



PARLIMEN KELIMA BELAS



LAPORAN JAWATANKUASA KIRA-KIRA WANG NEGARA (PAC)

**PENGURUSAN DANA LATIHAN DAN
KEBERKESANAN PROGRAM LATIHAN
PEMBANGUNAN SUMBER MANUSIA
BERHAD [*HUMAN RESOURCE
DEVELOPMENT CORPORATION (HRD CORP)*]
DI BAWAH KEMENTERIAN SUMBER
MANUSIA (KESUMA)**

DR.17 TAHUN 2024

Jilid 3



PERKARA	TARIKH
JILID 3	
LAPORAN PROSIDING (HANSARD)	
1. Bil. 6(f) Tahun 2023	6 Disember 2023
2. Bil. 6(g) Tahun 2023	18 Januari 2024
3. Bil. 6(h) Tahun 2023	12 Mac 2024
4. Bil. 6(i) Tahun 2023	12 Mac 2024
5. Bil. 6(j) Tahun 2023	12 Mac 2024



LAPORAN PROSIDING (HANSARD)



MALAYSIA

LAPORAN PROSIDING (HANSARD)

Rabu, 6 Disember 2023

Bil. 6(f) / 2023

MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA

**Prosiding:
Pengurusan Dana Latihan dan
Keberkesanan Program Latihan HRD Corp**

Kementerian Sumber Manusia
YBhg. Dato' Haji Amran bin Haji Ahmad
Timbalan Ketua Setiausaha

HRD Corp
(i) YBhg. Dato' Raiha Azni Abd Rahman,
Ahli Lembaga Pengarah

(ii) YBhg. Dato' Palaniappan Joseph,
Ahli Lembaga Pengarah

**PENGGAL KEDUA
PARLIMEN KELIMA BELAS**

MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA

BILIK MESYUARAT JAWATANKUASA 1, TINGKAT 2 BLOK UTAMA BANGUNAN PARLIMEN, PARLIMEN MALAYSIA

RABU, 6 DISEMBER 2023

AHLI-AHLI JAWATANKUASA

Hadir

YB. Datuk Wira Mas Ermieyati binti Samsudin [Masjid Tanah]	- <i>Pengerusi</i>
YB. Puan Wong Shu Qi [Kluang]	- <i>Naib Pengerusi</i>
YB. Datuk Seri Dr. Noraini binti Ahmad [Parit Sulong]	
YB. Tuan Sim Tze Tzin [Bayan Baru]	
YB. Tuan Haji Azli bin Yusof [Shah Alam]	
YB. Dato' Mohd Isam bin Mohd Isa [Tampin]	
YB. Tuan Ts. Zahir bin Hasan [Wangsa Maju]	
YB. Datuk Ali anak Biju [Saratok]	
YB. Dr. Hajah Halimah Ali [Kapar]	

Tidak Hadir [Dengan Maaf]

YB. Tuan Syahredzan bin Johan [Bangi]
YB. Puan Vivian Wong Shir Yee [Sandakan]
YB. Dr. Richard Rapu @ Aman anak Begri [Betong]
YB. Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Kubang Pasu]
YB. Tuan Ahmad Tarmizi bin Sulaiman [Sik]

URUS SETIA

Encik Ahmad Johan bin Mohd Affandi [Ketua Sekretariat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia]
Puan Siti Noor Akmar binti Zulkafli [Juruaudit Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia]
Encik Muhammad Zydil Iman bin Zulkefli [Juruaudit Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia]
Puan Aidahanie binti Baharuddin [Penolong Setiausaha Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia]
Puan Lee Jing Jing [Pegawai Tadbir (Seksyen Jurubahasa dan Terjemahan) Parlimen Malaysia]

HADIR BERSAMA

Jabatan Perkhidmatan Awam

Encik Ahmad Azhan bin Mohd Noh [Timbalan Pengarah Kanan (Bahagian Perkhidmatan)]

Jabatan Peguam Negara

Puan Norilawati binti Ismail [Peguam Kanan Persekutuan (Bahagian Penasihat)]

Kementerian Kewangan Malaysia

Encik Azize bin Taib [Ketua Seksyen (Bahagian Kawalan Kewangan Strategik dan Korporat)]

Puan Nadeema binti Kamaruddin [Ketua Penolong Setiausaha Kanan (Bahagian Kawalan Kewangan Strategik dan Korporat)]

Jabatan Audit Negara

Puan Suraya binti Adnan [Ketua Penolong Pengarah Audit]

Encik Hairul Anuar bin Mohd Noor [Penolong Juruaudit]

Suruhanjaya Pencegahan Rasuah Malaysia

Gunalan Perumal [Penolong Pesuruhjaya (Bahagian Pemeriksaan dan Perundangan)]

PKPj Zulhairi bin Zaidel [Ketua Cawangan Pemeriksaan (Bahagian Pemeriksaan dan Perundangan)]

KPKPj Khairul Nurrahim Ashadi bin Abdullah [Timbalan Pengarah Sektor Pentadbiran Siasatan (Bahagian Siasatan)]

Kementerian Ekonomi

Encik Mohd Shihabuddin bin Mukhtar [Timbalan Pengarah (Bahagian Pembangunan Modal Insan)]

Jabatan Akauntan Negara

Encik Azeman bin Miskah [Timbalan Pengarah (Bahagian Perkhidmatan Operasi Pusat dan Agensi) (BPOPA)]

SAKSI**Kementerian Sumber Manusia**

YBhg. Dato' Haji Amran bin Haji Ahmad [Timbalan Ketua Setiausaha (Dasar Dan Antarabangsa)]

Puan Shamsurriaty binti Shamsuddin [Penasihat Undang-undang]

HRD Corp

YBhg. Dato' Raiha Azni Abd Rahman [Ahli Lembaga Pengarah]

YBhg. Dato' Palaniappan Joseph [Ahli Lembaga Pengarah]

LAPORAN PROSIDING

MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA PARLIMEN KELIMA BELAS, PENGGAL KEDUA

BILIK JAWATANKUASA 1, PARLIMEN MALAYSIA, KUALA LUMPUR

RABU, 6 DISEMBER 2023

Mesyyuarat dimulakan pada pukul 2.32 petang

*[Yang Berhormat Datuk Wira Mas Ermieyati binti Samsudin
mempengerusikan Mesyyuarat]*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]:

Assalamualaikum warahmatullahi wabarakatuh. Salam sejahtera. Selamat petang saya ucapkan. Yang Berhormat Naib Pengerusi PAC Parlimen nampaknya macam tak sabar, banyak soalan nak tanya. Yang Berhormat Ahli-ahli PAC Parlimen Kelima Belas dan juga Ahli-ahli ex-officio. Terima kasih. Boleh teruskan makan apa— goreng pisang itu. Pisang goreng.

Jabatan Peguam Negara, Jabatan Perkhidmatan Awam, Kementerian Kewangan, Jabatan Audit Negara, SPRM, Kementerian Ekonomi, Jabatan Akauntan Negara, terima kasih kerana hadir untuk mesyyuarat petang ini. Ahli Yang Berhormat sekalian, hari ini PAC menyambung ya semula prosiding berkenaan dengan Pengurusan Dana Latihan dan Keberkesanan Program Latihan HRD Corporation (HRD Corp).

Ini adalah merupakan prosiding yang keenam membabitkan Pengurusan Dana Latihan dan Keberkesanan Program Latihan HRD Corp. Dalam prosiding pertama yang diadakan pada 23 Oktober, PAC telah pun mendengar keterangan daripada Yang Berbahagia Dato Haji Amran bin Haji Ahmad, Timbalan Ketua Setiausaha Dasar dan juga Antarabangsa selaku pegawai pengawal Kementerian Sumber Manusia dan juga Yang Berbahagia Datuk Wira Shahul Dawood, Ketua Eksekutif HRD Corp.

Prosiding kedua, pada 1 November telah mendengar penjelasan daripada Yang Berbahagia Datuk Rosli bin Yaakub, mantan Ahli Lembaga Pengarah merangkap Timbalan Setiausaha Bahagian Sektor Tadbir Urus Korporat dan juga Yang Berbahagia Datuk Chia Hui Yen, mantan Ahli Lembaga Pengarah HRD Corp. Manakala prosiding yang ketiga, 2 November kita mendengar penjelasan dan juga keterangan daripada Yang Berhormat Menteri, Yang Berhormat Tuan V.Sivakumar. Seterusnya prosiding yang keempat, 20 November kita telah mendengar penjelasan

daripada barisan Ahli Lembaga Pengarah HRD Corp bagi sesi tahun 2022. Prosiding kelima yang diadakan pada 23 November yang lalu, jawatankuasa ini telah mendengarkan keterangan dan juga penjelasan daripada Yang Berbahagia Datuk Ariff Farhan Doss, Ketua Pegawai Operasi HRD Corp dan juga Yang Berusaha Tuan Elanjelian Venugopal, mantan Ketua Pegawai Eksekutif HRD Corp. Jadi lanjutan daripada prosiding berkenaan, PAC ingin mendapatkan lagi beberapa maklumat tambahan dan juga lanjut berhubung dengan HRD Corp.

Jadi, di hadapan PAC pada hari ini yang akan memberikan penjelasan kepada PAC dalam prosiding pada hari ini yang pertamanya, saya alu-alukan sekali lagi selamat kembali Yang Berbahagia Dato' Haji Amran bin Haji Ahmad, TKSU Dasar dan juga Antarabangsa (KSM), Yang Berbahagia Dato' Raiha Azni Abdul Rahman, Ahli Lembaga Pengarah HRD Corp dan Yang Berbahagia Dato' Palaniappan Joseph yang juga merupakan Ahli Lembaga Pengarah HRD Corp.

Jadi, tanpa saya membuang masa, saya ingin menjemput Yang Berbahagia Dato Haji Amran bin Haji Ahmad TKSU Dasar dan juga Antarabangsa, sekiranya ada apa-apa maklumat tambahan terkini yang ingin dimaklumkan kepada PAC berkenaan HRD Corp sebelum kita membuka soalan kepada Ahli-ahli Yang Berhormat sekalian. Terima kasih.

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Terima kasih Yang Berhormat Datuk Wira Pengerusi. Seperti mana yang Datuk Wira Pengerusi sedia maklum, bahawa ini bukanlah prosiding yang pertama dan bukan sekali lagi, dah berkali-kali saya hadir ke mari. *[Ketawa]*

Kali ini bersama dengan saya adalah Dato' Raiha Azni Abdul Rahman dan juga Dato' Palaniappan Joseph yang merupakan ahli lembaga pengarah. Saya kira kita telah memberikan banyak penerangan bermula daripada prosiding yang pertama sehinggalah ke hari ini. Jadi, bagi hari ini saya rasa Yang Berhormat Wira Datuk Pengerusi kita – saya ingin mencadangkan kita terus sahajalah untuk bertanyakan soalan-soalan yang berkaitan untuk kita memberikan keterangan.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey. Terima kasih Dato. Ada soalan daripada Yang Berhormat Kluang.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Ya. Sebelum kita pergi ke dua orang saksi yang dijemput untuk hadir prosiding hari ini, saya ingin tanya pada Dato' Amran, TKSU. Adakah pengerusi HRD Corp telah di lantikan, secara rasmi?

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Ya, secara rasmi telah pun dilantik Tan Sri Datuk Ter Leong Yap telah pun dilantik oleh Yang Berhormat Menteri. Cuma kita belum memulakan mesyuarat yang pertamalah, sedang mencari tarikh yang sesuai.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Boleh sebut nama dia sekali lagi dan bila tarikh efektif kuat kuasa pelantikan tersebut?

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Tan Sri Datuk Ter Leong Yap. Saya boleh bagi namanya— tarikhnya saya tak ingat apa ini Yang Berhormat Datuk Wira. Cuma suratnya adalah, cuma saya tak bawalah. Surat pelantikan itu ada.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Jadi belum ada mesyuarat lagi?

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Belum, kerana baru dilantik dalam seminggu dua inilah telah— sebelum ini telah dilantik. Namanya Tan Sri Datuk Ter Leong Yap sebagai pengerusi HRD Corp yang baharulah.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Okey, saya nak kepastian apa ini— dapat penjelasan sikit daripada Dato' Pala. Berada dalam majlis ataupun Lembaga HRD Corp ini, mewakili F&M betul?

Dato' Palaniappan Joseph [HRD Corp]: Ya.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Boleh tak Dato' *update us on what is F&M?*

Dato' Palaniappan Joseph [HRD Corp]: Okey.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Daripada perspektif F&M, pandangan Dato' terhadap HD HRDF.

Dato' Palaniappan Joseph [HRD Corp]: *Okay, all right. Thank you Yang Berhormat. I think F&M is basically a Federation of Malaysian Manufacturers. We represent 6,000 registered manufacturers and another 4,000 indirect, those who are involved in the manufacturing ecosystem. Basically, we encompass the total manufacturing ecosystem, more than this one. We are represented in almost all states, and we sit in the various committees that the government initiates related to our policy advocacy and support initiatives. In terms of HRD Corp itself, if you see...*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Sorry, sorry. Sebelum itu Dato, apa yang pasal 4, 000 itu apa tadi?*

Dato' Palaniappan Joseph [HRD Corp]: Ya. Sebab kita ada *direct manufacturers...*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *All right.*

Dato' Palaniappan Joseph [HRD Corp]:...dan kita juga ada *affiliate members for example those who are in the logistic. They are in the support system, so they are in the manufacturing ecosystem.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Okey.

Dato' Palaniappan Joseph [HRD Corp]: *So we call them indirect membership.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *All right.*

Dato' Palaniappan Joseph [HRD Corp]: *It is a total that is the structure of the membership.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *All right. Thank you.*

Dato' Palaniappan Joseph [HRD Corp]: *Then on the HRD Corp itself, I think when HRD Corp was formed initially, the idea of the levy system be incorporated for the purposes of training. F&M is actually one of the pioneer organisations which supported this initiative.*

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So, there were very strong resentment from various quarters because there's a— that because employers need to pay. But we believe at that time we need a system where to ensure the training is adequately provided. Because manufacturing systems is actually technology driven.

So, we need the employers to train their employees consistently. Existence of such mechanisms would help to facilitate that. So, we believe that it is an important mechanism to continuously train and retrain. That's the position of FMM. So, we have been very supportive of the various training initiatives— not only HRD Corp but I think other government initiatives related to TVET, related to other areas— because we feel if you don't develop the right skill, then we may not be able to catch up the technology.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Follow-up question. Maknanya you find it a very important mechanism. But so far, from your perspective how effective is HRD Corp to date?*

Dato' Palaniappan Joseph [HNR Corp]: *To date. I think the terminology of effectiveness I think— I mean, I'm not responding in terms of a specific figure. But I think in terms of functionality of the HRD Corp to the manufacturing sector. I think number one, we have actually worked well with the system because if you noticed the manufacturing sector in the country is consists of about 20 percent is the big timers, big organization, MNCs. YB, I've got another 70 over percent who are SMEs. So, for this sector of people— because MNCs will have a thorough training program. They will know how to put in the levy, and they know how to utilize the levy well, right? Whereas, SME will have challenge because they don't have a huge manpower.*

So therefore, their participation and training is a little bit not so consistent. But, by having this fund, which is being created for the purpose of training. That in a way provides a kind of a discipline to the companies to ensure that they do have some training program lah.

So, that's how we see— so in that sense, there is a participation. But if you ask me in terms of percentage of utilization and all that, I'm sorry YB, I don't have a figure to reflect that.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *I'm just about to ask about the percentage, you already answered. Thank you for the introduction.*

Dato' Palaniappan Joseph [HDR Corp]: *But, in fact, just to— last year, because I was part of the— we created the National Training Index. We are working together with HRD Corp on the National Training Index, YB. So, that National Training Index is supposed to use the data of the levy utilization data to determine areas that you have been trained in and to see the how much is being done.*

So, that was— the framework was done by last year. The real value figure has to be drawn based on the subsequent years. Then, only you can really— so, the initial data was used on the previous data but it's still not so well filtered the data.

So, probably within another a year or two— more specific answer could be given in a numerical figure to see on the utilization.

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Dato', jadi bermula tahun bila Dato' dilantikkan sebagai Ahli Lembaga Pengarah kepada HRD Corp?*

Dato' Palaniappan Joseph [HDR Corp]: *I started as a board member from March— sorry, May 2019. Then, I did two terms. So I completed in the year 2023, May. Then, there was a gap. Then, I was reappointed back in June 2023 for another term.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Boleh saya tahu, apakah kelayakan untuk Dato' berada dan dilantik dalam ini— maksudnya mewakili industri ataupun maksudnya boleh ceritakan sedikit latar belakang penglibatan Dato' yang mana diangkat menjadi Ahli Lembaga Pengarah HRD Corp?*

Dato' Palaniappan Joseph [HDR Corp]: *Okay, first of all, my appointment YB is based on the FMM's nomination. FMM nomination is actually looking into the background that we do in terms of the federation. So, currently, FMM Federation, I'm the Chairman of the Future Skill Committee, the Vocational Committee.*

Other than that, I'm also currently at the national level, previously we have this Majlis TVET Negara. So, I was a member of the Exco Executive Council, it was chaired by Datuk Noraini and Datuk Saravanan. I was a member of the Executive Council.

Currently, at regional. I'm a member of appointed by the ASEAN as a member of the ASEAN TVET Council. I sit in the ASEAN TVET Council and UNESCO's Regional Rep for the skill expertise for this term. That's my background related to this.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, terima kasih. Saya pun perlu sedikit latar belakang Dato' Raiha— serba sedikit boleh kongsi dengan Ahli-ahli PAC? Terima kasih.

Dato' Raiha Azni Abd Rahman [HRD Corp]: *Assalamualaikum dan selamat petang. I've been a board member of HRD Corp – HRDF since late 2018. Previously, I was representing Malaysia Employers Federation (MEF) while I was still the Senior Vice President of Human Resources of PETRONAS. I worked with PETRONAS for 36 years in the field of human resources. That's some skillset that I have.*

So, when I retired, I retired fully actually as a SVP of PETRONAS is end of 2019. But I continue to become the advisor to PETRONAS and sit at the Board, two Boards at PETRONAS till February 2021.

So, after my stint with MEF is over, HRDF at that time still requesting my— well, service to HRDF. So, they have given me another term. So, now I'm on the second term as independent director.

When I asked them because I was willing to actually let go because I'm fully retired and they wanting someone with a bit of expertise on human resource. That's why I stayed on until today.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Boleh tak saya tahu Dato' Raiha dan juga Dato' Palani, Jawatankuasa apa yang anda ada menjawat? Tugas kat dalam Lembaga Pengarah kerana kita tahu ada banyak Jawatankuasa, kan?

Dato' Raiha Azni Abd Rahman [HRD Corp]: *For now, I'm the Chairman of the Board Remuneration Committee, ya.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Yang itu bila itu bermula?

Dato' Raiha Azni Abd Rahman [HRD Corp]: *Because this is my second term. So, almost three years over already.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Jawatankuasa yang sama?

Dato' Raiha Azni Abd Rahman [HRD Corp]: *As a Board Remuneration...*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Satu-satunya Jawatankuasa yang Dato' ini...

Dato' Raiha Azni Abd Rahman [HRD Corp]: Yes, yes.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey. Macam mana pula dengan Dato' Palani.

Dato' Palaniappan Joseph [HDR Corp]: *Datuk from the time. First, I was a member of BNRC under Dato' Raiha and the subsequently for about one year I was*

asked to chair the Training and Levy Committee. The last one year before I finish my term, I was chairing the BARMC, Board Audit & Risk Management Committee.

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Yang Berhormat, saya nak *update* sikit tadi tentang pengerusi tadi yang seperti yang ditanya tadi.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Silakan.

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Bermula Tan Sri Ter Leong Yap dilantik bermula 1 November tahun ini.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Baru lagi lah.

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Ya, baru lagi. Bagi tempoh 1 November 2023 hingga 31 Oktober 2025 dan ada tujuh ahli lembaga yang baharu yang telah dilantik.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Dia memang setahun-kah, dia punya?

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Dua tahun.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Dua tahun, dua tahun?

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Dua tahun, dua tahun.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Dua tahun, okay.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Boleh tak Dato' Amran bagi senarai Ahli Lembaga Pengarah yang baru dilantik itu kepada sekretariat.

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Boleh, saya boleh bagi kepada Yang Berhormat.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Terima kasih.

Dr. Hajah Halimah Ali [Ahli PAC]: Nak mula ini dulu sekejap lah, apa ya. Nak tanya kedua-dua lah *Board of Directors* tentang projek *Skill Passport* ini. *What do you know about it? How does it come and then— what is it actually?*

Dato' Palaniappan Joseph [HDR Corp]: *Okay, for the Skill Passport YB. The first meeting— I'm just referring to the minutes of the meeting. So, the first meeting was supposed to be held in October. So, I was not there. I didn't join the board meeting on that particular day because I was in Germany to attend the UNESCO...*

Dr. Hajah Halimah Ali [Ahli PAC]: *Oktober when?*

Dato' Palaniappan Joseph [HDR Corp]: *2022 I think, October 2022. So, I was not— I didn't attend the board meeting. So, what really transpired as per the*

board proper— is my knowledge is as much as what I write in the minute because I was not present.

Then, the subsequent meeting related to Skill Passport was on March, 23rd March. That, meeting I was away in Delhi. So, I attended online. I attended the meeting online.

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So, my concern— because, you see, the information that's also available in the minutes of the meeting related to Skills Passport that I read was quite limited. So, I represent Federations of Manufacturers. For the manufactures, our concern is very straightforward. We don't want anything that is initiated by the body which creates additional cost for us to do business or to do matters related to training. That's a very clear thinking that we always advocate.

So, when I see the concept of the Skills Passport, there were three questions that I asked related to what— that I feel is fundamental. Number one, will this introduction of Skills Passport will create a situation where the companies has to pay more? Because, in our mindset, paying the levy itself is already high. So, we don't want to end up— because, the business environment is tough, we don't want the HRD Corp to create anything that will make the employer to pay more. So, that is my first question. So, the answer that was communicated in the meeting was that the employer need not to pay.

Then, the second question that I asked is that whether— then, in that case, who will be paying it? So, they said it is not mandatory and the trainees will be paying it according to the requirement. Alright.

And then, the third question that I asked— because I sat as a BARMAC Chairman, so I wanted to ensure a governance. So, I did ask another question that is the process of the procurement of this Skills Passport. Does it go through the standard procurement process? So, the answer that was informed is that it doesn't require because it is done on the— the companies developing the software and making it available to HRD Corp to use based on the user's requirement. So, it doesn't require this one.

So, these were the three response that was given. I believe it was captured in the minute. Just my concern is to look into that perspective of it. So, as what I know, up to the March meeting with the response that was given, that's the status that we know until subsequently April, then there was other issues related to that.

Dr. Hajah Halimah Ali [Ahli PAC]: *Sorry. How much did the trainee got to pay? Did you get that information?*

Dato' Palaniappan Joseph [HRD Corp]: *No. At that particular meeting in March, the figure was not disclosed because it was— the impression that I have is that this is the concept that has been brought forward with the agreement, but it is supposed to be developed subsequently. But, these were the three points that was informed. So, I think that is what is of my knowledge as of that juncture related to Skills Passport.*

Then, in April, when we attended the board meeting, there was a lot of deliberation related to the Skills Passport itself. I think one of our board members, I think Datuk Rosli, raised concerns related to that. That was a point where we— there was issues being triggered related to that. So, there was a letter that was sent by, prepared by Datuk Rosli which he circulated to all the board members at the end of the board meeting.

So, subsequent to that board meeting, we didn't have any board meeting yet until yesterday, we had the first session with the Minister and the rest of the members. Yesterday's meeting, there were some documents which I didn't have the privy to see earlier. Because, this is what I told the Audit Negara when they interviewed me as well. I have not seen the agreement, the substantial agreement where the Skills Passport is being executed. I have not seen the purported communication between the HRD Corp and the ministry related to that. So, yesterday's meeting was the first time that I got an opportunity to view the documents and the letter. Thank You.

Dr. Hajah Halimah Ali [Ahli PAC]: *Datuk Pengerusi. So, during that April's meeting, you were there physically, and Datuk Rosli brought up some concerns.*

Dato' Palaniappan Joseph [HRD Corp]: *Yes.*

Dr. Hajah Halimah Ali [Ahli PAC]: *What were the concerns? During that meeting also, there was a letter from Datuk Rosli to all the board members. Is that right?*

Dato' Palaniappan Joseph [HRD Corp]: *Yes.*

Dr. Hajah Halimah Ali [Ahli PAC]: *So, what was the concerns?*

Dato' Palaniappan Joseph [HRD Corp]: *I think Datuk Rosli raised the concern on the process, procurement process of the Skills Passport. And there is also an element of whether— who is going to pay the cost of the training? Alright. The main, I could recall, the crux of it was these were the concerns that he raised.*

So, I remember at the end of the meeting, the Chairman of the meeting at that particular meeting was Datuk Rajasegeran, and he informed the board that he will look at the matter and he will do the necessary finding and respond to Datuk Rosli's letter.

So, as far as the board is concerned, I mean as far as I am concerned, that is the final status of the matter until the yesterday's meeting when I had the opportunity to view the actual agreement itself.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Okey, boleh tak minta...

Seorang Ahli: Minta Dato' Raiha...

Puan Wong Shu Qi [Naib Pengerusi PAC]: Ya, Dato' Raiha juga bagi pandangan berkenaan *Skills Passport* ini.

Dato' Raiha Azni Abd Rahman [HRD Corp]: *I have been coming into meetings for the last four years, but that day on October 6th, I was away. Me and Dato' Palaniappan, we were away. But anyway, I read the minutes. When we met again on the March 29th, we received a letter, I think on the March 28th, from Datuk Rosli. March 29th, then we discussed again about the Skills Passport because I think Datuk Rosli was not happy and I also have some questions with regard to the Skills Passport.*

To me, in a nutshell, I think Malaysia would require a system that can, that works in terms of getting all the data of the employees and future employees in terms of their skill sets that they have. It would be, you know, on the part of the persons to pay and to register and it would be seen by the employer, by the employees themselves, and whenever they want to update in terms of their skill sets that they have, that would be the best, I would say, forum. In a nutshell how I see it.

So, the questions that we had was, again, similar like Dato' Palaniappan's, how much does it cost? Is it impacting the employer? Because, I was formerly representing the Malaysian Employers Federation. The minute you are asking more money from the employers, employers will not be happy.

And, who benefits from it? Okay, both employer and employee. Employee got to actually put some money whenever you want to use the system. So, I thought it is okay as long as it is a reasonable amount.

So, the question coming from Datuk Rosli was a bit confusion when it was deliberated on October 6th board where both me and Dato' Palaniappan was not around. It was presented under the agenda of, what you called CEO's report but the item about it is approval. So, that was a confusion. But, at the end of the day, the presentation was about seeking for approval.

So, when it was discussed again on March 28th, the Chairman that time was Datuk Raja, so he asked everyone of us to say whether this is a good initiative for us to proceed. All of us agreed on this with some questions, of course— the cost and whatnot. Except for Datuk Rosli, I think, he was not happy with the way it is presented in October 6th.

But when— I think we went quite detail on March 28th board in terms of— there is a lot of questions. What would be the benefits for both employers and employees. And there is some advanced countries, they have all this already, you know. And AI and everything about the person employees, the details and seeking for jobs, job seekers. Would be a very good, I would say, platform systems. That is how I see it.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Okey. Jadi, sebelum mesyuarat semalam— Datuk Raiha ada hadir jugakan semalam? Sebelum mesyuarat semalam, pernah tak anda ditunjuk dokumen kontrak tersebut yang sudah ditandatangani pada 17 Februari tahun ini? Ada tak ahli lembaga pengarah dimaklumkan oleh Ketua Eksekutif tarikh tandatangan kontrak tersebut?

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Dato' Raiha Azni Abd Rahman [HRD Corp]: *That – number one, the document because we don't have a chairman, they managed to get the approval from the Datuk Razman, who was the TKSU, from the Ministry of Human Resources. That has – we've been informed, if I can remember and the exact agreement with the company, I, myself have not seen it. Only yesterday, we managed to see it.*

But I could not remember whether they have informed us formally that it had been agreed because there were no meetings after that because there's no chairman. So, we don't have any formal meetings if I can remember very well.

Puan Wong Shu Qi [Naib Pengerusi PAC]: So, have you gone through the contract last night?

Dato' Raiha Azni Abd Rahman [HRD Corp]: Yes. I've gone briefly, yes.

Dato' Palaniappan Joseph [HRD Corp]: I've gone through it as well, briefly.

Tuan Sim Tze Tzin [Ahli PAC]: Do you find that the contract contradicts what was reported in the meeting, the earlier meeting?

Dato' Raiha Azni Abd Rahman [HRD Corp]: I don't think so...

Dato' Palaniappan Joseph [HRD Corp]: Okay. If you ask me because there was a part, I think, if you look at it. Because yesterday, as what I looked at it and I asked because of the clause on the fees if you look at that there's a clause of fees. There are four clauses stated related to the clause of fees.

The clause 2 states that the PSMB will be paying and the third clause or fourth clause says that the PSMB will be collecting. So frankly, because that's – my eye just focused on that and I just said, looks. It is so confusing because it also states that the PSMB will be paying and it also states, PSMB will be collecting. But collecting from who and what and all that, it is not stated on that part. All right?

So, there is definitely, if you ask me from – I'm not a practicing lawyer but I'm trained legally. So, it is not so clear in terms of clarity of distinct. So, vis-a-vis to what was communicated in the board, that the employer will not be paying. So, which is, somebody has to pay for it.

So, that would be – this would be to be sort. So, if I look at it, it is, but the agreement doesn't state who says who's going to pay. But it says the PSMB will be collecting the funds. So, collecting from who, from where, and from what, that is not stipulated in the agreement. So, if you ask me Yang Berhormat, that's the brief part because the first look when I looked at it, I was just looking at the contextual terms because that is going to be the crux of what that was communicated to us, whether it's consistent, if what with this one.

Because I went back and told my federation that this is being reported that the employers did not pay, there's not going to be additional cost and the employees are also not going to be forced to pay, because it's not going to be mandatory.

So, we found that it's a free willing system where the employee can opt to take it or not to take it, and HRD Corp is not going to pay for the cost as well and the employers are not going to pay as well. So, that was the basis that we felt that was okay from that perspective. Because it doesn't incur the whatever cost of structure.

Tuan Sim Tze Tzin [Ahli PAC]: *So, but now, it doesn't seem so-lah, right? From yesterday's meeting?*

Dato' Palaniappan Joseph [HRD Corp]: *Sorry. If it doesn't seem...*

Tuan Sim Tze Tzin [Ahli PAC]: *There's a contradiction, am I right? There's an inconsistency of what was reported...*

Dato' Palaniappan Joseph [HRD Corp]: *There's no clarity in the terms of the agreement, but if you see what was told to us in the minutes of the meeting that was captured, you see because I have to rely on what that was reported to the board because I don't have an executive power to go and further probe whether that it was conducted or not because I don't have an executive function.*

So, based on what that was reported and minuted, it is actually the interpretation of the first two clauses that could be interpreted either way but what was reported to us is that there is no cost involved.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *So, boleh saya tahu, siapakah yang memberikan penjelasan ataupun pemakluman berkenaan dengan perkara tersebut? Adakah ianya CEO?*

Dato' Palaniappan Joseph [HRD Corp]: *CEO yes.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Okey. Setuju ataupun tidak dengan saya, saya nak mencadangkan bahawa tata kelola yang baik,*

dalam pengurusan tadbir yang baik, segalanya mesti dinyatakan dengan jelas maklumatnya, perkara-perkara penting di dalam mesyuarat lembaga pengarah? Setuju ataupun tidak?

Dato' Palaniappan Joseph [HRD Corp]: Ya, *definitely* Yang Berhormat.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *All right.*

Datuk Seri Dr. Noraini binti Ahmad [Ahli PAC]: *And I, cuma saya nak tanya...*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Ya Datuk Raiha, nak tambah? Ya.

Dato' Raiha Azni Abd Rahman [HRD Corp]: Terima kasih.

Datuk Seri Dr. Noraini binti Ahmad [Ahli PAC]: Okey.

Dato' Raiha Azni Abd Rahman [HRD Corp]: *Of course, you look at the contract, it's like a normal contract. I'm not a lawyer as well but definitely, it was told to us there are three things. It's about skills passport. Of course, by the team in HRD Corp, together with the CEO, it's not mandatory. There's no financial impact to HRD Corp, neither to the employer and pay per user about RM12, if an employee or whoever fresh graduate, whoever wants to use it.*

So, when you look at yesterday, me and Dato' Palaniappan also, we find out on the payment scheme, it's a bit confused. I don't think there's any element. I'm not sure, element of a – but there's a bit of confusion--- who is on the payment scheme itself. Who's paying to who and how do we – you know, because HRD Corp is not supposed to spend one single cent.

How is the payment going to be made on the system itself? Is it directly to the company, the vendor or it has to go through HRD Corp? Am I – ya. So, we were not clear on that but on the overall scheme of things, in terms of the importance, the benefit of it, I see it. It would be good for the Malaysian, you know. Future employees and current employees as well.

Dato' Palaniappan Joseph [HRD Corp]: You see, Yang Berhormat...

Dato' Raiha Azni Abd Rahman [HRD Corp]: *I don't know the system, whether it works. It's difficult for us to guess from it because the company provided that system to HRD Corp, which was quite meaningful and important at that time. Even now, for it mattered. If it is workable, if it is implementable, it would be actually a good platform for all Malaysians to use it.*

Dato' Palaniappan Joseph [HRD Corp]: Yang Berhormat, you see the skills passport itself is a global tema. It is not something that is unique, or it is where— how they actually we drive the skill agenda, and it has been globally, it is the way forward.

But I think the context of what we are looking at is that the structure and the governance part of it.

It has to be in accordance to this one. That is, I think, the area that we probably need to look at. I feel, if there's no clarity, it has to be clarified. It has to be made into clear terms. The structure of the contract has to be made in such a way that it doesn't create any ambiguity. It doesn't create any grey area because that all will be subject to a loss and risks subsequently.

Tuan Sim Tze Tzin [Ahli PAC]: *On this point, who is responsible to draft or to negotiate a right contract, with clarity, protect HRD Corp, protect the— what do you call the company? Who is responsible?*

Dato' Palaniappan Joseph [HRD Corp]: *Legal head.*

Tuan Sim Tze Tzin [Ahli PAC]: *Ya?*

Dato' Palaniappan Joseph [HRD Corp]: *A legal head.*

Tuan Sim Tze Tzin [Ahli PAC]: *Legal team?*

Dato' Palaniappan Joseph [HRD Corp]: *Yes.*

Tuan Sim Tze Tzin [Ahli PAC]: *Not the chief executive officer?*

Dato' Palaniappan Joseph [HRD Corp]: *No, no. I mean, let's be frank about it. I think, the CEO, of course. No matter what happens in the organization, the number one person has to take responsibility of the conduct. But in terms of the operational, I think HRD Corp has got quite well-structured divisions to look into the various functionality.*

So, anything that goes on with vetting of the contract, it has got a legal department to look at it. So, I believe, it originates from the legal responsibility, to advise accordingly the CEO as well as the chairman, on what is required to protect the interest of the HRD Corp. That's my opinion.

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Jadi, saya ada satu soalan kepada Datp' Raiha dan juga Dato' Palaniappan. Kalau dibentangkan terlebih dahulu, kontrak ini dibentangkan terlebih dahulu kepada semua ahli lembaga pengarah, adakah Dato' akan setuju untuk tandatangan kontrak ini tak?*

If you were shown this contract, the version you read last night, would you agree to sign it, this version?

Dato' Raiha Azni Abd Rahman [HRD Corp]: *I must say that when you are a board director, of course, you have a fiduciary duty. We can ask questions when it's presented with all the information. We have to trust that the information is well and good. Of course, with some of our experience, we can ask more questions to it.*

Having contracts, normally it's not shown at the board because that is already operational. Once it is agreed at the board, the way I see it, it's agreed at the board,

then the execution part of it is to be done. Of course, the responsible CEO together with the legal team, his management team.

So, I don't think we have seen any whatever contracts, whether is IT contracts or whatever, it's never been, what you called, shown at the board because it becomes too operational because we have limits of authority already on that.

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So, but when we saw it because it was ini, we have a bit of question on the payment scheme. The rest seems to be normal ya.

Dato' Palaniappan Joseph [Ahli Lembaga Pengarah]: *I think YB, I concur because as of now I have been in the board, I have never seen actually any agreement as of— except yesterday I got a look at this Skill Passport. Right so, but I do believe in term of functionality of HRD Corp. The board should actually provide a kind of governing parameter. But we also have to rely on the execution of the integrity and the authority of the staff that has been delegated to execute their function to the— like what you said, to the desirous and the right way to benefit the HRD Corp, all right.*

If I would have— I mean to answer your question point blank— if I would have been given the contract to see the contract earlier, I would definitely ask to revise the clause to make it crystal clear so that it doesn't create any ambiguity or risk in future. If I have been given the privilege to see, definitely my response would be is that redefine that this point and put it as per what that was communicated. Thank you.

Tuan Sim Tze Tzin [Ahli PAC]: *Dato', I want to— you are wakil FMM and also Dato' wakil former MEF. So, saya nak tanya tentang keberkesanan the training that has been done by HRD Corp over the many years. Have you— are you satisfied— have you heard your members of FMM giving feedbacks, members of MEF giving feedback of the quality and the effectiveness of the training programme?*

Dato' Raiha Azni Abd Rahman [Ahli Lembaga Pengarah]: *I was both, in both— I would say, well three roles. Number one, I used to be the user. I was an employer. We had issues of course with HRD Corp more of late payments and process of getting disbursement you know on time, things like that.*

So, I was actually a bit vocal even at MEF. Well at that time, I was trying to even meet the CEO of HRDF at that time. I couldn't see him for three times appointment because we are one of the largest, I would say subscriber to HRDF. So, we were concerned more— because I think PETRONAS whatever without the HRDF Act whatever, we will always put a lot of money on the training and development because we are in the business of a very difficult, challenging business especially in HSE. So, we spend a lot of money on that. So, when that Act came about, of course

we subscribe to it. We are more concerned about getting our money back and to use it again and again for training.

So, when I was in MEF and later on I become a board member of HRD Corp, I think both Palani and me because we were presenting– we have lots more to say in the board. I don't think we are that popular at the board because we are asking a lot of questions– how can this system be upgraded? CAPEX, how much CAPEX we need on IT? Whenever there is IT, we were trying to support it with I would say lots of question on whether at the end of the day, the investment that we are going to have on CAPEX, would it be in terms of delivery. Were there be meeting KPIs of you know – it used to be a month and then two weeks. Today, it was reported to us that within 24 hours, they can actually with the system that they have been established recently. That is investment is showing, the fruits of the labour.

