strategic objective in the plan.
3. Strategic Partner – agency or institution that can effectively assist in the implementation.
4. Performance measure and Target – the KPIs measure the strategic objectives in achieving annual targets.



STRATEGIC ACTION PLAN

2022 – 2030



TARGET



SCHEDULE



COLLABORATION

STRATEGIC ACTION PLAN 2022 – 2025

(OPERATIONAL EXCELLENCE)

STRATEGIC OBJECTIVES	OWNER	STRATEGIC PARTNER	PERFORMANCE MEASURE/KPI	ANNUAL TARGETS 2022 - 2025				STRATEGIC INITIATIVE (PROGRAM/PROJECTS)
				2022	2023	2024	2025	
STRATEGIC THEME: OPERATIONAL EXCELLENCE								
Enhance Stakeholder's Satisfaction	Deputy Director Development Sector	-	Customer Satisfaction Rating	95%	95%	95%	95%	1. Conduct customer satisfaction survey 2. Study and analyse customer satisfaction data/feedback/complaints.
Enhance Budget Utilization	Head of Account & Asset Division	M-FICORD, MAFS, SFS, EPU Sarawak, SIMU, ICU, EPU Malaysia, SDO Office, KKLW, DOA Malaysia, MAFI	Percentage of Budget Utilised	80%	85%	90%	90%	1. Control spending through monitoring and reporting by Programme Owners on expenditure performance throughout the year. 2. Forecast expenditure against targeted expenditure cashflow and prepare for notice of change / variation / virement to meet additional financial requirements for Program/Activity with insufficient funds.
Enhance Financial Regulatory Compliance		SFS	Financial Management Compliance Index	80%	80%	90%	90%	1. Ensure compliance to FMCI criteria guidelines by SFS Office.
		Internal Audit, Premier Office	Electronic Compliance Self-Assessment (eCSA) Score	85%	85%	90%	90%	1. Comply to e-CSA criteria guidelines by IACMO.
Enhance Service Delivery			Client Charter Rating	85%	85%	90%	90%	1. Client Charter

STRATEGIC OBJECTIVES	OWNER	STRATEGIC PARTNER	PERFORMANCE MEASURE/KPI	ANNUAL TARGETS 2022 - 2025				STRATEGIC INITIATIVE (PROGRAM/PROJECTS)
				2022	2023	2024	2025	
	Head of Management Services and Transformation Division		MS ISO 9001: 2015 Compliance Index		95%	95%	95%	2. MS ISO 9001: 2015 3. AKMS,KIK, KFA
	Head of Planning Division	SAINS, SSMU, M-FICORD, DVS	Percentage of completion of system development	Phase 1: 100%	Phase 2: 100%	Phase 3: 100%		Development of centralised data system.
			Number of existing systems integrated (e.g. ASIS, WIMICS, SMBIPS, ASID).				100%	
Enhance Project Management	Head of Planning Division	M-FICORD, MAFS, KKLW, EPU Malaysia, EPU Sarawak, SIMU, ICU	Percentage of projects completed within schedule.		80%	80%	85%	1. Conduct annual review on departmental plans. 2. Develop annual operational plan and inter-agency project monitoring meeting. 3. To conduct yearly outcome/impact study.
			Percentage of projects that have achieved their objectives		80%	80%	85%	
Enhance Training and Development	Head of Management Services and Transformation Division	UPPSM	Percentage of training hours achieved against targeted SCS training hours recorded in GEMS	95%	95%	95%	95%	1. To conduct Training Needs Analysis (TNA) for and Annual Training Plan 2. Develop Staff Competency Profiling 3. Monitoring on training record update in GEMS quarterly.

STRATEGIC OBJECTIVES	OWNER	STRATEGIC PARTNER	PERFORMANCE MEASURE/KPI	ANNUAL TARGETS 2022 - 2025				STRATEGIC INITIATIVE (PROGRAM/PROJECTS)
				2022	2023	2024	2025	
			Percentage of new recruits in Department passed PANS and PSJ		85%	90%	95%	4. To ensure 70% is technical training and 30% is generic training.
Strengthen Organisational Development.	Head of Management Services and Transformation Division	Pejabat Menteri, M-FICORD UPPSM	Percentage of posts filled (existing and new posts).	o Strategic & Restructuring workshop organise, Job audit o SODC paper and HRMD engagement and Cabinet paper & approval		85%	100%	1. Review and re-align existing roles, functions, and structure. 2. Review and strengthen manpower requirements. 3. Strategic & Restructuring workshop organise, Job audit 4. SODC paper and HRMD engagement and Cabinet paper & approval
Internalise Shared Values		UPPSM	Culture Rating Index	80%	80%	85%	90%	Integrity Awareness Program, Integrity Complaint Box, Festive Season Gathering, Support Staff program, Birthday Celebration, Farewell, Corporate Social Responsibility (CSR), Religious related activities, Sumbangan Khairat Kematian, Appreciation Dinner, Issuance on Certificate of Recognition, Knowledge Sharing Session, Teambuilding, Counselling Programs, Quality initiatives activities

STRATEGIC ACTION PLAN 2022 – 2030 (PRODUCTION, PROCESSING & MARKETING AND QUALITY ASSURANCE)

STRATEGIC OBJECTIVES	OWNER	STRATE GIC PARTNE R	PERFORMANCE MEASURE/KPI	TERM TARGETS						STRATEGIC INITIATIVE (PROGRAM/PROJECTS)
				SHORT TERM		MEDIUM TERM)		LONG TERM		
				2022	2023	2024	2025	2026	2027-2030	
STRATEGIC THEME: PRODUCTION										
Increase commodity crop production	Head of Crop Division	M-FICORD SARIB SNDB SALCRA RISDA LGM MPOB MPB MCB Smallholder Private sector	New area developed Oil Palm (Ha)			600	600	600	2,400	1. New planting programme (Oil palm, sago, pepper) 2. Replanting programme (Cocoa) 3. Other assistance: a. Rehabilitation unproductive commodity farms (giving farm inputs & construct infrastructures for Oil palm, rubber, sago, pepper, cocoa) b. Encourage smallholders to tap their own rubber trees (giving Insentif Pengeluaran Getah, IPG) c. To promote Malaysia Sustainable Palm Oli, MSPO (through
			New area developed for Sago (Ha)			100	100	100	400	
			New area developed for Pepper (Ha)			24	24	24	96	
			Increase in production of existing Oil Palm farm (MT)			12,000	12,000	12,000	48,000	
			Increase in production of existing rubber farm (MT)			250	250	250	1000	
			Increase in production of existing Pepper farm (MT)			36	36	36	144	
			Increase in production of existing Cocoa farm (MT)			200	200	200	800	

STRATEGIC OBJECTIVES	OWNER	STRATE GIC PARTNE R	PERFORMANCE MEASURE/KPI	TERM TARGETS						STRATEGIC INITIATIVE (PROGRAM/PROJECTS)
				SHORT TERM		MEDIUM TERM)		LONG TERM		
				2022	2023	2024	2025	2026	2027-2030	
			Percentage increase in tapping area			3%	3%	3%	3%	dialogues, courses & trainings)
			Percentage increase in income of registered small holders			5%	10%	15%	20%	
Develop farm roads	Head of Agriculture Engineering	M-FICORD / MAFS/ KKDW/ DID / JKR	New farm road (km)			100	100	100	400	1. Construct new farm roads
			Upgrading of farm roads (km)			300	300	300	1200	2. Upgrading and maintenance of existing farm roads
Increase Paddy Production	Head of Paddy Division	M-FICORD, MAFS, DID, LPP, L&S	Percentage increase in paddy production (2016 : 246,250 mt)	0% (394,144 mt)	0% (398,450 mt)	3% (402,833 mt)	3% (407,264 mt)	3% (411,744 mt)	12% (430,162 mt)	1. Improve & maintain existing drainage & irrigation infrastructures 2. Expand existing area 3. Supply quality seeds 4. Open new area - develop farm infrastructure 5. Promote adoption of good agronomic & farm management practices 6. Intensify farm mechanisation & automation

STRATEGIC OBJECTIVES	OWNER	STRATE GIC PARTNE R	PERFORMANCE MEASURE/KPI	TERM TARGETS						STRATEGIC INITIATIVE (PROGRAM/PROJECTS)
				SHORT TERM		MEDIUM TERM)		LONG TERM		
				2022	2023	2024	2025	2026	2027- 2030	
										7. Provide input & price subsidies 8. Support management of larger farm sizes (Smart-SBB) 9. Increase cropping intensity
Increase food production	Head of Food Crop Branch	LPNM IADA Nurserymen LCDA SLDB JKR JBALB L&S RECODA Private sector	Percentage increase in planted area and yield for durian	2%	2%	2%	2%	2%	8%	1. Develop new area equipped with farm infrastructure 2. Expand existing area equipped with farm infrastructure 3. Gazette production areas as agriculture zone 4. Adoption of modern technology – mechanisation, automation, digital technology 5. R&D 6. Seed gardens 7. Private companies' participation
			Percentage increase in planted area and yield for coconut	2	2	2	2	2	7	
			Percentage increase in planted area and yield for banana	16	16	16	16	16	64	
			Percentage increase in planted area and yield for pineapple	10	10	10	10	10	10	