So, I would say as what Dato' Palani has said, I think for the large corporation, we have the means and ways for us to liaise with HRD Corp and get our money back. We have the system also to check exactly the balance of how much they owe us and how much we need to pay on time or so on and so forth.

But I think the problem that we have is on the SMEs where when they paid the subscription, sometimes they don't claim, and they don't see the importance of training. That is how I am seeing it and there is a lot of engagement done by HRD Corp today to make sure that the 70, 80 percent of the small employers would benefit from it. That is how I see it ya.

Dato' Palaniappan Joseph [Ahli Lembaga Pengarah]: *Me just think HRD Corp YB as the way I look at it, there is three major roles that from a micro perspective, one is– of course the collection of levy and that is the kind of the way that they managed it.*

Second is that the “dispensal”(dispense) of the payment. That actually is one indicator to determine whether they are functioning well. As an employer, we used to have a lot of problem. So, when I was– I mean when I got into board, I think one of the key things we say is that, you are taking too long to process the fund. Because you see, there are different type of schemes. I don't want to bother you the details but there are some schemes where the employers have to pay first, and they submit the documents and reimburse from the HRD Corp and that take a long time and we are very not comfortable with that kind of a scenario because of cashflow.

So, then there are other schemes where actually this pre-approved and the payment is being paid straight to this one. So, we come out with certain mechanism to ensure there is no delay in terms of that. Next is that the procedure, the rules that they put in is too rigid because they are administrators, but they don't understand the

nature of the business. For example, I may have a very specific training where only specialists from overseas could do it but they have a requirement that you need to have a person competent with TTT to have done the training. Nobody could do it and they can't do that kind of trainings. So, these are some of examples of teething problems that we actually created the training and levy committee to brush out, to sort out that.

So, but in terms of the employers, HRD Corp itself is only a platform because what they does is that, the training providers proposed trainings that they feel that is relevant either with the consultation of the employer or whatever that is a standard and they submit. Then they are approved and the employer once agree, then they send the workers for training. So, in that sense, there is a certain elements of check and balance that if you find the training is not good, we are not going to spend our money and time and send our workers out just to satisfy the training provider's requirement. So, there is in that sense, the employers' interest is taken care and we spend the money to areas that we want the levy to be used. All right.

On the third part, if you are asking me that moving forward, I feel HRD Corp should change the role from only being a platform of collection and disbursement to a role where they go initiate support policy development and come out with new parameters to change the training landscape. That would be something to look forward at, right? But so which I think currently that is not the scope they are looking at, they have yet to release it but that would be something to look forward to look at it lah YB.

Tuan Sim Tze Tzin [Ahli PAC]: *Dato', and I want to ask you, are you aware of a TRiS? That is a system called TriS, right and then there is also a system called Strategic Initiative (SI). Okay, can you explain about TriS and SI?*

Dato' Palaniappan Joseph [Ahli Lembaga Pengarah]: *Okay, e-TriS— if I just— e-TriS is a software, the software system that is to be— that is planned to be rolled out, supposedly to be rolled out next year. I don't really know the nitty-gritty of it YB.*

But what I know is that there was two matters that I think I come cross later to e-TRiS. One, at the point of the approval of the system because if you check the minutes of the meeting of that particular approval, we made a lot of noise— I mean a lot of concerns, we raised a lot of concerns. Sorry, not noise but a lot of concerns stating that it has to be, ensure the deliverable as to be quantified and you have to ensure tracking system. Because we don't want such a huge investment goes where the IT people are not able to deliver. But if the essence of what that was presented

on e-TRiS materialised, definitely the process of IT-based platform for HRD Corp will be good. If the conceptually what that was shown, actually materialised will be direct.

So, the last— before the April board meeting, because I was chairing the BARMAC meeting prior to the board, so what I did was that I requested the CTO of the company and the CFO to parallelly— because I am not involved, in charge of approving any contracts. That is not within my scope of authority. But being the chairman of the audit and risk, I felt if the contract fails, the deliverable fails, it will create a loss for the organization. So, on that premises, we requested the CTO and the CFO to jointly present all the IT investments, what are the IT investments that has been approved, which has been executed, what are the payments that is already been paid to the vendor and the percentage of the work done, does it commensurate to the payment being made?

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So, that was the request that I made in the last BARMAC meeting. And then, they wanted to explain the subsequent. I said, no need. Just proceed to explain in the board meeting, so that it will be minuted.

So, on the— that is what that I know on the eTRIIS, YB, related on that. Because, as per role, I was just trying to mitigate or minimize the risk impact. Because, sometimes this IT project, the impression they give is good, but then, deliverable may delay and when there is delay, there is going to be lot of a cost risk. So, from that perspective, I asked them to present, and we requested them on a quarterly basis to present to the full board, so that the entire board will be aware of the risk. Because, there's been some investment related to IT and we just want to make sure the risk is mitigated.

On the...

Tuan Sim Tze Tzin [Ahli PAC]: *Strategic initiative...*

Dato' Palaniappan Joseph [HRD Corp]: *Strategic initiative, YB— on strategic initiative, what I know is that this is supposedly to utilize the unutilized levy. One of the initiatives is to utilize based on that. So, I am not privy to what are the programs or whatever that has been approved or utilized under this scheme.*

But, in the last BARMAC meeting, we took note that there was certain amount of this unutilized levy being used for strategic initiative. So, we requested in a subsequent board meeting for this to be presented in clear, so that the board will be aware of the utilization of the strategic initiative related to that. That's my last to encounter on these two subjects.

Tuan Sim Tze Tzin [Ahli PAC]: *Can you tell me about eTRIIS? How much is the investment from HRD Corp? And also the SI, strategic initiative, how much is involved?*

Dato' Palaniappan Joseph [HRD Corp]: *eTRIIS, I am not sure, YB, what is the amount. I cannot recall or cannot remember the amount but I think you got to check with the secretariat on that part. I am not privy to that. Alright.*

And then, also, because you see at the approval at the board, it is only approved on the concept and the amount. But, the contractors, the payment, the details and all that is actually not tendered. So, even when the outcome of the selection is being done, the contractors are— actually, the name of the bidders are shown as a bidder, without indicating any name. So, the procurement committee, which is originated from the HRD Corp management itself, is actually absolutely responsible on the entire integrity of the procurement system.

So, what that is being presented is actually on that. So, subsequently, the rolling out of the project and the payment is also supervised through the management and it doesn't come to board. Alright. That's what I know throughout the time that I have been there.

Tuan Sim Tze Tzin [Ahli PAC]: *Pengerusi, I also want to ask another question which is the— Dato' Palani, you are the BARMAC Chairman, right? In 13 October 2021, you informed the board that the final draft on whistleblower process for board directions— okay, whistleblower process. Can you tell us about that? What is the whistleblower process? What you plan to do? And then, what is that for?*

Dato' Palaniappan Joseph [HRD Corp]: *Okay. See, this— when HRD Corp has got, I mean from the time— they always have people who have got some— so, sometimes, YB. There are times before the board meeting, you will be getting weird WhatsApp messages from unknown members telling us something. It always happened. You know, sometimes— and this also creates a lot of unhealthy environments.*

So, what we did is that it was tabled— we said, let's create a very thorough and transparent whistleblower system and put it under the governance, the audit integrity. So, we created a whistleblower system whereby employees at any level without actually identifying themselves with their identity and all that, is able to actually come in and report.

Then, the integrity department secretariat will actually receive and if there is something that is related to the senior management, there is another committee that is to deliberate. If it is involved CEO, then it will go straight to the Chairman. Alright. So that, there can be a transparency related to that. Said, we wanted to make this

process to be system based. So, along the way, it doesn't go missing and things doesn't being carry out.

So, we also wanted to ensure check and balance. So, we get the integrity department, the audit, a few other members who are independent to sit down, evaluate but they are not authorized to make a decision. They are supposed to evaluate, present the fact, then subsequently to take up. So, this was introduced during the time when Dato Seri Jamil was the chairman, and he supported this initiative well.

So, what we did, we break it out. So, it doesn't matter that needs a writ to be reported to the external because it involves a criminal in nature. Then, we have a special committee called JAKSA or something, that is— but it is a special committee, chaired by the Board Chairman with the BARMAC as well as the legal advisor and the integrity officer to be there. So, we created this mechanism with a hope that if an employee has something that they are not comfortable or they pick up something, that is a pathway for them to communicate rather than sending it out through unofficial, unwarranted means-lah. That was the intention, YB.

Tuan Sim Tze Tzin [Ahli PAC]: *So, what is the status now? Because, from the meeting, that this whistleblower process was abandoned. Is it? Was not accepted. Is it?*

Dato' Palaniappan Joseph [HRD Corp]: *No. I think it was— I don't think it is— maybe the terminology whether— actually, it is being implemented, YB. We have a mechanism where actually to accept and this is one— in fact, if you— I think if you can get this...*

Tuan Sim Tze Tzin [Ahli PAC]: *If I can. The BARMAC has decided not to present the whistleblower policy until the complaint system or process is clear to the secretary.*

Dato' Palaniappan Joseph [HRD Corp]: *Oh, okay. Alright.*

Tuan Sim Tze Tzin [Ahli PAC]: *So, what happened next after this?*

Dato' Palaniappan Joseph [HRD Corp]: *The thing is that, YB, there is a whistleblower system. But, you see, the complete management mechanism was not there. Meaning to say, when somebody raise a complaint, you must have a mechanism to handle it. So, if the mechanism to handle it is not clear, there is no meaning to submit.*

So, what we did, we created the complete management mechanism. Meaning to say, when a whistleblower's complaint comes in, who will process it, within how many days they got to handle. So, we also created a committee to look at it, in comprising of the staff. Then, next step is to bring to the BARMAC.

So, at BARMAC, if we find the matter is serious enough that requires a legal action or subsequent action, then this to recommend and to go to other committee. So, it actually we have a complete mechanism. I think if you can request the secretariat to give—

In fact, in the monthly BARMAC report from the time I started to chair the BARMAC, I requested them to put in an index— how many complaints being received for this year, how many that is been addressed, what is the status. So, a dashboard kind of a reporting index that I requested the Integrity Department to put in, so that we could track what's happening. I think if you could request for the report of the BARMAC related to this, then you can find this data. We even track the type of complaints and all that.

Tuan Sim Tze Tzin [Ahli PAC]: *Okay. That's it. Thank you.*

Puan Wong Shu Qi [Naib Pengerusi]: *Jadi, saya ingin tanya soalan berkenaan isu lainlah. Tak ada pandangan lain ya berkenaan soalan YB Bayan Baru? Kalau tak ada, saya ingin pandangan Dato' Raiha dan juga Dato' Palani berkenaan satu projek lagi iaitu Microcredential. Khasnya berkenaan kontrak yang katanya sudah ditandatangani antara HRD Corp dengan sebuah syarikat, MAC Sdn Bhd. Selepas itu dalam board meeting, katanya di-terminate lebih dahulu. Jadi, apa yang transpired dekat dalam sebenarnya?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *Again, Microcredential is also something that other developed countries already have. So, when it was presented to the board, I think we agree in terms of, by principle and philosophy, that it would be best for Malaysian to have it. But, again, when it was presented later, we were concerned about the cost. The cost is a bit too expensive, I think, for the employer to bear.*

Puan Wong Shu Qi [Naib Pengerusi]: *How much?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *I could not remember but I think it is more than RM500 per— I think on certain, it could be RM200, it could be RM700 or RM800 according to certain programs that need to be certified. So, when we had that debate in the board, so we asked the team again at HRD Corp to have another session— if you can remember, Dato' Palani. To have a session with employers, you know. With MEF, with FMM, with all the business, SME. And, of course, you know, all this associations they not agreed because there is another cost element.*

Then, a lot more debate is going on that, how we can make it happen if it's going to be, how much cheaper can we cutting cost but remains relevant and appropriate, you know.

So, it went on and on and on I think we decided that it has to be at the board. I think we decided that it must be procurement – tendering to ask again whether we can get the best of the cost. Lowest of the cost but beneficial for the people.

So, that's where I think the problem of termination of the earlier contract started. That's how in a nutshell, how it was.

Dato' Palaniappan Joseph [HDR Corp]: *YB, from my side, I think I've to tell you very clearly that I'm the only board member who objected to the micro-credential despite the revised version and diluted version of it. Because our point of it, this is very simple.*

Although, the term – you see, introducing a good program is essential but it has to carry the content, the spirit of what it is supposed to be. Although the terminology of micro-credential was used, it was never micro-credential in a normal layman and international way – how do you say, what is micro-credential? Okay.

That is why FMM took a position that we are not going to agree to micro-credential. So, there was a first round when it was implemented, it was brought forward. So, our...

Puan Wong Shu Qi [Naib Pengerusi PAC]: *May I know when was said? You mean the first round, when was said?*

Dato' Palaniappan Joseph [HDR Corp]: *First round I mean, when it was presented to the board, it was early 2022, [Disampuk] I can't recall the date but I could be – it was presented earlier. Then, they introduced the thing, they brought up the things – HRD Corp together with – this one they brought up this time but what we say is that micro-credential has got to have some component. Meaning to say, it has to have a stack-up element. It has to be recognised.*

A person who takes micro credential must be able to use micro credential points where they can actually continue with another qualification. For example, if a university gives some micro-credential level one. He can use his certificate to stack up maybe into a file of four types of certificates and that makes it to equivalent a professional diploma or something. That is the meaning of micro-credential.

So, when we clarified, whether number one, this university – it says this university participating in this micro-credential this thing. So, based on the concept paper it looks like there are many universities that are participating in it. That is what— that was the paper showed.

So, from there looks like many universities participating and there is a stack-up system and then MQA has recognised it. So, therefore, the issue of cost. So, I just want to— because we are not being negative in saying no. I just want to qualify why we say no. All right.

So, on the first part with this element, it is good. And the second issue is only the cost, all right. Why it has to be two different costs? So, they were proposed two different costs on the levy and the government grant.

So, we said the process is the same how come the cost is two? So, this was an original contention. But as you know, FMM also we felt that you see any program that we endorse, we've 6,000 members YB, who would not keep quiet and go after you all out.

So, might as well we just debate out in the among 18 people rather than you quietly agreeing and you go out, you won't be able to stand to your word. So, that's what we said, what we did after that, we had a meeting with MQA from the FMM side, all right. We had a meeting with MQA. We clarified with MQA, whether this micro-credential scheme is actually endorsed by MQA or MQA has got some framework and all that.

MQA didn't give us anything in return, but MQA told us at that juncture, they, themselves had not finalised the micro-credential policy for the industry-based. So, in that sense, FMM took a position that until this is properly structured in the real meaning of micro-credential. There is no purpose in introducing this via this platform. So, therefore, on that ground we said no but after the first round of our objection – after the board said to create a technical team compliance of various industry associations. So that, they could study this micro-credential further and come out with another diluted version of it.

So, the diluted version looks like more of a quality control kind of mechanism to ensure the efficiency and the rightfulness of training. So, we felt – it doesn't fall into the category of micro-credential. So, the mandate given to me by the federation, because this is a matter that involves the company which is going to utilise the levy, the mandate given to me by the federation is to disagree.

So, that is why despite we were part of the technical team which come to the conclusion to accept the diluted version, but we stood to – we felt that we didn't want to be part of it. So, therefore we rejected in the board. So, of course, it's a majority decision. I'm the only one dissenting. So, it went on. But that is what that I know related to that.

Puan Wong Shu Qi [Naib Pengerusi PAC]: *But have you ever been informed; I mean in the board meeting. So, Dato' Raiha can answer as well. Have*

you ever been about the involvement of MAC Sdn. Bhd. in this micro-credential program?

Dato' Palaniappan Joseph [HDR Corp]: *YB, if you ask me to answer at the point of the discussion at the first level of the board meeting, no. Subsequently when the issue has become an implementation become into the picture – because you see FMM wrote the letter to HRD Corp and then we posted the letter on our website to show our discontentment on the issue, all right.*

So subsequently, we had the full council to go into HRD Board to deliberate that matter to show that we disagreed about that. Then, subsequence to that, we understood that there is a company that is managing in all that.

But what would be the procurement process and all that, I'm not aware of any procurement or tender that this related to that. That comes to board YB to my knowledge.

Dato' Raiha Azni Abd Rahman [HRD Corp]: *Similar opinion YB, similar.*

Beberapa Ahli: *[Berbincang tanpa menggunakan pembesar suara]*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Okey, Wangsa Maju. And then, Shah Alam.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *I'm going back a little bit on Skills Passport sikit. During the process of the board meeting et cetera, in the presentation to the board members, is there any explanation or clarification made in the proposal to highlight what are the parties involved in the implementation of the Skills Passport – in particular the company behind the proposal, the background of the company were the Board Members briefed about that?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *I don't remember exactly, we know the company's name, later on ya. But we don't know the details of who owns the company or whatever. If I can remember...*

Dato' Palaniappan Joseph [HDR Corp]: *I was not in the first meeting. So, can't comment on that. But if you ask me, I was made to where of telling the company and this is made of it after we received the letter from Datuk Rosli.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Okay.*

Dato' Palaniappan Joseph [HDR Corp]: *So, without that we didn't have any privy to know because I was not in the October meeting, so I don't know whether at that juncture they shared it or not. But I got to know the name of the company and all that based on the letter that Datuk Rosli gave to the chairman and copied to us.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Okay, that means you only know about the company background, the foreign shareholders of the company are involved only after Datuk Rosli's letter?*

Dato' Palaniappan Joseph [HDR Corp]: *Oh, yes, definitely.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Okay, my next question may not be directly to you, maybe to MOF-kah apa? Now, it's mentioned that the process of Skills Passport is not government procurement. If it is not government procurement, where do you classify such a proposal and such agreement being carried out by any government corporation? If it is not a government procurement process.*

Where they classify such a situation because it is not the only incident, there are few other things incidents whereby – is not government procurement – but if is not government procurement, what is it? Things are being still continued. Document being signed. So, can we have some clarification on this issue?

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Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Wakil MOF nak respons?

Encik Azize bin Taib [Ex-Officio, Kementerian Kewangan Malaysia]: Yang Berhormat Pengerusi, berkaitan dengan soalan tadi. *Usually* kalau *government procurement* ini adalah dibuat di peringkat kementerian, okey– dan juga di peringkat badan berkanun yang menerima penyaluran dana daripada kerajaan. Untuk isu ini, CLBG – sebab HRDC adalah bertaraf CLBG (*company limited by guarantee*), okey. Wakil Kementerian Kewangan, wakil kementerian KSM pun ada dalam itu. Kalau ikut *good governance*, mereka perlu ada *committee* untuk perolehan, okey.

Dalam isu ini kita tengok dulu sama ada apabila HRDC nak masuk dekat dalam sesuatu perjanjian, perlu ada *good governance* dalam perjanjian tersebut lah. Selalunya– saya tidak pasti sama ada isu HRDC ini kena tanya pihak kementerian lah. Sama ada– saya tak– kalau ikut badan berkanun untuk perolehan ia akan di-*check* oleh TKSU *level* atau KSU *level* di kementerian. Itu adalah untuk badan berkanun, untuk *good governance*. Tapi untuk CLBG yang bertaraf syarikat, saya tidak pasti, saya kurang pasti.

Walau bagaimanapun, sepatutnya kalau ikut *good governance* perolehannya mesti ada wakil-wakil yang sepatutnya yang ada dalam itu yang telah pun dipersetujui dalam akta ataupun yang telah pun dipersetujui dalam apa-apa resolusi lah. Tapi bagi pandangan, ini bukan pandangan MOF lah sebab susah kita hendak bagi pandangan sebab ia bertaraf CLBG. So, apabila kita hendak kategorikan sama ada ia adalah *government procurement* ia mesti yang paling penting kena guna duit *government*-lah. Kalau dia menggunakan bukan duit *government* yang itu adalah syarikat punya *procurement*-lah. Dia bukan *government procurement*.

Tapi dalam isu ini kita kena tengok lah– mungkin legal pun mungkin boleh bagi pandangan jugalah, sama ada *procurement* ini bertaraf *government*

procurement ataupun bukan *government procurement* lah. Dia apa-apa pun *based* dia adalah dari segi punca duit itu datang daripada mana lah. Kalau HRDC dia punya punca duit dia untuk *management* ataupun untuk DE datang daripada *government*, so secara tidak langsung dia akan terkait juga dengan *government* sebab duit yang digunakan itu adalah sumber datang daripada kerajaan.

Dr. Hajah Halimah Ali [Ahli PAC]: Pengerusi, boleh tak *in this regards* sebab wakil daripada MOF untuk HRD Corp adalah Datuk Rosli. So, Datuk Rosli telah pun membuat surat dan menunjukkan *concerns* dia itu tadi. So, memang dah ada suara daripada MOF, wakil MOF. Betul ya? *How is that stand?* Apa dia punya surat daripada Datuk Rosli ini daripada pandangan MOF ataupun AGC ke mana, kan? Apa dia punya *stands*? Mana dia? *What's the weight? Weightage* of Datuk Rosli punya surat itu hendak beritahu BOD, *board of members* apa semua itu. Macam mana itu? Di mana dia? *Where's the weightage?*

Tuan Pengerusi: Soalan Yang Berhormat kepada? MOF ya?

Dr. Hajah Halimah Ali [Ahli PAC]: MOF lah kan sebab itu gunanya dia hantar wakil dekat situ, kan.

Encik Azize bin Taib [Ex-Officio, Kementerian Kewangan Malaysia]: Okey, YB. Kalau akta, mana-mana akta badan berkanun atau mana-mana akta syarikat sekiranya telah dinyatakan bahawa perlu ada wakil daripada pihak kerajaan, maka wakil daripada pihak kerajaan itu fungsinya adalah untuk dia memastikan bahawa perolehan ataupun apa-apa sahaja perjalanan syarikat tersebut adalah mengikut *governance* yang terbaik. Kerana kalau wakil Kementerian Kewangan ada dalam itu dia akan cuba untuk *protect government* punya *interest*, sama ada dalam badan berkanun ataupun dalam isu ini adalah CLBG.

Dia yang paling penting sekali kita kena *define* CLBG itu dulu lah. Sebab CLBG ini kalau badan berkanun mudah. Kalau CLBG ini ia ditubuhkan di bawah Akta Syarikat. Jadi legal kena bantu juga lah untuk tengok dari segi bagaimana peranan seseorang Ahli Lembaga Pengarah.

Tetapi dalam isu ini, apabila wakil Kementerian Kewangan itu diletakkan dalam sesuatu syarikat, sudah pasti wakil Kementerian Kewangan tersebut mesti lah orang yang ada pengalaman— dua benda yang paling penting. Satu, dari segi perolehan, dari segi tatacara kewangan, dari segi tatacara kontrak. So, dia tahu apa yang dibuat itu walaupun ia bersifat syarikat tetapi *good governance* itu perlulah dipatuhi.

Dalam isu ini saya tidak boleh terlalu prejudis ke atas surat yang dikeluarkan oleh Datuk Rosli kerana itu adalah pandangan dia setelah dia melihat tatacara perolehan yang dibuat di peringkat HRDC. Tetapi saya rasa atas *goodwill* dia telah

pun mengeluarkan teguran kepada pihak *board*. Tetapi kita kena tahu juga bahawa *board* ini dia bersifat *collective*. Sekiranya *board* menolak sesuatu pandangan itu bergantung kepada *board*.

[Ahli-ahli berbincang sesama sendiri]

Sebab sepatutnya *[Disampuk]* tak sebab— dia macam ini Yang Berhormat. MOF memang akan ada— dia apa-apa kalau kita salurkan peruntukan kepada sesuatu badan berkanun ataupun syarikat, wakil MOF punya peranan adalah untuk memastikan bahawa pengurusan kewangan duit kerajaan yang disalurkan itu dibelanjakan dengan betul dan juga Kementerian penyelia adalah Kementerian di mana anak syarikat atau badan berkanun tersebut berada sebab dia di bawah akta Menteri masing-masing. Jadi, dua-dua kena main peranan. Kalau MOF menegur, *by right* Kementerian juga kena *support*. Kerana MOF boleh menegur tetapi *at the end of the day* kuasa di bawah Menteri. Jadi, ia perlu diputuskan balik di peringkat Kementerian.

Dalam isu ini wakil Kementerian Kewangan telah pun menyatakan pendiriannya dan sepatutnya ia disokong lah. Tapi saya tidak pasti pandangan wakil Kementerian bagaimana. *At the end of the day* ia perlu diputuskan dalam *board*, *chairman* dan kalau ada berlaku ketidakakuran perlu dibawa hingga ke peringkat Menteri lah perkara tersebut. Terima kasih.

Dr. Hajah Halimah Ali [Ahli PAC]: Datuk Wira, sambung daripada itu sekejap...

Dato' Palaniappan Joseph [HRD Corp]: *Can I?*

Dr. Hajah Halimah Ali [Ahli PAC]: Mungkin ini MOE kot. Kejap, kejap. Lepas itu *you wrap-up* ya. Ekonomi kot. Mungkin Menteri Kementerian Ekonomi kot? Kot lah ataupun siapa yang berapa itukan. Sebab agak menarik tadi sebab *board members*, dua-dua *board members* kata *it's not your job scopes to know the details about whatever contracts*. Betulkah macam itu? Maknanya *you are not supposed to know all the details*, siapa yang punya syarikat, *are they good enough* dan sebagainya. *Or you just been given the concept only, to luluskan concept only*. Ke macam mana? *How you are going to luluskan benda yang you not really sure that due diligence was really done by the company, CEO or whatever*.

Dato' Palaniappan Joseph [HRD Corp]: *May I respond YB?*

Tuan Pengerusi: Datuk Palani hendak respons.

Dato' Palaniappan Joseph [HRD Corp]: *I will respond to that. I think first point is you see board members should be aware. But board members also cannot actually get involved in the transactional details of the operation. That will create the elements of bias and also corruption. Because you see, board members cannot be*

in the position to determine the operational value, determine the company— nanti what will happen is that people will bring their own company, people will bring their own this one where they are favorable, and it will disrupt the governance.

So that is why the duty of the board is to do the fiduciary duty, to ensure good governance, to ensure the check and balance being done. So, the delegated responsibility is for the management to do the— conduct according to what is required, YB. If not, what will happen— contoh lah katakan if in the board meeting all the tenderers name, name of the tenderers being shown, definitely there will be an element of each of this company trying to use their influence and connection of the board and if the board member is very influentially could influence the decision. So, that is why the board members cannot know that part of the details. That has to be delegated in trust. So, in the event there is a breach of the officer that has been assigned, they have to be handled according to the provision of the law.

So, it is not actually that you don't want to know the details. The detail is being delegated. So, what you want to know, the governance being done, the procurement process behind the tender committee is independent or not and based on that, the decision being taken. Alright. That's my opinion on that. Because, if not, we will be interfering in the day-to-day business of the corporation and that will compromise the integrity of the corporation.

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Second point, I think, to respond. Datuk Rosli in the last April's board meeting, he has actually proposed that the HRD Corp need to establish the procurement committee. He has actually officially proposed to the board and that proposal by Datuk Rosli has been accepted by the board. It has been accepted. So, technically, from the April, if we don't have any board meeting, so in the— so, we hope probably with the acceptance of the board and the appointment of the new Chairman, so the last board meeting— this has been proposed by Datuk Rosli and it has been accepted.

So, I had the opportunity to look at the minutes of the meeting that was shared yesterday and it is stated that it is approved, and they are waiting for the full board to be constituted before the board committee reformed. This is based on the minutes that was presented yesterday. Thank you.

Datuk Ali anak Biju [Ahli PAC]: *We back to this issue of unutilized fund itu. Because, what we see is that unutilized fund ini is growing up every year. Jadi, sebagai employer, wakil employer, apakah pandangan kompeni-kompeni, syarikat-syarikat? Memandangkan fund itu growing up every year tak dipakai, and then dia*

buat investment. After two years, dia tak boleh pakai lagi. Dia guna untuk benda lain. Jadi, apakah pandangan daripada FMM, wakil FMM perkara tersebut?

Sebab, the idea of HRD Corp adalah untuk train. It is not for investment. So, kalau dia ada lebih duit, mungkin dia collect terlalu lebih. So, that's what I think. Kalau dia tidak dipakai, jangan collect-lah. So, what is pandangan FMM, terutama employers? I know they are very vocal on this.

Dato' Palaniappan Joseph [HRD Corp]: *Alright. Okay. The issue of unutilized levy, if you ask me, I think there are various type of employers. As I said earlier, some, they really go all out to utilize the fund and they have got very robust training programme. Most of the M&C operate in this way.*

The second type of the employers are those who are from the small, medium industry. So, this sometimes ada lebih kurang 10 people. So, if they sent two or three, that would affect— lets say they have 20 or something. If they sent out two or three, this will affect the operation. So, normally they will try not to do this thing.

But, the intention— because, we objected to the unutilized levy cross very, very strongly, you know, over the years. Before we finally said okay, please come out with a formula over a certain period, over a certain amount.

Then, for example, if let's say, over the— let's say, dua tahun. If they use a dollar for the purpose of training of their staffs, that amount will not be forfeited. Alright. But, if let's say, for example, they didn't use it at all, that was actually not the entire amount will be forfeited out, but a certain percentage of amount to be forfeited out. So, at the time when we agree with HRD Corp— why I said when we agree? I was outside. I was not in the board when this come out and I was also part of the team who protest against it.

But, at the time when we agreed to HRD Corp was that, this unutilized levy to be put into the fund, as to be used for the benefit of the employers. So, sometimes, they— that means, it is put into that. So, smaller company which have a smaller amount of levy, they cannot send their staff for training. That is a bit expensive because they don't have the account.

So, supposedly, this is the agenda of the special HSI. That is supposed to be the purpose and how this would be done. The HRD Corp management supposed to come back to the board every time they wanted to utilize it with a specific program. That was how the employers agreed.

Because, even until now, our opinion, if there's a reason, you do not have to go and do that. But we also feel— HRD Corp is a national agenda. We also cannot let employers to feel, "Eh, I don't need to train my people" and then, we just let it go.

Then, you will defeat the purpose of it. So, that is why this was actually agreed upon. Right?

But, also YB, there is also a mechanism that we proposed, which is, number one, to notify the employer at least six months ahead, that its' fund is not being utilized and you have to do something to utilize it. So, these are the mechanisms that we proposed that to be implemented by the HRD Corp management. So that—sometimes, it also could be genuinely the employer don't know that he has that amount to be taken out. So, these are some of the measures that has been put forward to that. So, there is check and balance in that sense.

Dato' Raiha Azni Abd Rahman [HRD Corp]: *That would be the initiative next year. Because, we are hearing a lot of, I would say, grouses from the small SME, because sometimes they don't know. So, starting next year, there should be a system to trigger an email or acknowledgment or phone call from the customers service that you are about to— you know, your moneys in two years, what has passed, what will be, when will it be passed and what do we do. How to help them to claim. Because, majority of them do not know how to claim. So, that's one.*

Number two, anything utilization of these levy that is unutilized, it has to go to the board and they have to come and explain what sort of programs would there be. We have been informed before, it was for B40, it was for gig economy. Also, for some unemployed, you know, graduates and all that. So, it has been informed to the board.

Datuk Ali anak Biju [Ahli PAC]: *How often the board decide on this fund forfeited? When was the last time? Because, we were made to understand that the last time they made decisions was in the 2018. So, far in between, it's a lot of funds that is unutilized. So, when was the last time the meeting to decide, "Oh, this money become unutilized fund"?*

And then, the second thing my concern is that this unutilized fund is growing every year. According to the projection daripada HRD Corp, it would be billions every year, unutilized. So, we were very concerned about this.

Seorang Ahli: *Billions?*

Datuk Ali anak Biju [Ahli PAC]: *Yes, billions. Because, the percentage they use for the training is a lot less than the fund that collected.*

Dato' Palaniappan Joseph [HRD Corp]: *Maybe I will just answer what I know. Then, maybe Dato' Raiha can follow from that. I think, first one to respond to your question, is that— I am not sure, the 2018 you are referring to is the year that when they decide on some formula to deduct the unutilized. I am not so sure on that because I came into the board in 2019.*

But, my point is that, the unutilized fund, the amount is actually reflected in the statutory report on a yearly basis. So, the figure is there. Alright.

So, if you look at the last board meeting minutes— because, one of my BARMAC members raised a concern that was utilization of the unutilized fund. So, we tabled it in the board meeting. So, you could see in the minutes. BARMAC, in our report in April's meeting, we tabled it. So, we requested the management to curb, to present to the board any new program that is to be implemented.

Because, you see, the last time around when during the PEMULIH or during one of the scheme, where these unutilized levy funds was used up to match up the government grants, at that juncture. Subsequent to that, there were no— PEMULIH or PENJANA, I am not so sure. I couldn't recall. PENJANA. So, PENJANA. So, it was used up to match up the government grant which the board agreed to come out with the multiple program.

But, after that thing in 2020 something, there were no new papers that was brought forward to the board. So, they were using the previous approval to proceed with the HSI. So, BARMAC, when we picked up this in April, we informed the board that we would want all the future utilization on unutilized fund to be presented to the board and every time they want to utilize it, they have to go through approval of the board. This was what that BARMAC shared in this one, YB.

And, YB, the amount of unutilized fund, it doesn't go to billions, YB. It is in the millions. I...

Datuk Ali anak Biju [Ahli PAC]: *But, why we picked up it is billions? Because, the investment that HRD Corp doing is billions.*

Dato' Palaniappan Joseph [HRD Corp]: *Oh, okay. Seeing from that.*

Datuk Ali anak Biju [Ahli PAC]: *And we asked, where the money come from? They said, the money comes form the levy.*

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So, that is definitely the money that comes from the levy, paid by the employers and used for investment which is now billions.

Dato' Palaniappan Joseph [Ahli Lembaga Pengarah]: *Okay, all right. But – Okay YB. One thing is that HRD Corp operates independently based on the revenue that is derived from the levy and the operations, it doesn't get any operational grant of funding from the government as far as I've seen it in the audited account as of far. So, meaning to say, it is actually, operating on the self-sustainable mode using the levy that is collected and utilizing— see the uncollected, unutilised levy refers to the amount that was not used by the employer over two years period and that amount goes to unutilised levy. But the other amount is available for the company to utilise.*

See, I come from the company, I don't want HRD Corp to tell me to go and utilise and finish the money because I may have a production requirement where I can't allow a big number to go for this year, but I may want to do that. So, that flexibility is actually required for the purpose of the operation.

Puan Wong Shu Qi [Naib Pengerusi PAC]: *But Dato', just want to clarify on the unutilised levy. Just want to confirm on this-lah. So, we don't have any confusion of it.*

So as long as the employer used says ten percent out of the fund the employer has in HRD Corp, then his fund, his whole portion for example he uses ten percent and the 90 percent will be kept and would not go to unutilised levy, correct?

Dato' Palaniappan Joseph [Ahli Lembaga Pengarah]: *Yes. They cannot touch it. That is within that year, you cannot touch it. Unless for two years, they don't use it at all, they even touch a dollar then only the formula of unutilised levy comes into the picture. Utilised levy comes into the picture.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Shah Alam.*

Tuan Haji Azli bin Yusof [Shah Alam]: *Okay, sorry, question. To me, this HRD fund is a trust fund, right? HRD Corp is entrusted to manage it and to create the programme, prepare and then disburse the money.*

Now, coming back to skills passport, just now both Dato' Raiha and Dato' Palani mentioned that they didn't have further questions as to why PSMB will be paying, why PSMB will be collecting the money, right? So— but I believe both of you know that it will be collected from the employer or whoever is accessing the system, right and it will be charged say RM12.

Now, definitely somebody will be paying for the cost of developing the software and definitely – and it is not PSMB. My question is, how much is the potential collection or revenue generated from this exercise? That is number one. Because definitely whoever is developing the system wants the pay back or even the profit. Definitely, as trusted bodies, you do not want to allow somebody is profiteering from the exercise. At the same time, you discriminate the employee. In this case, I am very sympathetic to the employees, number one. Because you do not know how much or how many times the employee has to go to the system in order to get himself or herself equipped with this and then use the benefit of it to get a job or better job, right? There's number one. So, I mean this is very big, number one.

Number two is, yes, it is free. Whoever wants to use, can use or if you don't want to use, doesn't matter. But, definitely, I believe it doesn't stop there because somebody will be lobbying to the government or the system that is in place in the Human Resource Ministry. That it will become like you know, ISO 1000 whoever – so

any company who would want to employ, will have this requirement. You know must go through the skills passport and then produce it then you know, you got these criteria in order to get yourself hired, right?

So, that is where I see the potential profiteering or money-making business can take place. In this case, where is the role of HRD Corp or the board members to ensure that there is good governance in there and that – of course, you are protecting the employers as you are represented but who will be looking after the employees in this case? You know what I mean, ya.

Dato' Palaniappan Joseph [Ahli Lembaga Pengarah]: Sorry, I will just say frankly what I think about this. I think Dato' YB, you see by years of experience dealing with – because I have been in the fraternity of manufacturing for more than 25 years. Started as HR legal, admin and overseeing business.

No employee will participate in the scheme when you ask them to pay you even a dollar. They won't. Even though it is a good scheme you ask them to pay in advance later you reimburse them back, they would not put up upfront. So, in my conscious I feel, why would anybody in the world would divide something, spend the money a million cents, give it for free and make it mandatory whether we do just I think God knows why such a proposal came forward. Because we know the employee's mindset. Because for them, the progression of skills is determined by the company. It isn't determined by any document you get it from any entity. So that is the frank reality of whether the project will find the lights of the day or not in that context. All right.

Second thing is that – second thing YB is that I am sorry, I think my colleague is here from the ministry, but I feel the ministry has to do their role as a governance body. The fact you see, we are board that receives information and we use that information to make decisions. So, when we were told that the ministry has officially sanctioned it and approved it to be rolled out, so I am very sure that part of the governance is also actually a collective responsibility, you see. So, because we added the punca kuasa came from data, which is managed by the ministry. They are the guardian of the Act, all right.

So, when a scheme comes in to us as board members, because we are not privy to the agreement, we are not privy to the discussion, and we are only privy to information that is provided in the paper. But the information in the paper looks intact. What is inside the paper, looks intact. But what at the behind of it, we may not be able to speculate because we don't know, all right. But in this particular thing despite that we have expressed the concern but there is also an announcement or approval of it coming out from the ministry in the absence of the board to execute the things. So, if

there is at all, there is anything abnormality, it is the ministry that is supposed to come forward and tell that this is abnormal or yes or no. Insists we are not in that position to make that kind of executive decision.

That is my thought of it because I – we are limited by what that is presented and what is given to us. We don't have the authority to go and let's say, for example, get the ministry officer to say why did you issue the letter. You know like what the MOF has said, there is a representative of MOF in the board who was supposed to fulfil the function, there is a representative of the ministry because the Act says, you must have a representative from the Ministry of Finance, Ministry of HR. So, the presence of them there is to uphold the governance and their duty. So, that is another check and balance that is probably of a gap in that issue YB. Because we can't find anything wrong; we cannot go and speculate there is some element of abuse or wrongdoing when the fact that was presented to you is limited to show you on that, you see.

So that is why until— a clear note by Datuk Rosli later to what he found out based on his capacity as MOF, was presented to the board. So that is how at that juncture we are made to aware there is something that is abnormal related to that. Thank you.

Dr. Hajah Halimah Ali [Ahli PAC]: Terima kasih Pengerusi. Jadi nak inikan puzzle ini. *I am still puzzled* kan. Kalau katakan MOF, wakil MOF tadi *is one of the board members, ordinary board members, betul? Or he is exclusive, with exclusive rights.* Sama juga dengan wakil kementerian kan? Wakil kementerian *also board member* kan?

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Dr. Hajah Halimah Ali [Ahli PAC]: *So, if they are equal to you, both of you. Macam mana dia nak tahu the details itu? How does he spots the you know, something wrong somewhere? How does it apa— it fit in? That was why I brought up that apa isu tadi actually.*

Dato' Palaniappan Joseph [HRD Corp]: *But YB. What is wrong? Unless you say that is wrong but how do we know? I don't really know what's wrong inside there. Unless it being presented. Is it not— frankly lah. I don't know, I have to rely on an agreement, I have to rely on document. What is not stipulated in the paper and document, whatever we say will become a hearsay speculation.*

That is our situation. See, it's not the board is not doing its function. The board— I believe to the best that he can. As MOF rep, they have done it. We as an employer rep has raised the concern. Unless otherwise there is something wrong, then that has to be made available. So that we can use that to the decision. Or else

all decisions will be based on speculation, will be based on hearsay and that's not good for governance as well.

Puan Wong Shu Qi [Ahli PAC]: *Dato' Palani. There is a question. Since you touch on that, because the investment panel under the board. It's not requested to present unless they are requested by board members right? And they are functioning independently, correct?*

Dato' Palaniappan Joseph [HRD Corp]: *My understanding, it's not correct.*

Puan Wong Shu Qi [Ahli PAC]: *Okay please explain how they?*

Dato' Palaniappan Joseph [HRD Corp]: *Investment panel is actually independent of the board. Number 1. This is what we have been told because YB can refer in the minutes I have categorically— I think probably irritationally asked this question consistently in every meeting because I just don't want to be bounded by decisions that someone made and I need to answer for it. Alright?*

So, the board has been consistently informed by the chairman and the CoSec that investment panel is absolutely independent, they are not answerable to the board by the virtue of the Act. The last board meeting, I raised this to the chairman and that time Dato' Rajasegaran and I told him please get the Ministry PUU and AG Chamber for once and for all a legal opinion and clarify this ambiguity.

Alright. So, but what we were told, they are not reporting to us and the notification is on a need basis if its being required and it is not approval. It is only information. Meaning to say; you hear, you cannot stop it.

Puan Wong Shu Qi [Ahli PAC]: *That is what I mean. You can ask question but you are unable to stop any investment decisions made by them.*

Dato' Palaniappan Joseph [HRD Corp]: *And then, the communication to the board is not— is like this. The investment panel as approved, has approved the purchase of building A, alright? Amounting to this and that's all the information, right? No details of— I am just telling you point blank. You read, there is no other detail. For example, what is the valuation report?*

What is the MOF report? What is the comparison of the purchase? What— nothing. Because you know why? You have no authority to ask something beyond your scope of authority. Because they said, the Act doesn't give you the authority because investment panel is independent.

Tuan Sim Tze Tzin [Ahli PAC]: *So, what is the check and balance mechanism on the investment panel?*

Dato' Palaniappan Joseph [HRD Corp]: *So, I believe YB, I don't know. I could be wrong. But I believe the— in the investment panel, the chairman of the board also chairs the investment panel. So, the chairman of the board has to undertake the*

responsibility of the balance and to ensure that, I believe that is why the Act allows the chairman to chair the board and also chair the investment panel. There is also a member of the board in the investment panel being appointed. So, I believe this representative of the board in the investment panel and the chairman has to take full responsibility.

Tuan Sim Tze Tzin [Ahli PAC]: *It seems to me that this is an executive position. Executive position because you can make a decision in the investment panel. So, you make a decision to invest this, buy this building etc. It's an executive position and chairman is not supposed to be in executive position. Isn't that a conflict of interest [Disampuk] happening there?*

Dato' Palaniappan Joseph [HRD Corp]: *Okay. I...*

Tuan Sim Tze Tzin [Ahli PAC]: *And there is no check and balance as well.*

Dato' Palaniappan Joseph [HRD Corp]: *Okay. Whether the word conflict of interest I think legally it could be. I do not know how do you define in a context so I don't want to use the word conflict of a interest here. But, probably YB. This is one grey area on governance that I think we don't know why the Act is constructed in such a way that Act appoints the chairman of the board to the investment panel.*

So, it is actually a provision of the Act. Yes. It is in the Act. So, if at all we need to correct, we need to correct the Act. So that the governance could be made better. Because I agree with you. The investment panel is undergoing an executive function. So, they are making a decision to purchase this, to invest this, and all that. So, but what is the control mechanism?

Because they don't come under the Companies Act provision because they are not registered. So only the HRD Corp Act provides the boundary for that. So, this is where I think we are also stuck in between. That is why, if you notice on the meeting minutes, we asked the other day Dato' Raja to actually request the Ministry PUU and the AG Chamber, please make a clarity on this.

So that– because you see, there was an incident when there was a purchase of a building where we were requested to sign an arm's length declaration. So, our contention is, I don't decide on why you purchase it, how you purchase it. Why do I have to sign an arm's length related to this, right? This was actually raised very strongly in the board. Because we felt that it should not be done.

But then it was told that the Company Act requires the directors because we are governed by the Company Act. So, you got to sign. But, we don't know what its all– I think if you could confirm with the CoSec as BARMAC chairman, I requested the CoSec a question. Because arm's length requirement is provided in the Act. It is a provision in the Act, where investment panel has to provide the arm's length.

The board also has to provide also. So, I requested the CoSec to check with her whether the investment panel is signing arm's length or not? Because I said, I will sign my arm's length based on their arm's length. Because they are the decision maker, not me. So, based on what I believed that I mean what— that was communicated to me at that juncture that is— it is not being or there is no provision but there was a paper that was shared where after the request was made.

That in the investment panel, they table a requirement where the investment panel have to sign an arm's length. But I have not seen the declaration, YB. So, I am just relying to what that was told me by the Companies Sec. Cause I felt it was an issue in the board. So, I felt as a BARMAC audit committee chairman I got to— rather than prolonging the issue, we said, there's only one way out is to get the decision people of making decision, sign arm's length and we will sign arm's length based on their declaration.

Because you are not deciding. You are not privy to any information but you got to sign the arm's length for the purchase. But so, it's an ambiguity in the Act. We need to do something about it, I hope the ministry could take up this as part of the improvement points.

Puan Wong Shu Qi [Ahli PAC]: Okay. Dato' Palani dan juga Dato' Raiha. Jadi saya ada satu soalan. Saya merujuk kepada satu laporan. *Review of governance framework final report that released on 18 October 2018. I am not sure whether you have access to it previously. In the report, it was advised that the investment panel needs to be revised on the composition, established maximum tenure of the members, regular reporting to board and the board need to set up investment policy and targeted returns. Have board ever discussed on this since you were appointed into the board?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *I don't remember it at all. In 2018, when exactly was that?*

Puan Wong Shu Qi [Ahli PAC]: *18 October 2018. So, the question is whether you have access to this report ever?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *I came in December 2018. So, I don't remember...*

Puan Wong Shu Qi [Ahli PAC]: *And after that?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *I don't remember anything about investment panel. What we knew, is that— it is independent. It just have to be informed the board. Only that. So, we don't have any privy on any whatever investment activities, decision making by the investment panel.*

Dato' Palaniappan Joseph [HRD Corp]: YB, I have been there from 2019. I can tell you in certain. No part of any part of the report was ever tabled during the meetings that I was present in the board. I only got to know through some press statements recently, there's such as a comprehensive report exist. To be very frank.

And I think to respond to your question, I think YB's question just now, I recall if you check the board minutes, I think Dato' Raiha went— I think first time when Dato' Rosli came in as a board member, I remembered he raised the concerned whether the chairman can also be the chairman of investment panel.

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Please, have a look at— I can't recall the date of the thing but do recall, I remembered, as a MOF rep, the first day, the first board meeting, he raised the concern to the Chairman to look at. But, probably, I think if this we are going to look at a very overall governance point of view, this could be some of the matter that need to be— grey area that need to be address because it is in the Act.

Puan Wong Shu Qi [Naib Pengerusi PAC]: There is another issue regarding the company structure. For example, who to overlook what or which portfolio? For example, CEO need to look after which portfolio and COO look after what issue. Does it need to go through board to make a decision? The organizing structure of the company.

Dato' Raiha Azni Abd Rahman [HRD Corp]: The organization structure, of course, it is discussed at the BNRC because it will impact in terms of manpower, division of role and responsibilities. So, especially when it is reporting— anything that is reporting to the CEO.

So, I've been since December 2018. You will see the company has grown. There is many, I would say, increase in number of employers, subscribers. I would say in terms of a regional role itself. Everything used to be coming in at the headquarters before. Then, you see that there is more employers registered in Sabah, Sarawak, in the East Coast and the Southern part. So, definitely there is a need—

Every two, three years, we take a look again at where it is in our strategic business focus, whether it assimilates to really— in terms of the structure itself, with the LOA, whether it is working in terms of decision making, speed and so on and so forth.

So, early this year, we decided to have a look because of the increased roles in the region and also looking at the roles of strategic planning. I was opposing, in fact, being even a Chairman of BNRC. They wouldn't want to increase their manpower at that time because manpower cost is actually very high cost. Because,

for a company like HRD Corp, manpower cost is really a concern. The higher the number, then it would be costly for the company.

So, in any corporate structure, strategic planning always reporting to the CEO. But, I think for them, they said they want to start small. So, you know, strategic planning and whatnot, come under the COO. So, there was a need for us to actually carve that out in the customer focus. Because there is increase, 100 percent increase in number in terms of employers and employees, so we need to carve out the customer services as well.

So, leaving the CEO really managing, you know— now, you are talking about 90,000 employers today as compared to just 20, 30, 40 thousand, I would say, three years ago. So, the focus on the CEO is to really looking at the operational requirements. So, that was what being discussed and was approved at the board.

Puan Wong Shu Qi [Naib Pengerusi PAC]: When was the last revision of the structure?

Dato' Raiha Azni Abd Rahman [HRD Corp]: That was done in April this year. When I came in— because I have worked with almost three ministers in human resources, there was a need to restructure again in 2020, I think, with different minister at that time. So, we did restructure. So, this is my second restructuring. I think, Dato' Palani, you can remember? Second restructuring that I have done so far in HRD Corp for the past four years coming to five years in HRD Corp.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Okey, Dato' Raiha. Jadi, because you are leading the BNRC on nomination and remuneration, may I know if the CEO allowance and bonus also come under your committee?

Dato' Raiha Azni Abd Rahman [HRD Corp]: It is in the committee, but definitely is not— it has to go to Minister as well. Anything to do with the CEO, you know, in terms of salary or whatnot— because, you cannot go to the board. It has to go beyond Board.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Can we have details of how much we pay to CEO for bonus since 2020? If you recall it.

Dato' Raiha Azni Abd Rahman [HRD Corp]: I don't remember that. I would not remember exactly how much bonus we pay in 2020 or 2021. I would not remember that. You have to get it from the chief HR officer for the details-lah.

Tuan Sim Tze Tzin [Ahli PAC]: Maybe Dato' TKSU boleh bantu dapatkan maklumat tentang isu ini? The benefit-lah, the package. The contract and the package of the CEO of HRDF. Terima kasih.

Dato' Raiha, I want to ask you about this structure of the company. We look at the structure and we found that a lot of responsibility, very huge responsibility is

transferred to the CEO's office. Do you think that this is a normal practice? Or is it too heavy burden to a person in an organization?

Dato' Raiha Azni Abd Rahman [HRD Corp]: *When it was first designed way back, I think 2020, I think, 2020 or 2021 where we restructure, there was a very heavy responsibility with the CEO. We created the CEO position to take off in terms of the operational day-to-day, so that the CEO would have really time to focus on exactly moving forward in terms of divisionary for long term, so on and so forth. Lock more collaboration, lock more strategic in nature. So, leaving the CEO to deal really day-to-day with customers focus, so on and so forth.*

But, that time, probably the amount of subscribers or the employers were around— small. We were only hardly collecting about— not even a billion. And today we are talking about a levy collection itself, probably around RM2 billion and above.

So, when you see that kind of number volume coming in, even the COO would not have— that is why we have agreed to carve out the customer focus to have another person, another head of customer. The strategic part is given back to the CEO is most stable. We discussed it very, I would say deeply in the board, whether this is a going on, moving on would be stable enough for the organization to make this objective for the next two, three years. Because, we don't see another restructuring unless something radical has— you know, the market has changed, so on and so forth, then we need to restructure again. Because, you don't do restructure every six months or year. Every two, three years, yes. When your strategic vision, whatever deliverable has changed. That's how the decision was done.

Tuan Sim Tze Tzin [Ahli PAC]: *We see that there is, what we called imbalance between the CEO and the COO. Because, COO is supposed to run day-to-day operation but a lot of his responsibility is being transferred to CEO where we think that the COO is not being given the task that he is supposed to run. Can you comment on that, please?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *No. I think because of the increase of number of subscribers like I mentioned, the COO would have more regional operational to deal with compared to before. And the strategic portion is given back to the CEO because in any organization, the first structure that we did was wrong. Because, the strategy were always with the CEO.*

So, it is taken out from the COO. And then, the responsibility on the regional has actually surpassed. He can't do both strategy and customer focus at the same time. So, that's when we decided whether this— this is the best and we debated that it is the best thus far for now. It works for now.

Tuan Sim Tze Tzin [Ahli PAC]: *Because we see that the structure of 1st October 2023 overwhelmingly responsibilities falls on CEO. CEO ya. The COO is you know, not been given it's only like certain program and operation and which is the department...*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *That is big. That is a— I would say one of the biggest is managing 90,000 employees.*

Tuan Sim Tze Tzin [Ahli PAC]: *Okay, Datuk Palani I want to ask you about— talked to you about whistleblower process. So, just now you say that before the board meeting you know, you got all kinds of text and WhatsApp. So, I'm sure because we also got it, you know. So, what is the – what actually caught your attention? Do you have any cases that caught your attention that you personally or BARMAC or your whistleblower process actually investigated?*

Dato' Palaniappan Joseph [HRD Corp]: *Okey, YB. You see because I started in 2019. So, at the beginning stage when we started, we used to have a lot of this kind of issues. But I must tell you that probably I think from the last one or two years, the numbers of this kind of like abnormal WhatsApp sent and unknown people sending that to a certain extent subsided. We no more receive that.*

But you see any good organization no matter how transparent or how you have the system, you must have a whistleblower system because people will be scared of hierarchies, people will be scared of rank. So— and you must have it transparently done. So, that is the reason that actually because I came from the MNC background. So, feel it is important to have the system.

But I think when we brought this forward, the board did not object. In fact honestly, I think I got a good support from the board to went on with it. We spent a big time to strengthen it by having multiple people to be involved in the evaluation. Because you know, you put one or two persons and the complaint comes against somebody that their favorable and it also never come out.

So, what we did, we put audit, we put integrity, and then we put the legal and all to sit there and at least one of the persons will process it. You can't just get everybody to ... what we are doing to do. So, that kind of thing we did, but we also don't want to give them too much of power. So, once they do the analysis, they have to present to BARMAC and BARMAC will make the eventual decision on whether they stop, or it has been taken up both for further action.

So, we make this structure to be a bit more clear and then we communicated this out YB, so that we can look at it. Then, I think another thing that we did also if you notice we have got this anti-bribery certification. It was implemented – it was a Ministry direction, but we took it a bit more this one to put it. Because once you have

the ISO on this, it's a bit more controlled and organised. Things will not be too much according to any person's directive alone because you have got an audit that will be taking place every six months. Things will be picked up and all that. So, these are some of the parameters that we did for that purpose.

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Okay, Shah Alam.*

Dr. Hajah Halimah Ali [Ahli PAC]: *Speaker, sorry.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Tunggu sekejap bagi Shah Alam.*

Dr. Hajah Halimah Ali [Ahli PAC]: *Okey, okey.*

Tuan Haji Azli bin Yusof [Ahli PAC]: *This will be my last one. Just now Datuk Palani mentioned about a few suggestions to improve the good governance that is to improve certain clauses in the Act, right? Besides that, I mean having besides— not having— besides reviewing the chairman as also the chairman of the committee, what are the things you wish to be improved in this so that to improve the good governance? Both Datuk Palani and Datuk Raiha as a [Tidak jelas].*

Dato' Palaniappan Joseph [HRD Corp]: *Some of the things I think will be number one, because you see as what we have seen the organization has grown because with the latest amendment where we made it mandatory for all employers to contribute. So, the size of the fund and the collection were also enhanced. So, I believe at this juncture we can't leave the organization to be in an ambiguous situation where for example like what we are saying now. All right. Some of these changes are not actually organisational changes but it requires a change of the Act itself so that these things are to be addressed upon.*

Say for example number one, the role and the function of the investment panel has to be clearly defined. I think because you see this Act came into existence as a Human Resource Development Act, all right. But we also have a company because we are CLBG we are also governed by the Company Act, all right. So, I think this Act has to be synchronised because it is CLBG. It has to be synchronised with some of the standards of that is applicable to the main Act of company because or else the governance will become an option. So, governance should never be an option all right, in that sense. Number one.

Number two, I feel the role of the Ministry of HR as the mother of the Act has to be made very clear. For example, if the board meeting doesn't constitute there must be a body to say, "Hey, this is not right. You got to do the board meeting." So, there must be a provision where somebody must have the authority. I believe the right authority is to rely on the ministry to do this, all right. That is one.

Number two, I think we must also enhance. I think the process of appointing the board members, process of appointing, it has to be governed under a certain structure because this board requires people of a wide kind of know-how because you are managing a fund, you are also managing the skills requirement of the countries. So, it cannot be a kind of nomination. After that, didn't come seen into the board. I believe these are some structural. These things should take place.

An example like the clarity of it. You see YB, the Company Act says, "In the absence of the chairman, any of the existing board members the meeting can be constituted and any of the members can act as the temporary chairman to conduct the business". That is the provisions of the Company Act. But the interpretation of our Act says the Chairman must exist first. Once the chairman existed, then in his absence the meeting can be. Whether this is right or wrong, my request is that the AG Chamber, the Ministry PUU has to make this once and for all clear whether the provision of the Company Act cannot be consistent with the HRD Corporated. That Act supersedes that provision or we should be the baseline. So that, I think moving forward we are not stuck with all this kind of ambiguity to become the reason that we are not able to function.

Then, I think very importantly the role of the investment panel has to be very clearly defined. Because you see, once I think we decide whether the Company Act will supersede the HRD Corp Act or not, then I think the investment panel has to be a body that is able to take responsibility and report all the core business that is related to that. Because you see at the end of the day, the chunk of the money that has to be spent, be it in terms of purchased or be it in terms of investment in shares or whatever portfolio investment has been done, is actually undertaken by the investment panel.

So, meaning to say, the whole chunk of the billions, is not being managed by the board, it is managed by the investment panel. So— but the board is seen as the fiduciary duty but without the authority to decide on the movement of the fund. It looks so weak and weird in terms of [Tidak jelas], but that is the law. I think this should be some of the structural thing. Once we correct then we will be able to clarify. I believe the ministry and the AG Chambers, and the PUU should look into it because you see the Act says 10 industries representatives. These are not professional legal people to determine the governance. It says two persons that are dominated by the Minister on the independent, a representative from the MOF and three representatives from training organization involved in training. Meaning to say, the entire structure of these people what is there, the competencies required related to the investment. It is not stated there but you are assigning these people to manage the billions.

So, I believe this should be the improvement in terms of – I mean, I'm not— nothing going on like absolutely the abuse or what, but the system actually creates the space for multiple interpretations which will one day end up with an abuse.

So, my suggestion YB I think moving forward we should look into these kind of areas, empower the ministry to be a bit more stronger to make some decisions and then positions on the matter. Maybe we should look at changing the law because the Act you are implementing—came in quite— some of you are Members of Parliament. So, you are the authority to do it. So, my appeal please look into some of the things— let's strengthen the law in that context. Thank you.

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Puan Wong Shu Qi [Naib Pengerusi PAC]: *Okay. Thank you, Dato' Palani. May I have an opinion from Dato' Raiha before we go to YB Kapar.*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *Definitely, my concern is IP lah. Because a lot of people ask us also, why are we not having an oversight for IP? But, then again, the requirements to become a member of investment panel would be different. You must have some financial investment— what you call, skill set for you to be in that investment panel and how should it be, the check and balance is something that probably— again, the Ministry of Human Resources altogether, we have to look into it.*

Other than that, I think HRD Corp has progressed. You know, a lot from before. You know, with the establishment of BARMC, BNRC and also risks, ya. And of course, I think the suggestion coming from Datuk Rosli on the procurement side to be more— I would say, with transparent, with, you know, the duties to make sure that it is very, very done fairly and equitably.

So, that would be better in that position. Other than that, I think HRD Corp has actually progressed a lot and of course which with, you know, you are talking about from 13,000 to 19,000 employers in the span of three years and the covering from, you know, just 2.56 million to almost 5 million employees within three years.

The levy collection coming from just below RM500 million to almost RM2 billion. So, definitely, the check and balance must be there. I think, HRD Corp today would be always, we are concerned about, you know, in terms of governance, integrity and what not. So, the fiduciary duty coming from the board, very much concerned about that. Because the more that you are actually, the money that's getting in into HRD Corp.

You know, I get very nervous. Kemudian we asked a lot of questions. Where is this, what are we going to do with the money, that kind of stuff you know. That's how I feel. Moving forward, ya.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Okey. YB Kapar, *then* selepas itu Bayan Baru.

Dr. Hajah Halimah Ali [Ahli PAC]: Okey. Sikit saja lah. Dia berkenaan dengan *what you all have been saying*. So, *investment panel* itulah yang sepatutnya menentukan ke mana *all the cash should be going*, kan? Tetapi, BOD macam *just endorse*, ya? So, *my question is*, selama beberapa bulan...

Dato' Raiha Azni Abd Rahman [HRD Corp]: *Sorry, its not endorsed. Its just informed.*

Dr. Hajah Halimah Ali [Ahli PAC]: *Informed?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *Yes. Informed. We have no...*

Dr. Hajah Halimah Ali [Ahli PAC]: *Okay, that's even worse. [Ketawa]*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *Informed.*

Dr. Hajah Halimah Ali [Ahli PAC]: *Okay, Dato' Palani was concerned just now, kan? Okey. Daripada personal— your personal experience itself-lah, this is way forward. Kita nak ini, kan? We want to record it, kan? As lessons learned. How do you feel, bila board tak ada 'real chairman'?*

Maknanya, *yes. You got chairman for the meeting. You all* apalah, gilir-gilir, kan? Tetapi *the chairman of the board itself* tak ada. *How do you all feel? Do you miss that*, apa ke, ke macam mana? Or, adapun ada, tak ada pun tak apa? *After all, if you all just being informed on big decisions*, ke macam mana itu? *What is it actually?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *Sorry. I don't really get your...*

Dr. Hajah Halimah Ali [Ahli PAC]: *You don't have the chairman of the board.*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *We don't have chairman of the board, since I think early of this year. Chairman of HRD Corp board.*

Dr. Hajah Halimah Ali [Ahli PAC]: *Yes.*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *But, you mentioned just now, chairman of investment panel.*

Dr. Hajah Halimah Ali [Ahli PAC]: *The meeting.*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *Okay. The meeting was not...*

Dr. Hajah Halimah Ali [Ahli PAC]: *You all get the meeting, kan?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *Ya, ya.*

Dr. Hajah Halimah Ali [Ahli PAC]: *Yang itu, siapa pun boleh.*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *No, no. Cannot.*

Dr. Hajah Halimah Ali [Ahli PAC]: *Cannot?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *Cannot. You must have a chairman or a deputy chairman. Only then, but there's a period whereby Dato' Raja was appointed as a Chairman for a period of about...*

Dr. Hajah Halimah Ali [Ahli PAC]: *Temporarily? Temporary?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *About three months.*

Dr. Hajah Halimah Ali [Ahli PAC]: *Three months?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *So, we had meetings during that period.*

Dr. Hajah Halimah Ali [Ahli PAC]: *So, how do you feel? How do you all, as board members, rasa? Should this be happening like this or how do you prefer it next time?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *It shouldn't lah. For any organization to be successful, there must be consistent quarterly meetings, at least. To be informed of their activities, issues and concerns that is required. So, when you don't have a chairman, you are being paid.*

For my case, I'm being paid as a board of director. I get very conscious. So, what do I do, you know but I will go to the office to help them in human resources ,whatever. But, I sit in the board as well. So, we get nervous when we don't have meetings. We will call out, you know. Is there anything you need on my expertise or whatever. So, that's how I felt. So, we are happy that finally, there's a Chairman of HRD Corp appointed recently.

Dato' Palaniappan Joseph [HRD Corp]: *Yang Berhormat, to answer straight, I think this is something that is non-compromisable. You are an organization, running billions and you don't conduct the— the main thing is, its not about whether the people are having integrity or they are well or they are competent. It is not the issue of that.*

The function of the board and the chairman to ensure governance. So, therefore, I think it is definitely something that is very, very uncomfortable. Because end of the day, the board need to function. I mean, the company needs to, the organization needs to function. So, I believe moving forward, one of the essential things that has to be taken up— I request, I'm sorry. I think MOHR. Because it says, the Act says the appointment is done by the Ministry. Alright? So, I believe, moving forward, a clear succession plan has to be done. I believe, the Ministry has got the division, which handles all these matters.

I think, a clear SOP need to be drawn up, where I believe the term is quite stipulated. Everybody's terms, start and end terms is stipulated. We can do a very

simple organization planning. Maybe, start the process of a six months earlier. Complete and get the board to function smoothly, and also in that sense.

So, this is something that is sad but I believe, moving forward, we have got the Chairman yesterday. The Minister joined the first meeting of the new board, and he explain that, he wanted the board to function effectively and also be robust in exchanging opinions and all that.

So, we believe moving forward. We should have an end to this and work on more on the governance a part of it. But, like what I said, we need also to amend or dough, variation where required to the law. So, they like, what– you have an interpretation that among the board members can chair the meeting but it's not. So, these are the things that we need to look up.

Tuan Sim Tze Tzin [Ahli PAC]: *So, this interpretation of must have a chairman before the board can have meeting is an interpretation of KSM also or not, Dato' TKSU? Is it the interpretation of PUU in MOHR juga?*

Puan Wong Shu Qi [Naib Pengerusi PAC]: Boleh kita menjemput PUU MOHR untuk menjawab?

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: *I have a PUU here.*

Puan Shamsuraty binti Shamsuddin [Kementerian Sumber Manusia]: Berkenaan dengan sama ada *chairman absent* atau– *the vacancy of the chairman*. So whether the board can proceed with the meeting or not. Kalau kita tengok pada *constitution of HRD Corp* sendiri, dia hanya menyebut tentang, “*the chairman shall preside as Chairman at every meeting of the board, or if he is absent or off at every meeting of the board, or if at any meeting, he is not present within 30 minutes after the time appointed for holding a meeting, the deputy chairman shall be Chairman, or if the deputy chairman is not present at the meeting, then the remaining member shall elect from among themselves, a person to be Chairman for the duration of the meeting and the persons so elected shall be deemed to be temporarily exercising the power of the Chairman.*”

So, dalam *constitution* ini, dia *silent about vacant*. Dia hanya menyebut berkenaan dengan *absent*. Tetapi *it should include both– including the vacancy*. So, sepatutnya boleh lah menjalankan mesyuarat dalam keadaan tiada *chairman*, tetapi ada pengganti lah. Kena ada pengganti, dengan syarat ada kuorum yang cukup. Sebab kuorum dia, kalau tidak silap saya, mesti 10 orang.

Dr. Hajah Halimah Ali [Ahli PAC]: *Thank you for both...*

Tuan Sim Tze Tzin [Ahli PAC]: Ini bermaksud, ini bermaksud bahawa *the interpretation of HRD Corp is different from what the PUU of MOHR. The board can have meeting, am I right?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *We have been advised by our company sec, you know. I'm sure, our lawyers, the lawyers HRD Corp would have a better perspective of what— you can't hold any meetings because we don't have a chairman, we don't have a deputy chairman. So, only that three months period when the minister appointed a chairman, that we had meeting.*

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Dato' Palaniappan Joseph [HRD Corp]: *So, we were informed of that interpretation, YB. So, we were all— there were some clarifications whether we could have a meeting. But, the reason was that because there is no chairman.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *So, you were informed by the CoSec?*

Dr. Hajah Halimah Ali [Ahli PAC]: *And she is also the legal advisor for HRD Corp. So, the question is patutkah orang lain? CoSec lain, legal advisor lain.*

Tuan Sim Tze Tzin [Ahli PAC]: *Okey, Yang Berhormat.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *You got last question?*

Tuan Sim Tze Tzin [Ahli PAC]: *Last question.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Okay.*

Tuan Sim Tze Tzin [Ahli PAC]: *So, last question is— we are talking about governance here. The whole proceeding is about governance, and I think I still want to know a little bit more about this whistleblower committee. Have you encounter any complaints or issues that brought up to you and the whistleblower panel actually gone through and actually take action? You want to share here what are the success of that panel that has successfully found out wrongdoing or something like that to this committee, please?*

Dato' Palaniappan Joseph [HRD Corp]: *I often but we do have— definitely, we had cases. I remembered looking into some of the cases that was presented to the BARMAC, later to whistleblower.*

I believed there was one case whereby related to the training company and one of the trainer of the training company complaint against the company itself saying that you are not complying to certain requirement and it was sent via the whistleblower mechanism. Then, we called the committee to interview this one and finally we took action against the company. I do remember that that has taken place. Internally, against any of the staff of the organization as of what I could recall, no. I don't remember handling any of this thing. We also have received some cases

whereby it is more of like just throwing a story against someone and the committee look at it and it come out with the fact and said it is not a...so.... So, I could just remember this was some of the things that was discussed, YB. But I think, if it is required, then probably— we have got the minutes of the BARMAC report where we have actually something that we capture, because I want that to be transparently captured.

So, we have cases how many being captured, how many being solved, how many that is spending. So, I made them, the management to report this in the BARMAC meeting. So, we have got that formats being made after I took over the chairmanship. So, I could get them to share with you to see there is some mechanism going on and there is also a process flow, how to handle. Within how many days it takes to process and all that. That is a clear process flow in terms of this.

Who sits in the committee, who is allowed to the second layer and final decision before we lodge to the authority, the chairman has to preside the meeting and then it is— that is a clear mechanism on this, YB.

Tuan Sim Tze Tzin [Ahli PAC]: Do you have any big cases that you want to share with this committee that is important and related to good governance?

Dato' Palaniappan Joseph [HRD Corp]: Frankly, I think the last two, three years, I mean the last two years, I don't encounter major compliance issues. All right. We had in 2018, there was MACC audit being conducted. Then, from that audit, there was some recommendation that was supposed to be executed, YB.

So, when I took over as a BARMAC Chairman, we look at each of the item that MACC has recommended and what are the things that we can execute and what are the things on pending. So, among the things that MACC request is also the whistleblower, the notification system. And that also some are the reporting on the pending issue that they are finding in the audit. And the last one was actually the requirement for the HRD Corp staff to make a declaration of asset. That was a last piece that in the last board meeting in the April, we tabled it and we got the board to agree and subsequently, we wrote to the MACC to say that we will be implementing this.

So, just coincidently of— yesterday, I must— I think to share, yesterday's meeting when we had the engagement session with the Minister, we were told that the MACC gave a letter to HRD Corp based on the review done in 2018 to 2020 and 2020 to 2022 review that the risk level has been revised to medium or something. So, that was shared to the board members yesterday in the board meeting, YB. So, this is some of the elements related to some of the requirement or audit that we have taken up actually. Thanks.

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Okay.*

Tuan Sim Tze Tzin [Ahli PAC]: *Sorry. Final question. Have every board actually declared your assets? And to whom that you guys declared the assets?*

Dato' Raiha Azni Abd Rahman [HRD Corp]: *It is required only to declare the conflict of interest. No nobody has asked us to declare any assets thus far.*

Dato' Palaniappan Joseph [HRD Corp]: *Because, we are not functioning as an executive board. We are more of a advisory board. So, we have to declare our conflict of interest in written and subsequently at the beginning of the meeting, we got to declare it has any conflict before the start of the meeting. That is how the governance is done.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Seems we are left only four minutes to 5 o'clock, any other question from our Ahli PAC? Okey. [Disampuk] Ya, soalan terakhir ya. Since we were informed that you had meeting last night, boleh saya tahu sama ada wakil MOF dijemput untuk hadir mesyuarat semalam?*

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: *Yang Berhormat, kita belum ada wakil MOF lagi.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Jadi, bukan MOF telah hantar surat kepada Menteri memaklumkan bahawa mereka berhasrat untuk melantik Datuk Rosli sebagai wakil MOF?*

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: *Ya, setahu saya, Yang Berhormat Menteri Sumber Manusia telah menulis surat kembali kepada Kementerian Kewangan supaya mencadangkan nama yang lain.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Bila surat itu? Tarikh?*

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: *Saya tak ingat tetapi saya ada nampak surat itulah. Saya tak ingat tarikhnya. Saya kena cari dekat office balikkah.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Okey.*

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: *Saya tak ingat tapi surat daripada Menteri sendirilah.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Ya. Mungkin kalau boleh dapat sesalinan, bekalkan ke sekretariat.*

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: *Saya kena tanya Yang Berhormat Menteri terlebih dahulu.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Okey, terima kasih. Jadi, kalau tak ada soalan lagi, kami ucapkan terima kasih kepada TKSU kementerian, Dato' Haji Amran bin Haji Ahmad dan juga Dato' Raiha, Dato' Palani yang hadir ke prosiding*

PAC keenam kali berkenaan Pengurusan Dana Latihan dan Keberkesanan Program Latihan HRD Corp.

Kami akan panggil mesyuarat— akan sambung lagilah untuk *landing* isu ini. Kalau ada maklumat yang boleh bantu kami, sila hubungi dengan Sekretariat PAC untuk lengkapkan siasatan kami.

Sekian, terima kasih. Saya tangguhkan mesyuarat hari ini.

[Mesyuarat ditangguhkan pada pukul 4.58 petang]



MALAYSIA

LAPORAN PROSIDING (HANSARD)

Rabu, 18 Januari 2024

Bil. 6(g) / 2023

MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA

**Prosiding:
Pengurusan Dana Latihan dan Keberkesanan
Program Latihan HRD Corp**

- (i) Kementerian Pendidikan Malaysia**
YBhg. Dato' Haji Amran bin Haji Ahmad
Timbalan Ketua Setiausaha (Dasar & Antarabangsa)
- (ii) HRD Corp**
YBhg. Datuk Wira Shahul Dawood
Ketua Eksekutif

**PENGGAL KEDUA
PARLIMEN KELIMA BELAS**

**MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA
BILIK MESYUARAT JAWATANKUASA 1, TINGKAT 2 BLOK UTAMA
BANGUNAN PARLIMEN, PARLIMEN MALAYSIA
KHAMIS, 18 JANUARI 2024**

AHLI-AHLI JAWATANKUASA

Hadir

YB. Datuk Wira Mas Ermieyati binti Samsudin [Masjid Tanah]	- <i>Pengerusi</i>
YB. Puan Wong Shu Qi [Kluang]	- <i>Naib Pengerusi</i>
YB. Tuan Syahredzan bin Johan [Bangi]	
YB. Puan Vivian Wong Shir Yee [Sandakan]	
YB. Dato' Mohd Isam bin Mohd Isa [Tampin]	
YB. Tuan Sim Tze Tzin [Bayan Baru]	
YB. Tuan Ts. Zahir bin Hasan [Wangsa Maju]	
YB. Dr. Richard Rapu @ Aman anak Begri [Betong]	
YB. Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Kubang Pasu]	
YB. Tuan Ahmad Tarmizi bin Sulaiman [Sik]	
YB. Datuk Ali anak Biju [Saratok]	

Tidak Hadir [Dengan Maaf]

YB. Tuan Haji Azli bin Yusof [Shah Alam]
YB. Dr. Hajah Halimah Ali [Kapar]

URUS SETIA

Encik Ahmad Johan bin Mohd Affandi [Ketua Sekretariat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia]
Encik Muhammad Zydil Iman bin Zulkefli [Juruaudit Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia]
Encik Amirul Ashyraaf bin Zulkifle [Penolong Setiausaha (Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia)]

HADIR BERSAMA

Jabatan Perkhidmatan Awam

Encik Nor Zahidi bin Abdul Rahman [Ketua Penolong Pengarah (Bahagian Perkhidmatan)]

Jabatan Peguam Negara

Puan Norilawati binti Ismail [Peguam Kanan Persekutuan (Bahagian Penasihat)]

Kementerian Kewangan

Puan Nadeema binti Kamaruddin [Ketua Penolong Setiausaha Kanan (Bahagian Kawalan Kewangan Strategik dan Korporat)]

Jabatan Audit Negara

Dr. Suraya binti Adnan [Ketua Penolong Pengarah Audit (Sektor Audit Syarikat Kerajaan)]

Jabatan Akauntan Negara

Encik Badrul Hisam bin Ismail [Ketua Penolong Pengarah Kanan (Bahagian Perkhidmatan Operasi Pusat dan Agensi) (BPOPA)]

Suruhanjaya Pencegahan Rasuah Malaysia

Puan Gan Nen Shan [Penolong Pesuruhjaya (Bahagian Penyiasatan Tatakelola)]

Encik Gunalan Perumal [Penolong Pesuruhjaya (Bahagian Pemeriksaan dan Perundingan)]

Puan Ng Seh Fern [Pegawai Siasatan]

Kementerian Ekonomi

Encik Che Rahim bin Daud [Pengarah (Bahagian Pembangunan Modal Insan)]

SAKSI**Kementerian Sumber Manusia**

YBhg. Dato' Haji Amran bin Haji Ahmad [Timbalan Ketua Setiausaha (Dasar dan Antarabangsa)]

Puan Shamsurriaty Shamsuddin [Penasihat Undang-Undang]

HRD Corp

YBhg. Datuk Wira Shahul Dawood [Ketua Eksekutif (Korporat)]

Encik Mohamad Farizul bin Yahaya [Ketua Pegawai Kewangan]

Encik Rony Ambrose Gobilee [Ketua Pegawai Strategi]

Puan Merle Fernandez [Ketua Pegawai Undang-Undang dan Setiausaha Syarikat]

Puan Wan Yon Shahima binti Wan Othman [Ketua Pegawai Pelanggan]

Puan Siti Suryati binti Kama Asnawi [Ketua Pegawai Sumber Manusia]

Puan Vivienne Goh Sook Ling [Ketua Jabatan (Pejabat Ketua Eksekutif)]

Encik Muhammad Safwan bin Ramlan Ketua Jabatan (Perhubungan Kerajaan dan Parlimen)]

LAPORAN PROSIDING

MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA PARLIMEN KELIMA BELAS, PENGGAL KEDUA

**BILIK JAWATANKUASA 1,
PARLIMEN MALAYSIA, KUALA LUMPUR**

KHAMIS, 18 JANUARI 2024

Mesyyuarat dimulakan pada pukul 10.10 pagi

*[Yang Berhormat Datuk Wira Mas Ermieyati binti Samsudin
mempengerusikan Mesyyuarat]*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Assalamualaikum warahmatullahi wabarakatuh*, salam sejahtera dan selamat datang saya ucapkan kepada Yang Berhormat Naib Pengerusi, YB Wong Shu Qi. Yang Berhormat Ahli-ahli PAC Parlimen Kelima Belas, ahli-ahli ex-officio yang terdiri daripada Jabatan Peguam Negara, Jabatan Perkhidmatan Awam, Kementerian Kewangan, Jabatan Audit Negara, SPRM, Kementerian Ekonomi dan Jabatan Akauntan Negara. Terima kasih kerana hadir untuk mesyyuarat pada pagi ini.