STRATEGIC OBJECTIVES	OWNER	STRATE GIC PARTNE R	PERFORMANCE MEASURE/KPI	TERM TARGETS						STRATEGIC INITIATIVE (PROGRAM/PROJECTS)
				SHORT TERM		MEDIUM TERM)		LONG TERM		
				2022	2023	2024	2025	2026	2027-2030	
										8. Data bank – including land & soil investigation data 9. Extension & training 10. Farmers and industry players data
Increase fisheries production	Inland Fisheries (IF)	Borneo Eco Fish (BEF), Pertubuhan Peladang Kawasan (PPK), Aquaculture Community, JKKK, SEB, JPLS, L&S, JKR and others related agencies.	Percentage increase in MT of freshwater production cultured in cage.		5%	5%	8%	30%	8%	1. Engagement with community and project monitoring. 2. Tilapia fish cage culture at Batang Ai Reservoir. 3. Aquaculture / fisheries project assistance. 4. Collecting monthly production record from farmers.
			Percentage increase in MT of brackish water production cultured in cage.		1%	1%	1%	5%	1%	
			Percentage increase in MT of smart aquaculture production							

STRATEGIC OBJECTIVES	OWNER	STRATE GIC PARTNE R	PERFORMANCE MEASURE/KPI	TERM TARGETS						STRATEGIC INITIATIVE (PROGRAM/PROJECTS)
				SHORT TERM		MEDIUM TERM)		LONG TERM		
				2022	2023	2024	2025	2026	2027- 2030	
STRATEGIC THEME: PROCESSING & MARKETING										
			Percentage increase in income of cage aquaculture farmers.		5%	10%	15%	15%	20%	1.
Enhance processing and marketing	Director Of Agriculture/ Farmers Institution Division	FAMA CRAUN Private sector	Number of new CPPC and Collecting Centre	5 *8 existing	6	5	6	-	-	2. Collecting Centre /Collecting & Packaging Centre / Collecting, Processing & Packaging Centre in 28 PPK 3. Marketing outlets in 28 PPK 4. Promote private companies' participation
			Number of marketing outlets	6	8	8	6	-	-	5. Strengthen Farmers organisations (PPK) 6. Establish incubator 7. Extension and training 8. R&D on product 9. Standards and certification 10. Product promotion and incentives

STRATEGIC OBJECTIVES	OWNER	STRATE GIC PARTNE R	PERFORMANCE MEASURE/KPI	TERM TARGETS						STRATEGIC INITIATIVE (PROGRAM/PROJECTS)
				SHORT TERM		MEDIUM TERM)		LONG TERM		
				2022	2023	2024	2025	2026	2027- 2030	
	Head of FO Institute	PPNS / PPK / FAMA	Percentage increased in rice production (metric tonne)	0%	8%	16%	24%	32%	64%	1. Establish new rice processing centre 2. Improve & maintain existing rice processing centres 3. Ensure good quality assurance 4. Enhance marketing and promotion efforts
STRATEGIC THEME: QUALITY ASSURANCE										
Enhance quality of agriculture produce	Deputy Director (Development)	M- FICORD, KKM, MARDI, Craun, JAKIM	Number of certified farms (e.g myGAP)	25	25	30	35	40	150	1. myGAP 2. myOrganic 3. HACCP 4. SPBT 5. MeSTI 6. Halal 7. GMP 8. MSPO
	Head of Crop Division	M- FICORD MPOB	Number of smallholders getting MSPO Certification			10,803	10,803	0	0	
	Head of Inland Fisheries Division	JPLS, LKIM, MAFS	Number of Inland Fisheries entrepreneurs certified with quality assurance program.		1	1	1	2	1	1. Extension program (training and promotion)

STRATEGIC OBJECTIVES	OWNER	STRATE GIC PARTNE R	PERFORMANCE MEASURE/KPI	TERM TARGETS						STRATEGIC INITIATIVE (PROGRAM/PROJECTS)
				SHORT TERM		MEDIUM TERM)		LONG TERM		
				2022	2023	2024	2025	2026	2027- 2030	
	Head of Crop Division	DID, MAFS	Increase seed production			654 mt	862 mt	949 mt	1,575 mt	Promote adoption of good agronomic & farm management practices
Enhance Statutory Compliance	Head of Inland Fisheries Division	SEB, JPLS, L&S, Lembaga Sungai Sarawak, JPVS	State Fisheries Ordinance 2003 compliance Index			85%	85%	85%	85%	1. Monitor, control, regulate aquaculture and fishing activities 2003. 2. Develop Standard Operating Procedures and guidelines. 3. Enforcement Activities – Investigation Paper
			Number of license issued		10	10	10	50	10	1. Licensing of Aquaculture Activities & Fish Gear

DOA CORPORATE SCORECARD

VISION	Sustainable Agro Community			
MISSION	Increase Income of Agro Community Through Sustainable Agricultural Practices			
STRATEGIC THEMES	Operational Excellence	Production	Processing and Marketing	Quality Assurance
STRATEGIC RESULTS	High performing organization	Increased area, yield and production	New Revenue Streams to Farmer's Organization	Competitive Product Comply to International Standards

STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
CUSTOMER PERSPECTIVE (30%)				
CS1: Enhance Customers & Stakeholders' Satisfaction	CS1M1: Stakeholder's Satisfaction Rating	30%	90/95/100	<ol style="list-style-type: none"> 1. Conduct customer satisfaction survey 2. Study and analyse customer satisfaction data/feedback/complaints.
FINANCIAL PERSPECTIVE (15%)				
F1: Enhance Budget Utilization	F1M1: Percentage of Budget Utilised	7.5%	75/80/85	<ol style="list-style-type: none"> 1. Control spending through monitoring and reporting by Programme Owners on expenditure performance throughout the year. 2. Forecast expenditure against targeted expenditure cashflow and prepare for notice of change / variation / virement to meet additional

STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
				financial requirements for Program/Activity with insufficient funds.
F2: Enhance Financial Regulatory Compliance	F2M1: Electronic Compliance Self- Assessment (eCSA) Score	3.5%	80/85/90	Ensure compliance to FMCI criteria guidelines by SFS Office.
	F2M2: Financial Management Compliance Index	3.5%	70/80/90	Comply to e-CSA criteria guidelines by IACMO.
INTERNAL PROCESS, PROGRAM, PROJECT & SERVICE DELIVERY PERSPECTIVE (40%)				
IP1: Enhance Quality of Agriculture Produce (4%)	IP1M1: Number of certified farms (e.g myGAP)	1%	85/90/95	1. myGAP 2. myOrganic 3. HACCP 4. SPBT 5. MeSTI 6. Halal 7. GMP 8. MSPO
	IP1M2: Number of smallholders getting MSPO Certification	1%	75/80/85	
	IP1M3: Number of Inland Fisheries entrepreneurs certified with quality assurance program.	1%	85/90/95	Extension program (training and promotion)
	IP1M4: Increase in seed production (MT)	1%		Promote adoption of good agronomic & farm management practices

STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
IP2: Increase commodity crop production (4%)	IP2M1: New area developed Oil Palm (Ha)	0.5%	500/600/700	<ol style="list-style-type: none"> 1. New planting programme (Oil palm, sago, pepper) 2. Replanting programme (Cocoa) 3. Other assistance: <ol style="list-style-type: none"> a. Rehabilitation unproductive commodity farms (giving farm inputs & construct infrastructures for Oil palm, rubber, sago, pepper, cocoa) b. Encourage smallholders to tap their own rubber trees (giving Insentif Pengeluaran Getah, IPG) 4. To promote Malaysia Sustainable Palm Oli, MSPO (through dialogues, courses & trainings)
	IP2M2: New area developed for Sago (Ha)	0.5%	80/100/120	
	IP2M3: New area developed for Pepper (Ha)	0.5%	20/24/28	
	IP2M4: Increase in production of existing Oil Palm farm (ha)	0.5%	10,000/ 12,000/ 14000	
	IP2M5: Increase in production of existing rubber farm (ha)	0.5%	200/250/300	
	IP2M6: Increase in production of existing Pepper farm (ha)	0.5%	30/35/40	
	IP2M7: Increase in production of existing Cocoa farm (ha)	0.5%	150/200/250	
	IP2M8: Percentage increase in tapping area	0.5%	2/3/4	
IP3: Enhance Processing and Marketing (4%)	IP3M1: Number of new CPPC and Collecting Centre	1%	4/5/6	<ol style="list-style-type: none"> 1. Collecting Centre /Collecting & Packaging Centre / Collecting, Processing & Packaging Centre in 28 PPK 2. Marketing outlets in 28 PPK

STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
	IP3M2: Number of marketing outlets	1%	4/6/8	<ol style="list-style-type: none"> Promote private companies' participation Strengthen Farmers organisations (PPK) Establish incubator Extension and training R&D on product Standards and certification Product promotion and incentives
	IP3M3: Percentage of increased in rice production (MT)	2	4/6/8	<ol style="list-style-type: none"> Establish new rice processing centre Improve & maintain existing rice processing centres Ensure good quality assurance Enhance marketing and promotion efforts
IP4: Increase Food Production (4%)	IP4M1: Percentage increase in planted area and yield for durian	1%	1/2/3	<ol style="list-style-type: none"> Develop new area equipped with farm infrastructure Expand existing area equipped with farm infrastructure Gazette production areas as agriculture zone Adoption of modern technology – mechanisation, automation, digital technology R&D Seed gardens
	IP4M2: Percentage increase in planted area and yield for coconut	1%	1/2/3	
	IP4M3: Percentage increase in planted area and yield for banana	1%	10/15/20	

STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
	IP4M4: Percentage increase in planted area and yield for pineapple	1%	8/10/12	<ul style="list-style-type: none"> 7. Private companies' participation 8. Data bank – including land & soil investigation data 9. Extension & training 10. Farmers and industry players data
IP5: Develop Farm Road (4%)	IP5M1: New farm road (km)	2%	80/100/120	<ul style="list-style-type: none"> 1. Construct new farm roads 2. Upgrading and maintenance of existing farm roads
	IP5M2: Upgrading of farm road (km)	2%	280/300/330	
IP6: Increase Paddy Production (4%)	IP6M1: Percentage increase in paddy production (2016 – 246,250 MT)	4%	2/3/4	<ul style="list-style-type: none"> 1. Improve & maintain existing drainage & irrigation infrastructures 2. Expand existing area 3. Supply quality seeds 4. Open new area - develop farm infrastructure 5. Promote adoption of good agronomic & farm management practices 6. Intensify farm mechanisation & automation 7. Provide input & price subsidies 8. Support management of larger farm sizes (Smart-SBB) 9. Increase cropping intensity
IP7: Increase Fisheries Production	IP7M1: Percentage increase in MT of freshwater production cultured in cage.	1%	3/5/7	<ul style="list-style-type: none"> 1. Engagement with community and project monitoring.

STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
	IP7M2: Percentage increase in MT of brackish water production cultured in cage.	1%	0.5/1/2	2. Tilapia fish cage culture at Batang Ai Reservoir.
	IP7M3: Percentage increase in MT of smart aquaculture production	2%	0.5/1/2	3. Aquaculture / fisheries project assistance. 4. Collecting monthly production record from farmers.
IP8: Enhance Project Management (4%)	IP8M1: Percentage of projects completed within schedule.	2%	80/85/90	1. Conduct annual review on departmental plans.
	IP8M2: Percentage of projects that have achieved compliance assessment.	2%	80/85/90	2. Develop annual operational plan and inter-agency project monitoring meeting. 3. To conduct yearly outcome/impact study.
IP9: Enhance Statutory Compliance (4%)	IP9M1: State Fisheries Ordinance 2003 compliance Index	2%	80/85/90	1. Monitor, control, regulate aquaculture and fishing activities 2003. 2. Develop Standard Operating Procedures and guidelines. 3. Enforcement Activities – Investigation Paper
	IP9M2: Number of licenses issued	2%	8/10/12	Licensing of Aquaculture Activities & Fish Gear
IP10: Enhance Service Delivery (4%)	IP10M1: Operation Efficiency Rating	1%	80/85/90	1. Client Charter
	IP10M2: Number of quality initiatives implemented	1%	90/95/100	2. MS ISO 9001: 2015 3. AKMS, KIK, KFA

STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
	IP10M3: Percentage of completion of system development	1%	90/95/100	Development of centralised data system.
	IP10M4: Number of existing systems integrated (2025)	1%		
ORGANIZATIONAL CAPACITY PERSPECTIVE (15%)				
OC1: Enhance Training and Development (5%)	OC1M1: Percentage of training hours achieved against targeted SCS training hours recorded in GEMS	3%	85/90/95	<ol style="list-style-type: none"> 1. To conduct Training Needs Analysis (TNA) for and Annual Training Plan 2. Develop Staff Competency Profiling 3. Monitoring on training record update in GEMS quarterly. 4. To ensure 70% is technical training and 30% is generic training.
	OC1M2: Percentage of new recruits in Department passed PANS and PSJ	2%	35/40/45	
OC2: Internalized Shared Values (5%)	OC2M1: Culture Rating Index	5%	65/70/75	<ol style="list-style-type: none"> 1. Internal Culture Rating Survey 2. Implement culture change planned programs 3. Implement OACP
OC3: Strengthen Organisational Development (5%)	OC3M1: Percentage of posts filled (existing and new posts). (2024 – 2025)	5%		<ol style="list-style-type: none"> 1. Review and re-align existing roles, functions, and structure. 2. Review and strengthen manpower requirements. 3. Strategic & Restructuring workshop organise, Job audit 4. SODC paper and HRMD engagement and Cabinet paper & approval

COMMODITY CROP **PROJECT IMPLEMENTATION PLAN**

Corporate Strategic Theme	Production
Corporate Strategic Objective	Increase Commodity Crop Production
Divisional Objective	Increase Productivity Of Commodity Crops

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
INITIATIVE: NEW PLANTING PROGRAMME (OIL PALM, SAGO, PEPPER)				
Receive and process the applications	Jan – April (previous year)	DOA Division/ District	Non-Finance	<ul style="list-style-type: none"> Oil palm – 4,200 ha Sago – 700 ha Pepper – 168 ha
Identify & verify applications - 12 divisions	Jan – April	DOA Division/ District	Non-Finance	<ul style="list-style-type: none"> Oil palm – 4,200 ha Sago – 700 ha Pepper – 168 ha
Approve list of projects	Nov & Dec (previous year) - Jan	DOA Division/ District	Non-Finance	<ul style="list-style-type: none"> Oil palm – 4,200 ha Sago – 700 ha Pepper – 168 ha
Implementation on the ground	April - November	DOA Division/ District/ Contractors/ Suppliers	Non-Finance	<ul style="list-style-type: none"> Oil palm – 4,200 ha Sago – 700 ha Pepper – 168 ha
Payment to contractors/ suppliers	On completion of the works	DOA Division/ District	Finance	
Monitoring & reporting	Jan - Dec	DOA HQ/ Division/ District	Non-Finance	<ul style="list-style-type: none"> Oil palm – 4,200 ha Sago – 700 ha

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
				<ul style="list-style-type: none"> Pepper – 168 ha
INITIATIVE: REPLANTING PROGRAMME (COCOA)				
Receive and process the applications	Jan – April (previous year)	DOA Division/ District	Non-Finance	<ul style="list-style-type: none"> Cocoa – 350 ha
Identify & verify applications - 12 divisions	Jan – April	DOA Division/ District	Non-Finance	<ul style="list-style-type: none"> Cocoa – 350 ha
Approve list of projects	Nov & Dec (previous year) - Jan	DOA Division/ District	Non-Finance	<ul style="list-style-type: none"> Cocoa – 350 ha
Implementation on the ground	April - November	DOA Division/ District/ Contractors/ Suppliers	Non-Finance	<ul style="list-style-type: none"> Cocoa – 350 ha
Payment to contractors/ suppliers	On completion of the works	DOA Division/ District	Finance	
Monitoring & reporting	Jan - Dec	DOA HQ/ Division/ District	Non-Finance	<ul style="list-style-type: none"> Cocoa – 350 ha
INITIATIVE: REHABILITATION UNPRODUCTIVE COMMODITY FARMS (GIVING FARM INPUTS) (OIL PALM, RUBBER, SAGO, PEPPER, COCOA)				
Receive and process the applications	Jan – April (previous year)	DOA Division/ District	Non-Finance	<ul style="list-style-type: none"> Oil palm – 84,000 ha Rubber – 1,750 ha Pepper – 252 ha Cocoa – 1,400 ha
Identify, verify & approve applications - 12 divisions	Jan – April	DOA Division/ District	Non-Finance	<ul style="list-style-type: none"> Oil palm – 84,000 ha Rubber – 1,750 ha Pepper – 252 ha Cocoa – 1,400 ha

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
Supply and delivery of farm inputs	April - November	DOA Division/ District/ Suppliers	Non-Finance	<ul style="list-style-type: none"> Oil palm – 84,000 ha Rubber – 1,750 ha Pepper – 252 ha Cocoa – 1,400 ha
Monitoring & reporting	Jan - Dec	DOA HQ/ Division/ District	Non-Finance	<ul style="list-style-type: none"> Oil palm – 84,000 ha Rubber – 1,750 ha Pepper – 252 ha Cocoa – 1,400 ha
Payment to suppliers	On completion of the works	DOA Division/ District	Finance	
INITIATIVE: IMPROVE INFRASTRUCTURE (ACCESS ROAD/ FARM ROAD/ FARM INFRASTRUCTURES) (OIL PALM, RUBBER, SAGO, PEPPER, COCOA)				
Receive, identify and process the applications – 12 divisions	Jan – April (previous year)	DOA Division/ District	Non-Finance	<ul style="list-style-type: none"> Construct new farm road – 700 km, maintenance/ upgrading existing farm road – 2,100 km & construct infrastructures – 700 unit
Approved the applications	Dec (previous year)	DOA Division/ District	Non-Finance	<ul style="list-style-type: none"> Construct new farm road – 700 km, maintenance/ upgrading existing farm road – 2,100 km & construct infrastructures – 700 unit
Prepare infrastructure specifications	Jan – Mac	Agriculture Engineering Division/ DID	Non-Finance	<ul style="list-style-type: none"> Construct new farm road – 700 km, maintenance/ upgrading existing farm road – 2,100 km & construct infrastructures – 700 unit