Yang Berhormat Ahli-ahli Mesyyuarat sekalian, hari ini PAC akan menyambung semula prosiding berkenaan dengan Pengurusan Dana Latihan dan Keberkesanan Program Latihan HRD Corporation (HRD Corp) di bawah Kementerian Sumber Manusia dan ini adalah merupakan prosiding yang ketujuh. Paling banyak ya setakat ini? Paling banyak setakat ini, yang membabitkan pengurusan Dana Latihan dan Keberkesanan Program Latihan HRD Corp.

Dalam prosiding yang pertama diadakan pada 23 Oktober 2023, PAC telah pun mendengar keterangan dan penjelasan daripada Yang Berbahagia Dato' Haji Amran bin Haji Ahmad, Timbalan Ketua Setiausaha (TKSU) Dasar dan Antarabangsa selaku pegawai pengawal Kementerian Sumber Manusia dan Yang Berbahagia Datuk Wira Shahul Dawood, Ketua Eksekutif HRD Corp.

Manakala prosiding kedua yang telah pun diadakan pada 1 November 2023 yang mana jawatankuasa ini telah pun mendengar penjelasan dan keterangan daripada Yang Berbahagia Datuk Rosli bin Yaakub, mantan Ahli Lembaga Pengarah HRD Corp merangkap Timbalan Setiausaha Bahagian Sektor Tadbir Urus dan Korporat, Bahagian Syarikat Pelaburan Kerajaan (GIC) Kementerian Kewangan dan Yang Berbahagia Datuk Chia Hui Yen, mantan Ahli Lembaga Pengarah HRD Corp.

Dalam prosiding ketiga yang telah diadakan pada 2 November 2023, PAC telah mendengar keterangan dan penjelasan daripada Yang Berhormat Tuan V.Sivakumar, mantan Menteri Sumber Manusia dan seterusnya prosiding keempat yang telah diadakan pada 20 November 2023, PAC telah mendengar keterangan dan penjelasan daripada barisan Ahli Lembaga Pengarah HRD Corp bagi sesi tahun 2022.

Dalam prosiding kelima yang diadakan pada 23 November 2023, jawatankuasa ini telah mendengar keterangan dan penjelasan daripada Yang Berbahagia Datuk Ariff Farhan Doss, Ketua Pegawai Operasi HRD Corp dan Yang Berusaha Tuan Elanjelian Venugopal, mantan Ketua Pegawai Eksekutif HRD Corp. Lanjutan daripada prosiding berkenaan, PAC ingin mendapatkan beberapa lagi maklumat lanjut berhubung dengan HRD Corp dan hadir di hadapan PAC bagi memberi penjelasan kepada PAC dalam prosiding pada hari ini adalah Yang Berbahagia Dato' Haji Amran bin Haji Ahmad, TKSU Dasar dan Antarabangsa KSM dan Yang Berbahagia Datuk Wira Shahul Dawood, Ketua Eksekutif HRD Corp.

Jadi tanpa membuang masa, saya dengan ini ingin menjemput Yang Berbahagia Dato' Haji Amran bin Haji Ahmad, TKSU Dasar dan Antarabangsa jika ada sebarang maklumat, perkembangan terkini berkenaan dengan HRD Corp sebelum kita bukakan soalan-soalan daripada anggota Ahli-ahli PAC. Silakan Yang Berbahagia Dato'.

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Terima kasih Yang Berbahagia Datuk Wira Pengerusi, Datuk-Datuk, Tuan-tuan dan Puan-puan yang saya hormati sekalian. Saya kira prosiding yang ketujuh ini tidak ada sebarang pembentanganlah untuk saya bentangkan pada kali ini melainkan untuk saya bersedia untuk memberikan kerjasama dalam menjawab soalan-soalan yang akan diajukan oleh jawatankuasa kepada sayalah, Yang Berhormat Datuk Wira Pengerusi.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey. Terima kasih. Jadi saya – Dengan ini saya mohon sahabat-sahabat Yang Berhormat untuk boleh mengemukakan soalan kepada ahli-ahli saksi pada hari ini. Terima kasih

Puan Wong Shu Qi [Naib Pengerusi PAC]: Datuk Wira Pengerusi, boleh? Okey, terima kasih Datuk Wira Pengerusi. Saya ingin membuka sesi hari ini dengan soalan pertamalah kepada Ketua Eksekutif HRD Corp, Datuk Wira Shahul Dawood untuk memperkenalkan diri sendiri terlebih dahulu iaitu latar belakang, dulu belajar di mana dan bagaimana *recruit* masuk ke HRD Corp dan juga pengalaman kerja dan sebagainya. Terima kasih.

Datuk Wira Shahul Dawood [Ketua Eksekutif (Korporat) HRD Corp]: *Bismillahi Rahmani Rahim. Assalamualaikum warahmatullahi wabarakatuh. A very good morning to Yang Berbahagia Datuk Wira Honourable Chairman, Honourable Deputy Chairman and*

Members of the PAC Committee. Once again, thank you so much for giving us opportunity to come and share our views and the points.

With regards to Yang Berbahagia Deputy Chairman's question, I was a technology guy. Prior to I joined HRD Corp...

Datuk Ali anak Biju [Ahli PAC]: Pengerusi.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Ya.

Datuk Ali anak Biju [Ahli PAC]: Boleh tak saya minta kebanyakan percakapan ini dalam Bahasa Kebangsaan? Sebab ini dalam rekod kita, *Hansard* kita.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Saya minta ya – Terima kasih Yang Berhormat. Ada permintaan daripada Ahli PAC kita, Yang Berhormat Datuk Ali untuk siapa yang akan memberikan penjelasan dapat memberikan dalam Bahasa Melayu bagi memudahkan untuk urusan rekod dan juga Sekretariat. Terima kasih.

Datuk Wira Shahul Dawood [HRD Corp]: *Honourable Datuk Wira, I think this is a very important committee. And I want to answer my questions very confidently in the language I'm comfortable with. I wish the committee could allow me opportunity. I can speak in bahasa but I want to communicate the right things in the right messaging because I don't want to be misconstrued in my messaging. Even the court allows you to speak in the language which you are comfortable with. So I wish that I will be given the similar opportunity here.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Ahli PAC lain?

Dato' Mohd Isam bin Mohd Isa [Ahli PAC]: Bukan masalah *confident* tak *confident* Datuk. Kita dalam PAC ini memang Bahasa Kebangsaanlah. Itu yang *very important*.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Datuk Wira Pengerusi, kita minta Yang Berbahagia Datuk, *do your best* lah to speak in bahasa Melayu [Ketawa], *because our national language. Because* kita punya report would be in Malay. So you cakap bahasa Inggeris, dia orang akan terpaksa *translate* pula into Malay. Kadang-kadang *translation* ini *may not be accurate* lah. Terima kasih.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Ataupun kita cubalah. Cuba Datuk Wira jawab soalan satu ke satulah. Boleh saya minta Datuk Wira bagi makluman terlebih dahulu iaitu Datuk Wira besar di mana, asal mana, kampung mana dan juga belajar di mana dan bagaimana masuk ke bidang HRD Corp atau *human resources* ini. Terima kasih.

Datuk Wira Shahul Dawood [HRD Corp]: Terima kasih Datuk Wira. Bukan saya tak boleh cakap bahasa tapi *I don't want to embarrass myself and HRD Corp. I think if I'm not given opportunity, I wish not to speak today. Thank you Sir.*

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Yang Berhormat Datuk Wira Pengerusi, bolehkah saya memberikan pandangan sedikit?

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Ya.

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Saya rasa kita teruskan prosiding ini walaupun beliau menggunakan bahasa Inggeris tapi saya rasa mungkin kita boleh fahamlah. Jika tidak, prosiding ini kita tak dapat nak teruskan dan tak banyak maklumat yang boleh kita terimalah, untuk pertimbangan Yang Berhormat Datuk Wira Pengerusilah.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Saya sebenarnya memang tiada masalahlah tapi sebab dalam kita punya prosiding pun sampai ke hari ini, tahun lepas kita dah ada 63 Mesyuarat PAC dan saya boleh katakan 90 peratus itu semua dalam bahasa Malaysia dan menjadi rakyat Malaysia satu – Saya pun tak menjangkakan YB Datuk Ali nak *highlight* benda ini.

Tapi satu ingatan juga buat saya dan kawan-kawan lain bahawa bahasa Malaysia itu adalah Bahasa Kebangsaan terutama sekali untuk dalam jabatan kerajaan dan sebagainya. Soalan YB Kluang itu saya rasa *simple je*. Memperkenalkan diri, kan. Jadi takkanlah dalam soal nak memperkenalkan diri pun tak boleh ini. Tapi tak apalah kalau Yang Berbahagia Datuk Wira tak boleh ini dan tak apalah kita terimalah, ya. *Thank you*.

Tuan Sim Tze Tzin [Ahli PAC]: Tapi saya, saya – Pengerusi, saya rasa macam ini. Sebab ramai di antara kita walaupun bahasa ibunda mungkin bukan bahasa Melayu tetapi kita cuba juga. Sebab kita menghormati Dewan dan sepanjang – Kalau *you* kata *comfortable*, *I'm comfortable in many more languages*. Tapi saya nampak bahawa sepanjang prosiding, kita tanya KSU, Menteri datang, ex-Menteri datang, mereka cuba jawab soalan. Saya nampak bahawa kalau kerana isu bahasa tidak mahu jawab soalan, itu satu tidak menghormati PAC lah. Jadi saya harap-haraplah Datuk boleh cuba jawab sebanyak mana yang mungkin. Terima kasih.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Terima kasih. Bayan Baru dan Kluang antara contoh yang saya kira dalam prosiding, memang gunakan bahasa Melayu yang baik. *But* ya, saya setuju lah tapi itu harapan kitalah. So, boleh mulakanlah. Terima kasih.

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Datuk Wira Shahul Dawood [HRD Corp]: Datuk Wira, *I mean, my background was a degree in technology, IT. Prior to I joined HRD Corp, I was in Informatics College. Informatics is a leading technology college, I was with them for almost sembilan tahun as multiple portfolios from lecturer, marketing to the Vice President of Informatics. I jaga dua countries, Indonesia, Sri Lanka. Lepas I habis HRD— I mean Informatics. I started of JobsDB.com, I was one of the founders of JobsDB.com. JobsDB.com is one of the largest jobs site in Asia Pacific.*

Prior to the listing in 2008, we couldn't proceed due to SARS, so we have to hold on to the listing and I let go my shares of JobsDB in 2000. After that, I put up one of the largest

events companies in Malaysia. We operate almost eight countries. That was my last entrepreneur journey before I was asked to do a national service in 2020 by the former Minister of Human Resources, Datuk Seri M. Saravanan. So, I come with a corporate background of almost 25 years of corporate experience, take care of different portfolios from operations, finance, management. So, that is my background on corporate world before I come to HRD Corp. Terima kasih.

Tuan Sim Tze Tzin [Ahli PAC]: Bolehkah Pengerusi? Bolehkah Datuk terangkan sedikit tentang latar belakang akademik?

Datuk Wira Shahul Dawood [HRD Corp]: *I was educated in India. My school was in India, at Montfort Boys School. Lepas that, I was that— doing a technology course, I completed then I come here and do my programme in Standford College. Then, I was doing multiples executive business degree (ABE). So, I can handover to you some of my credentials, where I come from.*

Tuan Sim Tze Tzin [Ahli PAC]: *Your first degree, your undergrads?*

Datuk Wira Shahul Dawood [HRD Corp]: *Technology. Degree in computer science.*

Tuan Sim Tze Tzin [Ahli PAC]: Dari mana?

Datuk Wira Shahul Dawood [HRD Corp]: *India.*

Tuan Sim Tze Tzin [Ahli PAC]: *In university?*

Datuk Wira Shahul Dawood [HRD Corp]: *Bharathidasan.*

Tuan Sim Tze Tzin [Ahli PAC]: Universiti apa?

Datuk Wira Shahul Dawood [HRD Corp]: *Bharathidasan.*

Tuan Sim Tze Tzin [Ahli PAC]: Okey. Ada *post graduate*-kah tidak?

Datuk Wira Shahul Dawood [HRD Corp]: *Ada post graduate.*

Tuan Sim Tze Tzin [Ahli PAC]: *Post graduate dari mana?*

Datuk Wira Shahul Dawood [HRD Corp]: *Recently, I completed— I did a programme. First, it was with a— programme on a IT strategy. It is not a— it is executive PG, post graduate programme. It was short-term programme for six months on executive strategy. I will give it to you all these details. I was a bit taken aback with all these things. So, give me some time to digest and answer back to you. Thank you.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, Bangi.

Tuan Syahredzan bin Johan [Ahli PAC]: Tadi Datuk ada maklumkan. Datuk kemudiannya dilantik menjadi Ketua Pegawai Eksekutif HRD Corp ini. Jadi, boleh tak saya tahu, bagaimana Datuk dikenal pasti dan kemudian dilantik. Adakah melalui satu proses ada proses *interview* ataupun Datuk ada berjumpa dengan Menteri? Bagaimana lantikan tersebut terjadi?

Datuk Wira Shahul Dawood [HRD Corp]: YB, memang saya tak tahu *that I was being called for this interview bila I was working as an entrepreneur. I dapat call daripada Datuk Seri M. Saravanan, satu hari fasal jumpa dia, attend interview for HRD Corp. I was never know and I was never went for that.*

But later on, when he said that he wanted me to— ask me for my background of corporate work experience, I have given all my credentials, then he said I want you to look into this opportunity to take up this HRD Corp as I come with the vast background of education and jobs. That was a primary criteria he gave it to me. So, that was the interview I was attended with Datuk Seri M. Saravanan.

Tuan Syahredzan bin Johan [Ahli PAC]: Adakah Datuk kenal mantan Menteri pada ketika itu sebelum dihubungi oleh mantan Menteri?

Datuk Wira Shahul Dawood [HRD Corp]: Yes, I know him. I know him for some time but I never had the opportunity to work with him before.

Tuan Sim Tze Tzin [Ahli PAC]: Datuk, apabila ditawarkan pekerjaan tersebut, di manakah Menteri tawarkan pekerjaan, melalui telefon kah atau di mana Datuk jumpa dengan Menteri masa itu?

Datuk Wira Shahul Dawood [HRD Corp]: I jumpa dia di Kementerian Sumber Manusia bila dia call saya.

Tuan Sim Tze Tzin [Ahli PAC]: Ditawarkan di kementerian?

Datuk Wira Shahul Dawood [HRD Corp]: Kementerian, ya.

Tuan Sim Tze Tzin [Ahli PAC]: Dia jumpa you, direct dia tawar?

Datuk Wira Shahul Dawood [HRD Corp]: Dia call saya, I jumpa di kementerian. I bagi— lebih kurang satu jam I jumpa dia.

Tuan Sim Tze Tzin [Ahli PAC]: Masa itu siapa lagi bersama dengan Menteri?

Datuk Wira Shahul Dawood [HRD Corp]: I rasa, I think dia punya pegawai ada. Pol-sec dia, Datuk Lan. Kita call dia Datuk Lan, I think.

Tuan Sim Tze Tzin [Ahli PAC]: Adakah sesiapa director daripada HRD Corp bersama dengan Menteri masa itu?

Datuk Wira Shahul Dawood [HRD Corp]: Tak ada.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Jadi, boleh tak saya minta Datuk Wira Shahul beritahu pihak PAC dalam menjawat jawatan Ketua Eksekutif selama tiga, empat tahun ini. Apa achievement yang paling besar bagi Datuk Wira sebagai Ketua Eksekutif, yang sudah dicapai oleh HRD Corp?

Datuk Wira Shahul Dawood [HRD Corp]: Honorable Deputy Chairman, to my capacity and ability, God-fearing I can clearly say that HRD Corp has done a multiple transformation during my time in the last three years. I can give you some of those for the

record of PAC. I took over HRD Corp at a levy collection of RM500 million. Today the institution collects the levy of almost RM2.2 billion. That is number one achievement.

Number two, I took over HRD Corp at employers standing at 30,000 employers. Alhamdulillah, today we are at 89,900 employers registered at HRD Corp. Almost more than 200 percent growth in employees. The reason I share this because this is the core business of HRD Corp. 2020 it was 2.5 million employees, kita jaga, sekarang kita ada lima juta pekerja kita jaga. It is almost five million today.

Honorable Deputy Chairman, HRD Corp is an institution completely self-funded. We don't take any single cent from the government to run our operations. Having come from the entrepreneur background, I feel that strengthening our financial position is very important as we are a national human capital organization. So, we don't want to go back to the government to ask for funds to take care of the human capital organization. So, 2023 I will hand over the report to PAC later. We clocked in one of the largest ever revenue of RM300 million for HRD Corp with a profit amounting to RM70 million is all time high in the last 30 years of HRD Corp.

Number five, I come back from the background of technology and I want this organization to be a completely digitally run organization which will amount the organization to run in a very effective, transparent and with a high integrity, I believe that digitalization can play important role. HRD Corp has transformed to become a digitally run organization almost 80 percent and we could probably say we are one of the agencies in the country which are digitally well connected with our stakeholders.

We used to pay our levy, approved, levy grant, in a months time and we used to pay levy in almost 35 to 40 days, today we are using AI technology to approve it within 24 hours and we pay our stakeholders levy in less than seven days. As we believe when our customers base growth, we have to play important role in managing our customers effectively.

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We don't want to be seen as an organisation, collect levy sahaja tetapi kita tak ada jaga kita punya customer fasal customer service. Kita punya commitment in terms of deliverable to our stakeholders. Last but not least, the biggest thing which I think I wanted to put up for PAC record, whatever said and done in the hearsay, in the last three years, HRD Corp was never embroiled in any of the MACC cases, any of the integrity issues.

I'm sure, we have an officer sitting here from MACC. Our status from high-risk agency has dropped down to medium risk. I'm sure all these things happen because HRD Corp has done the right thing, I assume. So, these are some of the many achievements we have done. We focused on increasing our employers and we did it. We focused on digitalising the HRD Corp. We did it. We focused on making HRD Corp a financially strong organisation.

Alhamdulillah, we did it. We scored RM70 million profit for the year ended 2023, Honourable Deputy Chairman. Thank you.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Datuk Wira Pengerusi, tadi salah satu poin yang sangat menarik iaitu mencapai status *self-sustained*. Tak perlu bergantung kepada geran atau dana dari kerajaan lagi untuk HRD Corp. Jadi, boleh saya minta Datuk Wira Shahul untuk menjelas secara mendalam, bagaimana dalam dua, tiga tahun ini mencapai status *self-sustained*? Terima kasih.

Datuk Wira Shahul Dawood [HRD Corp]: Sebelum saya datang, Datuk *Deputy Chairman, HRD Corp focused only on the government grant. They never focused on how to use the levy money to do self-generating*. Dulu, dia punya fokus fasal *investment only on unit trust and fixed deposit, and they beli shares in the open market*.

Buying things on the open market is very dangerous because kita tak ada control over the market. So, we had a strategy but we wanted to work on self-sustaining model. First thing, kita punya strength is kita punya base. We've got five million employees registered. 90,000 employers are registered with us.

We want to make use of the base to generate income for us, but not touching the levy money. Datuk Wira Chairman and Deputy Chairman, I just want to correct it again, once again in PAC. Never in the history of HRD Corp, we used our levy money or unutilised levy money or our forfeited levy money to run our operations, buy buildings, buy anything at the cost of the employers' money.

We never do that, and if somebody still continue insisting that we are doing it, I think – we also don't know how do we go and explain to these people. We are an organisation audited by a top five auditing firm and our audit report is out every year. So, we used that base to generate funds.

So, I brought in, the number one is the first, we want to charge back the service fee because HRD Corp buat banyak services, with regards to employers, with regards to training providers, macam-macam. So, we had introduced the four per cent of service fee to the training provider because we do banyak aktiviti for training provider.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Datuk Wira Pengerusi, boleh saya tanya sedikit tak? Datuk Wira, disebutkan *you* tidak pernah mengguna duit levi untuk perbelanjaan. Soalan dia, jadi daripada mana duit yang digunakan untuk perbelanjaan bermacam-macam, termasuk *building* dan sebagainya?

Kedua, saya percaya pendapatan daripada *levy money* itu memang adalah. Siapa pun, kalau ada banyak duit, dia masuk FD pun *good enough-lah to get your income and* saya rasa, duit yang digunakan itu juga datang daripada *levy money* sebab *that is* punca utama pendapatan HRD Corp. Boleh beri pencerahan tak, Datuk Wira?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Assalamualaikum warahmatullahi wabarakatuh.* Mungkin saya boleh menjawab soalan Dato' tadi itu. *By the way*, nama saya Mohamad Farizul bin Yahaya. Saya adalah *Chief Financial Officer* untuk HRD Corp. Yang Berhormat Datuk Wira Pengerusi, Yang Berhormat Timbalan Pengerusi, Yang Berhormat ahli mesyuarat sekalian.

Untuk nak menjawab soalan ahli mesyuarat, bagaimana kita menggunakan kaedah levi sama ada kita menggunakan duit levi untuk penggunaan operasi. HRD Corp operasi sebenarnya *similar*, sama dengan PERKESO, sama dengan EPF, konsepnyalah. Maksudnya, kalau saya ini mencarum kepada EPF 11 *per cent* untuk individu dan 12 *per cent* daripada syarikat, saya akan carum kepada KWSP.

So, *in that sense* sebenarnya, itu duit sayalah tetapi daripada KWSP punya perspektif, *that is considered as fund*. So, *fund* ini sebenarnya, dia boleh guna pakai untuk *investment* sebab dia berdasarkan akta. KWSP, PERKESO pun sama sebab kita buat *comparison* juga. Jadi, kalau tengok, dari segi *total fund* yang kita ada, *per audited is actually* RM3.2 bilion. Yang itu semua majikan, duit majikan.

Duit majikan yang kita cakapkan sebenarnya adalah kalau ada RM1000 atau RM10,000 daripada duit majikan untuk levi *training*, memang ada RM10,000 itu pun. Kita bukannya duit RM1000 itu kita bawa keluar. Memang ada. Jadi, dari segi RM3.2 bilion duit majikan levi ini, kita masuk kepada satu *fund*. Satu *fund* ini yang kita ada di banklah.

So, bank ini apa yang kita buat? Kita akan gunakan untuk *fixed deposit*, untuk nak *generate income*-lah. So, itu salah satu *income* kita. Dari salah satu *income* kita juga, dari segi HRD Corp *investment framework and strategy*, kita akan *make sure*, satu *is capital protected*. Maksudnya, kita takkan pergi buat *something* yang kita tahu ada risiko untuk mendapat kerugianlah. Jadi, dari segi *framework* dan *governance* HRD Corp sendiri...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Pernah melabur dalam *equity market* tak? Tak pernah?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Kita melabur. Kita melabur tetapi menggunakan kaedah *financial instrument of put and call*. Maksudnya, macam ini. Saya beli dari kaunter-kaunter yang kita *analysed* dari segi risiko, *types of business*, dari segi *governance as well and then*, kita akan buat *arrangement in terms of put and call*.

Meaning to say, kalau saya beli RM2, saya akan bayar balik, jual balik dekat RM2 *regardless of the market fluctuation* itu sendiri. Contohnya, kalaulah ya, harga *share* itu sendiri naik sampai RM3 saya nak jual, sepatutnya saya dapat untung tetapi saya hanya jual juga dengan RM2 disebabkan kita ada *fixed yield*. Kita buat dalam 7, 8 *per cent*, 8.5 *per cent*.

Tetapi, untuk risiko kalau harga turun, daripada RM2 ke RM1.80, saya nak jual juga. Saya tetap akan dapat RM2 juga harganya. Jadi, dari segi *framework investment*-nya saya dah *hedge*-kan. Saya dah *counter, make sure that all actually ring-fenced* dari segi *investment*.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Boleh kongsi dengan PAC, di bawah punca kuasa mana, peruntukan mana yang membolehkan untuk HRD Corp melaksanakan, maksudnya pelaburan seumpama itu? Sebagaimana yang dinyatakan tadi, maksudnya HRD Corp sama macam EPF dan juga SOCSO. Boleh tak nyatakan punca kuasa daripada mana? *Thank you.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Boleh. Saya minta Puan Merle daripada HRD Corp *Legal and Secretarial Officer*.

Puan Merle Fernandez [HRD Corp]: *Good morning, Madam Chairman, Deputy Chairman.* Selamat pagi semua Ahli-ahli PAC. Dengan izin, Merle Fernandez, *Legal and Corsec Department*. So, menjawab soalan *the Honourable Chairman*, kita merujuk kepada seksyen 27, *power to invest that belongs to the investment panel, and there are three categories.*

Ada tiga klausa. Seksyen 27 (a), (b) dan (c) *and just to point out, what we are looking at is 27(c) di mana ia menyatakan, in such other investments or securities as the investment panel may decide. So, it is the discretion of the investment panel.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Okey. Saya tak pasti sama ada, *the overall profit* daripada *equity market* dan lain-lain.

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Ada *dak* ketika kita rugi? Selalunya *equity market* ini kadang rugi, kadang untung tetapi boleh bagi pencerahan *dak*?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Betul Datuk. *That's why...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *You are the best person to inform us.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Baik. *Typically* kalau kita beli dekat *equity market* yang saya cakap tadi lah, kita ada risiko untuk harga itu *fluctuate*-lah ya. Tinggi dan rendah. So, dalam *financial instrument put and call options*. Kita panggil *options*. Kita kata kita akan beli untuk *rate* – satu. Kalau harga dia RM2, kita akan *make sure* kita akan beli dekat diskaun 10 persen *because that is actually allowed under Bursa*. Itu satu. *And then* dalam *agreement, put option*. Maksudnya ada *option order— put*. Orang yang menjual ke kita *call*. Maksudnya orang yang membeli itu jugalah yang kita kata dalam masa setahun ini, kita akan dapat *return* lapan persen daripada harga market yang kita belilah. Jadi, nak menjawab soalan Datuk tadi, sebenarnya kita *takda* – dah *address the* risiko of *losing the capital market* itu.

Sebab *every year* kita akan *enjoy* lapan persen *regardless of the price fluctuations*, dengan izinlah. Itu adalah *financial instrument options* yang dibenarkan dalam akta dan juga dibenarkan dalam Bursa. Saya nak bagi perspektif juga. Takut nanti kita kata kita buat terlalu banyak *investment* ini. Tak sebenarnya. Dari segi *strategic allocation investment, cash and fixed deposit* merangkumi 40 peratus daripada jumlah *fund*. Contoh kalau saya ada RM10 juta, 40 persen mesti dalam jumlah dalam bentuk *cash and deposit*. Itu cara kita nak *manage the risk*-lah.

Nombor dua, 20 peratus daripada bon *and* sukuk. Maksudnya kita ambil GG, *government guarantee, government instrument*. Apa-apa sahaja yang datang daripada *government*, kerajaan yang bagi... [Disampuk]

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Itu okey yang itu *very safe*.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Saya akan *come to that point* jugalah Datuk. AmanahRaya, kita ada 15 persen. *Equities 20 percent, unit trust 5 percent*. So, tetapi dalam senario yang ada sekarang ini, kebanyakannya 51 persen datang daripada *cash and bank*. Hanya 10 peratus sahaja yang kita pergi kepada *equity* walaupun kita tahu *is already risk-averse*. Walaupun kita tahu. Maksudnya kita tak pergi kepada ini. Kita *manage at that level so called to make sure that* kita hanya buat *put and call option* sahaja. Kita tak beli daripada *open market*-lah. Ada sebelum ini tetapi bukan zaman saya. Saya masuk tahun 2022.

Sebelum ini ada *and* kita tahu *yes* kita ada *make losses and everything fine*. *Losses* itu pun sebenarnya dah di-cover dengan *investment-investment* yang lain. *Of course*, dalam *business*, adalah risikonya. Cuma *overall we still make money*.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Okey, saya setuju. *Overall, you make money. FD sure you make money*. Sukuk dan lain-lain itu buat duit tetapi *equity* dengan *unit trust* ini membeli banyak mana *you* untung? Untuk *percentage of* dari keseluruhan pelaburan dan ... [Disampuk]

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Keseluruhan pelaburan ya?

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Satu tahun itu berapa digunakan untuk buat pelaburan secara keseluruhan? Dia nak tengok *percentage and then [Tidak jelas] amount...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Percentage* yang saya cakapkan tadi. Untuk *equities* adalah 10 ke 14 persen tetapi ROI, *Return on Investment*. Saya bagi dasar itu dulu. *Cash and deposit* empat persen. Bon *and* sukuk lima persen. AmanahRaya, 4.6. *Equities*, sembilan persen. Sebab *equities* ini juga kita akan *enjoy dividend* sebab kita adalah

pemegang syer yang sah. So, kita ada lapan persen *option plus dividend*. So, *overall nine percent return*. *Unit trust* ada 5.98 persen.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: So, semenjak tahun 2022 sejak *you* masuk dalam syarikat, tak pernah rugi lagilah?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Alhamdulillah, once* bukan sekadar rugi, saya dapat *triple-kan income*.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *What's your background?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Saya?

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Latar belakang.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Latar belakang ya. Nak cerita panjang daripada sekolahkah macam mana? Kah yang hujung-hujung sahaja.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Secara ringkaslah mana yang relevan.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Okey *fine*. Saya adalah *Chartered Account Management CIMA from UK* dan saya adalah Akauntan Bertauliah daripada *Malaysian Institute of Accountants (MIA)*. Saya adalah juga pemegang Sarjana MBA dari *Victoria University, Australia* dan saya juga anak MARA. Saya daripada MRSM. Saya dapat *fast track*. Saya habiskan *degree* dalam masa empat tahun dan masuk sebelum SPM. So, saya habiskan dalam masa empat tahun masa umur saya 20 tahun. Walaupun saya sebelum ini umur saya belum lagi 40 sebenarnya. 39 tahun *and I was the youngest CFO before joined HRD Corp and in fact I already joined multinationals and I was the youngest Manager in IBM and also Axiata*.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Minta *last one* sahaja. Bagi contoh *equity market* yang *you* masuk? Syarikat mana?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Syarikat mana? Untuk makluman Ahli Mesyuarat, sebenarnya saya. Benda ini P&C. *Confidential*-lah. Itu kita punya strategi. Saya tak boleh nak *share*. Saya kena minta *approval* daripada *governance*-lah.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Sini tak ada yang *confidential*.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Roughly*. Tetapi apa yang saya boleh *share*-lah Datuk. Saya boleh *share* dari segi kita punya *types of investment* ataupun kaunter-kaunter yang kita pergilah. Kita pergi ke *construction* sebab kita tahu *construction is something yang can give us money. F&B as well and for the last one year* ini, apa yang kita fokus adalah *green technology. Green technology and also ESG. In fact* kita ada juga *go to the aquaculture*. Satu *company* di Tawau *which is making very good return to us as well*.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Ok, terima kasih.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Sama-sama.

Tuan Syahredzan bin Johan [Ahli PAC]: Boleh saya tanya pasal masih pasal *investment*. Saya rasa saya tahu Timbalan Pengerusi hendak masuk mana tetapi saya nak tanya pasal *investment* ini. Masih tentang *investment*.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey lepas Bangi, Bayan Baru. Bayan Baru, Kluang.

Tuan Syahredzan bin Johan [Ahli PAC]: Tadi kita dah dengar tentang pelaburan dan sebagainya. Bagus. Syabas. *You have grown the fund* dan sebagainya. Cuma, saya bukan *background* kewangan atau pun pelaburan inilah tetapi setakat yang saya faham bila diberi contoh EPF dan sebagainya – SOCSO. Apabila *you grow the fund*, akhirnya adalah untuk bagi *dividend* kepada pencarum. Sama juga macam ASB apabila *you* nak bagi *dividend* so *you have to grow the fund* dan *you* kena *invest* dan sebagainya.

Akan tetapi, HRD Corp ini yang setakat yang saya tahu, tujuan dia adalah untuk buat latihan dan sebagainya. *It is supposed to be* sesiapa yang *you* bayar levi itu, *you can actually claim back* untuk latihan dan sebagainya. Jadi, kenapa perlu ada satu langkah untuk buat *investment profit* sampai begitu banyak sehinggakan seperti kita ini macam *profit-oriented* yang mana kita nak *grow fund* itu sebab akhirnya bukan *fund* itu balik semula kepada pembayar levi itu tetapi akhirnya yalah mungkin digunakan oleh HRD Corp *but it doesn't go back directly* kepada pembayar-pembayar levi itu.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Baik. Terima kasih soalan itu. Saya boleh jawab lah yang tak nampak. Sebenarnya untuk HRD Corp, kita akan *pour back the money to the industry*. Untuk tahun 2024, seperti mana yang diwartakan – bukanlah maksudnya daripada Yang Amat Berhormat Perdana Menteri untuk HRD Corp. Kita akan buat Program Latihan MADANI. Untuk Program Latihan MADANI, *how it works is actually*, kita akan pakai satu daripada *government's grant* dan juga daripada *internal fund*.

So, *internal fund* ini adalah lebih daripada *profit* kitalah. Untung kita itu yang kita untuk nak salurkan kepada *the underserved community*. Dalam Program Latihan MADANI itu sendiri, kita dah *identify* lima program yang besarlah. Satu, SCOPE. SCOPE ini *is second chance for the prisoners* untuk bekas-bekas banduan-banduan untuk kita nak *reskill* untuk mereka masuk balik kepada industri. Itu nombor satu.

Nombor dua, SEBA. Itu adalah *Seniors Back in Action*-lah. Maksudnya untuk orang-orang yang dah pencen ini 60 tahun tetapi kita nak bantu mereka ini untuk masuk semula kepada industri. Itu nombor dua. Nombor tiga, kita ada B40 untuk golongan-golongan B40 dan juga MSME, Mikro SME. So, semua program ini adalah datangnya daripada *internal fund*. Maksudnya, *excess* daripada lebih daripada *profit* kita itu sendiri.

Suka saya untuk nak sampaikan juga. Dari tahun 2020, yang saya tahu, kita ada buat *matching fund* juga untuk program PENJANA. So, maksudnya, RM237 juta datang daripada HRD Corp sendiri, gunakan daripada *our own coffers*-lah. Maksudnya, daripada *return earning* itu sendiri. RM237 juta untuk program latihan PENJANA masa zaman COVID.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Sebelum Bayan Baru tanya soalan lain, boleh saya tanya kepada Datuk Wira Shahul, siapa *client* utama HRD Corp sebenarnya? *Client*, pelanggan. Maksud saya, *who shall HRD Corp serve?*

Datuk Wira Shahul Dawood [HRD Corp]: *We serve the people of Malaysia. We serve the employers who are connected with us, we serve the employers who are paying levy to us, we served the employees who are registered with us. That's our ultimate stakeholders, Deputy Chairman.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: Jadi, bukannya fungsi utama HRD Corp nak pastikan bahawa majikan dapat balik levi yang mereka bayar untuk adakan *training* bagi pekerja-pekerja mereka? Bukan katanya kita tak boleh adakan kursus lain, tetapi kita kena fikirkan lebih dahululah apa fungsi utama HRD Corp ini.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Timbalan Pengerusi, boleh saya jawab? Untuk HRD Corp, majikan yang membayar levi, memang duit itu duit majikan. Kalau saya bayar RM10,000, RM10,000 itu adalah duit saya untuk saya nak pakai untuk latihan. Daripada segi HRD Corp, apa yang kita *handle* adalah dari segi *grant management, claim management* yang memastikan dari segi *quality of the training, quality of the training provider, quality of the trainers, quality of the content of the trainers*. Itu adalah elemen dalam HRD Corp untuk memastikan bahawa perjalanan *training* itu sendiri adalah mengikut tatacara dan kualiti yang kita tetapkan. Itu nombor satu.

Jadi, isu kata kita pakai duit levi ini tak betullah sebab memang itu duit majikan pun. Tak ada masalah. Itu yang saya cakap sama dengan konsep EPF dan juga SOCSO. EPF itu duit saya tetapi EPF akan pakai untuk *generate income to make sure that it counts back*-lah.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Dia ada perbezaan EPF dengan HRD. EPF, dia bayar dividen dekat siapa yang melabur dalam EPF. Yang ini, *you* tak bayar dividen kepada syarikat. *You* pakai duit dia buat *investment* tetapi *you* tak bayar dividen dan bonus dekat dia.

Saya nak sambung sikit yang disebutkan tadi. Saya percaya peranan utama HRD ialah untuk memberikan latihan kepada *workforce* majikan-majikan yang dalam— berapa ribu itu? 80,000 lebih, kan?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: 90,000, Dato.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Yang bagi levi itu, kan?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ya.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Itu yang *important*. Bukannya yang lain-lain. Yang lain-lain itu *your* CSR dan sebagainya. Tetapi, nampaknya dia punya hala tuju itu dia *diverted*. *Diverted*. Kita PAC ini, kita percaya bahawa dia mesti beri tumpuan, kalau tak sepenuhnya, *very big percentage of this money* untuk melatih syarikat-syarikat yang majikan ini yang memberi duit levi itu untuk pekerja-pekerja dia. Dia bukan bagi duit levi itu untuk digunakan untuk—

Saya banyak dapat *complaint* daripada syarikat-syarikat besar. Di Kedah, dahulu saya jadi Exco kerajaan negeri dalam *investment* dan pelaburan. Banyak duit levi mereka tak digunakan sepenuhnya. Kita tengok apa yang *you* sebut tadi, duit ini digunakan untuk pelaburan dan sebagainya. Bagus. Tetapi, duit pelaburan itu juga, hasil pelaburan, dividen, bonus dan sebagainya patut balik kepada kepentingan majikan dan *employee*, pekerja-pekerja dia. Kan?

Kita tengok dalam statistik ini. *[Merujuk pada slaid pembentangan]* Bagi tahun 2012 sampai 2022, hanya dua tahun sahaja yang kutipan levi kurang daripada bantuan kewangan yang diluluskan. Semenjak tahun 2014 sehingga 2022, kutipan levi dengan bantuan kewangan diluluskan kepada majikan ini jurangnya makin besar, makin besar, makin besar.

Umpamanya, 2022. Levi, RM1.8 bilion. Kita hanya belanja bantuan kewangan RM974 juta. Separuh. Di mana duit yang separuh lagi? Patutnya duit semua ini digunakan untuk latihan. Sebab, kita ada masalah syarikat-syarikat ini untuk mendapatkan *workforce* yang mahir terutamanya dari segi bahagian teknikal, *engineering* dan sebagainya. Tetapi, itu sedang tidak berlaku.

Saya percaya HRD boleh main peranan yang lebih penting, yang lebih berkesan mengguna kewangan ini untuk membantu syarikat-syarikat yang hari ini semua bercakap mengenai *talents*. Kita tak cukup *workforce talent* dari segi teknikal, *engineers*, mekanikal, *electrical*, elektronik dan sebagainya. Ini patut diberikan tumpuan. Bukannya kita *diverted* terlalu jauh daripada peranan asal HRD ditubuhkan. Terima kasih, Datuk Wira.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Bayan Baru.

Tuan Sim Tze Tzin [Ahli PAC]: Terima kasih... *[Disampuk]* Ya, sila, sila.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Ya, Datuk Wira Shahul nak tambah?

Datuk Wira Shahul Dawood [HRD Corp]: Ya, YB, saya jawab sikit sebelum *I pass to Encik Rony, the Head of Strategy*.

YB, *I mean, pardon me if I say something wrong here but I wish to be corrected the real ideology of HRD Corp and the way how we do business. Maybe, what YB said, EPF and HRD Corp can be different because EPF gave back the dividend back to the people who gave*

the money to us, but we almost like a PERKESO as well. If today we are wrong, PERKESO is wrong as well.

Lagi satu, we all being governed by the act of HRD Corp. What YB said can be correct, what PAC said can be correct tetapi we don't have the privilege to follow the PAC as we are being governed by the act of HRD Corp, PSMB Act 2001. If something is not right and it can be factually proven, maybe, insya-Allah, we can look into the improvisation of the act that will help the future of the workforce. Number one.

Number two, Honourable Datuk Chairman, many people don't understand, HRD Corp don't have the purview of forcing any employers to do what training we want. We are just nearly the custodian of keeping the money. You put the money with levy, we just make sure that you spend back the money only on the learning and development. What training you do, who is the training provider you want, what is the kind of your need for your training is ultimately the prerogative of the employers, siapa bayar levi to us.

Apabila YB kata and cakap tadi we spent RM900 million when we collect our levy is RM1.6 billion, of course kita punya KPI— I put KPI to myself and to my team. Apabila kita collect one dollar levy, we want to spend back 75 cents levy on the same year. So, at least it could help the nation in terms of keeping the human capital development and to keep up to the mandate of 35 percent skilled workforce in the country. Tetapi— that's a wish, big wish— we have no authority to tell the employers.

Tetapi, we believe our problem is just not only the 90,000 employers we have to face. We served the country, the largest workforce of the country. Majority of the SMEs don't have money to pay levy and they don't have enough money to pay levy. So, whatever money HRD Corp can generate, we are very prudent and we are scrupulously honest that we put back the money back to the human capital development of the country.

Datuk Chairman, over the last three years, we have done multiple transformation in terms of digitalization, in terms of policy changes, in terms of, you know, making sure that our stakeholders are managed effectively. Every single changes or transformation requires financial support. We don't go back to the government and ask for any kind of fund for us. We develop, generate fund within our means and we put back in terms of the organization development. When the organization is developed effectively, the stakeholders are going to benefit.

If today you call back our stakeholders and say that what is the rating of HRD Corp compared to five years before, they have a better understanding and better takeaways from HRD Corp. Because, we are very conscious. Every dollar we collect, we want to give back to the maximum to those stakeholders.

Number two, we are the only one, YB Honourable Chairman, that have to follow within the rules, regulations of the framework of the human capital development. There are 12 other ministries who does training in the country. There is no regulation, there is no criteria, there is no level playing field and that is the ministry that decide what training to be done for the employees or the graduates or the unemployed graduates, whereas HRD Corp don't have that privilege to do that.

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We just collect money and give back the money to them to make sure that they spend the money wisely on the learning and development. So in fact, this is something which I have raised multiple times in the kementerian, because Honorable Prime Minister focused on the transparency. Plugging the leakage. But that is not being done in the learning and development space, because 12 kementerian buat training, latihan, nobody knows who is doing what.

We have been screaming and we have been talking about single vendor system like many other countries who have been doing it. But in the industry, people think that HRD Corp is the only one doing training and HRD Corp decides what training we do for the employers. This is just my take on YB's question. Maybe I give it to Encik Rony, my Chief Strategic Officer. Maybe dia boleh tambah sedikit, because dia lama dalam HRD Corp. Almost 15 years in HRD Corp. Maybe he can take up some latar belakang before us-lah.

Encik Rony Ambrose Gobilee [HRD Corp]: Terima kasih Datuk Wira. Yang Berbahagia Datuk Wira Pengerusi, Datuk, Dato', ahli majlis. Saya terpanggil untuk mengambil peluang ini untuk memperjelaskan sedikit apa yang dinyatakan oleh...

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Boleh sebutkan nama dan juga jawatan ya.

Encik Rony Ambrose Gobilee [HRD Corp]: Ya. Saya akan perkenalkan diri saya. Nama saya Rony Ambrose Gobilee. Saya Ketua Pegawai Strategi bagi HRD Corp dan saya sudah berada di organisasi ini selama 22 tahun, Datuk Wira Pengerusi.

Pertamanya, saya ingin ambil peluang menjelaskan bagaimana proses penggunaan levi di kalangan majikan, Datuk Wira. Pertamanya, levi di bawah HRD Corp tidak diputuskan penggunaannya oleh agensi ini. Majikan yang menetapkan apakah penggunaan levi untuk tujuan latihan tersebut. Majikan yang memutuskan penyedia latihan, jenis latihan, siapa yang perlu dilatih dan di mana latihan itu dijalankan.

Justeru, permohonan geran latihan dikemukakan oleh majikan kepada HRD Corp berlandaskan kepada pemilihan penyedia latihan yang berdaftar di bawah agensi ini. So dengan itu, kenyataan yang mana HRD Corp tidak— ataupun HRD Corp memberikan latihan

adalah kurang tepat dalam konteks ini kerana majikan sendiri yang memilih latihan yang diperlukan berlandaskan kepada keperluan masing-masing.

Berikutnya, saya juga ingin mengambil peluang ini untuk berkongsi sedikit fakta yang saya rasa boleh menjelaskan kenyataan kedua yang mana HRD Corp menumpukan perhatian kepada elemen lain selain daripada latihan, yang mana pada pengamatan data ini, kenyataan itu kurang tepat. Pertamanya, saya ingin merujuk semula kenyataan yang mana dana tidak digunakan sepenuhnya seperti mana kenyataan pertama tadi. Memang sebelum ini sepertimana yang kita katakan, keputusan menggunakan levi adalah di tangan majikan.

Justeru, sebelum tahun 2020, maksudnya tahun 2019 dan ke bawah, memang ada jurang di antara levi yang dibayar oleh majikan dengan penggunaan levi tersebut. Ini adalah kerana keputusan penggunaan levi sekali lagi adalah di tangan majikan dan kejatuhan yang paling ketara adalah pada tahun 2020 yang mana jumlah bilangan tempat latihan jatuh disebabkan oleh tekanan COVID pada masa tersebut.

Bagaimanapun, tahun 2022 dan tahun 2023, atas inisiatif yang telah kita bincang dan kita gubal bersama dengan industri, momentum latihan negara telah bangkit semula, khususnya tahun 2022 yang mana bilangan tempat latihan telah mencecah 1.5 juta, yang pertama sekali tertinggi dalam 28 kewujudan HRDF pada masa tersebut. Tahun lepas, sekali lagi kita telah meningkatkan bilangan tempat latihan kepada hampir 2.29 juta iaitu yang tertinggi selepas dalam tempoh COVID dan juga dalam tempoh 30 tahun. Justeru, kenyataan menyatakan bahawa HRD Corp tidak menumpukan perhatian kepada melatih—menggalkan latihan di kalangan industri, saya rasa kurang tepat, Datuk Wira *Chairman*.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Boleh saya bagi contoh angka-angka tadi— saya sebutkan ya. Tahun 2020, *COVID pandemic*, 2021 pun masih. So, *the gap* dalam RM500 juta perbezaan antara levi dan bantuan kewangan. Tapi 2022, kita dah tak ada lagi dah masalah pandemik. Kita bukan bercakap hanya melihat perbezaan antara jumlah daripada segi *absolute figures* tetapi kita tengok dari segi *percentage*.

Tahun 2022 kita terima RM1.8 bilion, kita belanja hanya RM974 juta. Itu jumlah yang amat besar dia punya perbezaan. Jadi, untuk mengatakan kita betul-betul *now going all out* untuk *train employees* ini, yang bagi levi ini adalah tidak tepat. Yang katakan kita tidak tepat itu pun tak betul sebabnya disebutkan kita sedang— *I mean*, lepas pandemik, kita melangkah ke hadapan dengan banyak program, pusat-pusat latihan yang kita buat. Tetapi bezanya masih banyak ya. RM900 juta lagi. Ertinya, banyak lagi yang perlu dilakukan. Tahun 2023, lagi banyak saya rasa. RM2 bilion lebih.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Saya boleh tambah— celah sedikit, Dato'. Untuk 2023, ini yang ke— *unaudited* sebab kita baru sahaja *close account, December*. Jumlah *levy collection* adalah RM2.134 bilion.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: So, banyak?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Banyak Dato'. *Financial assistance...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: 2023 kita belanja setakat ini banyak mana? Bantuan kewangan.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Okey, untuk belanja, *financial assistance*, RM1.785 bilion. Dari segi *percentage*...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: So, dari segi *percentage better than 2022*?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: ...84 persen, Dato'.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Better* daripada 2022 lah?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Better, better. So much better.* Itu yang kita buat untuk 2023 sebenarnya.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Itu satu pencapaian yang kita boleh terimalah. Boleh terima. Kalau ini dapat dilakukan di tahun-tahun hadapan...

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Insya-Allah* kita akan *maintain* 75 persen ke atas.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: ...Barulah kita nampak peranan HRD ini sebagai berkesan untuk melaksanakan program. Saya nak pergi kepada satu— saya nak tengok dari strategi ya. Kita nak tanya dari segi Kerangka Inisiatif Strategik. Kita lihat Tonggak 1, kita bagi latihan kepada pra pekerja. Ertinya, dia ini tak kerja di mana lagilah? Dia keluar SPM, kita *pi train*. Kita pakai duit orang yang bagi levi, kita *pi train depa ni*.

Kemudian, Tonggak 2 yang sedang bekerja. *That one, fine*. Lepas itu, pasca bekerja, yang pencen-pencen pun kita bagi juga. Kemudian, ekosistem dan landskap pembelajaran. Okey.

Berapa peratus yang kita gunakan untuk Tonggak 1 – Pra Pekerja atau Pra Bekerja, Tonggak 2 – Sedang Bekerja, Tonggak 3 – Pasca Bekerja, yang tak ada sangkut paut dengan duit itu dan Tonggak 4. Berapa peratus yang digunakan berdasarkan kepada tonggak-tonggak ini? Terima kasih.

Encik Rony Ambrose Gobilee [HRD Corp]: Dengan izin, YB. Keempat-empat tonggak yang YB sebut tadi adalah merupakan *strategic map* yang membantu sebagai garis panduan dalam setiap kali HRD Corp membangunkan inisiatif yang ditawarkan kepada industri. Dari sudut penggunaan sumber dana YB, untuk *pre-employment*, kebanyakan sumber dana datang daripada sumber dana kerajaan sebab ini adalah merupakan fokus ataupun *interest*, dengan izin, pada masa ini.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *[Bercakap tanpa menggunakan pembesar suara]* Sepenuhnya daripada kerajaan?

Encik Rony Ambrose Gobilee [HRD Corp]: Yes. Untuk *in-service* pula, di sini adalah penggunaan dana levi daripada majikan tadi dan untuk kategori ketiga iaitu *post...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *[Bercakap tanpa menggunakan pembesar suara]* Berapa peratus daripada jumlah levi, yang sedang bekerja?

Encik Rony Ambrose Gobilee [HRD Corp]: Yang baru— daripada tahun ke tahun, yang macam disebut tadi, setiap tahun... *[Disampuk]* Levi. Yes.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Daripada duit levi.

Encik Rony Ambrose Gobilee [HRD Corp]: Daripada levi tadi. Manakala untuk— YB, untuk yang *post-employment* tadi, itu adalah inisiatif dari semasa ke semasa yang mana pada tahun ini di bawah Program Latihan MADANI, kita baru tumpukan inisiatif pertama di bawah SEBA. SEBA ini adalah untuk ya lah, golongan pesara.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Fund* dari mana?

Encik Rony Ambrose Gobilee [HRD Corp]: Daripada kerajaan dan juga kemungkinan besar daripada...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Matching grant*.

Encik Rony Ambrose Gobilee [HRD Corp]: ...*Matching grant*.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Berapa persen *matching grant* daripada duit kita? Duit levi.

Encik Rony Ambrose Gobilee [HRD Corp]: *It is running...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Dato' tanya untuk tahun 2023 ya? Kita cakap ya... *[Disampuk]* Duit kerajaanlah untuk SEBA ini.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *100 percent* duit kerajaan?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yang kita dapat peruntukan...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Tak pakai duit levi langsung?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Tak pakai. Tak boleh pakai.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Tak boleh pakai?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Tak boleh pakai.

Datuk Wira Shahul Dawood [HRD Corp]: *Only for the year 2024. Budget announced by the Prime Minister for the scheme. SEBA, PWD, SCOPE. These are the three initiatives, the fund comes from the government, under the Budget 2024. Thank you.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, Bayan Baru.

Tuan Sim Tze Tzin [Ahli PAC]: Terima kasih. Saya nak balik kepada tentang *investment* ya. Saya nampak bahawa 2022 adalah satu tahun yang sangat— *very* mencabar.

At the same time, very good year for HRD sebab by Act of Parliament, kita nampak bahawa perluaskan skop, maka levi bertambah banyak dan your client also climb.

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At the same time, you also have a very good investment punya return. So, saya nak tanya tentang – soalan yang short but you reply, and then we have a little bit of conversation, ya. So, nombor satu. Most of your investment itu masuk ke dalam opsyenlah, betul?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Untuk *investment value you are saying?*

Tuan Sim Tze Tzin [Ahli PAC]: Ya.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ah, tak sebenarnya.

Tuan Sim Tze Tzin [Ahli PAC]: Berapa peratus opsyen, berapa peratus *stock* dan berapa peratus *what do you call...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Sebelum itu, saya nak...

Tuan Sim Tze Tzin [Ahli PAC]: *From the 15 per cent* itu?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *From that 15 per cent?* Sebenarnya untuk *stock open market* ini, kita tinggal satu kaunter sahaja. Sebab yang lain itu kita dah...

Tuan Sim Tze Tzin [Ahli PAC]: Semua kepada opsyenlah?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *[Tidak jelas]* ...dan kita ini – semuanya kepada opsyenlah.

Tuan Sim Tze Tzin [Ahli PAC]: Semua opsyen?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Kita hanya satu kaunter sahaja untuk *backing the...* *[Tidak jelas]*.

Tuan Sim Tze Tzin [Ahli PAC]: Satu kaunter yang *stock*-lah?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yang bagi kita *good dividend*-lah. *So, that's why* kita *remain*.

Tuan Sim Tze Tzin [Ahli PAC]: Yang lain semua opsyen?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Lain semua opsyen.

Tuan Sim Tze Tzin [Ahli PAC]: Okey. Kedua adalah opsyen dan juga kaunter itu dekat Malaysiakah atau *overseas*?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Semua Malaysia.

Tuan Sim Tze Tzin [Ahli PAC]: Semua Malaysia. Okey. So, dari segi buat keputusan untuk opsyen sebab kita tahu opsyen ini – saya pun ada sikitlah. *Then, I burned myself. So, I need to learn from you how to buy a good option.*

[Ketawa]

So, the thing is I want to ask you – because option cepat ya dia punya pertukaran, dia punya market fluctuates very fast especially 2022, 202... – the very turbulent time ya because of the US interests and et cetera. Saya nak tanya, how do you make decision masuk ke, apa itu opsyen dan sebagainya?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Mungkin saya boleh *share* dari segi prosesnya?

Tuan Sim Tze Tzin [Ahli PAC]: Boleh.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Of course my team, my investment team akan buat the analysis on which counter that we feel that is good-lah untuk kita proceed for the investment options. Dari segi analisis – so adalah analisis yang detailed. Dari segi historical, current data, order book, financial strength, financial performance and everything-lah.*

Seorang ahli: Bloomberg report.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Bloomberg report. Kita nak tengok dari segi stock market. Jadi proposal-nya akan ada, and then kita akan bawa kepada investment panel because hanya investment panel yang mempunyai kuasa untuk menentukan sama ada proposal dapat diteruskan ataupun tidaklah. Jadi, dalam proposal itu kita akan minta – yang ini yang kita tambahlah ya, tambah baik. Untuk satu-satu investment options, kita akan minta discount 10 per cent because that is allowed under Bursa. Nombor satu.*

Nombor dua, kita akan tengok dari segi *future stock performance, historical as well* untuk nak menentukan *whether kita should invest or not* dan kita akan tengok *in terms of how much value* sepatutnya kita nak *invest and kita akan make sure that is actually spread out according to the type of counters-lah. Counters* yang saya maksudkan ini adalah *type of business. Dari segi property development, banking industry and whatnot-lah dan selebihnya.*

Jadi kita akan tengok selagi kaunter *and kita akan make sure kita at minimum and it's covered. Selalunya opsyen ini adalah dalam masa satu tahun. And then every year, setiap tahun kita akan evaluate the stock performance and performance of the company* itu sendiri untuk nak *make sure whether* kita akan teruskan untuk tahun kedua dan seterusnya. Paling penting kita akan dapat *return eight per cent* dan dividen. Yang itu adalah opsyen kita. Kita kena tengok *historical dividend as well. So, that's why return for...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Encik Farizul, saya nak dapat pengesahanlah.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ya?

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Selalunya *investment panel* ini *has the last say-lah. Tak payah pergi ke lembaga pengarah ya. On investment.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Last say-lah.*

Tuan Sim Tze Tzin [Ahli PAC]: Maksudnya, apa yang syarikat-syarikat yang – tadi katakan *only one counter on the – only one counter and the rest is what do you call, options. I would say 95 per cent is options-lah ya, for your investment.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Betul, betul, betul.

Tuan Sim Tze Tzin [Ahli PAC]: *95 or more than 95?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes.

Tuan Sim Tze Tzin [Ahli PAC]: *More than 95 is...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *More than 95 per cent-lah.*

Tuan Sim Tze Tzin [Ahli PAC]: *Is option?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Option.*

Tuan Sim Tze Tzin [Ahli PAC]: *So, I think option itu akan menjadi sangat banyaklah. The list ya, the list itu.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes, betul.

Tuan Sim Tze Tzin [Ahli PAC]: *So, list itu dibawa kepada investment panel untuk dibuat keputusan?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Betul, betul.

Tuan Sim Tze Tzin [Ahli PAC]: Semua dilaporkan kepada *investment panel...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Semua dilaporkan kepada *investment panel.*

Tuan Sim Tze Tzin [Ahli PAC]:...untuk mendapatkan kelulusan untuk *invest in option?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Betul.

Tuan Sim Tze Tzin [Ahli PAC]: Okay. So – jadi contohnya katakan 2023 atau – 2023 ya, tahun 2023. Berapa kali *investment panel* buat mesyuarat?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: 2023 saya kena *check* dengan Madam Merle. *How many?*

Puan Merle Fernandez [HRD Corp]: *[Bercakap tanpa menggunakan pembesar suara]*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *One or two – two?*

Tuan Sim Tze Tzin [Ahli PAC]: *One meeting?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Dua kali *meeting.*

Tuan Sim Tze Tzin [Ahli PAC]: Dua kali *meeting?* Dua kali *meeting they have to approve all the list of...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yang adalah.

Tuan Sim Tze Tzin [Ahli PAC]: Bolehkah?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Boleh *meaning*?

Tuan Sim Tze Tzin [Ahli PAC]: *Meaning do you think is it enough time to discuss and...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Tuan, sebenarnya untuk *investment* ini, *we are not talking about hundreds over counters*. Sebenarnya kita ada lebih kurang dalam seingat sayalah ya, dalam 20 ke 25 kaunter sahaja.

Tuan Sim Tze Tzin [Ahli PAC]: 25 kaunter. *So, you have to...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Sepatutnya sebelum ni daripada tahun 2020 kita tambah lagi dua, tiga *proposal* untuk setahun. Tambah lagi lima *proposal* untuk tahun 2022. Tambah lagi tahun – lima lagi *proposal* 2023 *and then* selebihnya mana satu yang kita boleh *divest* ataupun jual balik. Habis kontrak, kita – *we feel that is no go*, kita akan jual balik *and so on so forth*-lah.

Tuan Sim Tze Tzin [Ahli PAC]: *So, maksudnya you kena dapat – so the investment panel they will scrutinise one by one of the counters you...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Satu, satu *proposal*.

Tuan Sim Tze Tzin [Ahli PAC]: Satu, satu *proposal*?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Satu, satu *proposal*.

Tuan Sim Tze Tzin [Ahli PAC]: *Just to go through.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Selalunya *investment panel* akan mengambil masa empat jamlah.

Tuan Sim Tze Tzin [Ahli PAC]: *But, but they...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Untuk nak *propose* satu atau dua atau tiga *proposal* adalah – *new proposal* ya. Untuk *renewal* *it's quite straightforward*-lah. Kita akan tengok *stock performance*, dividen bayar ke tak, *yield* bayar ke tak, *stock performance okay*. *Then* kita kata, “*Okey, kita akan propose to continue-lah.*” Sebab *we are enjoying the eight per cent*.

Tuan Sim Tze Tzin [Ahli PAC]: *The thing is like this*, kalau katakan *in the investment panel, they are micro – they cannot go micro. They are considered board punya committee.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Sebab itu kena *check*.

Tuan Sim Tze Tzin [Ahli PAC]: *So, they cannot go through the nitty-gritty when to go in, when to go out, when to sell, when to call, when to put, is decided by who?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: IP. *Investment panel*. Macam ini tuan. Untuk *investment* – untuk opsyen, *because we lock in for one year. So, once we locked in, we signed the agreement, we made the purchase and then that's it.* So, kita akan tunggu lagi bulan ke-11, bulan ke-10 kita akan tengok balik *review* *and* kita akan *instruct* untuk nak bayar *the yield of the eight per cent. And then* kita akan *propose for the renewal*.

Jadi, kita bukannya kata, “*Oh, every month kita akan tengok stock performance whether we sell-kah tak*”. Itu *on the open market. That’s why we don’t go into that. Regardless of the fluctuation of the market, we still remain on the put and call. So that our capital is protected.*

Tuan Sim Tze Tzin [Ahli PAC]: *If let’s say your strategy is so good then I think EPF should actually follow you so that we can get an eight per cent dividend, right?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *In fact...*

Tuan Sim Tze Tzin [Ahli PAC]: *Now it is six per cent only.*

Seorang ahli: *Six per cent this year.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ya, ya, ya.

Tuan Sim Tze Tzin [Ahli PAC]: *Right?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *In fact, ROI – our ROI last year 2023 is 5.35. Overall, ya. Dividend for EPF is actually 5 point – let me just check ya [Sambil menyemak dokumen].*

Datuk Wira Shahul Dawood [HRD Corp]: *YB, while he just – 2020 is a classic lesson HRD Corp learned YB, you know. That made us to change the way how we operate our financial models because we had a major drop in the FD interest via multiple OPR cuts you know, over the period. So, HRD Corp focused purely on open market equity, FD, unit trust.*

If we operate that way five years from then, HRD Corp wouldn’t have money to run anymore. It has to go back to the government because that was a catastrophe and I think we have learned from the catastrophe.

Dato’ Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Encik Farizul, ada tak kalau *investment panel reject or tolak*?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Banyak. Banyak.

Datuk Wira Shahul Dawood [HRD Corp]: Oh ada banyak. Banyak, banyak, banyak ada.

Dato’ Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *You ada certain limit tak? Berapa juta you boleh invest satu-satu masa?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ada, ada.

Dato’ Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Mesti ada *limit* kan?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ya, ya. Yang saya kata tadi sebelum ini *we go by percentage.*

Datuk Wira Shahul Dawood [HRD Corp]: Maybe I would recommend – Encik Zul.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ya?

Datuk Wira Shahul Dawood [HRD Corp]: *Why not you give that – what kind of the different types of instruments, what is the percentage we invest in the instruments and how is the instruments have performed over the period? Maybe give it to PAC, the data.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Boleh. Okay, all right.*

Datuk Wira Shahul Dawood [HRD Corp]: *I think it's for their members – this one. So YB, what we did YB, I was never – I am never a good player on the share market. So, I was really worried and conservative. I told that – of course, I need good interest but I want my principal to be protected.*

When I go to the open market, we had a history that we lost money. Of course, over the period of earnings, we cover the cost or cover them. So, we don't want to go to the open market where we don't have control on our principal. If I invest one dollar, I want to get back my one dollar first. Then, I was focusing on interest. So, we focus on the put-and-call option where our principal is mainly protected with the high interest. That was how we played over the last two years and that has cost – I mean gave us good returns and that you can physically see in our books, YB. Thank you.

Tuan Sim Tze Tzin [Ahli PAC]: *Saya nak tanya – ya, sila.*

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Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Boleh saya nak tambah? Just EPF dividend 2022, 5.35 percent. Our ROI untuk 2023 adalah 5.2, overall lah.*

Untuk nak menjawab soalan Datuk sebentar tadi, sama ada EPF ataupun SOCSO sepatutnya follow. Dengan izin ya, I am very sure that both entities having the same arrangement. I am very sure. Looking at their financials, I am very sure they have the same arrangement.

Tuan Sim Tze Tzin [Ahli PAC]: *Okey. Saya nak tanya tentang what's the quantum of you putting into options? Like dia kata 95 percent of your investment, so it is how much total? Give PAC a...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Depending on the size of the companies and also the type of investment. Sorry, type of the business.*

Tuan Sim Tze Tzin [Ahli PAC]: *Total, total.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *It can reach around the RM10 million, ya. RM10 million, RM5 million pernah ada. Tengok depending kalau you know – Pending stocks RM5 million would do just to test the market.*

Tuan Sim Tze Tzin [Ahli PAC]: *Per counter, per counter.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Per counter, per counter.*

Tuan Sim Tze Tzin [Ahli PAC]: *So total...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *RM5 million, RM20 million, RM30 million.*

Tuan Sim Tze Tzin [Ahli PAC]: *2025 of all your investments into equity, how much is your –* Berapa yang jumlah apa ini pelaburan dalam ekuiti?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ekuiti itu sendiri. Mungkin saya tambahkan juga, kita akan *make sure that the total equity per stock*, takkan lebih daripada *lima percent of the total shares of the companies*.

Tuan Sim Tze Tzin [Ahli PAC]: Tak, tak. Maksudnya, daripada yang untuk *option*, berapa total nya?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Dari segi *value* ataupun *percentage*?

Tuan Sim Tze Tzin [Ahli PAC]: *Value, value.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Value* untuk 2023, *value* adalah RM600 juta.

Tuan Sim Tze Tzin [Ahli PAC]: RM600 juta dalam *option* ya?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Option.*

Tuan Sim Tze Tzin [Ahli PAC]: Okey. Jadi saya nak tanya juga. Okey. So sekarang, sebab kita tahu bahawa *investment panel* ini dia buat keputusan secara dasar dan lepas itu di bawah *office of CFO*.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes.

Tuan Sim Tze Tzin [Ahli PAC]: *Office of CFO*, berapa orang yang membantu *you* untuk buat keputusan, buat analisis, *study the company* dan sebagainya?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Untuk *treasury*, saya ada lima orang. *Highly qualified, all UK graduates to make sure that you know we do the right thing and that analysis* itu. Cuma yang saya maksudkan – Saya nak *refer*, nak tambahkan juga *in terms of the explanation. That's it.*

Kita tak *go for the open market* yang kita kena *analyse every day and everything*. So, *whenever that we have the proposal*, kita akan buat lah. Yang nak kata *quantum* itu tak banyak sebenarnya. Sekali *proposal*, satu *seating*, mungkin dalam satu atau dua atau tiga sahaja. Selebihnya adalah *renewal like I said*. So, *renewal* ini dia senang sikit sebab *price* dah sama, *yield* kita dah dapat, *performances* pun okey, kita dapat *confirmation then we proceed*.

Tuan Sim Tze Tzin [Ahli PAC]: *How big is your CFO team?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *The whole?*

Tuan Sim Tze Tzin [Ahli PAC]: Ya.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: 71.

Tuan Sim Tze Tzin [Ahli PAC]: 71? Out of 71, only five in charge of this financial analysis.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Analyst.

Tuan Sim Tze Tzin [Ahli PAC]: Analyst ya?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Tapi of course kita ada lagi yang lain lah. Maksudnya dari segi *Management Accountant, AP, AR and everything and then reporting – Management Reporting also assists the treasury team as well. So I have my strategic team of tiga orang* lagilah.

Tuan Sim Tze Tzin [Ahli PAC]: Saya nak tanya tentang *this. When you make this decision to invest into option, have you got any approval from the what do you call Minister or MOF?*

Datuk Wira Shahul Dawood [HRD Corp]: We have a rep of MOF in the investment panel.

Tuan Sim Tze Tzin [Ahli PAC]: You have a rep of MOF?

Datuk Wira Shahul Dawood [HRD Corp]: Yes.

Tuan Sim Tze Tzin [Ahli PAC]: Siapa dia?

Datuk Wira Shahul Dawood [HRD Corp]: Puan Sharifah.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Puan Sharifah.

Tuan Sim Tze Tzin [Ahli PAC]: Sekarang?

Datuk Wira Shahul Dawood [HRD Corp]: Ya, ya, sekarang pun ada.

Tuan Sim Tze Tzin [Ahli PAC]: Tapi 2023?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Sama, sama.

Datuk Wira Shahul Dawood [HRD Corp]: Ya. *She is still the member of investment panel.*

Tuan Sim Tze Tzin [Ahli PAC]: How many years?

Datuk Wira Shahul Dawood [HRD Corp]: *She's there for the last two years or three years.*

Tuan Sim Tze Tzin [Ahli PAC]: Saya nak tanya MOF. Adakah – *Because I don't know* lah ya. *Is it allowable for HRD Corp* untuk invest into options?

Puan Nadeema binti Kamaruddin [Kementerian Kewangan]: Terima kasih YB. Daripada MOF, telah buat semakan mengenai perkara ini dan memandangkan HRD Corp ini ialah CLBG, jadi tak perlu melalui MOF, melainkan badan berkanun. Tadi CEO ada *mentioned* PERKESO. PERKESO adalah badan berkanun, jadi pelaburan PERKESO perlu dihantar ke MOF.

Tadi ada *mentioned* wakil MOF dalam panel pelaburan, beliau merupakan wakil MOF di dalam itu tetapi keputusan ataupun pertimbangan dalam panel pelaburan itu tidak dibawa

ke MOF lah. Beliau ialah wakil MOF di dalam panel tetapi itu bukanlah dibawa ke MOF untuk pertimbangan. Sebab saya rasa mungkin kalau berkaitan akta ini kita boleh rujuk kepada AGC, tetapi sebab CLBG, HRD, dia tidak perlu dibawa ke MOF lah. Tidak dibawa, bukan tidak perlu. Tidak dibawa ke MOF.

Tuan Sim Tze Tzin [Ahli PAC]: Jadi dari segi MOF, kalau katakan badan berkanun kah macam mereka – Kalau mereka nak labur dalam *option*, perlu mendapat kelulusan kan daripada MOF?

Puan Nadeema binti Kamaruddin [Kementerian Kewangan]: Betul. Contoh dia PERKESO tadi badan berkanun, memang dia hantar ke bahagian badan berkanun di MOF untuk pertimbangan.

Tuan Sim Tze Tzin [Ahli PAC]: Maksudnya mereka kena minta permohonan untuk melabur dalam *option* baru boleh diluluskan ya?

Puan Nadeema binti Kamaruddin [Kementerian Kewangan]: Betul, betul.

Tuan Sim Tze Tzin [Ahli PAC]: Tetapi dalam kes ini...

Puan Nadeema binti Kamaruddin [Kementerian Kewangan]: CLBG.

Tuan Sim Tze Tzin [Ahli PAC]: CLBG, dia *investment panel* yang buat keputusan.

Puan Nadeema binti Kamaruddin [Kementerian Kewangan]: Betul.

Tuan Sim Tze Tzin [Ahli PAC]: Atau adakah *board* membuat keputusan untuk membenarkan dalam segi *option*? Adakah benda ini dibawa kepada *board* untuk mendapatkan kelulusan? Tanya CEO.

Datuk Wira Shahul Dawood [HRD Corp]: YB, kita punya *board has been different powers for investment panel and different for the main board. The investment panel has ultimate powers to make the decision on the investment when encounters investment – A different types of investment. It doesn't go to the main board.*

Tuan Sim Tze Tzin [Ahli PAC]: *But the board is in charged of the entire organization. If the investment panel make a decision but didn't refer to their board, then the board is handicap. They are not informed, they are not – They are in the dark but ultimately they are – They have to take responsibility of the decision. So do you think it's fair?*

Datuk Wira Shahul Dawood [HRD Corp]: YB, *absolutely I agree with you Sir. Maybe we have to go back and change the Akta PSMB 2001 to put all these reform into that. I agree with you. If I am a board member, I wish to know what is happening on that other sub-boards. But, IP is not a sub-board. It is equally a main board like the main board of HRD Corp based on the Akta.*

Tuan Sim Tze Tzin [Ahli PAC]: *Did you as a CEO – Did you report your investment panel decisions to the board?*

Datuk Wira Shahul Dawood [HRD Corp]: *No. We report every time we go for the AGM, we report all of the earnings, profit loss everything...*

Tuan Sim Tze Tzin [Ahli PAC]: *No. No. No. In the board. Because the board is in charged of the company, you know. You have – As a CEO, have you...*

Datuk Wira Shahul Dawood [HRD Corp]: *I, I...*

Tuan Sim Tze Tzin [Ahli PAC]: *Taken the responsibility...*

Datuk Wira Shahul Dawood [HRD Corp]: *Yes, yes. I check...*

Tuan Sim Tze Tzin [Ahli PAC]: *To report to the board?*

Datuk Wira Shahul Dawood [HRD Corp]: *I checked annual reporting to the board before we go for the AGM and before we go for the Annual General Report.*

Tuan Sim Tze Tzin [Ahli PAC]: *This contradictory to the board statements. Because they said they are in the dark of what investment panel is doing.*

Datuk Wira Shahul Dawood [HRD Corp]: *I am very sorry. The board has to wait for four years to come and tell this. They have been in the board for many years. If they say that they have been in the dark, they should've left the board long time back.*

Tuan Sim Tze Tzin [Ahli PAC]: *But you are a CEO with very vast experience in corporate world, you should have taken the responsibility to report to the board.*

Datuk Wira Shahul Dawood [HRD Corp]: *YB, I...*

Tuan Sim Tze Tzin [Ahli PAC]: *Because you know this is the right thing to do.*

Datuk Wira Shahul Dawood [HRD Corp]: *YB, I have done my job to the best of the ability to update the board. The board is aware of the...*

Tuan Sim Tze Tzin [Ahli PAC]: *But the board doesn't know that the – What decision is made in the IP.*

Datuk Wira Shahul Dawood [HRD Corp]: *I have the meeting minutes on the recording of the board that has been discussed in the board. Every year before we go for the AGM, the board, the accountant, the auditor coming to the board, they explain the whole scenario of the financial of HRD Corp. They tell them the board about the earnings, expenses, how much money we made from the investment and the board gives the approval, then only we will proceed to the AGM.*

Tuan Sim Tze Tzin [Ahli PAC]: *Your statement is contradictory. Multiple board members who have told us that the reporting is very, very poor and they didn't know what is going on in the IP.*

Datuk Wira Shahul Dawood [HRD Corp]: *Sir, if my reporting is wrong, if I have been contradictory what I say, board has ultimate power to remove me. Why should they wait until they come and tell me if I didn't do my job well and I have been contradictory to my statement and I didn't report to the board, they would have removed me long time back. The board –*

Some of the board members are not happy with what we do Sir. That is the ultimate reason Sir why we are meeting here. Thank you.