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
Implementation/ construct infrastructures	April –Nov	DOA Division/ District/ Contractors	Non-Finance	<ul style="list-style-type: none"> Construct new farm road – 700 km, maintenance/ upgrading existing farm road – 2,100 km & construct infrastructures – 700 unit
Payment to contractors	On completion of the works	DOA Division/ District	Finance	
INITIATIVE: ENCOURAGE SMALLHOLDERS TO TAP THEIR OWN RUBBER TREES				
Receive and process claims from smallholders	Jan – Dec	DOA Division/ District	Non-Finance	<ul style="list-style-type: none"> 25,347 smallholders
Payment to smallholders	Jan – Dec	LGM (IPG)/ SLDB (IPGT)	Finance	

Corporate Strategic Theme	Quality Assurance
Corporate Strategic Objective	Enhance Quality Of Agriculture Produce
Divisional Objective	Sustainable Palm Oil

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
INITIATIVE: PROMOTE MALAYSIA SUSTAINABLE PALM OIL, MSPO				
Conduct trainings, dialogues & courses	Jan – Dec	MPOB/ DOA/ SALCRA/ FELCRA/ SLDB	Non-Finance	<ul style="list-style-type: none"> 21,606 oil palm smallholders

PADDY

PROJECT IMPLEMENTATION PLAN

Corporate Strategic Theme	Production
Corporate Strategic Objective	Increase Paddy Production
Divisional Objective	Develop Paddy and Rice Sector

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
INITIATIVE: IMPROVE & MAINTAIN EXISTING DRAINAGE & IRRIGATION INFRASTRUCTURES				
Irrigation Scheme: <ol style="list-style-type: none"> 1. Tanjung Purun, Lundu 2. Pueh, Sematan 3. Paya Payang, Serian 4. Paya Mending, Serian 5. Skuduk/Chupak, Siburan 6. Nanga Merit, Kapit 7. Sg. Seblak Padi (Package a), Roban 	<ol style="list-style-type: none"> 8. Merasam, Limbang 9. Benawa, Marudi 10. Paya Selanyau Block I & II, Sibuti 11. Bukar, Serian 12. Paya Terbat, Serian 13. Sg. Seblak Padi (Package C / Phase 2), Roban 14. Sg. Seblak Padi (Package C / Phase 1), Roban 		Controlled Drainage Scheme <ol style="list-style-type: none"> 1. Tg. Sebekut, Spaoh 2. Lubok Nibong, Kabong 3. Daro Padi, Daro 4. Tg. Sirik Block A 5. Tg. Sirik Block C 	
Planning and Design <ol style="list-style-type: none"> a. Land status verification and identify land owners. Identify feasible development & business model 	Jan 2023 – June 2023	DAO	Financial : RM 140.00 mill	2,829 ha irrigation schemes complete with drainage and irrigation infrastructures 4,027.2 ha in controlled drainage complete with infrastructures
<ol style="list-style-type: none"> b. Dialogue and consultation with landowners 	Jan 2023 – June 2023	DAO	Manpower: Technical expertise 2 Civil Engineer 1 Research Officer	

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
c. Consent letter from landowners	June 2023 – Dec 2023	PADDY DIVISION / DAO	2 Agriculture Officer 4 Asst. Agriculture Officer	
d. Appointment of implementing agency	Jan 2024 – June 2025	PADDY DIVISION / DAO		
e. Topography survey and soil investigation	July 2024 – June 2026	PADDY DIVISION / DAO / SOIL / ENGINEERING / DID		
f. Assessing of existing infra & facilities	July 2024 – June 2026	PADDY DIVISION / DAO / SOIL / ENGINEERING / DID		
g. Site plan drawing proposal	July 2024 – June 2026	PADDY DIVISION / DAO / ENGINEERING / DID		
h. Infrastructure design proposal	July 2024 – June 2026	PADDY DIVISION / DAO / ENGINEERING / DID		
i. Submission and approval	Dec 2024 – Dec 2027	PADDY DIVISION / DAO / DID		
j. Tender process	Apr 2025 – Dec 2027	DID / PADDY DIVISION		
k. Award of contract	Aug 2025 – Dec 2027	DID		
Implementation Stage Construction of Primary, secondary, tertiary Irrigation and reservoirs	Sept 2025 – June 2029	DID		
Post -Implementation Stage a. Commissioning and testing	Sept 2027 – July 2029	PADDY DIVISION / DAO / DID		

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
b. Project hand over / Payment	Oct 2027 – Aug 2029	PADDY DIVISION / DAO / DID		
c. Liability period (24 months)	Dec 2030	PADDY DIVISION / DAO / DID		
INITIATIVE: OPEN NEW AREA - DEVELOP FARM INFRASTRUCTURE				
1. Abok - Selepong 2. Mujat, Serian 3. Sungei Tunoh, Kapit 4. Sg Seblak Package B				
Planning And Design			Financial: RM 238.00 mill Manpower: Technical expertise • 2 Civil Engineer • 1 Research Officer • 2 Agriculture Officer • 4 Asst. Agriculture Officer	1,878 ha complete with irrigation and drainage infrastructure
a. Land status verification and identify land owners. Identify feasible development & business model	Jan 2023 – June 2023	DAO		
b. Dialogue and consultation with landowners	Jan 2023 – June 2023	DAO		
c. Consent letter from landowners	June 2023 – Dec 2023	PADDY DIVISION / DAO		
d. Appointment of implementing agency	Jan 2024 – June 2025	PADDY DIVISION / DAO		
e. Topography survey and soil investigation	July 2024 – June 2026	PADDY DIVISION / DAO / SOIL / ENGINEERING / DID		
f. Assessing of existing infra & facilities	July 2024 – June 2026	PADDY DIVISION / DAO / SOIL / ENGINEERING / DID		

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
g. Site plan drawing proposal	July 2024 –June 2026	PADDY DIVISION / DAO / ENGINEERING / DID		
h. Infrastructure design proposal	July 2024 – June 2026	PADDY DIVISION / DAO / ENGINEERING / DID		
i. Submission and approval	Dec 2024 – Dec 2027	PADDY DIVISION / DAO / DID		
j. Tender process	Apr 2025 – Dec 2027	DID / PADDY DIVISION		
k. Award of contract	Aug 2025 – Dec 2027	DID		
Implementation Stage Construction of Primary, secondary, tertiary Irrigation and reservoirs	Sept 2025 – June 2029	DID		
Post -Implementation Stage a) Commissioning and testing	Sept 2027 – July 2029	PADDY DIVISION / DAO / DID		
b) Project hand over / Payment	Oct 2027 – Aug 2029	PADDY DIVISION / DAO / DID		
c) Liability period (24 months)	Dec 2030	PADDY DIVISION / DAO / DID		
INITIATIVE: PADDY AND RICE PROCESSING AND MARKETING FACILITIES				
Establish new rice processing centre 1. Meradong, Sarikei 2. Skuduk Chupak, Serian				

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
a. Planning and design (i.e. site selection, design, proposal, tender and appointment of contractor)	Jan 2024 - Jun 2025	FI/ Engineering DAO/SOIL/JKR	Financial: RM 8mill Manpower: Technical expertise 2 Civil Engineer 1 Research Officer 2 Agriculture Officer 4 Asst. Agriculture Officer 2 Technical expertise	200 mt per processing centre per year
b. Implementation stage (i.e. Construction of Collecting, Processing and Packaging Facilities)	Jan 2026 – Jun 2027	FI/ Engineering DAO/JKR		
c. Post implementation stage (i.e. commissioning, testing, liability check)	July 2027 – Aug 2027	FI/ Engineering DAO/JKR		
d. Appointment of operator	Jan - Feb 2027	FI/Planning		
e. Operation	Sept 2027	FI		
INITIATIVE: ENHANCE MARKETING AND PROMOTION EFFORTS				
Phase 1 (2023 – 2026): Analysis and study Identify wants and needs of customers / buyers;				
a. Promotional content and paddy/rice information b. Data packages for paddy planters in Sarawak c. Interactive map system d. Customer Support/CRM				
Development Smart device application that serves as a one-stop information centre for customers (Peladang eShop)				
Implementation a. Different marketing modules to be combined and incorporated into app				

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
b. Marketing and promotion activities through MAHA, HPPNK, Agrofest, Pesta Tempatan				
Phase 2 (2027-2030) Data review and evaluation				
a. Better product packages on collected from the app b. Improved marketing reach with feedback based on info/spending and buying habits from customers c. Updated modules and promotional content to suit the ever-changing market trends				
Phase 3 (2027-2030); Continued Development				
a. Ecommerce/Payment Gateway system b. Continuous promotional and marketing activities				
INITIATIVE: SUPPLY QUALITY SEEDS				
Planning And Design				
a. Appointment of implementing agency	Jan 2023 – June 2024	PADDY DIVISION / DAO		
b. Topography survey and soil investigation	July 2023 – June 2024	PADDY DIVISION / DAO / ENGINEERING / DID		