Puan Vivian Wong Shir Yee [Ahli PAC]: YB...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Datuk Wira Pengerusi, saya nak sebut mengenai ahli panel pelaburan ya. Kebanyakan syarikat-syarikat yang membuat pelaburan yang besar, kecil sekali pun, selalunya ahli-ahli panel ini mempunyai latar belakang, pengalaman, *qualification* dalam bidang-bidang yang membuatkan dia boleh memberi pandangan yang baik untuk pelaburan.

For example, chartered accountant, investment manager yang per experience lah. Saya tengok dalam ahli *panel investment* pelaburan HRD Corp ini, okey, *Chairman* itu selalunya *Chairman of HRD* lah. Sama kan? Selalunya *Chairman* dia bukan orang korporat ya. Orang daripada agensi kerajaan, KSU dan sebagainya. Kemudian CEO sendiri.

Saya tengok ramai lagi yang saya tak tahu ataupun apa latar belakang. Ada beberapa orang itu saya tahu dia tidak ada pengalaman dalam pelaburan dan kepakaran dan juga kepakaran dan juga ilmu pengetahuan mengenainya. Umpamanya bekas Setiausaha Akhbar Perdana Menteri dan sebagainya.

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Apa kriteria yang diguna pakai untuk memilih ahli panel pelaburan ini? Sebab ini perkara yang amat penting ya. *Even* Tabung Haji, dia punya ahli panel pelaburan dia orang-orang yang betul-betul *qualified* dan banyak syarikat, Sime Darby dan sebagainya. Apa kriteria yang digunakan untuk memilih ahli panel pelaburan ini? Kalau tidak, jika tidak, jadi apa juga yang dibawa oleh HRD akauntan dan sebagainya dia diterima sebab mereka pun tidak ada *knowledge* dalam bidang pelaburan ini ya, betul ya? Minta pencerahan. Terima kasih.

Puan Merle Fernandez [HRD Corp]: Dengan izin *Chairman of PAC and also Committee Members*, YB. Sebelum itu saya ingin *just to answer YB's question just now about the reporting to the board. Just also like to point out* seksyen 27 akta sub 4 di mana ia menyatakan bahawa *investment panel* akan *report* kepada *board* apabila *board request for investment panel to do so. So, the owners are also on the board members to request for information of investment. That is one.*

With regards to the criteria for the qualification of the investment panel members, we follow the akta, again it is provided at section 26 of the akta and it is the prerogative of the minister. So, as long as he appoints the IP members according to the akta we just accept. With regards to their qualification there is requirement that the person under 26(2)(f) have business and financial experience. Thank you.

Tuan Sim Tze Tzin [Ahli PAC]: Okey, thank you very much, you are the CoSec and also a lawyer right?

Puan Merle Fernandez [HRD Corp]: *Correct.*

Tuan Sim Tze Tzin [Ahli PAC]: *Your job as a CoSec and also a lawyer, legal advisor to company, is to make sure the company is running at – with good governance. This is the bare minimum of that requirement. Your company or the CEO as well as you must make sure that it goes beyond good governance. Now, we have an investment panel working independently without the board knowing and the board had every right to understand the working and etcetera. I think you should evaluate yourself whether you have done enough and beyond for the company's good governance.*

Puan Vivian Wong Shir Yee [Ahli PAC]: *Okey Datuk Pengerusi. Actually, okey soalan tadi memang more to pelaburan but my question is, okey lah as a younger PAC Member, I always follow the social media mengenai program-program of HRD Corp and I realize all the programs is more – I mean, some of the programs run by HRD Corp are very-very posh, sangat cantik.*

So, I want to know this program, untuk menjalankan program-program, all these functions, five stars hotel and all, falls under which category and do we need to approve? Perlu di approve by the board kah? How much budget spend untuk program-program sebegini untuk tahun lalu dan tahun sebelumnya especially your gala night and ada recognition night untuk companies. Saya, ya, I roughly need to know lah, all the expenditure for programs running because ada salah satu program yang saya I went through lah that LED screen rental pun more than RM100K kah, things like that. So, can you just maybe report to us expenditure on programs for few years back. Thank you

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Saya minta CoSec respons dulu soalan daripada YB Bayan Baru.*

Puan Merle Fernandez [HRD Corp]: *Yes, I believe we have increased our governance in terms of HRD Corp practice especially for the past four years. I think this is also being presented by our CFO on the numerous governance safety measures that we have in place. With regards to the board, whatever question they have asked, with regards to investment performance it has been answered at the board together with our auditors. This is always been given, they always been given the opportunity at The Board Audit and Risk Management Committee (BARMC).*

We have our chairman that looks into the audited report and questions the reports and investment and all this are also minute and it also, at least twice a year at The Board Audit and Risk Management Committee as well as the board when our auditor is present. So, that is vast opportunity for them to question them if not separately. When it is questioned, we have as management we have to followed the akta and we do answer all question that are being put forward by the board.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey. Saya nak sambung soalan sebelum menjawab soalan Sandakan. Saya nak tanya pada Dato' TKSU lah. Dato' TKSU, *since* tak ada KSU dah masuk belum dalam – siapa wakil KSM dalam *board* HRD Corp, itu satu. Kedua, ada tak diberikan *briefing* dan sebagainya berkenaan dengan pelaburan dan sebagainya, apa yang berlaku dalam HRD Corp.

Ketiga, saya nak minta pandangan daripada Dato' TKSU sendiri berkenaan dengan apabila perkara ini terjadi bukannya elok kalau akta ini dipinda dan juga panel pelaburan, supaya pengerusi *board* ini bukannya pengerusi panel sebab dia dah ada *conflict of interest* di situ. Sepatutnya memanglah dalam, sebagaimana yang Bayan Baru menyatakan memang ada dalam akta, 2001 ya, sumber manusia tetapi bukannya lebih baik untuk panel pelaburan untuk melaporkan kepada *board* dan bukan hanya untuk diminta *then* baru dibuat penjelasan ataupun pemakluman dan sebagainya. Saya nak minta pandangan daripada Dato' TKSU. Terima kasih.

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Yang Berhormat Datuk Wira Pengerusi dan Ahli-ahli Yang Berhormat. Saya pada hari pertama prosiding ini bermula hari itulah saya dilantik sebagai *board* dalam mewakili KSM. Jadi, pagi itu dapat surat petang kena panggil dengan PAC lah. Jadi *wonderful* lah sikit. *[Ketawa]*

Jadi, saya belum pernah menghadiri sebarang mesyuarat-mesyuarat Lembaga Pengarah HRD Corp sampailah sehingga prosiding yang ketujuh hari ini ya kerana berlaku beberapa perkara-perkara, perubahan dari segi ahli-ahli lembaga pengarah, dari segi pengerusi dan sebagainya.

Yang terbaru diterima surat daripada Pejabat Perdana Menteri bahawa pertukaran berlaku lagi tentang Pengerusi HRD Corp, ahli pengerusi lembaga pengarah dan juga beberapa ahli lembaga pengarah yang perlu dikeluarkan dan dimasukkan ya, seperti yang terbaru Datuk Rosli dan Datuk Chia Hui Yen, diarahkan untuk dimasukkan semula ke dalam ahli lembaga pengarah lah. Yang itu saya akan bawa kepada Yang Berhormat Menteri yang baru untuk dipersetujuilah.

Keduanya, berkaitan dengan taklimat tentang HRD Corp ini. Setakat ini belumlah ada sebarang taklimat yang secara rasmi yang diberi kepada saya tetapi sebagai pegawai yang mengawal, pegawai pengawal kementerian, saya mengambil tahulah tentang perjalanan HRD Corp dari segi strukturnya, daripada segi perjalanan aktiviti-aktivitinya lah.

Tentang panel pelaburan itu saya berpandangan bahawa sebagaimana ahli-ahli organisasi yang lain juga, saya kira saya juga mewakili Kementerian Sumber Manusia di dalam Lembaga PERKESO. Apa-apa perkara tentang, nak dibentangkan tentang projek, program dan sebagainya memang dibawa kepada mesyuarat lembagalah. Jadi, saya

berpendapat begitu juga tentang dari segi jawatankuasa pelaburan ini, perlu pergi kepada lembaga yang utamalah *main board* lah maksud saya.

Itu pandangan saya Yang Berhormat Datuk Wira Pengerusi, perlu dibawa kepada *main board* untuk pengetahuan *main board*, *endorsement main board*, sebagaimana *main board* ini adalah mengawal keseluruhan organisasi itu Yang Berhormat Datuk Wira Pengerusi. Jika perlu kita pinda akta kita pindalah. Kementerian akan berbuat begitu supaya membolehkan perkara ini teluslah maksud saya di situ. Terima kasih.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, terima kasih. Jadi minta untuk menjawab...

Datuk Wira Shahul Dawood [HRD Corp]: Datuk Wira *just* tambah YB punya *this one*. Kita punya *Board Chairman is also the Chairman of Investment Panel, number one. Number two, we accept two representatives from the board, main board to represent in the Investment Panel. In the IP board composition. Just, thank you.*

Tuan Sim Tze Tzin [Ahli PAC]: Okey...

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Sebab itu saya cakap tadi saya punya soalan ada keperluan untuk pinda akta ataupun tidak sebab supaya tak ada *conflict of interest*.

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Tuan Sim Tze Tzin [Ahli PAC]: *On that point* kalau boleh Datuk Wira, sorry ya Sandakan. Saya tanya sebab dia *raised into the issue of chairman. Board chairman is now in the investment board. Investment board make decisions on what counter to buy ya, 25. Agree* ya CFO, tolong?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Agree.

Tuan Sim Tze Tzin [Ahli PAC]: *So, board chairman is non-executive chairman*, tetapi sekarang dia campur tangan untuk buat keputusan. *It becomes executive chairman.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *I beg to defer on that because the...*

Tuan Sim Tze Tzin [Ahli PAC]: *Never mind. This one we leave it to the lawyer at AG Chambers to decide.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ya, ya. *That's one of my perspectives because the definition of the executive is not that. The...*

Tuan Sim Tze Tzin [Ahli PAC]: So, maksudnya dia akan buat keputusan *what company to buy, what company to sell and et cetera whether...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Strategik, keputusan strategik YB.

Tuan Sim Tze Tzin [Ahli PAC]: Okay. *Never mind, we can disagree on this. So, ini adalah masalah di mana ada conflict of interest sebab board chairman supposedly is ensuring transparency, good governance et cetera. But now, he is part of decision making.*

Kedua, saya nak tanya CEO juga. CEO adalah dalam *board member*, okey dan juga dalam *investment panel okay, and also he is an executive. There are three roles of a CEO. Is this good governance? Can we ensure good governance and separation of power and also check and balance in the board, in the organization?* Saya nak tanya TKSU. TKSU.

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Yang Berhormat, sebagaimana yang saya jelaskan tadi bahawa saya berpandangan tentang *sub-sub board* yang ada ini— Saya ambil contohlah, saya ambil contoh satu seperti PERKESO contohnya, ada berapa banyak *sub board* yang ada dalam itu. Saya melihat di situ pengerusi *main board* adalah juga pengerusi kepada *sub board* itu kerana itu dibolehkan dalam aktanya contohnya...

Puan Wong Shu Qi [Ahli PAC]: Maaf Dato' TKSU, tetapi kalau kita menurut— mengikut keterangan dari Datuk Wira Shahul tadi, *investment panel* di bawah HRD Corp ini bukan *sub board, independent board*.

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Ya, ya. Saya memberikan contoh Yang Berhormat. *[Ketawa]* Jadi, saya berpandangan bahawa walaupun *main board*, pengerusi *main board* itu adalah juga *main* kepada jawatankuasa pelaburan itu, saya rasa itu satu pandangan sayalah Yang Berhormat ya. Pandangan saya, saya rasa itu elok kita *separate*-kan, elok kita *separate*-kan supaya nampak lebih teluslah. Maksudnya tidak orang yang samalah supaya...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Yang Berhormat Datuk Wira Pengerusi, Dato' Timbalan KSU, tengok *investment panel* ini dia pertamanya daripada segi dia punya kebebasan, *independent*, pengerusi lembaga pengarah juga pengerusi *investment panel*. Dia *totally out*. Kalau kita tengok dalam dia punya *laws* ini dalam HRD ini, 26(1), kemudian (2)(A), "*Chairman of the board of the person or the person for the time being performing the functions of the chairman of the board as chairman*". I think kita cadangkan supaya dipinda. *It is totally tak independent*.

Sebenarnya apa yang dibawa oleh *investment panel* dengan *board* itu lebih kurang sama sahaja, orang yang sama pun. CEO dalam itu. Dia sepatutnya bukan sahaja *chairman*, tetapi ahli-ahli lembaga pengarah yang lain tak sepatutnya duduk dalam *investment panel*. *You are the* — *You* dah duduk di dalam lembaga pengarah yang lebih tinggi daripada ahli...

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: *[Tidak jelas]*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Bila sampai itu, *then you* boleh *scrutinize*. Kalau tidak, macam mana nak *scrutinize*. Nak *scrutinize*, *chairman* pun *chairman* kita. Lepas itu CEO, CEO sama juga dalam *board* kan? *It has to be revamped whole together* dalam *investment panel* punya ahli...

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Ya, Yang Berhormat. Maksudnya orang yang berbeza.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Ya, orang yang berbeza *totally. That should be* orang kata, buat cadangan lainlah supaya dipinda bahagian itu. Terima kasih.

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Ya. Baik.

Tuan Sim Tze Tzin [Ahli PAC]: Saya belum dapat komen daripada TKSU, peranan CEO sebagai eksekutif dalam *company, at the same time board member, at the same time* sebagai *investment panel* punya *member*. Adakah ini satu *conflict of interest*? Adakah ini mewakili *good governance*? Minta pandangan daripada TKSU.

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Yang Berhormat, kalau pada pandangan sayalah, CEO memang patut berada dalam *board, main board* dan juga dalam panel pelaburan itu. Walau bagaimanapun, daripada segi pandangan saya, beliau patut melaporkan kepada *main board* tentang aktiviti-aktiviti yang diputuskan dalam panel pelaburanlah. Memang pada amalan pada masa ini mungkin pengerusi itu adalah orang yang sama, jadi rasanya tidak perlu kan buat masa inilah. Tetapi pada pandangan saya untuk masa yang akan datang, dia perlu dilaporkan.

CEO memang bagi saya, peranan itu dia mesti ada dalam *main board* dan juga jawatankuasa pelaburan. Tetapi dia kena *present*-lah kepada *main board* apa aktiviti yang diputuskan dalam jawatankuasa pelaburan. Begitu juga dalam saya fikir dalam *board-board* yang lain yang saya mewakili kementerian, dia dibawa kepada *main board* untuk pengetahuan *main board* untuk *endorsement*, Yang Berhormat.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Soalan Sandakan siapa boleh jawab? YB Sandakan tadi ada tanya soalan berkenaan dengan ini...

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Untuk program-program...

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Event-event* dan program-program yang dilakukan oleh HRD Corp.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Okey. Sebelum saya *explain further on that*, untuk 2023 ada tiga *event* yang besarlah berlaku di HRD Corp. Satu *is National Human Capital Conference and Exhibition (NHCCE) 2023*. Nombor dua, *NTW Closing Ceremony*...

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Boleh kuatkan suara sikit tak?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Closing Ceremony and also last is one the HRD Award Dinner*. Untuk NHCCE ini adalah *self-sustainable event* sebenarnya sebab kita *charge the fee to the participants and then* kita *to cover the costs*. So, *self-sustainable*. So, dia akan buat *standalone*. *We spent about RM8 million and* kita dapat *income*

of more than that, RM8 million. It's self-sustainable. Untuk NTW, sebenarnya kita spent roughly dalam RM400,000 and HRD Award Dinner dalam RM800,000.

Cuma saya nak tekankan di sini, semua proses adalah mengikut tatacara perolehan. Saya bagi contoh, dalam HRD Corp, *any amount below RM1,000, satu quotation, RM1,000 to RM10,000, dua quotations, RM10,000 to RM100,000, tiga quotations, RM200,000 to RM500,000, lima quotations dan above that adalah open tender.*

Jadi, dalam NHCCE ini, kita ada juga kos yang lebih daripada RM200,000 dan kita memang *open for Invitation to Quote (ITQ). Then, kita ada evaluation committee untuk nak evaluate the performances, the technical and also the quotations and also the proposals before we even decided to go for the appointment.*

Puan Wong Shu Qi [Ahli PAC]: Boleh saya tanya Datuk Wira? Okey. Kita pulang kepada isu pelaburan, ya. Jadi, Encik Farizul masuk HRD Corp tahun bila?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ogos 2022.

Puan Wong Shu Qi [Ahli PAC]: Okey. Jadi, saya ingin tanya *investment* sebelum berlaku sebelum itu ya. So, kalau boleh saya minta Datuk Wira Shahul jawabkanlah kerana saya rasa Encik Farizul mungkin tak ada ketika itu apabila keputusan dibuat. Jadi, boleh saya tahu yang model pelaburan *private equity* yang *first* berlaku bila?

Datuk Wira Shahul Dawood [HRD Corp]: *I think I guess it's on 2021, YB.*

Puan Wong Shu Qi [Ahli PAC]: Yang *first* berlaku buat, keputusan dibuat pada 2021 kah atau 2020?

Datuk Wira Shahul Dawood [HRD Corp]: *No, no. Sebelum pun ada dia invest in equity. HRD Corp has invested a lot of money on equity before. Tetapi the investment stocks are losing money. There has caused lot of damages in HRD Corp accounts and the books. So, when I came in, I said we shouldn't go into public and buy where we don't have control and we are at the risk of losing money. Satu.*

Kedua, kita tak ada *expert who can sit down and manage everyday about the stocks in the counter.* Itu bukan kita punya kerja. *We are here to sit down and manage the human capital all over the country. So, we don't want to go into something which we are not good at. But at the same time, we need to be self-sustaining or we are collecting money and we want to make the best out of the money, so we can give it back to the government and the people of Malaysia.*

So, we said, okay we can go into equity unless until principal is protected. I am willing to take a lower percentage of the dividends or interest, but I don't want lose my principal. That is where we come out with the put and call option.

Itu pun YB, *it is just not I come up with this. I sit down and speak to people from EPF, PERKESO. I take the best practices and I see what is acceptable to HRD Corp, we do it. I*

proposed that model, but once again YB, I can be in the board, I can be in the sub board, I can be in the investment panel, but my job is, I am not the ultimate decision maker of every decision that has made in HRD Corp.

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As a Chief Executive, my job is to recommend what is right for the organisation. It is the board and the chairman of the board, has a decision – ultimate decision whether to go or not to go. Thank you.

Tuan Sim Tze Tzin [Ahli PAC]: *Can I ask one question, CEO? You said that you are – you know, recommendation. I know in organizations there should be checks and balances. But in deciding, in day-to-day operations, it's a CEO's job. So, we see that – kita nampak bahawa actually HRD Corp, you spent RM600 million into put and – option ya, in option market. RM600 million is a lot of money. But it's only five investment analysts that actually do this. In EPF they have hundreds of analysts looking into all these markets and et cetera and they are not allowed to go into options. They are not allowed into option because of the high risk.*

So as a CEO, do you think that this is a right decision to let your organisation go into a risky option market with only five analysts, all right, taking the risk of the money of the organisation? Do you think it's a right thing to do CEO?

Datuk Wira Shahul Dawood [HRD Corp]: *YB, risk when you want to put money in the business it's a risk. It just a lower risk-kah, higher risk. That I count as important, number one. Number two, I strongly believe that it's not the 100 people or five people that make the difference, the result matters most to me. It doesn't mean you got 100 people you don't lose money. It doesn't mean five people – also you lose money. If you have that careful governance, investment framework, governed by the people who are guiding, I think if I find it.*

As a CEO, I take that as a right model to do it, number one. Because previously HRD Corp has a track record of losing money and the equity, so I am very careful about managing equity. If I have opportunity, I don't want going into the equity. I want to go into investment – I mean FD and maybe going into the sukuk bond. But you know when they go for that kind of model, your returns are very low. But we are growing – our base is growing. We have the obligation to take care of that.

So, we studied some of the best practices, other agencies; PERKESO is our bigger organisation in Kementerian Sumber Manusia. We also take recommendations from them when it comes to investment. We also take recommendations from them in terms of put and call options. But the most important YB, the last two years, 2021-2022 and 2023, we ended close, our investment never makes any loss and we focused on minimal risk. When I say minimal risk, my principal is protected. When I have opened up the kind of exposure to the

organisation, that where I invest on something where my principal is on risk. I take the responsibility and I've been – I put the company at a stake. But being from the corporate when their principal is protected, yet you are getting reasonable returns back, I personally feel the treasury team of HRD Corp and myself have done a good job in terms of getting the right returns back with the minimal risk. Thank you.

Puan Wong Shu Qi [Ahli PAC]: Jadi boleh saya tahu bagaimana dengan pelaburan dalam syarikat Widad Group Berhad yang dibuat keputusan pada tahun 2020. Adakah sudah dapat keuntungan balik kepada HRD Corp?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Ya, we received the eight per cent as normal and we continue as usual-lah, based on the approval from the IP.*

Puan Wong Shu Qi [Ahli PAC]: Bagaimana dengan Berjaya Food?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Even better, we got the dividends also on top the eight per cent.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Okey, saya rasa banyak perbincangan telah kita bincang pasal pelaburan, saya rasa lepas ni kalau semua buka syarikat pelaburan, *insya-Allah* untung. Saya nak balik kepada *basic* pasal HRD Corp ni berkenaan dengan *the core business* HRD Corp. Satu daripada KPI adalah untuk mendapatkan *levy collections*, itu ada KPI-nya sendiri.

Tahun 2022, dalam laporan ini mengatakan bahawa telah dapat sebanyak – sejumlah RM1.8 bilion. Dalam laporan yang sama juga ada sebut di situ sebagai *budget utilisation*. Saya pohon penjelasan, apa maksud *budget utilisation* itu? Ini soalan pertama saya sebelum saya lontarkan soalan susulan. Apa maksud *budget utilisation*?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Datuk *refer to which...*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *[Bercakap tanpa menggunakan pembesar suara]*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Oh, laporan.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Apa yang dimaksudkan *budget utilisation*?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Saya kena dapatkan laporan *tu* baru saya boleh *refer*. *Budget utilisation 2022* adalah *42 per cent, is it?*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Berapa? Sebelum kita pergi ke *percentage* *tu*, saya nak faham apa maksud *budget utilisation* dulu.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Datuk *refer* ke mana?

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Muka surat laman.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Lapan. Oh *budget utilisation* adalah *corporate budget...*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Baik.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Our – HRD Corp corporate budget utilisation.*

Seorang Ahli: *[Bercakap tanpa menggunakan pembesar suara]*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Administration-lah.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Administration* punya. Maknanya dia tak ada – *there is no correlation, there is no direct correlation* dengan...

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Tak ada, tak ada.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *...levy collection-lah?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Tak ada.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Tak ada? So maknanya *levy collection* kita dapat *RM1.8 million. Utilisation of that levy* untuk 2022?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: 975.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: 975.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Betul.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Okey, maknanya...

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Equivalent to 54 per cent-lah.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Lepas tu 2023 *levy utilization is 84 per cent?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Betul.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Betul *eh?* Bersamaan dengan itu, berapa orang pekerja yang telah dapat dimanfaatkan dengan bajet berkenaan? Kita hendak *put on record* sajalah.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Okey. Untuk 2022, *training places and trainees*. 880,000 pekerja yang telah dilatih.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Okey, itu bersamaan dengan *on average* satu pekerja tu mendapat manfaat berapa ribu *tu?* Boleh tolong kira tak?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: So, kalau saya ambil 975, RM1,107.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: RM1,100 sahaja...

Encik Mohamad Farizul bin Yahaya [HRD Corp]: RM7.00.

Tuan Ts. Zahir bin Hasan: Okey, terima kasih. Saya perasan lagi satu *there is no KPI*. Tidak ada KPI yang diletakkan, diambil sebagai *target* untuk bilangan mereka – bilangan yang ya – yang perlu mendapat manfaat daripada program ini ataupun...

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Pekerja terlatih ya Datuk?

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *There is no KPI on the number of recipient-lah* yang boleh manfaat daripada ini. Tak ada KPI, tak ada rancangan untuk meletakkan satu KPI dari segi bilangan yang akan memanfaatkan...

Puan Wan Yon Shahima binti Wan Othman [HRD Corp]: *Assalamualaikum warahmatullahi wabarakatuh.* Yang Berhormat Datuk Wira Pengerusi dan *members of the* PAC. Nama saya Wan Yon Shahima. Saya Ketua Pegawai Pelanggan. Izinkan saya untuk menjawab soalan tu. Sebenarnya KPI ada. KPI untuk *trainees* ada tetapi dia dekat *departmental* KPI bukan *corporate KPI*. *Corporate KPI* kita ambil tempat latihan. Tempat latihan kita memang ada *corporate KPI*.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: So, untuk 2022, *departmental KPI* untuk *trainee* itu berapa ramai?

Puan Wan Yon Shahima binti Wan Othman [HRD Corp]: *I don't have the figure* untuk *departmental KPI* sekarang tetapi walau bagaimanapun, tempat latihan telah ditetapkan. *Corporate KPI* kita telah ditetapkan *and* kita mendapat tempat latihan sebanyak RM1.53 juta – korporat sasaran kita cuma 1.2, so melebihi daripada apa yang telah disasarkan.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Saya ingin cadangkan kalau boleh jugalah meletakkan *departmental KPI on number of trainees* tu dalam *corporate much better* supaya dapat kita tengok persamaan dengan jumlah yang dipungut dengan penerima dia.

Puan Wan Yon Shahima binti Wan Othman [HRD Corp]: Boleh. Boleh YB. Sebenarnya tempat latihan merujuk kepada bilangan latihan keseluruhan yang berlaku pada setiap tahun di mana satu orang mungkin boleh ambil lebih daripada satu latihan. Sedangkan *trainees* yang kita sebut, *maybe* diusulkan oleh atau diberitahu oleh Encik Farizul tadi, 880,000 itu adalah unit. Unit maksudnya setiap satu orang kepala. Satu, 880,000 adalah kepala. 1.53 juta itu adalah tempat latihan.

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Tuan Ts. Zahir bin Hasan: Okey, terima kasih.

Puan Wan Yon Shahima binti Wan Othman [HRD Corp]: Dan Kami ada *corporate KPI* untuk tempat latihan. Sebagaimana yang dicadangkan, supaya kepala juga dijadikan *corporate KPI, which currently is at departmental level*. Kita boleh jadikan sebagai *corporate KPI*.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Terima kasih. Soalan saya yang berikut adalah ada tak, pernah tak berlaku di mana pihak majikan memohon untuk latihan diberikan kepada pekerja mereka dan ditolak? Kalau adapun, apakah sebab-sebabnya? Kalau tidak ada, tidak adalah.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Saya jawab ya. Ada senario yang berlaku, Datuk. Satu senario yang *possibly* akan berlaku adalah latihan yang di-*apply*-kan itu tidak mengikut skop yang ditentukanlah bagi pihak HRD Corp. Contoh yang boleh bagi adalah latihan itu tidak mengikut spesifikasi yang diperlukan. Contoh, satu latihan perlu lapan jam.

Dia *apply* untuk dua jam atau tiga jam. Kena *reject*-lah. Sebab, dalam HRD Corp, kita ada *certain-certain* kriteria yang perlu di-*filled up* untuk nak *meet* untuk *grant approval* itu juga. Itu salah satunya. Saya ini pun orang baru. Minta *Mr. Rony* boleh tambahlah.

Encik Rony Ambrose Gobilee [HRD Corp]: Yang Berhormat Datuk, saya tambah sedikit. Antara kemungkinan lain punca penolakan adalah levi majikan yang tidak mencukupi, selain daripada tempoh masa latihan yang tidak mencukupi. Majoriti adalah dalam lingkungan ini. Dan juga, permohonan geran latihan hanya dikemukakan setelah latihan bermula. Ini juga antara puncanya. Selain daripada itu, YB Datuk, majoriti permohonan majikan diluluskan.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, saya hendak tanyalah sebab Datuk TKSU kita pun baru dapat Menteri baru, kan? Jadi, Menteri ini tidak boleh nak *micromanage everything* sebab tugas di kementerian pun agak banyak yang menuntut kepada perhatian dan juga komitmen Menteri lagi apabila berpindah daripada Kementerian Kewangan kepada Kementerian Sumber Manusia.

Jadi, saya hendak tanya. Siapa yang pantau KPI lebih-lebih lagi dalam bab pengurusan, pentadbiran, pelaburan dan sebagainya di HRD Corp ini bagi pihak Menteri? Siapa yang memantau ini? Saya hendak tanya Dato' TKSU.

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Yang Berhormat Datuk Wira Pengerusi, memandangkan saya mewakili Kementerian Sumber Manusia, maka tanggungjawab sayalah, Yang Berhormat, dan juga saya dibantu oleh pegawai-pegawai saya daripada Cawangan Kawal Selia dan Penguatkuasaan yang menguruskan tentang *board-board* yang ada di bawah Kementerian Sumber Manusia ini.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Sebab itu saya tanya soalan tadi sebab kenyataan daripada Dato' TKSU tadi, dah tujuh— ini dah tujuh prosiding ya. Malang sekali, bila hari pertama masuk, hari pertama terus masuk ke PAC. Maksudnya, sebelum ini tidak pernah berlaku. Saya bila mendengar kenyataan daripada TKSU sebentar tadi menyatakan tidak ada taklimat secara rasmi pun diberikan oleh HRD Corp kepada itu, saya amat terkejutlah.

Sepatutnya apabila ada prosiding PAC dan sebagainya, patut ada *a proper* taklimat yang diberikan kepada Dato' TKSU dan juga pasukan untuk memberikan gambaran yang jelas dan lebih baik pemahaman— walaupun saya yakin dan percaya atas kewibawaan TKSU boleh memahami dan juga, maksudnya, menerimalah apa yang berlaku dalam HRD Corp ini, tapi kalau ada taklimat yang diberikan secara rasmi lebih baik. Jadi, saya hendak tahu respons daripada TKSU.

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Yang Berhormat Datuk Wira Pengerusi, memang sebelum ini tidak adalah sebarang taklimat secara rasmi diberi kepada saya melainkan saya mengambil tahu atas daya usaha saya sendirilah.

Walau bagaimanapun, pegawai-pegawai yang daripada HRD Corp sendiri pun ada datang, bila berjumpa sayalah, menerangkan tetapi tidaklah secara rasmi kerana bila ada PAC ini, maka mereka datanglah kerana saya minta di dalam mesyuarat pengurusan tertinggi untuk saya hendak tahu apa yang HRD Corp ini buat. Jadi, adalah juga seorang dua pegawai yang datang membawa *slide* dan sebagainya untuk tunjuk kepada saya tetapi bukanlah secara formal. Tetapi itu adalah kerana adanya panggilan PAC-lah maksudnya di situ. Itu sahaja, Yang Berhormat Datuk Wira.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Saya minta lepas ini dapat dibuat secara rasmi, *so that* dalam rekod, dan juga nampak HRD Corp seriuslah dalam hendak memberikan pemahaman, penjelasan dengan lebih baik terutama sekali hendak berhadapan dengan PAC dan juga menjawab persoalan-persoalan yang diletakkan di atas bahu TKSU apatah lagi sebagai ketua pegawai pengawal dan juga mewakili Menteri untuk bertanggungjawab sebagai pemantau bagi pihak Menteri, apatah lagi Menteri baru dalam kementerian tersebut. Terima kasih.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Datuk Wira Pengerusi, boleh saya sambung? Jadi, saya ingin balik kepada isu Widad Group Berhad ya. Hanya *curious*, hendak tanya. Harga per *share* HRD Corp beli pada tahun 2020 itu harga berapa? Bila kita akhirnya jualkan semua *share* Widad Group Berhad ini? Pada harga apa?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yang Berhormat, bagi saya masa seminit. Saya *double check*. Nanti *I'll come back to you*.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Tapi, kalau tidak silap, ini keputusan dibuat pada tahun 2020, kalau CEO ingat, kerana ini adalah salah satu cadangan pertama yang dibawa oleh Datuk Wira CEO ketika itu.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Kalau Tuan Farizul untuk menjawabnya ambil masa seminit, saya minta untuk jawab— saya rasa Sandakan punya soalan tadi tidak jawab lagi. Betul, Sandakan?

Puan Vivian Wong Shir Yee [Ahli PAC]: Ada, ada. Jawab dengan ringkas.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Jawab dengan ringkas.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Saya dah jawab dengan ringkas.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Ya. Tapi Sandakan puas hatikah?

Puan Vivian Wong Shir Yee [Ahli PAC]: [Ketawa]

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Saya jawab dari segi total kos dan juga *we followed the procurement policy*.

Puan Vivian Wong Shir Yee [Ahli PAC]: *I know*. Tapi yang dikongsikan adalah program yang sangat besar. *The three mains— but what about the others? I mean*, yang keseluruhan untuk *your* program-program untuk setiap tahun. *I nak tengok the expenditure that you guys spent* dalam program-program, *you know*. *How big is that one?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Total keseluruhan kos untuk event yang *as per budget is actually* RM7 juta. *RM7 juta overall*. *We spent as what we earned*, YB.

Tuan Sim Tze Tzin [Ahli PAC]: Boleh, Pengerusi? Saya nampak bahawa HRD Corp ini— entahlah. *I mean, you have done impressive events*. *We see that Prime Minister invited, Ministers are invited and all very big event in KL*. *Top speakers from all over the world to come to Malaysia*. Nampaknya besar dan *grand*. Tetapi, tidak berapa *tally*-lah kerana kalau katakan RM7 juta sahaja, cukupkah untuk buat program macam itu?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: YB, *specifically*, untuk NHCCE, dia ada satu *specific account on that*.

Tuan Sim Tze Tzin [Ahli PAC]: Okey.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Jadi, RM7 juta NHCCE *because* NHCCE adalah *event stand alone*. *Self-generating event*. Maksudnya, kita *charge fee to the participants and then we get the income to actually cover for the cost and we have to make sure that there is no deficit on that*.

Tuan Sim Tze Tzin [Ahli PAC]: Program berapa?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *So, we spent RM8.6 million*.

Tuan Sim Tze Tzin [Ahli PAC]: *RM8.6 million* untuk program itu?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes.

Tuan Sim Tze Tzin [Ahli PAC]: *Then, you are not telling us the whole truth. This Committee, you have to tell us the whole truth*.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Which I already did*.

Tuan Sim Tze Tzin [Ahli PAC]: Sandakan tanya berapa kos yang telah dibelanjakan untuk adakan event, *but you only tell half of the truth which is RM7 million but the RM8 million tidak...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *I beg to differ on that. I already explained earlier*. Saya senaraikan NTW, NHCCE dan juga event sebelum ini.

Tuan Sim Tze Tzin [Ahli PAC]: Boleh beritahu *breakdown* setiap itu?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ya, saya beritahu total tiga, kan? NHCCE, NTW dengan juga kos buat *dinner*.

Tuan Sim Tze Tzin [Ahli PAC]: Kos itu berapa satu persatu?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: NHCCE, RM8.47 juta. NTW, RM427,000. *HRD Award Dinner*, RM863,000. *Those are the main ones.*

Tuan Sim Tze Tzin [Ahli PAC]: Yang lain itu tambah-tambah semua juga ya?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Tambah-tambah.

Tuan Sim Tze Tzin [Ahli PAC]: Okey. So, saya hendak tanya, biasanya kita bagi syarikat *event company* itu buatlah untuk *organize* program macam itu, kan?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Event company?* Maksudnya, kontraktorlah? Kontraktor?

Tuan Sim Tze Tzin [Ahli PAC]: Ya, kontraktor. Betul?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Betul.

Tuan Sim Tze Tzin [Ahli PAC]: *So, one of the companies is called My Events*, kan?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ya.

Tuan Sim Tze Tzin [Ahli PAC]: *My Events company* itu memang *regular* untuk bantu HRD Corp untuk buat program?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Can you define 'regular', Sir?*

Tuan Sim Tze Tzin [Ahli PAC]: Tidaklah. *My Events* adalah, kan?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ya.

Datuk Wira Shahul Dawood [HRD Corp]: YB, YB, *I take answer for that. I know where YB coming from, what is the reason behind that. I was the owner of My Events before I came to HRD Corp.*

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I'll never make that kind of costly mistake. Suicide myself, asking My Events to do jobs for HRD Corp. My Events have never done a single event in HRD Corp. If somebody can prove that My Events have done a job in HRD Corp, I leave HRD Corp in 24 hours. So, all these fitnah have to be supported by facts and figures. I worked in a corporate for 25 years. We have corporate ethics and we all been trained that way in terms of corporate governance and integrity.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Tuan Farizul, *off* kan mic.

Datuk Wira Shahul Dawood [HRD Corp]: *So, just to answer your question, sir. My Events has never done a single event in HRD Corp during my tenure. Not even one dollar from HRD Corp. Thank you, sir.*

Tuan Sim Tze Tzin [Ahli PAC]: *How about sub, sub-contractor? As a sub, sub-contractor?*

Datuk Wira Shahul Dawood [HRD Corp]: YB, *I'm in the event industries for 15 years. Every contractor- reasonably main contractors are knows me. Okey? That is one of the reason*

I defer in any of the short listings of event, vendors or event suppliers in HRD Corp. The minute when I came to HRD Corp, I told HRD Corp we should never allow event management to come and do any events, because we don't want to spend money on event management. 80 percent or 70 percent of the events done in HRD Corp. All done by the inhouse people.

We take only when there is a need of acumens from third party. That is all done by the procurement procedures under the office of the CFO. Nothing to do with us, sir. Thank you.

Puan Vivian Wong Shir Yee [Ahli PAC]: *Can I add on? Tadi yang dihuraikan, ada satu program yang menggunakan RM8 juta, right? But of course, yang di...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *NECC.*

Puan Vivian Wong Shir Yee [Ahli PAC]: *Ya. Would- can you explain a bit of this program? Walaupun you said tidak gunakan kos dari HRD Corp and actually you are making earning. Boleh bagi- and what is the impact of all these events yang secara besar-besaran? According to HRD Corp for HRD Corp.*

Datuk Wira Shahul Dawood [HRD Corp]: *Maybe I just share first YB and then, I get Encik Zul untuk tambah sikit. The utilization or levy has gone to 85 percent is a direct result of the activity, what we HRD Corp have done over the last two years. We have created the importance of learning and development to the employers and there is a lot of engagement, there is a lot of activities that we have gone and worked together with our employers, have resulted in the utilization of the levy. Number one.*

NECC is not the first-year event that I built it up. It was the event that has been done in HRD Corp for the last 20 years. COVID-19 time, we stopped it and we revived back. But, I want to use NECC as a platform to brand HRD Corp and to bring that kind of impact to the stakeholders of HRD Corp. I think the results for the event speaks by itself from our stakeholders who participates in it. HRD Corp used to spent money to run such kind of events. We used to take money from our own coffers and we have to spend for our stakeholders.