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
c. Assessing of existing infra & facilities	July 2023 – June 2024	PADDY DIVISION / DAO / ENGINEERING / DID		
d. Site plan drawing proposal	July 2023 – June 2025	PADDY DIVISION / DAO / ENGINEERING / DID		
e. Infrastructure design proposal	July 2023 – June 2025	PADDY DIVISION / DAO / ENGINEERING / DID		
f. Submission and approval	Dec 2023 – Dec 2026	PADDY DIVISION / DAO / ENGINEERING / DID		
g. Tender process	Apr 2024 –Dec 2026	PADDY DIVISION / DAO / ENGINEERING / DID		
h. Award of contract	Aug 2024 – Dec 2026	DID		
Implementation Stage Construction of Primary, secondary, and tertiary Irrigation	Sept 2024 – June 2028	DID		
Post -Implementation Stage a. Commissioning and testing	Sept 2026 – July 2028	PADDY DIVISION / DAO / ENGINEERING / DID		
b. Project hand over / Payment	Oct 2026 – Aug 2028	PADDY DIVISION / DAO / ENGINEERING / DID		
c. Liability period (24 months)	Dec 2030	PADDY DIVISION / DAO / DID		

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
Production Stage				
a. Appointment of seed producer	Jan 2027 –June 2027	PADDY DIVISION / DAO		
b. Field inspection	Season I – Dec previous year Season II –June current year	PADDY DIVISION / DAO		
c. Planting	Season I – Jan – June Season II –July – Dec	PADDY DIVISION / DAO		
d. Crop care	Season I – Jan – June Season II –July – Dec	PADDY DIVISION / DAO		
e. Harvesting	Season I – Jan – June Season II –July – Dec	PADDY DIVISION / DAO		
f. Processing	Season I – Jan – June Season II –July – Dec	PADDY DIVISION / DAO		
g. Sampling	Season I – Jan – June Season II –July – Dec	PADDY DIVISION / DAO		
h. Testing	Season I – Jan – June Season II –July – Dec	PADDY DIVISION / DAO		
i. Labeling	Season I – Jan – June Season II –July – Dec	PADDY DIVISION / DAO		
j. Distribution	Season I – Jan – June Season II –July – Dec	PADDY DIVISION / DAO		

FOOD CROP
PROJECT IMPLEMENTATION PLAN

AGRO FOOD DIVISION

Corporate Strategic Theme	Production
Corporate Strategic Objective	Increase Food Crop Production
Divisional Objective	Increase Planted Area

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
INITIATIVE: ESTABLISHMENT OF NEW TKPM				
Site identification	2022-2030	DAOs	Funding, manpower, land,	7 new TKPM established (500 ha)
Propose Master Plan	Jan – Jun 2022	Food Crop Branch		7 master plan
Project approval (DPDC)	Jun – Dec 2022	DPDC		7 meetings
Revision of Master Plan	Jun – Dec 2022	Food Crop Branch		7 revised master plan
Appointment of Implementing Agencies	Jan – Jun 2023	DPDC		JKR, JBALB, DID, SESCO, LAKU,
Receive and allocate fund to Implementing Agencies	Mar – May 2023	Food Crop Branch		RM40 million
Procurement	Apr – Jun 2023	Implementing Agency		7 procurements
Implementation	May – Dec 2023	Implementing Agency		7 TKPM
Participant selection	Jan – Dec	TKPM Committee		200-300 participants
Monitoring and reporting	Jan – Dec	Implementing Agency, Food Crop Branch		48 reports (Monthly production report)

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
INITIATIVE: AGROPARK				
Drafting policy paper	Jan 22 – Mar 22	M-FICORD	Funding, manpower, land,	Policy paper endorsed by SS, SFS and SAG for tabulation to the Cabinet.
Submission and approval of MKNN paper	Apr 22 – Oct 22	M-FICORD		Approved policy by the MMKN.
Identify existing farmers, type of crops and production volume	Jan 18 – Jun 25	DOA (Crop Division)		List of active farmers, list of crops planted and volume of production
Identify availability of existing agriculture facilities and services (water supply, electricity supply, road access, etc) - preferable area with adequate basic facilities and services	Jan 18 – Jun 25	DOA (AED)		List of existing facilities and services
Dialogue session between relevant agencies, farming community and local community leaders	Jan 18 – Jun 25	M-FICORD / DOA		Mutual agreement between relevant agencies, farming community and local community leaders
Identify potential operator / anchor company	Jan 18 – Jun 25	M-FICORD / DOA (Planning)		List of potential operator / anchor company
Proposal of business plan from potential operator / anchor company	Jan 18 – Jun 25	M-FICORD / DOA (Planning)	Funding, manpower, land,	Proposals of business plan for consideration
Proposal evaluation by steering / technical committee	Jan 18 – Jun 25	M-FICORD / DOA		List of potential operator / anchor company selected
Appointment of operator / anchor company	Jan 18 – Jun 25	DOA (Planning)		Leasing agreement between DOA and operator / anchor company
Preparation of project scope / brief	Jun 19 – Jun 19	DOA		Project scope/brief completed

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
Submission of siting application to Department of Land and Survey	Jun 19 – Jul 19	DOA		1938 acres approved
Approval by State Panning Authority (SPA)	Jun 19 – Jul 19	SPA		Siting approved by SPA
Appointment of implementing agency	Jul 21 – Jul 21	M-FICORD / DOA		SLDB appointed as Implementing agency
Site visit and report	Aug 21 – Aug 21	DOA / Implementing Agency (SLDB)		Site analysis
Topography survey and soil investigation	Aug 21 – Aug 21	Implementing Agency		Soil details
Preliminary site layout and schematic design	Sep 21 – Oct 21	Implementing Agency		Site layout and schematic design proposed
Preliminary costing	Oct 21 – Oct 21	Implementing Agency		Costing estimated
Approval by client	Nov 21 – Nov 21	DOA	Funding, manpower, land,	Client approved
Approval by implementing agency	Nov 21 – Nov 21	Implementing Agency		Implementing agency approved
Approval by State Building Design Committee (SBDC)	Dec 21 – Dec 21	SBDC		SBDC approved
Scope and specifications confirmation by client	Jan 22 – Jan 22	DOA		Client confirmed
Scope and specifications endorsement by implementing agency	Jan 22- Jan 22	Implementing Agency		Implementing agency endorsed
Detailed design (Archi / C&S / M&E)	Feb 22 – Mar 22	Implementing Agency		Detailed design completed
Detailed costing	Feb 22 – Mar 22	Implementing Agency		Detailed costing completed

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
Submission of detailed drawing for State Panning Authority (SPA) approval	Feb 22 – Mar 22	Implementing Agency		SPA approved
Building plan approval by authorities	Apr 22 – Apr 22	SPA		Building plan approved by local authority (eg. City councils, District Councils)
Approval by State Tender Board Committee (STBC)	Apr 22 – Apr 22	STBC		STBC approved
Preparation of tender/drawing documents	May 22 – May 22	Implementing Agency		Tender/drawing docs prepared
Tender advertisement	Jun 22 – Jul 22	Implementing Agency	Funding, manpower, land,	Tender advertised
Tender evaluation and award	Jul 22 – Jul 22	Implementing Agency		Tender awarded
Construction	Aug 22 – May 26	Implementing Agency		Construction of Agropark
Testing and Commissioning / CPC / Project Handing Over to client	May 26 – Jun 26	Implementing Agency / DOA		Project handed over to client
INITIATIVE: PRECISION FARMING PARK				
Appointment of consultant	Apr 22	Implementing Agency	Funding, manpower, land,	1 Appointment letter from Implementing Agency to consultant
Soil Investigation	May 22	Consultant		8 Investigation reports
Preliminary site layout and schematic design	Jun 22	Consultant		8 Site layout plans dan design by consultant
Preliminary costing	Jun 22	Consultant		8 Estimate breakdown cost by consultant (RM242.4 mil)

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
Approval by implementing Agency & Project Owner	Jul 22	Precision Farming Committee		8 Complete detailed and layout plans by Implementing Agency & client
Submission & Approval (State Building Design Committee)	Jul 22	SBDC		8 Approved detailed and layout plans by SBDC
Submission & Approval (State Planning Authority)	Sept 22	SPA	Funding, manpower, land,	8 Approved detailed and layout plans by SPA
Preparation of tender and contract document	Oct 22	Implementing Agency		8 Complete tender documents
Tendering, approval and awarding contract	Oct 22	Implementing Agency		8 Award letter and contract agreement to successful contractor
Hand Over Site	Dec 22	DOA, Implementing Agency, Contractor		8 Handing over letter to contractor
Site Preparation (Clearing, compaction, stacking and levelling)	Jan 23	Implementing Agency / Contractor		8 precision farming sites been cleared (83.6 ha)
Main infrastructure and utilities development (Building, Road, Fencing, Drainage)	Feb 23	Implementing Agency / Contractor		8 precision farming sites been developed with infrastructure
Farming Facilities (SPH, IOT Nursery & etc)	Feb 23	Implementing Agency / Contractor		80 farming lots with 160 SPH
Project completion and handling over	Nov 23	Implementing Agency / DOA		8 Handing over document
Monitoring and Evaluation	Jan 23 – Dec 24	DOA		8 Monitoring and evaluation report
INITIATIVE: FRUITS INDUSTRY DEVELOPMENT (DURIAN)				