But, this NECC we have generated money and we utilize that money which been generated from the event to run the event and we also gain some extra profits for HRD Corp to do other activities.

So, in a nutshell, HRD Corp has saved money with the extra branding with zero cost to the organization. That- the bulk of the cost YB, has been for the venue and the food for the event. That is the major cost. We have 4,000 people who have attended for the two-day conferences. The majority of the costs goes back the venue and food given by the venue provider, which is MyTech. Thank you. Encik Zul.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *In terms of the vendors for all these events. Sebab kita mempergunakan data perolehan, follow the process of perolehan. Takkan ada satu company yang kita akan fokus full turnkey. Tak. Kita akan make sure that is rotated*

dan juga tak ada satu *company* sahaja yang boleh buat satu benda. *Even for—* saya bagi contoh. Untuk audio dan visual, kita *appoint* dua *company*. Satu untuk *the conference*, satu untuk *the exhibition*. *Value of 440 which is through the ITQ*. Kita akan buat *the evaluation*. Untuk struktur pun kita pakai tiga *companies*. Sebab tidak ada satu *company* yang boleh buat semua *full turnkey*.

So, that's how we actually managed the perolehan and make sure that it is followed and make sure the quality standardized as per requirement by HRD Corp.

Puan Vivian Wong Shir Yee [Ahli PAC]: *How many stakeholders that participated dan berapa kamu caj for one stakeholder that participated? Because, RM8 million for program for two-days conference is quite an eye opening.* Kami pun mahu belajar macam apa program yang boleh dijalankan dengan gunakan peruntukan besar untuk dua hari, 4,000 orang.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ada beberapa komponen dari segi *income*. Satu kita caj RM2,500 untuk satu *participant*.

Puan Vivian Wong Shir Yee [Ahli PAC]: *One participant. [Bercakap tanpa menggunakan pembesar suara]*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *One participant.* RM2,500 sebenarnya sangat-sangat murah. Untuk *Malaysian Institute of Accountants (MIA) Conference*, dia caj RM3,500. *So*, untuk HRD Corp kita caj RM2,500 dan juga untuk kita punya *exhibition*, kita caj *the vendor* lah. Siapa yang nak buat *the exhibition*, kita caj RM4,000 ke RM5,000 *depending on the location* dan juga dari segi *sponsorship in terms of the value* lah. *Sponsorship*. Untuk tahun lepas.

So, selalunya *company-company* yang hebat dan besar ini dia akan *join us to be the sponsors*. *So that, the brand of the companies* itu *actually been acknowledged to the audience as well*. *Since the audience* kita ada 4,000 *participants*.

Puan Wong Shu Qi [Ahli PAC]: Bagaimana dengan harga syer yang saya tanya tadi? Harga syer Widad Group Berhad, yang kita beli dan akhirnya kita jual.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: YB, kita tak jual. Kita beli 62 sen.

Puan Wong Shu Qi [Ahli PAC]: Kita beli pada 62 sen?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes.

Puan Wong Shu Qi [Ahli PAC]: Bulan dan tahun yang kita— tarikh yang kita beli?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Saya tak ada *exact* tarikh tapi pada tahun 2021.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: 2020. Tahun 2020. *[Bercakap tanpa menggunakan pembesar suara]*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Dato', *on the mic*.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Sorry. Based on the minute investment panel meeting.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: 2020 ya?

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: 2020.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: 2020 harga dibeli pada...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Harga 62 sen.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: 62 sen.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Tadi Encik Farizul sebut, kita tak jual lagi kan?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Kita tak jual lagi.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Okey, *we spent* dalam RM60 juta untuk beli syer berkenaan.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Betul Dato'.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: RM60 juta. Setakat sekarang ini, berapa banyak dividen kita dah dapat daripada...

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Untuk Widad, kita tak dapat dividen. Tapi *yield of eight percent yes, we received. Every year.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Tapi dividen tak dapat?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Tak ada. Ada beberapa kaunter yang kita dapat dividen. Ini dividen pada saya *is cherry on the ice cream* lah. Kalau dapat, *then is okey. But, still* dia dapat.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Widad, dia pernah bagi dividen?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *So far*, Widad tak bagi dividen. Ada *few counters* lain.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Apa yang saya tahu, prestasi Widad ini *the last few years* memang *bad*. Today, dia punya syer *only* 19 sen. *Range for the year*, 19 sen sehingga 57 sen. *For one year range. To this range in 19 sen to 49 sen*, dia punya *fluctuation is very heavy*. Saya nak bawa perkara ini kepada—bersangkutan dengan minit mesyuarat *investment panel* pada 5 April 2023. Agenda satu. *Repayment of net settlement sum. The proposal was presented by Mr. Farizul as per the slides attached.*

Saya nak faham apa yang dimaksudkan. Boleh bagi pencerahan sekejap lagi. *"Mr. Farizul informed the IP member that he just received a letter from Widad Group Berhad (WIDAD) on 31st March 2023, Friday. With respect to the required settlement sum and the proposed staggered payments. Mr. Farizul, yourself. Further explained, that due to current*

nature of Widad business, they are having slight difficulties in repaying the next settlement sum of the private equity investment.” What does it mean here? Apa maksudnya?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Pada masa itu Dato’, Widad having some difficulties in paying the eight percent.*

Dato’ Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Even today, they having their problem?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *We already received the full settlement for 2022.*

Dato’ Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Dapat dah? Dapat dah?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Yes. As per schedule.*

Dato’ Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Apa maksudnya? Benda ini.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *They are having some cash flow issues. Untuk nak pay.*

Dato’ Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *You kena bayar dekat Widad kan? You...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *No, no. Widad has to pay to us the eight percent itu.*

Dato’ Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Because, bila you masukkan duit RM60 juta, you yang beli syer dia kan?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *RM60 juta itu happened masa tahun 2020.*

Dato’ Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Untung dah masuk?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Untung yang eight percent every year itu lah. Kita akan dapat.*

Dato’ Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Dia memang dah dapat?*

Puan Wong Shu Qi [Ahli PAC]: *Jumlah itu berapa? [Bercakap tanpa menggunakan pembesar suara]*

Dato’ Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Jumlah berapa?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Jumlah, let me just double check.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Jumlah daripada tadi...*

Dato’ Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Yang lapan percent itu.*

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Datuk Wira Shahul Dawood [HRD Corp]: *YB, while he gets the data, I just answer that.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Never mind, let him continue.*

Datuk Wira Shahul Dawood [HRD Corp]: *Okay.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Nanti you interfere, they problem.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: 5,099,998.81 – lima juta. 5.1 juta.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *You dapat?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Yes.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Dah dapat?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Dah settled for 2023.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Sudah dapat?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Dah dapat. Dah settled.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *That one about eight percent-lah?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Yes, as per agreed-lah.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Of the 60 million? Kemudian semua ini dah settle-lah, agenda one ini? Subsequently the conversation between Widad's representative and Mr. Farizul, [Tidak jelas] know that Widad is agreeable. That one all done-lah?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *All done.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Settle, okay.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Bangi.*

Tuan Syahredzan bin Johan [Ahli PAC]: *Saya masuk lain ya. Okey, saya nak pergi kepada satu lagi isu berkenaan dengan skills passport. Saya tahu skills passport ini dah dibatalkan. Jadi mungkin perbincangan ini sedikit akademik.*

Tetapi saya ingat lagi dalam prosiding-prosiding sebelum ini yang mana kita ada bertanyakan tentang skills passport ini. Apa yang telah dimaklumkan kepada kami adalah skills passport ini tidak membawa apa-apa implikasi kewangan kepada pihak HRD Corp.

Ini telah dimaklumkan oleh Datuk CEO sendiri, juga dimaklumkan oleh salah seorang daripada Ahli Lembaga, Board HRD Corp dan juga mantan Menteri pun ada cakap bahawa tidak membawa implikasi kewangan.

Tetapi persoalan-persoalan tersebut dibuat semasa kita – we do not have the benefit, dengan izin untuk baca perjanjian. Jadi, akhirnya kami dah dapat perjanjian itu yang mana saya melihat di sini tarikhnya ialah Februari 2023 tahun lepas.

Kemudian saya baca schedule ketiga, fees. Upon the skills passport application being implemented and successful go-live, putting aside the bad English here, "PSMB shall pay to

the service provider the sum of RM12 per use exclude SST to be paid by PSMB on a monthly basis.”

Jadi saya lihat ini Datuk CEO, terdapat satu percanggahan yang *glaring* jika saya boleh saya gunakan perkataan tersebut, dengan apa yang telah dimaklumkan kepada kita dan dibandingkan dengan *the actual wordings of the agreement*.

Jadi, saya mungkin untuk permulaan Datuk boleh jelaskan tentang apa yang saya lihat sebagai satu percanggahan ketara di antara apa yang telah dimaklumkan dan juga perkataan-perkataan khusus yang ada dalam perjanjian ini. Terima kasih.

Datuk Wira Shahul Dawood [HRD Corp]: Terima kasih YB. *Now, I just want to repeat again, and reaffirm my previous statement together with my other Board Members and my former Minister.*

Maybe the wording on the document what you see might not be the right or maybe structured well. The reality is there is no cost implication to HRD Corp, number one. Because the morale of the business is paid for use and paid by the user, not the HRD Corp.

The reason HRD Corp decided to— user to pay us is because we have a profit from the user that has been paid. So, that is only the whole thing but on actual fact, HRD Corp don't spend a single cent on the implementation of the system, neither or the usage of the system.

If somebody on the public which to use the system or the skills passport, they can pay the stipulated amount to HRD Corp. HRD Corp will take our share of and we give it back to the application – I mean the developer, that particular cost.

Also YB, we made it very clear, we are not allowed to use levy money for the usage of the skills passport. That is the very clear intention that the money doesn't come from HRD Corp or neither from the employers. If the employer which to use it, they got to use their money not from the levy to utilize their skills passport services. Thank you.

Tuan Syahredzan bin Johan [Ahli PAC]: Sorry Datuk, saya tak boleh terima penjelasan tersebut. Pertamanya, kita bercakap tentang satu perjanjian yang akan mengikat HRD Corp. Dalam HRD pun, HRD Corp pun ada *legal officer* dan sebagainya.

Tetapi, sekarang Datuk datang ke sini dan kata mungkin apa yang ada dalam perjanjian ini tidak jelas. Jadi kita sebagai peguam – saya sebagai peguam dan *you* pun ada *Board Member* yang peguam. *We live and die by the four walls of the agreement*. Kalau *agreement* itu sendiri kata perjanjian ini PSMB *shall pay*, “*Shall pay*”. *Shall* itu maksudnya apa AGC? *Shall* itu maksudnya mesti. *Shall pay RM12*.

Jadi kalau tak bayar satu terma ini, maknanya pihak *service provider* ini boleh ambil tindakan kepada HRD Corp. *That is the implication. So, how can you come to here and kata*

tak ada *financial implication* pada HRD Corp? *I would say that this is misleading this PAC Datuk. Please your comment.*

Puan Merle Fernandez [HRD Corp]: *May I comment first YB. So, I beg to differ with your comment YB. If you read on from the paragraph that you have quoted YB and I will read through again exactly from the agreement. "Upon the skills passport application being implemented and successfully go-live, PSMB shall pay to the service provider the sum of RM12 per use excluding SST on a monthly basis."*

The next paragraph goes on to very clearly state, "For the avoidance of doubt in the event the skills passport application is not implemented by PSMB, there shall be no fees charges, costs or disbursement due or payable to the service provider for any reason whatsoever."

Next paragraph. "Upon implementation of the skills passport application PSMB shall be responsible for the collection of monies, payment to the service provider as per para two", which you had earlier stated, "shall then proceed accordingly." Meaning we will collect first and then we would pay RM12 per use because PSMB is in the forefront of that software. So, for example, when an individual uses it, that individual has to pay RM12. We will then collect it and pay that same RM12 to the service provider.

Tuan Syahredzan bin Johan [Ahli PAC]: *Thank you, thank you for pointing out sebab saya memang tunggu persoalan itu atau jawapan itu diberikan. Jadi puan bersetuju dengan saya kalau kita baca ini maknanya PSMB ada tanggungjawab untuk collect monies untuk skills passport ini, betul? Betul ya. Tolong jawab pada...*

Puan Merle Fernandez [HRD Corp]: Betul, betul YB.

Tuan Syahredzan bin Johan [Ahli PAC]: Betul ya, okey. Jadi, ini tanggungjawab yang ada di bawah empat. Pada masa yang sama, PSMB juga ada tanggungjawab untuk bayar kepada *service provider* kalau bawah dua, betul? Selepas *collect*.

Puan Merle Fernandez [HRD Corp]: Selepas *collect*, bayar. *Correct.*

Tuan Syahredzan bin Johan [Ahli PAC]: Betul ya?

Puan Merle Fernandez [HRD Corp]: Betul.

Tuan Syahredzan bin Johan [Ahli PAC]: Jadi tanggungjawab untuk bayar ini bukannya ia satu tanggungjawab yang mana kalau tak buat, *there is financial implication*. Setuju atau tidak?

Puan Merle Fernandez [HRD Corp]: *I'm sorry, I don't follow you YB.*

Tuan Syahredzan bin Johan [Ahli PAC]: *Meaning, kalaulah kita tak bayar— PSMB tak bayar kepada service provider di bawah dua ini. Maknanya ada financial implication terhadap PSMB yang mana PSMB boleh disaman oleh service provider. Betul?*

Puan Merle Fernandez [HRD Corp]: *Yes, but the payment is only upon collection YB.*

Tuan Syahredzan bin Johan [Ahli PAC]: *Jadi— ya— jadi, maknanya apa-apa pun ada financial implication kepada HRD Corp which is different from what we have been told all this while.*

Puan Merle Fernandez [HRD Corp]: *Again, I beg to differ YB. There is no financial implication because if we had implemented the skills passport application and no one had used it, there will be no responsibility of PSMB to make any payments.*

Tuan Syahredzan bin Johan [Ahli PAC]: *Thankfully, we did not implement it.*

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Puan Merle Fernandez [HRD Corp]: *We are – we are just like the post office.*

Tuan Syahredzan bin Johan [Ahli PAC]: *Thankfully, we did not implement it. So, this whole financial implication doesn't raise at all. That's all. Thank you.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Terima kasih Bangi. Air-cond tak kuat ya? Panas ya? [Ketawa] Teruskan.*

[Ketawa]

Seorang Ahli: *Okay what. Panaskah?*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Saratok.*

Datuk Ali anak Biju [Ahli PAC]: *Saya nak...*

Beberapa Ahli: *[Bercakap tanpa menggunakan pembesar suara]*

Datuk Ali anak Biju [Ahli PAC]: *...balik semula kepada kadar penggunaan levi yang 84 peratus untuk tahun 2023. Sebelum itu, memang penggunaan dia lebih rendahlah. Kalau kita translate 84 peratus penggunaan itu, maknanya kita ada balance RM349 juta yang tak dipakai oleh company semasa tahun tersebut. Tahun-tahun ke hadapan pun saya rasa penggunaan dia paling banyak pun 90 peratus. Kalau 100 peratus baguslah.*

Macam manakah penggunaan duit levi ini yang belum dipakai oleh majikan? Adakah ia disimpan begitu sahaja ataupun digunakan untuk investment? Sama ada dia fixed depositkah, sukukkah. Sebab RM349 juta setahun itu, kalau lima peratus setahun, maknanya ia lebih kurang RM15 juta. Sepatutnya, return of the investment ini balik semula kepada majikan. Return on investment ini tidak boleh digunakan sebegitu sajalah. Ini patut balik kepada majikan. Itu yang saya rasa sebagai pandangan kepada majikanlah terhadap isu ini.

Adakah begitu? Keuntungan tersebut balik semula kepada majikan? Dia ada dua tadi ya. Tadi, adakah balance itu, RM349 juta itu di-invest? Kalau ya, keuntungan itu balik semula kepada majikan tak? Begitu soalan saya.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Saya tolong jawab ya. Untuk soalan yang pertama, sama ada balance itu akan di-invest. Jawapannya yes, because that's*

how it works. Whatever payment levy, dia akan masuk kepada satu *fund* dan kita akan gunakan *fund* itu untuk buat *the investment as per* akta dan kemudian sama ada lebihan itu akan patah balik kepada majikan sebagai dividen. Betul tak?

Datuk Ali anak Biju [Ahli PAC]: Ya, ya. Dividenkah, apa-apa bentukkah.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Jawapannya tidak. Kecuali melalui latihan yang akan digunakan oleh majikan itu sendirilah. Contoh saya bagi, saya buat *levy payment* RM10,000 setahun. Saya hanya pakai RM5,000, ada lagi *balance* RM5,000. RM5,000 itu akan ada dalam akaun majikan itu untuk tahun 2024 dan seterusnya.

Datuk Ali anak Biju [Ahli PAC]: Ya, tapi macam mana dengan keuntungan tersebut? Adakah pertambahan kepada RM5,000 tersebut ataupun tidak?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Tidak.

Datuk Ali anak Biju [Ahli PAC]: So, *fund* ini pergi ke mana sebenarnya? Kepada HRD Corp?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Fund* kepada HRD Corp. RM5,000 itu *still* lagi duit majikan.

Datuk Ali anak Biju [Ahli PAC]: Bukan.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Cuma HRD Corp akan gunakan RM5,000 ini untuk *that all... [Tidak jelas] ...placement*.

Datuk Ali anak Biju [Ahli PAC]: Keuntungan, keuntungan tersebut.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Keuntungan itu, tidak. Itu jawapan pendek sayalah. Memang tidak. Maksudnya majikan tetap ada RM5,000 tapi keuntungan *on the* RM5,000 adalah kepada HRD Corp untuk nak meneruskan operasi-operasi yang sedia ada. Sebagai sistem pembayaran, *salary, allowances*, sewa bangunan dan sebagainya.

Datuk Ali anak Biju [Ahli PAC]: Okey. So, maknanya setiap tahun, *investment* ini memang bertambahlah? Memang pertambahan dia. Sebab *utilisation rate* kita memang takkan 100 percent.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes. *Mathematically, yes*.

Datuk Ali anak Biju [Ahli PAC]: Okey, itu sajalah.

Puan Merle Fernandez [HRD Corp]: YB, *may I just add. The purpose – objektif* *levi is for the employers to use for training. It wouldn't be for investment. So, if we were to return some dividend or something, then they will not be encouraged to use the levy for training in the first place. The objective is to use it. Right?*

Datuk Ali anak Biju [Ahli PAC]: Tapi, jangan pula ambil kesempatan kepada ini. Dia mungkin belum pakai, kemudian dia pakailah. Tapi, *investment* itu sepatutnya diberi keuntungan juga kepada majikan. Sebab, nilai itu bertambah tiap-tiap tahun. Kalau lebihan dia, kalau 90 peratus penggunaan dia, lebih RM200 juta pertambahan. *Then, 2023, RM349*

juta. Jadi, setiap tahun bertambah RM300 juta, RM300 juta. Jadi, *Return investment* ini memang besarlah, makin bertambahlah.

Jadi, di manakah titik untuk kita berhenti menggunakan *investment* itu sebagai keuntungan kepada HRD Corp, bukan kepada *employee*? Ia sepatutnya *return* kepada *employee*. *That is my* pandanganlah.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: YB kalau saya boleh jawab, ada dua kepentingan untuk dividen ataupun keuntungan yang kita dapat daripada pelaburan. Satu, untuk *support our operational needs*, pembayaran gaji dan sebagainya. Nombor dua, untuk kita buat program untuk *the underserved communities* yang kita *explain* tadi, yang kita terangkan sebelum ini ya dan juga *infrastructure development*.

Untuk pengetahuan makluman ahli mesyuarat, sebenarnya kita pun tak ada *office* pun di Kelantan dan juga di Terengganu, *for the last 30 years*. So, untuk 2023, kita baru nak buka pejabat di Kelantan dan Terengganu supaya kita boleh *serve, better serve to the communities* dan pembayar-pembayar, majikan-majikan di Kelantan dan Terengganu. Itu contoh yang kita ambil. Jadi kita perlukan duit lebih daripada pelaburan itu sendiri untuk *support the operational needs and also the infrastructure*.

Saya boleh *share*-kan juga, bila saya masuk tahun 2022, *office* di Johor itu, sampai orang ingat kita ini *scam* sebab *office* di atas *office lot* dan *office* pun, *to me* macam nak robohlah. Jadi, kita *decide* untuk pindah *office*. *Make sure it's good for the employees and also the majikan*. Ada kaunter pendaftaran, ada kaunter pertanyaan. *Improve the service, improve the SLA, invest in the technology. Make sure* daripada tujuh hari ke 24 jam. So, *those kind of things* yang kita perlukan duit. Itu saja jawapan saya YB.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Terus. Okey, Bayan Baru, Sik *then* Kluanglah.

Tuan Sim Tze Tzin [Ahli PAC]: Okey.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Sik, levi kan? Merujuk...

Beberapa Ahli: *[Bercakap tanpa menggunakan pembesar suara]*

Tuan Sim Tze Tzin [Ahli PAC]: Okey. Untuk levi, saya tanya kita ada *unutilised levy* ya. Biasanya *about 25 per cent*-lah ya. *Some 25 per cent of unutilised* – lepas dua tahun, dia dipindah ke akaun *unutilised levy*. Betul ya?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Betul.

Tuan Sim Tze Tzin [Ahli PAC]: Adakah *unutilised levy* itu, duit itu boleh digunakan untuk – apa dia punya fungsi? *What do you do with that money?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Untuk *unutilised levy, the same treatment that is only strictly for the training*. Bukan untuk pembayaran HRD Corp *internal expenses*. Bukan. Yang ini kita buat program-program seperti SCOPE, B40 dan sebagainya.

Tuan Sim Tze Tzin [Ahli PAC]: Ada? Ada pakai macam itu?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes, because it's strictly under that fund. HRD Corp, kita tidak boleh pakai satu sen *single* pun dari untuk levi ini sama ada dia dalam pembayaran *levy fund* itu sendiri dan kemudian di-transfer-kan kepada *unutilised levy fund*. It's still for the purpose of the training. Cuma, di *levy fund* itu, kita ada kepada majikan-majikan akaunlah. Akaun kepada majikan-majikan itu sendiri kan? Jadi, apabila dipindahkan kepada akaun *levy fund – reserved fund* ini, itu kita boleh gunakan untuk *the development of the underserved communities*.

Tuan Sim Tze Tzin [Ahli PAC]: Ada – adakah yang kalau kita pindah untuk menggunakan *unutilised levy* itu, yang *fund* itu, adakah ia perlu melalui *board*?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Untuk *the* – saya ada dua ya. Satu, *for the transfer of the fund*. So, *transfer of the fund*, kita *follow the procedure*. Once kita dah bagi *notification* dan dia *follow procedure*, *after two years* dia tak pakai and kita buat *notification and final reminder*. Then, lepas daripada itu *then* kita akan *transfer to that particular fund*-lah. So, itu adalah *unutilised levy fund*.

Tuan Sim Tze Tzin [Ahli PAC]: Itu automatik? Tak payah melalui *board*?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Itu tak sebab itu adalah *per akta*.

Tuan Sim Tze Tzin [Ahli PAC]: Okey.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Okey. Elemen yang kedua adalah bagaimana kita, tatacara kita untuk nak pakai *the unutilised levy* untuk program-program latihan untuk *the underserved communities, those we actually got the approval from the board in terms of the type of programme*. What are the things, program yang kita nak buat; B40, SCOPE and everything else-lah dan akan menggunakan dana *unutilised levy* itu sendiri. Itu nombor satu ya – nombor dua ya, YB.

Nombor tiga, dari segi *element of the governance* itu sendiri. Daripada segi *source of...* [Tidak jelas] *levy*, kita *transfer and then* dia akan masuk dalam *programme, we call it as HRD Corp Strategic Incentives (HSI)* ya. [Tidak jelas] [Bertanya kepada seorang pegawainya]. Ya, *incentive*.

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Dia akan *follow the standard procedure that we have*. Nombor satu, *evaluate the proposal*. Nombor dua *grant approval through the committee, right*. They *evaluate the committee*, kemudian *claim*, berjalanlah *claim* program itu sendiri. Nombor tiga, *once* dah dapat *the training has already completed*, dia akan buat *through the claim process which is*

processed by different team. And then selepas claim itu, kita dah verify training itu memang berjalan dan diperakui dan sebagainya, kemudian baru pergi finance untuk final approval where finance akan check the document submitted, the claims, the grant, the approval of process, documents proposal and everything else.

Then, payment– finance will do the finance payment to the training provider. So, kita follow the standard process, the framework that already existing in HRD Cop.

Tuan Sim Tze Tzin [Ahli PAC]: *But do you get the board approval to used that fund?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Yes.*

Tuan Sim Tze Tzin [Ahli PAC]: *You get the board approval?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Yes, yes. In terms of the programs for the HSI. The HSI program itu sendiri. [Disampuk] Yes, in fact to use the fund. I can actually refer.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *[Bercakap tanpa menggunakan pembesar suara]*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *I will share the extract of minutes YB...*

Tuan Sim Tze Tzin [Ahli PAC]: *Okey, maksudnya setelah board meluluskan program atau meluluskan penggunaan dana tersebut?*

Puan Merle Fernandez [HRD Corp]: *Dua, dua. Both Yang Berhormat... [Bercakap tanpa pembesar suara]*

Tuan Sim Tze Tzin [Ahli PAC]: *Dua, dua? Both?*

Puan Merle Fernandez [HRD Corp]: *Excuse me, Yang Berhormat dengan izin, both.*

Tuan Sim Tze Tzin [Ahli PAC]: *Okey, so saya nak tanya juga tadi CFO pun kata ada you know, you renovated your Johor punya building, setup office in Kelantan, Terengganu. Those money comes from where?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *From the business operation, the investment income.*

Tuan Sim Tze Tzin [Ahli PAC]: *Investment income itu tidak– adakah investment income itu, when you invest, do you used unutilized levy?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *No.*

Tuan Sim Tze Tzin [Ahli PAC]: *Strictly, no?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Stritcly no.*

Tuan Sim Tze Tzin [Ahli PAC]: *Stritcly, no?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *We cannot use levy payment at all...*

Tuan Sim Tze Tzin [Ahli PAC]: *So, where does your investment money come from?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Meaning...*

Tuan Sim Tze Tzin [Ahli PAC]: *You have RM600, you spend RM600 million to invest in stock, in options.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Correct.*

Tuan Sim Tze Tzin [Ahli PAC]: *And also. Widad.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Okey...*

Tuan Sim Tze Tzin [Ahli PAC]: *So, where does the money come from?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Actually, from levy balance that we have. Macam ini, kita ada satu pool RM3.7 bilion out of which kita sudah allocate into strategic fund. The fix deposit, sukuk, bond and everything. So, we do the all the placement accordingly. Contoh, daripada RM3.7 itu if you can see from our financial kita ada satu element debility to employer which is the employers fund.*

Touch wood ya, kalaulah HRD Corp ini bungkus sekalipun kita ada daripada fix deposit, kita boleh dapatkan daripada GG, kita boleh dapatkan dari investment balik. So that basically in return we don't really over utilize on in terms of any investment...

Tuan Sim Tze Tzin [Ahli PAC]: *Maksudnya the money in your investment come from the levy itself? Am I right?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *As per akta, yes. For us, because it's allowed to do the investment. We are allowed to do investment.*

Datuk Wira Shahul Dawood [HRD Corp]: *Yang Berhormat, actually you are correct sir, correct. Our source of income from the levy but we don't use the levy money. We use the levy money to generate income and use that income to runs the operation of HRD Corp. That has been the standard, just– not only at HRD Corp, any others agencies, sama macam PERKESO. PERKESO collect caruman for SOCSO. They use the money to generate income and they run the operation that way.*

And this is how, it been governed in the HRD Corp PSMB Act 2001. So, you absolutely right sir. It's a levy money that we invested and we take the returns, run our operations. The levy we just keep it for the employers. Thats how the whole operations.

Tuan Sim Tze Tzin [Ahli PAC]: *That is bit worry for me because you used a levy money which belongs to the employers and then you put into a very risky investment in options. Right?*

Datuk Wira Shahul Dawood [HRD Corp]: *Sir, Yang Berhormat, I think honestly, I mean I feel we are doing the right for HRD Corp, if there is something that Yang Berhormat feels that we need to improve the process. We are more than happy to improve the process and to do it but if you think this is not the right model that we use a levy to collect money, to drive investment and income. To run HRD Corp which is risky then we are also have– we need*

recommendation from PAC that we don't touch the levy money, we will seek funds from the government to run the operations of HRD Corp Sir.

It has to be either way, either we get fund from government to run the operation or we have to use the levy money to generate income to run the operation Sir. It must be either one of this way. Thank you.

Tuan Sim Tze Tzin [Ahli PAC]: *Sorry, okay dan juga when you have the money from—you know, you used your levy money, you invest in stock and options and then you get the money return and then you started, you renovation the office, I am okay. No, this one is operations side but I also understand that you also buy in properties juga, kan? Certain property...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *For operation use.*

Tuan Sim Tze Tzin [Ahli PAC]: *Ya?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *For operational use, yes.*

Tuan Sim Tze Tzin [Ahli PAC]: *Operational use which is...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Not for investment.*

Tuan Sim Tze Tzin [Ahli PAC]: *Not for investment. No for investment, for operations use. Can you explain to me your rationale to buy office and renovate, to do in Tapah? What is the justification?*

Datuk Wira Shahul Dawood [HRD Corp]: *YB, the reason why it was chosen to do at Tapah. There lots of Orang Asli based in Tapah. It was a strong based of Orang Asli in Tapah, that's number one. Number two, that particular time the Minister was from Tapah, number two. Number three, although the Minister can come from Tapah but there was a necessary need for that community center to be developed for the Orang Asli and underprivileged there.*

So, that was a proposal came in and it went through the proper cause of deliberation, present to the board. The board member visited the Tapah before it was being bought and Tapah continues to do lot of good trainings for the underserved community in that space. So, that was the ultimate reason Yang Berhormat, why we went on to buy the Tapah building.

Tuan Sim Tze Tzin [Ahli PAC]: *It becomes a community center as well?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Saya nak tambah Yang Berhormat.*

Tuan Sim Tze Tzin [Ahli PAC]: *Is this the original objective of HRD Corp, is it a community center or you are doing training?*

Datuk Wira Shahul Dawood [HRD Corp]: *No, actually Yang Berhormat it was both, the reason why came out last time, there is a lot of difficulty for Orang Asli to come out and do activities and learn. They don't have Internet facilities, they don't have accessibility learning and development. When you want to bring them out. There is a lot of challenges. So, HRD Corp built up these facilities such a way. We have a learning in development facilities, at the*

same time they also have some facilities, they can come and stay there. They can take up the training and development program and they can move on from there.

Tuan Sim Tze Tzin [Ahli PAC]: *So, you want to open up community center to train Orang Asli which is well and good. Why not do in Tanjong Malim with a lot Orang Asli? Why not do it in Cameron Highlands or do it in maybe— mana ada. Okey, Bera kah? Okey, Kubang Pasu pun ada. There is a lot of Orang Asli there. Why not you do it there?*

Datuk Wira Shahul Dawood [HRD Corp]: *Certainly Sir, if there is a budget we will do in that place in future.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Masjid Tanah pun ada juga. [Ketawa]*

Tuan Sim Tze Tzin [Ahli PAC]: *But the main reason is because of— of course the Minister was also part of the reason lah?*

Datuk Wira Shahul Dawood [HRD Corp]: *Ya, Minister from Tapah. If there is a budget permitted and there is a need, we can also do in other places. There no problem, sir.*

Tuan Sim Tze Tzin [Ahli PAC]: *And I want to ask CFO, the buying of the shop lots, two shop lots, right? Berapa satu unit?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *For Tapah?*

Tuan Sim Tze Tzin [Ahli PAC]: *Ya.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Let me come back to you YB, sekejap. Saya ada baca.*

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Tuan Sim Tze Tzin [Ahli PAC]: *I can tell you-lah. It's a RM888,000 for two units and your renovation, do you know how much?*

Mohamad Farizul bin Yahaya [HRD Corp]: *If I recall about three.*

Tuan Sim Tze Tzin [Ahli PAC]: *Three million. Does it justify to spend RM888,000 to buy two shop lots and then your renovation is RM3 million.*

Mohamad Farizul bin Yahaya [HRD Corp]: *Satu, it is not during my time, so I can't comment on that. But as far as the procedure is concerned, we follow through all the approval process was there and we did follow the procedure well to purchase the...*

Tuan Sim Tze Tzin [Ahli PAC]: *You are a CFO, I ask you, will you make that decision if you are the CFO at that time?*

Mohamad Farizul bin Yahaya [HRD Corp]: *Dia ada dua dekat sini lah, satu it's business core and satu it's for the community. So, if we talk about the community, to me there's no dollar and cents...*

Tuan Sim Tze Tzin [Ahli PAC]: *No, no you are CFO, you are ultimately responsible.*

Mohamad Farizul bin Yahaya [HRD Corp]: *I am a CFO and I'm talking on that. If I'm talking about dollar and cents, of course on paper, you are actually losing money on that but, however this is we talk about the national interest for the community. It is beyond dollar and cents if you ask me.*

Tuan Sim Tze Tzin [Ahli PAC]: *So, why not we build another center in Tanjung Malim?*

Mohamad Farizul bin Yahaya [HRD Corp]: *Probably yes as what Datuk Wira said, if we got the fund, we can actually do that. More than happy, because I can share with you, last year we already trained 700 youths...*

Tuan Sim Tze Tzin [Ahli PAC]: *In your opinion...*

Mohamad Farizul bin Yahaya [HRD Corp]: *...TVET related for Tapah.*

Tuan Sim Tze Tzin [Ahli PAC]: *In your opinion, in your opinion do you think it is a bit too lavish-lah, personal opinion.*

Mohamad Farizul bin Yahaya [HRD Corp]: *Well, definition of lavish is differ from one person to a person. To me, it's fine, as long as satu we have the budget and we follow procedure, I don't put my moral value on others.*

Tuan Sim Tze Tzin [Ahli PAC]: *Datuk CEO macam mana? What do you think?*

Datuk Wira Shahul Dawood [HRD Corp]: *I don't think so that, maybe I welcome the PAC members to visit Tapah center then you could say this place is lavish-lah. If you think that under Orang Asli and underprivileged communities don't deserve to have that kind of luxury, I think we don't have to run that kind of training...*

Tuan Sim Tze Tzin [Ahli PAC]: *I think you shouldn't put the – we are asking you question.*

Datuk Wira Shahul Dawood [HRD Corp]: *No, I'm telling you sir. To me...*

Tuan Sim Tze Tzin [Ahli PAC]: *You cannot imply me that I treat...*

Datuk Wira Shahul Dawood [HRD Corp]: *Ya.*

Tuan Sim Tze Tzin [Ahli PAC]: *Can you tarik balik?*

Datuk Wira Shahul Dawood [HRD Corp]: *I don't...*

Tuan Sim Tze Tzin [Ahli PAC]: *Can you tarik balik?*

Datuk Wira Shahul Dawood [HRD Corp]: *I tarik balik, I tarik balik.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Sebab YB Bayan Baru bertanyakan soalan atas kapasiti sebagai Ahli PAC.*

Datuk Wira Shahul Dawood [HRD Corp]: *Ya, ya. Sorry I take that word.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Tidak wajar ya, saya bagi pihak peringatan kepada semua, terima kasih.*

Datuk Wira Shahul Dawood [HRD Corp]: Sorry. YB, that went through a long process YB. Tapah, before it was there, it has been much deliberated in the board the renovation has been shared. Board members visited Tapah before we buy, board members came for the opening ceremony, board members were there, they knew what is our true objective of it.

So, to me, that building was very bare raw building and we need to do this renovation and the facilities to run that kind of training and development of what we want to do for, in fact that particular building is purely just a classroom, equipment and some accessibility for the Orang Asli and underprivileged, underserved communities.

So, to me that it was very bare facilities, sir. We have not done anything lavish, based on my knowledge which we have done over the period of time.

Tuan Sim Tze Tzin [Ahli PAC]: If CEO – if this is a bare minimum is not lavish, why is cost up to RM3 million?

Datuk Wira Shahul Dawood [HRD Corp]: YB, it is not just about the renovation cost, YB. It has equipment, facilities, technology, the security, CCTV. It is a whole lock, stock and barrel. It is not just about a building of – I mean renovating the building. It has equipment, it has video conferencing facilities, it has multiple angles of the RM3 million cost involved, sir. Thank you.

Tuan Sim Tze Tzin [Ahli PAC]: Yes, I think every one of us has renovated our Pejabat Parliaman-kah, we know the cost-lah, okey Datuk. So, ya, termasuk CCTV juga. Okey, terima kasih.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Wangsa Maju ada related to ini-kah?

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Not related to that.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: On the levy first. Just like to put on record. That means, 2022 unutilised levy is about RM900 million, correct? Unutilised 2022, RM900 million.

Datuk Wira Shahul Dawood [HRD Corp]: No, no. YB, the unutilised levy definition HRD Corp is very different.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Okey, what is the definition?

Datuk Wira Shahul Dawood [HRD Corp]: Unutilised money means the company has shutdown, the company is no more exist. That money we have the privilege to used the money back for any land and development.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Okey.

Datuk Wira Shahul Dawood [HRD Corp]: *That is considered as unutilized money. This one the employed – I can tell you sir why there was money that so much left on 2022 and why it is getting better on 2023.*

YB, 2021 was expansion of the act. Where HRD Corp enacted one of the largest expansion of the act, everybody has to pay levy, ten and above.

So, when the employer came in 2021 late or 2022, they don't have sufficient levy to utilise for the year 2022. So, they got to build up the levy and they will utilise it when there is a sufficient levy for them to utilise it. So, that was one of the particular reasons if you see in the year 2021, 2022 the utilisation was low, because they collect money but they don't have enough money to utilise it.