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
Application from farmers	Jan - Dec	OIC District	Funding, manpower, land,	460 Application Form (Assumption 4ha / participant)
Giving tentative allocation to Div.	Oct – Dec previous year	Food Crop Branch	Funding, manpower, land,	8 CPDC, Memo (1,840 ha @ RM27.6 mil)
Approval meeting (DsPDC, DvPDC, CPDC)	Oct – Dec previous year	DAO & OIC		16 minutes of meeting
Inform farmer on accepted & rejected	Jan - Feb	OIC District		460 farmers
Fund allocation (Div/District)	Jan – Mar	Food Crop Branch / DAO / OIC		8 Warrant
Procurement	Jan – Oct	DAO / OIC		24 Procurement document (RM27.6 mil)
Request for LPO/SO	Jan – Oct	DAO / OIC		24 Requisition form
Receive and record farm inputs/Services	Apr – Oct	OIC & AES		24 Delivery Order
Issue farm input	Apr – Oct	AES		460 AD4
Payment	Apr – Nov	AES / OIC / Acc Section		24 Payment voucher (RM27.6 mil)
Prepare & Submit Annual Report	Nov - Dec	PMU		8 Annual Report
INITIATIVE: FRUITS INDUSTRY DEVELOPMENT (BANANA)				
Application from farmers	Jan - Dec	OIC District	Funding, manpower, land,	1,392 Application Form (Assumption 4ha / participant)
Giving tentative allocation to Div.	Oct – Dec previous year	Crop Branch		8 CPDC, Memo (4,178 ha@ RM50 mil)

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
Approval meeting (DsPDC, DvPDC, CPDC)	Oct – Dec previous year	DAO & OIC	Funding, manpower, land,	16 minutes of meeting
Inform farmer on accepted & rejected	Jan - Feb	OIC District		1,392 farmers
Fund allocation (Div/District)	Jan – Mar	Crop Branch / DAO / OIC		8 Warrant
Procurement	Jan – Oct	DAO / OIC		24 Procurement document (RM50 mil)
Request for LPO/SO	Jan – Oct	DAO / OIC		24 Requisition form
Receive and record farm inputs/Services	Apr – Oct	OIC & AES		24 Delivery Order
Issue farm input	Apr – Oct	AES		1,392 AD4
Payment	Apr – Nov	AES / OIC / Acc Section		24 Payment voucher (RM50 mil)
Prepare & Submit Annual Report	Nov - Dec	PMU		8 Annual Report
INITIATIVE: FRUITS INDUSTRY DEVELOPMENT (PINEAPPLE)				
Application from farmers	Jan - Dec	OIC District	Funding, manpower, land,	1000 Application Form (Assumption 2ha / participant)
Giving tentative allocation to Div.	Oct – Dec previous year	Food Crop Branch		8 CPDC, Memo (2000ha @ RM30m)
Approval meeting (DsPDC, DvPDC, CPDC)	Oct – Dec previous year	DAO & OIC		16 minutes of meeting
Inform farmer on accepted & rejected	Jan - Feb	OIC District		1000 farmers
Fund allocation (Div/District)	Jan – Mar	Food Crop Branch / DAO / OIC	Funding, manpower, land,	8 Warrant

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
Procurement	Jan – Oct	DAO / OIC		24 Procurement document (RM35 mil)
Request for LPO/SO	Jan – Oct	DAO / OIC		24 Requisition form
Receive and record farm inputs/Services	Apr – Oct	OIC & AES		24 Delivery Order
Issue farm input	Apr – Oct	AES		1000 AD4
Payment	Apr – Nov	AES / OIC / Acc Section		24 Payment voucher (RM30 mil)
Prepare & Submit Annual Report	Nov - Dec	PMU		8 Annual Report
INITIATIVE: COCONUT INDUSTRY DEVELOPMENT				
Application from farmers	Jan - Dec	OIC District	Funding – RM50 mil, manpower – 5,000 workers (4 ha/ worker) Land – 20,000 ha (2030)	1,000 Application Form (Assumption 2ha / participant)
Giving tentative allocation to Div.	Oct – Dec previous year	Comodity Crop Branch		1 CPDC, Memo (2,000 ha@RM50 mil)
Approval meeting (DsPDC, DvPDC, CPDC)	Oct – Dec previous year	DAO & OIC		1 CPDC 10 DvPDC 34 DsPDC
Inform farmer on accepted & rejected	Jan - Feb	OIC District		1,000 farmers
Fund allocation (Div/District)	Jan – Mar	Crop Branch / DAO / OIC		10 Warrant
Procurement	Jan – Oct	DAO / OIC	Funding, manpower, land,	50 Procurement document (RM50 mil)
Request for LPO/SO	Jan – Oct	DAO / OIC		50 Requisition form

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
Receive and record farm inputs/Services	Apr – Oct	OIC & AES		50 Delivery Order
Issue farm input	Apr – Oct	AES		1,000 AD4 form
Payment	Apr – Nov	AES / OIC / Acc Section		50 Payment voucher (RM50 mil)
Prepare & Submit Annual Report	Nov - Dec	PMU		10 Annual Report (Estimated income generated - RM6,150/ 2 ha/ FF)
INITIATIVE: COFFEE INDUSTRY DEVELOPMENT				
Application from farmers	Jan - Dec	DAO & OIC	Funding, manpower, land,	800 Application Form (Assumption 1ha / participant)
Giving tentative allocation to Div.	Oct – Dec previous year	OIC District		8 CPDC, Memo (800 ha@RM15.6 mil)
Approval meeting (DsPDC, DvPDC, CPDC)	Oct – Dec previous year	Food Crop Branch / DAO / OIC		16 minutes of meeting
Inform farmer on accepted & rejected	Jan - Feb	DAO / OIC		800 farmers
Fund allocation (Div/District)	Jan – Mar	DAO / OIC		8 Warrant
Procurement	Jan – Oct	OIC & AES		24 Procurement document (RM15.6 mil)
Request for LPO/SO	Jan – Oct	AES	Funding, manpower, land,	24 Requisition form
Receive and record farm inputs/Services	Apr – Oct	AES / OIC / Acc Section		24 Delivery Order
Issue farm input	Apr – Oct	PMU		800 AD4
Payment	Apr – Nov	DAO & OIC		24 Payment voucher (RM15.6 mil)

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
Prepare & Submit Annual Report	Nov - Dec	OIC District		8 Annual Report
INITIATIVE: AGRICULTURE DIVERSIFICATION PROGRAMME				
Application from farmers	Jan - Dec	DAO & OIC	Funding, manpower, land,	3000 Application Form (Assumption 0.5 ha / participant)
Giving tentative allocation to Div.	Oct – Dec previous year	OIC District		8 CPDC, Memo (1500ha@RM15.7 mil)
Approval meeting (DsPDC, DvPDC, CPDC)	Oct – Dec previous year	Crop Branch Division / DAO / OIC		16 minutes of meeting
Inform farmer on accepted & rejected	Jan - Feb	DAO / OIC		3000 farmers
Fund allocation (Div/District)	Jan – Mar	DAO / OIC		8 Warrant
Procurement	Jan – Oct	OIC & AES		24 Procurement document (RM15.7 mil)
Request for LPO/SO	Jan – Oct	AES		24 Requisition form
Receive and record farm inputs/Services	Apr – Oct	AES / OIC / Acc Section	Funding, manpower, land,	24 Delivery Order
Issue farm input	Apr – Oct	PMU		3000 AD4
Payment	Apr – Nov	DAO & OIC		24 Payment voucher (RM15.7 mil)
Prepare & Submit Annual Report	Nov - Dec	OIC District		8 Annual Report

INLAND FISHERIES
PROJECT IMPLEMENTATION PLAN

Corporate Strategic Theme	Production
Corporate Strategic Objective	Increase Fisheries Production
Divisional Objective	Strengthen Fisheries Production and Supply Chain Ensuring Food Security.

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
INITIATIVE: AQUACULTURE INDUSTRIAL ZONE (AIZ)				
1. New Aquaculture Industrial Zone 2. Bakun - freshwater species (Tilapia) 3. Murum - freshwater species (Tilapia)				
A. Planning				
1. Appointment of consultant on Environment Impact Assessment (EIA) study / Environmental Management Plan (EMP) study	2023-2025	Head of Inland Fisheries Division	RM20 Million from MAFI (12 th MP) RM20 Million from MAFI (12 th MP). Manpower: i. Technical expertise ii. Civil Engineer iii. Fisheries Officer iv. Divisional Agriculture Officer v. Asst. Fisheries Officer	EIA/EMP report for MMKN paper

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
2. Proposal on gazettement of aquaculture industrial zone.	2023 - 2025	Head of Inland Fisheries Division		Proposal on Gazettement of aquaculture area
3. Proposal on Management model – to organise smallholder	2023 - 2025	Head of Inland Fisheries Division		Licensed agreement from SAG Authority letter from ministry Signing of agreement with anchor company
a. Project proposal <ul style="list-style-type: none"> o Budget o Project layout o Infrastructure design o Stakeholder engagement 	2023 - 2025	Head of Inland Fisheries Division		Readiness and approval infrastructure design and planning. Approval from MAFI and implementing agencies (SEB, JKR, SRB, L&S, NREB)
b. Contract preparation and documentation	2026 - 2027	DAO/JKR		Tender document
c. Tender process	2026 - 2027	JKR		
d. Award of contract	2026 - 2027	JKR		Infrastructure completed
B. Implementation				
According to <i>Skim Mekanik Pembangunan Projek Zon Industri Akuakultur (ZIA) Sarawak (Jilid 1)</i>	2028 - 2030	DA/DDA/DAO/KB(IFD)/K C Pembangunan Projek		20 participants by 2030
Regulatory & Biosecurity <ul style="list-style-type: none"> a. Application of permit, certificate, and license (according to <i>Prosedur Operasi Standard Perlesenan Aktiviti Akuakultur Perikanan Darat</i>) b. Compliance to MyGAP certification 	2028 - 2030	DA /DAO/KC Regulatori, Penguatkuasaan dan Biosekuriti (CRPB)/KB (IFD)/ Ketua Seksyen Perikanan Bahagian		Issuance of permit, certificate, and licene. 20 MyGAP certification.
Supply Of Input	2028 - 2030	DAO/Ketua Seksyen Perikanan Bahagian		Supply of input completed:

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
				a. Cages b. Fish fry c. Fish feed d. Aquaculture equipment
Production And Marketing a. Engagement anchor participant between company and b. Marketing anchor company by	2029 -	Head of Inland Fisheries Division		MOU between participant and anchor company selling of product to market.
Post-Implementation				
a. Liability period (24 months) b. Project handover c. Project monitoring	2028 -	KC Pembangunan Projek/Ketua Seksyen Perikanan Bahagian		a. 600 cages b. Annual Project Report
INITIATIVE: EXISTING AQUACULTURE INDUSTRIAL ZONE				
1. Batang Ai, Sri Aman - freshwater species (Tilapia) 2. Rambungan - brackish water (Shrimp, <i>P. vannamei</i>) 3. Sundar Awat-awat - brackish water species (finfish)				
A. Implementation According to <i>Skim Mekanik Pembangunan Projek Zon Industri Akuakultur (ZIA) Sarawak (Jilid 1)</i>	2022 - 2025	DA/DDA/DAO/KB(IFD)/K C Pembangunan Projek		33 participants by 2025
Regulatory & Biosecurity	2022 - 2025	DA /DAO/KC(CRPB)/KB (IFD)/ Ketua Seksyen Perikanan Bahagian		Issuance of permit, certificate and license.

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
a. Application of permit, certificate and license (according to <i>Prosedur Operasi Standard Perlesenan Aktiviti Akuakultur Perikanan Darat</i>) b. Compliance to MyGAP certification				33 MyGAP certification.
Supply Of Input	2022 - 2025	DAO/Ketua Seksyen Perikanan Bahagian		Supply of input completed: a. Cages b. Fish fry c. Fish feed d. Aquaculture equipment
Production And Marketing a. Engagement between anchor company and participant b. Marketing by anchor company	2022 - 2025	Head of Inland Fisheries Division		MOU between participant and anchor company selling of product to market.
B. Post-Implementation				a.
1. Liability period (24 months) 2. Project handover 3. Project monitoring	2022 - 2025	KB(IFD)/KC Pembangunan Projek		b. 990 cages c. Annual Project Report
INITIATIVE: PEMBANGUNAN PROJEK PERIKANAN DARAT (PPPD)				
1. Unit Akuakultur 2. Akuakultur Kecil 3. Akuakultur Komuniti 4. Akuakultur Separa Komersil				

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
A. Planning I. Preparation of RMK proposal II. Submission to department steering committee	2020-2025	KB (IFD)/KC Pembangunan Projek	RM3 million	I. Fund allocation II. Project quota: 450 participants III. Approval of RMK12 mechanic scheme
B. Implementation According to <i>Skim Mekanik RMK12/PPD Jilid (1)</i>	2021-2025	DA/DAO/KB(IFD)/KC Pembangunan Projek/Ketua Seksyen Perikanan Bahagian		Supply of input completed: i. Fish fry ii. Fish feed iii. Basic infrastructure iv. Raw materials
C. Post-Implementation i. Liability period ii. Project handover iii. Project monitoring	2021-2027	KC Pembangunan Projek/Ketua Seksyen Perikanan Bahagian		i. Production record ii. Return of investment (ROI) iii. Sales record
INITIATIVE: OTHER FEDERAL PROJECTS:				
1. Agropreneur muda 2. (Freshwater species-udang kara, udang galah) 3. Sistem Penyampaian dan Khidmat Sokongan Akuakultur (speks) 4. Projek Pertanian Berhasil Bernilai Berimpak Tinggi di Sarawak (Tilapia) 5. Program Pembangunan Integrasi Akuakultur (PPIA) (Tilapia)				
A. Planning i. Participant identification ii. Application approval	i. 2021-2025 ii. 2021-2025 iii. 2021-2022	i. M-FICORD/MAFS/KC Pembangunan	iv. RM5,000,000.00 v. RM500,000.00	• 25 participants by 2025 • 20 participants, 1 anchor company by 2022

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
B. Implementation According to mechanic scheme/SOP provided by DOF or MAFS	iv. 2021-2022	Projek/ DAO/KS Perikanan Bahagian/ AgroBank		
C. Post Implementation i. Harvest and sales record ii. Project monitoring and evaluation		ii. KB (IFD)/KC Pembangunan Projek/DOF iii. MOF/EPU/M-FICORD/KB (IFD)/KC Pembangunan Projek iv. DOF/KB (IFD)/KC Pembangunan Projek		
INITIATIVE: RESEARCH AND DEVELOPMENT OF FRESHWATER AND BRACKISHWATER FISH AND CRUSTACEAN.				
Production of Good Quality Fish/Crustacean Breed. Location/Specie(s): 1. IFC Sematan and Semariang/Giant freshwater prawn (<i>Macrobrachium rosenbergii</i>); Seabass (<i>Lates calcarifer</i>) 2. IFS Lingga/Giant freshwater prawn (<i>Macrobrachium rosenbergii</i>) 3. IFS Punang, Limbang/ Seabass (<i>Lates calcarifer</i>), Giant freshwater prawn (<i>Macrobrachium rosenbergii</i>) 4. IFC Semenggok/Red tilapia (<i>Oreochromis</i> spp.); Black tilapia (<i>O. mossambicus</i>); Patin (<i>Pangasius</i> sp.) 5. IFC Tarat/Empurau (<i>Tor tambroides</i>); Labang (<i>Pangasius niuwenhuisii</i>) 6. IFS Merirai, Kapit (new)/ Empurau (<i>Tor tambroides</i>); Semah (<i>T. douronensis</i>), Labang (<i>Pangasius niuwenhuisii</i>)				
Smart Aquaculture. Location/Specie(s):				

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
<p>a) IFS Kubong, Limbang/ Giant freshwater prawn (<i>Macrobrachium rosenbergii</i>) and Crayfish (<i>Cherax quadricarinatus</i>) in Cheap Efficient Nursery Tank System- Recirculating Aquaculture System (CENT-RAS)</p> <p>b) IFC Semenggok/Red tilapia (<i>Oreochromis</i> spp.); Black tilapia (<i>O. mossambicus</i>); Patin (<i>Pangasius</i> sp.) and application of IoT in the broodstock pond, hatchery and nursery building.</p> <p>c) IFC Tarat/Empurau (<i>Tor tambroides</i>); Labang (<i>Pangasius niuwenhuisii</i>) and application of IoT in the brood stock pond, hatchery and nursery building.</p> <p>Aquaponic/Pisciponic Location/Specie(s):</p> <p>a. IFC Semenggok/Red tilapia (<i>Oreochromis</i> spp.) and vegetables</p> <p>b. IFS Sg. Sebiew, Bintulu/Red tilapia (<i>Oreochromis</i> spp.) and vegetables</p> <p>Precision Aquaculture for Indigenous Fish Location/Specie(s):</p> <p>a) IFC Tarat/Empurau (<i>Tor tambroides</i>); tengadak (<i>Barbonymus schwanenfeldii</i>) in telemetry followed by developing precision aquaculture in terms of fish propagation and grow-out based on data collected in the wild and farm.</p> <p>Practical aquafeed for tilapia. Location/Specie(s):</p> <p>a. IFC Semenggok/Red tilapia (<i>Oreochromis</i> spp.) and aquafeed formulated with practical diet ingredients.</p> <p><i>Note:</i> <i>IFC – Inland Fisheries Centre</i> 1. <i>IFS – Inland Fisheries Station</i></p>				
<p>A. Planning Development of research proposal and budget requirement:</p> <p>i. Research objective(s)</p> <p>ii. Problem statement and justification</p> <p>iii. Research design, methodology and materials</p> <p>iv. Expected outcome</p>	2023-2030	<ul style="list-style-type: none"> 1 Head of Inland Fisheries Research & Station Development Branch (IFD) 4 Fisheries Officers (IFD) 	RM 10,000,000	<p>1. Scientific publications.</p> <p>2. Technology packages.</p> <p>3. Registered Intellectual Property Rights for commercialization.</p> <p>4. Aquaculture training centres with demo plots.</p>

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
<p>v. Budget</p> <p>Research proposal and budget requirement examination.</p> <p>Approval of research and budget</p> <p>B. Implementation</p> <p>1. Data gathering/collection.</p> <p>2. Data analysis, interpretation, visualization, and presentation.</p> <p>3. Research report.</p> <p>C. Extension</p> <p>i. Technology package transfer to beneficiaries.</p> <p>ii. Good quality breed for small scale and commercial aqua culturists.</p> <p>iii. Demonstration plots in IFC and IFS.</p> <p>iv. Demonstration/Trial farms.</p> <p>v. River enrichment program.</p>		<ul style="list-style-type: none">• 5 Research Officers (IFD/ARC)• 5 Assistant Fisheries Officers (IFD)• 8 Fisheries Assistants (IFD)		5. Fish/Crustacean breeds.
INITIATIVE: FISH FRY PRODUCTION.				
<p>Four (4) IFC and seven (7) IFS operating as fish fry production facilities:</p> <p>1. IFC Sematan, Kuching</p> <p>2. IFC Semariang Batu, Kuching</p> <p>3. IFC Semenggok, Kuching</p> <p>4. IFC Tarat, Serian</p> <p>5. IFS Lingga, Sri Aman</p>	<p>Five (5) fish holding stations:</p> <p>1. FHS Robinway, Sibul</p> <p>2. FHS Oya, ATC Oya Road, Sibul</p> <p>3. FHS Belaga, Kapit</p> <p>4. FHS Song, Kapit</p> <p>5. FHS Marudi, Miri</p>		<p>2 IFS for fish biosecurity:</p> <p>1. IFS Rambungan, Kuching</p> <p>2. IFS Ridan, Sri Aman</p> <p>In addition, one (1) IFS will be developed for research, fish production and extension program:</p> <p>a) IFS Merirai, Kapit</p>	

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
6. IFS Layar, Betong 7. IFS Sg Paoh, Sarikei 8. IFS Sg. Sebiew, Bintulu 9. IFS Kabuloh, Miri 10. IFS Kubong, Limbang 11. IFS Punang, Limbang				
A. Planning 1. Site and fitness inspection of existing structures 2. Project proposal and budget for the development of IFS Merirai 3. Contract preparation and documentation 4. Tender 5. Award of contract for the project of development of IFS Merirai	2022-2023	1 Head of Inland Fisheries Division (IFD) 1 Head of Inland Fisheries Research & Station Development Branch (IFD) 1 Divisional Agriculture Officer, Kapit 2 Fisheries Officers (IFD)	RM10 million	I new IFS to operate for research & development, production and extension of indigenous and native fisheries
D. Building And Improvement Works 1. Construction commences. 2. Handing over of completed and commissioned project to DOA Sarawak.		1 Research Officers (IFD/ARC) 1 Assistant Fisheries Officers (IFD)		
E. Research, Production And Extension 1. Rescuing fishes from Baleh HEP during pre-impoundment, impoundment and post-impoundment. 2. Rescued fishes are managed and propagated for aquaculture and river enrichment program. 3. Farmers training. 4. Monitoring of projects and programs.		2 Fisheries Assistants (IFD) 2 Officers in-charge IFD, Agriculture Divisional & District Offices, Kapit M-FICORD Public Works Department, PWD		

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non-Finance)	TARGET – OUTPUT
		Sarawak Energy Board (WiMOR Baleh)		

Corporate Strategic Theme	Production
Corporate Strategic Objective	Increase Fisheries Production
Divisional Objective	Increase Production Through Extension Program.

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non- Finance)	TARGET – OUTPUT
INITIATIVE: EXTENSION PROGRAM a. Training b. Promotion				
A. Planning Proposal of annual training and budgeting.	2022-2030	KB Pengembangan/DAO/ KB(IFD)/KS Khidmat Pengurusan (IFD)/KS Perikanan Bahagian	Funding by <i>Bahagian</i> <i>Pengembangan</i> &	Approval of training and budgeting

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non- Finance)	TARGET – OUTPUT
B. Implementation i. Appointment of committee ii. Selection of participants iii. Training commencement	2022-2030	KS Khidmat Pengurusan (IFD)/KS Perikanan Darat Bahagian/OIC Stesen Perikanan Darat	Komunikasi Korporat	i. 1,000 participants by 2025 (farmers) ii. 200 participants by 2025 (fisheries staff)
C. Post Implementation i. Monitoring training performance ii. Continuous improvement of training module	2022-2030	KS Khidmat Pengurusan (IFD)/ KS Perikanan Darat Bahagian/OIC Stesen		i. Training report ii. Customer satisfaction feedback

Corporate Strategic Theme	Quality Assurance
Corporate Strategic Objective	Enhance Quality of Agriculture Produce
Divisional Objective	Enhance Research and Development

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non- Finance)	TARGET – OUTPUT
INITIATIVE: RESEARCH AND DEVELOPMENT <ul style="list-style-type: none"> Post-harvest Product development 				

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non- Finance)	TARGET – OUTPUT
A. Planning i. Proposal of annual research and budgeting ii. Appointment of committee iii. Proposal defence and budgeting iv. Approval of research and budgeting	2023-2025	KB (IFD)/KB (ARC)/KC Penyelidikan & Pembangunan Stesen/RO (IFD/ARC)		1 research proposal approved per year
B. Implementation i. Preparation of research requirement ii. Research commencement iii. Monitoring, data collection and analysis iv. Sample testing	2023-2025	KC Penyelidikan & Pembangunan Stesen (IFD)/RO (IFD/ARC)		i. Material and equipment for research ii. Research data iii. Development of new technique/product
C: Post Implementation i. Monitoring of technique/product performance ii. Continuous improvement of Research technique/product	2023-2025	KC R&D (IFD)/Research Officer (IFD/ARC)		i. Product and technique ii. Research paper
INTIATIVE: QUALITY ASSURANCE (HACCP/GMP)				
Assist farmers on (HACCP/GMP) certification with relevant agencies.	2024-2030	KC CRPB/DAO/Ketua Seksyen Perikanan Darat Bahagian/MOH		Potential farmers for certification

Corporate Strategic Theme	Quality Assurance
Corporate Strategic Objective	Enhance Statutory Compliance
Divisional Objective	Enhance Compliance to Fisheries Regulations, Procedures and Ordinance

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non- Finance)	TARGET – OUTPUT
INITIATIVE: AMENDMENT TO STATE FISHERIES ORDINANCE				
A. Planning <ul style="list-style-type: none"> i. Preparation on draft amendment of State Fisheries Ordinance 2003. ii. Steering committee appointment in ministry level. 	2023- 2024	DA/KB(IFD)/ KC (CRPB)		New State Fisheries Ordinance
B. Implementation <ul style="list-style-type: none"> i. Submission of the proposal on draft amendment of SFO 2003 to SAG & UPPN. ii. Government Regulatory Practice (GRP) as tool for the implementation process. iii. Ministry as GRP secretariat with DOA to assist. 	2024 – 2026			
C. Post Implementation	2026-2030			

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non- Finance)	TARGET – OUTPUT
Monitoring management performance				
INITIATIVE: CONTINUOUS IMPROVEMENT ON PROCEDURES				
A. Planning i. Preparation on draft SOP ii. Submission on draft SOP for Department Steering Committee endorsement.	2024	DA/KB(IFD)/KC CRPB		i. Licensing on Aquaculture Activities & Fish Gear ii. Enforcement Activities – Investigation Paper iii. Culture of Crayfish iv. “Menangani Kejadian Kematian Ikan di Perairan Darat Negeri Sarawak”
B. Implementation Implementation activities in accordance with SOP’s.	2024-2025			
C. Post Implementation i. Monitoring compliance to the SOP’s. ii. Continuous improvement on the rules & guidelines.	2024-2025			
INITIATIVE: PROJEK SISTEM TAGANG				
A. Planning i. Preparation of RMK12 mechanic scheme ii. Budget proposal	2020-2022	KB (IFD)/KC Pembangunan Projek/Ketua Seksyen Perikanan Bahagian	1 million	i. Fund allocation ii. Approval of RMK12 mechanic scheme

ACTION STEPS Tasks/Main Activity	TIMELINE (Start/End)	PERSON TO ACT	RESOURCE REQUIRED (Finance & Non- Finance)	TARGET – OUTPUT
B. implementation i. Supply of project input ii. Project monitoring and research	2021-2030	KC Pembangunan ProjeK/Ketua Seksyen Perikanan Bahagian		i. Supply of input completed ii. 8 PST achieving sustainable status
C. Post Implementation i. Project evaluation ii. Project reporting	2021-2030	DA/KB(IFD)/Evaluator Committee		i. Report to State Anti-Corruption Committee (JAR) ii. Food security and safety ensured



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