Contoh, if you are a SME, we having 11 staff and you are paying an average payroll of RM30,000 of month, you pay only RM300 to HRD Corp. All the period of 12 months, your levy for the year only RM3,000, we have in our account. There's not sufficient enough for them to use. So they will wait for the money to build it up. Once they have enough money then they start to utilise it. So, that money is still money that can be utilised by the employer once they have enough money. Cuma, it is in the account of the employer, that is entrusted by HRD Corp. Itu sahaja, YB.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *That means – okay, what is the quantum in terms of unutilised levy right now?*

Datuk Wira Shahul Dawood [HRD Corp]: *The unutilised quantum. There is no fixed quantum for unutilised levy, YB.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *I'm talking about – okay, at the end of for 2023.*

Mohamad Farizul bin Yahaya [HRD Corp]: *Balance, YB?*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Yes. Unutilised levy.*

Mohamad Farizul bin Yahaya [HRD Corp]: *Tahun 2023 ada sebanyak RM57 juta.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *RM57 juta sahaja?*

Mohamad Farizul bin Yahaya [HRD Corp]: *Balance. Tahun 2023, kita ada sebanyak RM32 juta, RM31 juta lebih.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Okay, that means based daripada definition the company...*

Datuk Wira Shahul Dawood [HRD Corp]: *[Bercakap tanpa menggunakan pembesar suara] The company closed down. They cannot. Dahulu – Last time they would have 10 staff, now they have no more follow the act because their staff has gone down to eight in number so they no more contribute. These are the people, YB.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Okay, now next question is the RM3.7 billion. That are the proceeds that you got from your investment, correct?*

Mohamad Farizul bin Yahaya [HRD Corp]: *So-called our investment assets and value-lah.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *That is the investment assets?*

Mohamad Farizul bin Yahaya [HRD Corp]: *Yes.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Okay, for example, that RM70 million profit for 2022, that goes to that RM3.71 billion as well?*

Mohamad Farizul bin Yahaya [HRD Corp]: *From that.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *From or...*

Mohamad Farizul bin Yahaya [HRD Corp]: *Daripada RM3.7 bilion, we do all these investment, fixed deposit, sukuk, what not, so, we generate almost RM130 million worth of investment value, investment income. So, that's how it works-lah.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *That means the RM3.7 billion are the profits that you accumulate all these years through your investment?*

Mohamad Farizul bin Yahaya [HRD Corp]: *Tak, yang itu sebenarnya adalah levy payment balanced, levy fund, levy fund, Dato'.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Can you elaborate that levy fund – find it difficulty to...*

Mohamad Farizul bin Yahaya [HRD Corp]: *Mungkin saya try to simplify from accounting entry. First step, employer bayar RM1,000 dia akan goes to my account, sorry bukan my account, HRD Corp account as fund. So, satu leak dekat liability which is employers' fund, RM1,000 and then masuk dalam bank, RM1,000. So, out of it RM1,000 ini kita buat investment, fixed deposit dan kita generate the revenue from there. So, that RM1,000 ini dia akan accumulate-lah.*

Employer bayar, pakai, bayar, pakai, bayar, jadi RM3.7. That is equivalent to the nombor satu, cash and bank balance, nombor dua investment dan seterusnya in terms my investment. So, that how we get. That how semua sekalilah that investment value that we call.

Datuk Wira Shahul Dawood [HRD Corp]: *YB, your question YB that RM3.7 billion whatever it is just not by overnight. It has been over the last 30 years. Last 30 years.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Ini RM3.7 bilion itu is everything-lah.*

Mohamad Farizul bin Yahaya [HRD Corp]: *Everything.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Okey.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *And that you consider that is a pool that you can use to invest et cetera.*

Mohamad Farizul bin Yahaya [HRD Corp]: *Betul.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: Datuk Wira Pengerusi, jadi saya ingin pulang kepada isu pelaburan sekali lagi *since* Wangsa Maju sudah sebut tentang *pool fund* yang besar itu. Jadi, saya hendak *quote* beberapa *para* ini dari minit mesyuarat Investment Panel bertarikh 18 Ogos 2020. Jadi saya rasa mungkin Datuk CEO yang lebih tahu apa yang berlaku ketika itu, tetapi nanti saya akan minta pandangan dari CFO juga.

Jadi, saya baca, *Mr. Julian from Tetuan Kadir & Andrew informed the IP that "Based on the initial information and proposal provided..."— ini agenda tiga. Proposal of investment linked to private share.*

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Jadi, *Mr. Julian* dia kata *"Based on the initial information and proposal provided, the proposed investment is having features of guaranteed return and therefore esteem to be considered as loan agreement instead of common equity investment."* Additionally, he also mentioned that, *"Based on PSMB Act 2001, PSMB is not allowed to give out loan to any third party except for training providers specifically for training related purposes."*

Mr. Julian also concluded that, *"The proposed investment serves the definition of loan rather than equity investment. And thus, from legal perspective it is against PSMB Act 2001."* Puan Irna informed the meeting that, *"Following the discussion and preliminary assessment with PSMB's external auditor." BDO Malaysia which was based on the information provided in the initial proposal, the proposed investment is likely to be classified under debt instrument loan. The IP requested for investment secretariat to seek explanation and clarification in details for relevant accounting treatment from BDO Malaysia that serve the purposed of the proposed investment.*

Jadi, di sini saya ingin faham apa cadangan *proposal* yang dibawa masuk ke dalam mesyuarat ini. Adakah *proposal* yang sama dibincangkan dalam mesyuarat susuli iaitu kerana dalam mesyuarat yang susuli bertarikh pada 10 September tahun yang sama, *revised structure of investment proposal linked to private shares* yang *investment* yang berkenaan itu adalah Widad Group Berhad dan Berjaya Group Berhad. Jadi, adakah ini ada berkaitan dan apa yang... [Disampuk] Ya dan selepas itu saya akan tanya lagilah.

Datuk Wira Shahul Dawood [HRD Corp]: Yang Berhormat, *I still remember that we have met a lawyer because there was a time it was proposed that the FD rates are very low, OPR cut and we wanted to use multiple instruments to increase our income. So, when we seek for the lawyer's opinion, the lawyer said that it is good to go— for us to go into public where it's considered as investment and we have the fixed return it is considered as a debt whatever.*

But apparently, I remember and I wish to get back those data as well. There was also another opinion taken on this before we going into the investment. That time Puan Irna was a

CFO and it has been also deliberated in investment panel and then it was decided in unanimously through the investment panel and the BD Auditors. We also recalled after that and to see what is a right structure that need to be done and utilized the levy money to collect a better return for us. So, what do you say is true, it was also discussed. But, I think it is also means— after that we also have multiple meetings with the BD Auditors. Also, we have taken another legal opinion as well. And based after that only, the structure of you know put and call option came into place. Thank you.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Jadi, boleh saya cadangkan sebenarnya *proposal* yang dibawa masuk *investment panel* ketika itu iaitu *investment private shares* itu sebenarnya adalah *loan*?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yang Berhormat, saya boleh jawab *on that-lah*. Dalam *financial*, we have the *financial instruments per se*. To answer your question whether that is a loan or not, dia kena ada *fill in few criteria*. As far as the share and put options concerned, we actually own the shares. Kita adalah— kita own the shares where kita ada hak untuk jual beli cuma kita *ring fenced our arrangement not to buy and sell because we are not doing that as long it's capital protected*.

Kalau *loan*, I do not have the voting shares, I do not have any powers to that because put in the interest eight percent and that's it, you pay me, that's all. But, as far as the shares is concerned, I am entitled to the dividend. So, anything. Split shares-kah, bonus shares-kah, I still enjoy. So, by that definition is considered as financial instrument and also as our investment instead of loans.

Tuan Sim Tze Tzin [Ahli PAC]: Kalau boleh saya tanya, *from this discussion was raised*— okey, saya hendak tanya dulu, *how much you invested in Widad?*

Seorang Ahli: *RM16 million...*

Tuan Sim Tze Tzin [Ahli PAC]: *RM16 million ya, okay. So, this issue was raised— RM16 million is quite big-lah. How many percent you hold the shares of Widad in the RM16 million?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *If I recall less than five, for sure.*

Tuan Sim Tze Tzin [Ahli PAC]: *Less than five percent, okey.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *For sure.*

Tuan Sim Tze Tzin [Ahli PAC]: So, you are a minority shareholder. You see, when this decision was made to invest into Widad atau the Berjaya Food, sudah ada someone raise a red flag in the meeting and it also minuted and you proceed with it. Now, it is— from our interpretation from— I don't know-lah, maybe the AG Chambers have to interpret it. It is against the rules and the akta, right? So, don't you think you have the obligation as CEO at that time to refer this to the higher authority? Mohon penjelasan.

Datuk Wira Shahul Dawood [HRD Corp]: Yang Berhormat, *my higher authority is the Chairman of the Board of HRD Corp. He is in that IP Investment panel meeting. So, all those things that has been done is after much deliberations, much discussions, legal opinions, auditor opinions. There's no such thing that as a CEO I bring in my proposal, I get myself a proposal to be approved. The chairman is the ultimate decision maker. There're many things the chairman can reject, chairman can approve, chairman can question, MOF is there. So, it is all the committee that make the decision that is what is best for HRD Corp. Thank you so much.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Datuk Wira Pengerusi, saya hendak tanya Encik Farizul. Lapan peratus satu tahunkah ataupun *over longer period*?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Lapan peratus satu tahun Dato'.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Satu tahun ya. So, *every year you are supposed to get more that RM5 million-lah a year.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Untuk *which counter*?

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Widad.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Widad. Yes, 5.099-lah.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Okay. So far you dapat setiap tahun tidak?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Dapat setiap tahun. *The last payment we saved [Tidak jelas]* sebenarnya.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: So far, total how much you received from them?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Since 2000— every year memang kita ada rekod Dato'.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Ya, okey. *Show the record to us later.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *We received anually.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Not now.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Okay. *That means that's what you are doing. You buat ini, are you involved in the private equity or— tadi kata bukan loan-kan? Is it private equity?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *A private equity.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Ya.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ekuiti. Ya, ekuiti.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Kalau *you* tengok definition of "private equity", private equity is ownership or interest in an entity that is not public-listed or traded. Ia tidak boleh public company ya. Source of investment capital, private equity come from firm that purchase stakes in private equities or acquired-control public companies. So, which one you are in?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Saya ingat...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: What happened if one day Widad is in trouble and they cannot pay anymore the five percent guarantee? And I know now, they are not doing that well. I know very well. I know even the owner of the company. They have a lot of business in Kedah.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Di Langkawi pun banyak Yang Berhormat.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Langkawi I think they are holding back. Supposed to be RM40 billion for the next about 10 years. So, I think your risk is very high in this particular so called investment.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Saya hendak jawab dua soalan ini dulu Dato' ya.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: So, that means you ada share dalam...

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Widad share, Widad Berhad.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: You ada share dalam Widad but you said you are not subjected to this fluctuation of share price. Somehow you be—you have to be in that game.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Okay.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: All right? So, can you bagi pencerahan tidak?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ada beberapa komponen soalan dekat situ ya, Yang Berhormat. Saya jawab satu persatu. Nombor satu, the definition of the "private equities". I think that is the semantic issues-lah. The definition of our private equity is not invest in private entity. Kita invest dalam public entities tetapi through a private arrangement. Cuma, masa kita beli of course kita akan beli through Bursa, kita akan go through brokers and what not. Cuma kita buat private arrangement-lah. Itu nombor satu. Maksudnya kita tidak beli dekat company sendirian berhad. Nombor satu.

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Nombor dua, how do we then protect our investment? Nombor satu, like I said kita akan beli below market price, kita akan make sure kita akan dapat net return. And on top of

that, we also perform satu lagi which is the corporate guarantee dan juga personal guarantee by the ultimate ataupun penultimate holdings companies to make sure that anything happens to Widad, you still have to pay because you are the guarantor. Yang ini kita buat over and above apa yang sepatutnya to make sure. So, semua private arrangement kita, kita akan ada satu guarantee and also corporate guarantee.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *The equity depends on the price of shares, kan?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Like I said, as long as we are not selling...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *The value of the company at that point of time.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Dato', mungkin saya boleh share-lah. Kita ada satu situation whereby kita – the entity, dia nak call the options. Dia nak call and we have to put-lah.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Okey.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *All right. Senario satu, price dia lebih daripada apa yang kita beli. Kita pun seronoklah kita dapat more income.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Not likely.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Tapi sebenarnya tak.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *It is still not likely.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *So, kita jual at premium, and kita dapat lebih. And kita kena bagi balik dekat dia because that arrangement is we pay at – we buy at RM2, we have to sell at RM2 regardless of the price. Two options.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Tapi now not likely-lah.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Itu yang seronoklah. Yang cerita yang tak seronok itu...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *That scenario is not likely. Okay.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *...kalau share dia kurang dengan apa yang kita beli. As they said, Widadlah. In fact, ada juga shares yang lain yang actually turun dengan apa yang harga kita beli. Of course, senario kalau kita nak jual, we have to jual dekat lower rate but they have to actually match the amount of how much we have already paid. Contoh, kalau saya beli RM2, saya jual RM1.50, dia kena top up RM0.50 to us back.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Dia kena top up-lah?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Yes. That's how they put and call option works.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Then memang masuk dalam the agreement?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Yes. All right. Cuma, kita...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Maybe we can have a copy of the agreement.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Okay, we take note. Kita bagi satu sampel.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Later on. Not now.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Boleh. So, that's how they put and call option works-lah, Dato'.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *How about Berjaya? Sama juga?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Berjaya pun sama.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Sama juga?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Sama. Semua sama. Semua akan ada guarantor and they have to pay whatever if they want to put ataupun – sorry. Atau kita nak put ataupun dia nak call.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Okay, the other question is kenapa pilih Widad dan Berjaya? Ini CEO boleh answer. Surely banyak company-company lain kan untuk dipilih, untuk kita invest. Kenapa pilih Berjaya dan Widad?*

Datuk Wira Shahul Dawood [HRD Corp]: *YB, we get multiple proposals from the different, different companies and the CFO office will vet through the proposal and they will present to the IP panel. The IP panel will see which are the companies that meet the criteria and requirement of the investment and they go based on that.*

So, there's no – we also rejected Berjaya before. We also rejected many other big boss...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *2020, pandemic time ya.*

Datuk Wira Shahul Dawood [HRD Corp]: *Ya, ya.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Most companies not doing well-lah.*

Datuk Wira Shahul Dawood [HRD Corp]: *But F&B Berjaya was still doing good at that time, sir. F&B Berjaya. Thank you.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Jadi, saya nak sahkan satu fakta dengan Datuk Wira Ketua Eksekutif. Tak pernah ada seorang ahli lembaga pengarah minta maklumat pelaburan langsung dalam mesyuarat mereka? Pernah berlaku tak mereka minta penjelasan, minta pencerahan dan sebagainya? Atau pun tak pernah seorang pun tanya?*

Datuk Wira Shahul Dawood [HRD Corp]: *YB, I don't remember that, but we have briefed the board twice a year about our financial activities, our investment, our buildings, whatever. So, board is in the know of what we do but I don't remember that anybody has personally asked me on this. Thank you.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Adakah Datuk Wira rasa dengan dua kali setahun penjelasan, pemakluman kepada *board members* berkenaan dengan pelaburan yang dibuat itu adalah mencukupi ataupun memadai?

Datuk Wira Shahul Dawood [HRD Corp]: *Honestly, YB, the future – the board members should be accountable for the investment as well. I just want to share. That means we don't have to have a separate board for investment. That's my opinion. If the board members are...*

Tuan Sim Tze Tzin [Ahli PAC]: Kena jawab soalan Pengerusi. Pengerusi tanya, *you* jawablah.

Datuk Wira Shahul Dawood [HRD Corp]: *Ya, ya. I am telling so – to – it's, what is being practised in HRD Corp before, so we just follow the practice. Maybe we can have every quarter, we can inform the board members about the investment. If there's nothing else, we can do that, YB.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Maksudnya, dua kali pemakluman dalam setahun, maksudnya pada hemat Yang Berbahagia Datuk, cukup? Dan apa yang ditanyakan soalan oleh YB Kluang tadi, ada tak di antara ahli lembaga pengarah yang mohon untuk penjelasan secara terperinci berkenaan dengan pelaburan itu, Datuk Wira tak ingat ya? Maksudnya tak pernah tahulah, tak pernah berbangkit. Setuju ataupun tidak? Maksudnya, tidak ada pun lembaga pengarah yang bertanyakan soalan tentang pelaburan yang dibuat oleh HRD Corp. Setuju ataupun tidak? Maksudnya, tidak pernah ya? Terima kasih.

Tuan Sim Tze Tzin [Ahli PAC]: Ini berkaitan ya. Kalau katakan – okey, dalam tahun 2023, berapa *board meeting* telah dilaksanakan?

Datuk Wira Shahul Dawood [HRD Corp]: *Merle, maybe you can answer. I don't remember the numbers.*

Puan Merle Fernandez [HRD Corp]: *Sorry, YB?*

Datuk Wira Shahul Dawood [HRD Corp]: *How many board meetings we had in 2023?*

Puan Merle Fernandez [HRD Corp]: *2023? Last year? Dua.*

Tuan Sim Tze Tzin [Ahli PAC]: *Dua. Okey, kita nampak bahawa sememangnya tak ada chairman untuk I think for half a year or so. Jadi, bagaimana HRD Corp run the organisation dengan hanya dua board meeting?*

Datuk Wira Shahul Dawood [HRD Corp]: *YB, we operate within the limit of authority of us, YB. For the last six months, if we have any major decision that is beyond the powers of administration of the HRD Corp, we go back to Minister because Minister is the ultimate – another person that we report to if there's no board or the chairman, sir. So, we work that way.*

Tuan Sim Tze Tzin [Ahli PAC]: Tapi ikut akta – okeylah. *Minister ini, dia sibuklah kan? Setuju? Setuju ya?*

Datuk Wira Shahul Dawood [HRD Corp]: Ya, YB.

Tuan Sim Tze Tzin [Ahli PAC]: Jadi, maksudnya, *you pun tak dapat jumpa tiap-tiap bulan ke or every two months, you cannot see him. Right?*

Datuk Wira Shahul Dawood [HRD Corp]: *I meet him quite frequently, sir.*

Tuan Sim Tze Tzin [Ahli PAC]: *No. On the very serious business issues.*

Datuk Wira Shahul Dawood [HRD Corp]: *No. Whenever I have presentation to be given to the Minister, I make an appointment, I go sit down with him. I present to him, I give the detail information to him before I make any decision on HRD Corp.*

Tuan Sim Tze Tzin [Ahli PAC]: Tapi, *ultimately* adalah *board* yang bertanggungjawab kepada HRD Corp. Betul ya? Setuju?

Datuk Wira Shahul Dawood [HRD Corp]: Ya, betul itu.

Tuan Sim Tze Tzin [Ahli PAC]: Jadi, apabila *board* tidak mengadakan mesyuarat, maka *board in the dark*-lah. Kebanyakan *board members*. Mengikut akta, sebenarnya *board* boleh bermesyuarat tanpa *chairman*. Betul tak?

Datuk Wira Shahul Dawood [HRD Corp]: *No, sir.*

Tuan Sim Tze Tzin [Ahli PAC]: Okey, itu kita nanti minta AGC untuk buat keputusanlah dari segi itu. Tapi, *from our understanding*, ada cukup kuorum, patutnya adakan *board meeting*. Dia boleh lantik *temporary chairman*. Dan itu adalah tanggungjawab CEO untuk *advise the company sec to call the meeting*. Betul? Jawab, jawab.

Datuk Wira Shahul Dawood [HRD Corp]: *YB, I act based on the PSMB Act 2021. The act says for the HRD Corp to have the board meeting, chairman is a must. When chairman is available and chairman not able to attend the meeting, chairman can appoint someone to act as a chairman for the meeting, to run the meeting. This is what I understand from the act-lah, sir. When we don't have a chairman...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *I think, Datuk Wira, normally bukan chairman yang decide who is going to chair that meeting in his absence. Normally among the board members, you elect among you to be the chairman of the day.*

Puan Merle Fernandez [HRD Corp]: Betul, YB. *But we are following the akta...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *You punya akta tak macam itu ya?*

Puan Merle Fernandez [HRD Corp]: *The akta strictly and very clearly says the chairman shall be appointed by the minister. So, however we want to interpret the akta after that, even...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *No, no, no. That one, chairman of the board. I am talking about chairman of the meeting.*

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Puan Merle Fernandez [HRD Corp]: *But, the Chairman of the Board is the Chairman of the meeting kan?*

Dato' Wira Dr. Ku Abd Rahman bin Ku [Ahli PAC]: *Yes, you appoint dalam hari itu. This have been done by many companies. You all company kan?*

Puan Merle Fernandez [HRD Corp]: *The responsibility and the authority to appoint...*

Dato' Wira Dr. Ku Abd Rahman bin Ku [Ahli PAC]: *If you punya akta masih macam itu, I think, I suggest we change.*

Puan Merle Fernandez [HRD Corp]: *Betul.*

Dato' Wira Dr. Ku Abd Rahman bin Ku [Ahli PAC]: *Other companies semua boleh among them. I have sat in so many Boards or many companies. That's what we do. I normally chaired certain meetings when the Chairman is not around, it can be anybody.*

Puan Merle Fernandez [HRD Corp]: *Totally agree with you.*

Dato' Wira Dr. Ku Abd Rahman bin Ku [Ahli PAC]: *Because, to avoid that, the Board meeting doesn't happen and it happened like your case. Twice a year. That is really uncalled for. Twice a year is very bad.*

Puan Merle Fernandez [HRD Corp]: *We totally agree with you, YB. However, we are under the instructions of the akta and the Minister.*

Dato' Wira Dr. Ku Abd Rahman bin Ku [Ahli PAC]: *I don't know about the akta. But by the Minister, you can have his permission.*

Puan Merle Fernandez [HRD Corp]: *We have to follow the akta. Yes. So, with the Minister, we did throughout the tenure of the Minister when we didn't have a Chairman, we did remind him that we need a Chairman. But obviously, I think to most people here...*

Dato' Wira Dr. Ku Abd Rahman bin Ku [Ahli PAC]: *I'm not saying Chairman of the Board, I am talking about Chairman of the meeting on that day.*

Tuan Sim Tze Tzin [Ahli PAC]: *Bolehkah kita minta AGC bagi pandangan?*

Puan Shamsuryaty Shamsuddin [Kementerian Sumber Manusia]: *Kalau kita tengok kepada Perlembagaan HRD Corp sendiri, dia mengatakan bahawa, "The Chairman shall preside as Chairman at even meeting of the Board or if he is absent or off at every meeting of the Board or if at any meeting he is not present within 30 minutes after the time appointed for holding a meeting, the Deputy Chairman shall be Chairman or if the Deputy*

Chairman is not present at the meeting, then the remaining members shall elect from among themselves a person to be Chairman.” Itu dalam Perlembagaan HRD Corp.

Dato’ Wira Dr. Ku Abd Rahman bin Ku [Ahli PAC]: *[Bercakap tanpa menggunakan pembesar suara] Very clear. Anyone can chair.*

Puan Merle Fernandez [HRD Corp]: *Yes, if the Chairman is absent, YB or he is not present within 30 minutes. So, he is absent. That means, there is the person called a Chairman and he’s absent. There is no Chairman.* Macam mana dia boleh jadi absent kalau tak ada pun?

Puan Shamsurriaty Shamsuddin [Kementerian Sumber Manusia]: Kalau mengikut kepada akta *Interpretation Act*, actually ada satu klausa yang mengatakan bahawa— satu seksyen, seksyen 41. Seksyen 41, dia mengatakan bahawa, “*A Board commissioned committee or similar body established whether corporate or unincorporate established by or under a written law may act notwithstanding any vacancy in its membership.*” So maknanya, boleh lah dia untuk bergerak. Kalau kita tengok juga kepada akta di bawah Jadual Akta PSMB sendiri, di dalam jadual dia ada mengatakan bahawa siapa yang boleh buat resolusi, boleh luluskan resolusi. Dia kata, “*If on any question to be determined by the Board, there is an equal division of votes, the Chairman, Deputy Chairman or member presiding shall have a casting vote in addition to his deliberative votes.*” So maknanya, ada keadaan yang tak ada *Chairman* pun boleh *pass resolutions*. So, dalam akta sendiri sudah mengatakan begitu dan Akta Tafsiran mengatakan bahawa kalau ada *vacancy*, still boleh *proceed*. Sepatutnya boleh lah.

Tuan Sim Tze Tzin [Ahli PAC]: *So, I think the issue is interpretation of the law. I also see that the Company’s Secretary and the role of Company Secretary and the Legal Advisor. There is a conflict of interest, conflict lah, of roles of the Company Secretary as well as the Legal Advisor. This is the problem where there’s— the meeting should be called. Actually, CEO must know what is good governance. I mean, fundamentally the law whatever it is— is about the leadership. You know, you understand that your responsibility is to report to the Board.* Dalam satu tahun hanya dua kali *meeting*. Do you think it is right? Mohon penjelasan.

Datuk Wira Shahul Dawood [HRD Corp]: *It is not right, YB.*

Tuan Sim Tze Tzin [Ahli PAC]: *So, what do you do?*

Datuk Wira Shahul Dawood [HRD Corp]: *I have mentioned, met Ministers many times, asked him to appoint the new Chairman for the HRD Corp.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: Tapi kalau kita ikut undang-undang, sebenarnya tak perlu *Chairman* untuk panggil satu mesyuarat? Jadi, adakah ini kesilapan pada pihak CEO dan juga *Legal Advisor*?

Datuk Wira Shahul Dawood [HRD Corp]: *YB, there was never a precedent in HRD Corp. There was a Board was conducted without a Chairman. I wouldn't want to take that kind of risk without the Chairman running a Board meeting with my Board members and I don't have a precedent or any past records.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: Tapi boleh saya tahu, pernah pihak CEO ataupun *Legal Advisor* untuk dapat penjelasan atau pencerahan dari pihak PUU kementerian tak?

Puan Merle Fernandez [HRD Corp]: *No, we didn't, YB. We didn't get penjelasan and that is because in the past, our history, our Chairman has always been the presidal over the Board meeting. That is the authority of YBM. May I further buat penjelasan, Madam Datuk Wira Chairman? You say, firstly that there's a conflict. But, in the industry, a qualified practitioner, legal practitioner is recognized as a practicing Company Secretary as far as the company's as it's concern. It is very common for Legal Advisors to hold a dual role in a company which includes Company Secretary. So, it is not a position of conflict, because the Company Secretary is supposed to uphold the company's act. Number one.*

Number two, if you are of the opinion that we should have called for a meeting. There is also the issue of risk and governance that we have to consider. The akta is very clear that the Chairman has to be appointed by the Minister. So, if Minister had mentioned, "Go ahead without a Chairman..." or "...we are going to get a Chairman the next day", the instructions, directions comes from Minister and that is in our akta. So, if Minister had any time— in fact, when we had asked that we need a Chairman to fulfil the responsibilities under Company's Act for statutory requirements, he did give us a temporary Chairman and that's Datuk Raja. That's how we had the Board meeting in Mac and in April. But after that, the appointment of Datuk Raja was then expired. We were told to wait.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, adakah pihak CoSec menyatakan bahawa ini sebenarnya adalah kesilapan daripada pihak YBM dan juga Pejabat Menteri sendiri kerana tidak melantik Pengerusi HRD Corp? Saya nak tanya berdasarkan kenyataan ini.

Puan Merle Fernandez [HRD Corp]: *I am not implying that itu mistake YB.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *I think sebagai CoSec dan juga sebagai department perundangan, patutnya memberi nasihat yang terbaik berdasarkan apa juga yang termaktub di dalam Perlembagaan ataupun MA syarikat.*

Puan Merle Fernandez [HRD Corp]: Betul.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Repeatedly menyatakan dan Menteri tidak melantik, Menteri tidak melantik, seolah-olah— kami*

berpendapat bahawa kesalahan itu diletakkan kepada Menteri dan juga Pejabat Menteri. Terima kasih.

Puan Merle Fernandez [HRD Corp]: Terima kasih, *Chairman*. I am not implying that it is the Minister's fault, but I am relying on the akta. That is the law. My worry as a Company Secretary is, if I take the interpretation that is proposed, that the Board members can appoint a Chairman amongst themselves, if I were to adopt that and it is not uncommon.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Antara perkara-perkara yang patut dibuat adalah dengan bertanyakan kepada PUU dan bukannya cukup dengan jadi CoSec dan juga *legal department is enough*. So, ada tindakan berhati-hati, *duty of care* untuk bertanyakan kepada pihak PUU. Itu saya punya pendapat.

Puan Merle Fernandez [HRD Corp]: Puan, yes *Madam Chairman* Datuk Wira and Members of the PAC. Maybe that was my shortcoming in not approaching PUU for their input and their advice. However, I would also like to just share with the Members of the PAC.

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If we had gone ahead with a board meeting, with a chairman determined by the board members and if someone would to have said, you are in breach of the akta, because the chairman can only be appointed by the Minister, HRD Corp then run the risk of having a meeting that is not valid and every approval that follows is invalid. That is a bigger risk if you ask me.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: You – actually, kalau you buat meeting, then lantik chairman of the meeting among the board members, you are not breach any akta. I said by AG's officer representative just now, very clear. You can elect among you. Why are you talking about a breach? You have not given them the right advice, as a legal advisor and a company sec.

Puan Merle Fernandez [HRD Corp]: I would admit YB Datuk, that it is not – it is a shortcoming of myself to approach PUU but short of having that in writing...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: No need to approach. You yourself, advice. Even the Minister, the board meeting can take place, even without the chairman of the company but we elect a chairman among the board members. You should have done or give advice, not asking somebody else.

Puan Merle Fernandez [HRD Corp]: I beg to differ, YB because the akta takes precedence over the M&A and everything else. And for me, if the akta says, the chairman is to be appointed by the Minister, I would have to follow unless otherwise is returned.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Have you heard what AG's officer said just now? You can appoint among the board members. Ya.

Puan Merle Fernandez [HRD Corp]: Yes, yes and with all due respect PUU...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Why do you keep saying it...*

Puan Merle Fernandez [HRD Corp]: *If I had seek your advice...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Kalau you keep saying what you said just now, that means you don't admit, you know, the board.*

Puan Merle Fernandez [HRD Corp]: *No. I would admit that it is for shortcoming, Datuk and I didn't approach PUU, and if PUU had given their return advice, I would have followed it, for sure.*

Beberapa Ahli: *[Berbincang tanpa menggunakan pembesar suara]*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Meeting can take place just by electing one of the board members to be the chairman of the day. You don't have to ask PUU whatever.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *But she's holding a different opinion.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Ya Yang Berhormat Sik.

Tuan Ahmad Tarmizi bin Sulaiman [Ahli PAC]: Terima kasih Yang Berhormat Datuk Wira Pengerusi. Mungkin ini soalan akhir ke atau ada lagi? *[Ketawa]*

Tuan Sim Tze Tzin [Ahli PAC]: *[Bercakap tanpa menggunakan pembesar suara]* Ada lagi, ada lagi.

Tuan Ahmad Tarmizi bin Sulaiman [Ahli PAC]: Dia dah lapar nasi ini. *[Ketawa]* Datuk TKSU, saya nak tanya berkaitan dengan keberkesanan program latihan kita ini ialah satunya, kriteria pemilihan *training provider* ini. Jadi, sebenarnya berapa yang telah *registered training provider* - ini, yang telah ada dalam senarai HRD Corp? Bagaimana proses pemilihan *training provider* itu? Dia punya SOP dia dibuat. Itu yang pertama.

Yang kedua, dari segi pemantauan ataupun penilaian keberkesanan latihan itu. Apa kaedah ataupun mekanisme yang dibuat oleh HRD Corp bagi memastikan setiap sen yang kita labur untuk *training* ini, maknanya ada keberkesanan dialah, ya. Adakah hanya dilihat dari segi kuantiti *training* itu ataupun bagaimana kaedahnya itu ya? Sebab kita tak nak melihat – kita ada senarai banyak *training* kita tetapi dari segi *impact* kepada kompetensi dan produktiviti pekerja itu maknanya tidak berlaku, walaupun ada disebut ada tiga *percent* peningkatan. Jadi, itu soalan kedua sayalah.

Mungkin juga saya nak penjelasan, adakah pekerja asing juga ada dalam senarai kita untuk latihan ini atau hanya untuk *local employer* kita? Tadi, yang berkaitan dengan *the registered training provider* itu, boleh tak disebut, mana-mana *company* ataupun *training provider* ini yang paling banyak membuat program latihan ini? Belum disebut *company* ini.

Yang *last*, ketiga untuk khususnya, Datuk TKSU, kita mengutip levi daripada majikan 2022, RM3.8 bilion. Daripada RM3.8 bilion itu, disuntik kepada HRD Corp RM3.6 bilion. Jadi, maknanya besarlah ya. Namun, kita juga ada— maknanya, suntikan daripada kerajaan langsung, RM200 juta. Jadi, adakah TKSU setuju— maknanya selepas ini, tidak perlu lagi ada suntikan dana daripada kerajaan kerana kita sudah ada lebih daripada kutipan levi kita? Mungkin duit daripada suntikan itu, kita guna untuk program lain. Untuk peningkatan pekerja kita ya, termasuk saya lihat keperluan kita nak melahirkan pekerja-pekerja tempatan kita yang sebahagian besar terpaksa sekarang ini, kita ambil daripada luar. Termasuklah, pusat-pusat latihan kemahiran di bawah KSM sendiri.

Jadi, kenapa perlu juga KSM memohon tambahan lagi RM200 juta untuk kita nak menampung program HRD Corp ini? Baik, terima kasih.

Encik Rony Ambrose Gobilee [HRD Corp]: Terima kasih, Yang Berhormat. Dengan izin, nama saya Rony Ambrose. Saya Ketua Pegawai Strategik HRD Corp ingin menjawab tiga soalan pertama sebelum saya majukan kepada Datuk TKSU. Soalan pertama mengenai pendaftaran penyedia latihan.

Setakat hari ini, setakat kini, kita ada lebih daripada 5,400 penyedia latihan berdaftar. Untuk menjawab soalan pertama Yang Berhormat, saya kena pecahkan kelompok ini kepada dua. Satu, kelompok penyedia latihan iaitu syarikat itu sendiri. Satu lagi, kelompok tenaga pengajar ataupun *trainers*.

Untuk pendaftaran penyedia latihan, penyedia latihan yang berstatus syarikat sendirian berhad perlu berdaftar kepada HRD Corp berdasarkan kelayakan dan keperluan sistem yang telah kita tetapkan, termasuklah mengemukakan penubuhan syarikat dan sebagainya, senarai pengarah dan seterusnya, Yang Berhormat.

Bagaimanapun, ini adalah proses pendaftaran tanpa kita menyarankan bahawa mereka perlu dipilih oleh majikan. Pemilihan penyedia latihan untuk melatih pekerja majikan masih tertakluk kepada budi bicara majikan itu sendiri. Maksudnya, majikan boleh memilih mana-mana daripada 5,400 penyedia latihan yang berdaftar tadi.

Untuk kelompok kedua pula Yang Berhormat iaitu tenaga pengajar ataupun *trainer*, bagi mengawal kualiti tenaga pengajar, kita mempunyai *trainers development framework* dan juga *training development framework* yang memastikan bahawa *trainer* yang menyampaikan latihan tadi mempunyai dua kategori kompetensi.

Pertamanya, kompetensi berkaitan dengan kemahiran dalam bidang yang ingin dia latih. Keduanya, kompetensi untuk menyampaikan latihan itu sendiri. Kompetensi untuk menyampaikan latihan itu sendiri, kita tetapkan dan kita wajibkan setiap *trainer* untuk menghadiri kursus persijilan *Train the Trainer*, Yang Berhormat ya. Berikutnya, kita juga mewajibkan bahawa perlunya satu proses akreditasi bagi mengekalkan kelayakan persijilan

TTT itu tersebut. Itu adalah kelayakan asas bagi *trainer*, Yang Berhormat. Itu untuk soalan yang pertama.

Untuk soalan yang kedua, berkaitan dengan keberkesanan latihan, setiap latihan yang diikuti oleh pekerja majikan berdaftar di bawah HRD Corp, penghujungnya akan melengkapkan soalan keberkesanan latihan melalui satu platform yang kita namakan *Training Effectiveness Evaluation Platform* (TEE) yang mana buat masa ini, ia dijalankan secara *online* dan diisi oleh pelatih setiap kursus tamat.

Kita juga akan menambah baik proses ini melalui pengamalan platform yang jauh lagi baik yang kita kenali sebagai *Super App*, Yang Berhormat. Okey, itu untuk *immediate effectiveness assessment*. Di samping itu, macam yang Yang Berhormat sebut tadi, peningkatan produktiviti dan sebagainya. Kajian ini yang kita namakan sebagai *outcome* – Latihan Keberkesanan *Outcome* HRD Corp ataupun sebelumnya pada tahun 2017, kita kendalikan bersama *World Bank*. Kita namakan kajian ini Keberkesanan Latihan di bawah HRDF pada masa tersebut dan latihan – kajian seperti ini adalah kajian secara menyeluruh, Yang Berhormat.

Juga, untuk melihat keberkesanan aktiviti latihan di bawah industri ke atas negara. Pada 5 September lepas, kita telah melancarkan apa yang kita namakan sebagai *National Training Index* untuk mengukur sejauh mana aktiviti latihan di kelima-lima sektor di bawah liputan akta iaitu pengilangan, perkhidmatan, *mining* dan *quarrying, construction, agriculture* dapat menyumbang kepada tahap peningkatan aktiviti latihan industri.

Laporan ini telah pun dilancarkan dan bertitik tolak daripada laporan ini sebab kita baru lakukan pada tahun lepas Yang Berhormat, akan menjurus ke lebih perincian lagi. Sejauh mana latihan dalam setiap sektor tersebut menambah baik tahap kualiti perkhidmatan kakitangan pekerja masing-masing. So, itu perancangan yang kita tengah lakukan.

Of course, untuk soalan yang ketiga Yang Berhormat, akta tidak meliputi pekerja asing.

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Hanya pekerja warganegara sahaja yang mendapat manfaat ke atas latihan ini. Itu jawapan saya YB.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey. Terima kasih saya ucapkan kepada...

Seorang Ahli: *[Bercakap tanpa menggunakan pembesar suara]*

Dato' Haji Amran bin Haji Ahmad [Kementerian Sumber Manusia]: Yang Berhormat, kenyataan Yang Berhormat tadi berkaitan dengan HRD ini telah menerima peruntukan. Jadi, banyak duit dia kan. Maksudnya begitu. Jadi, tidak perlu lagi diberi peruntukan daripada kerajaan. Begitu maksud Yang Berhormat ya. Saya tidak menyentuh tentang amaun jumlahnya.

Cuma daripada segi secara *general*-nya lah, kita memang ada menerima peruntukan daripada MOF dan setiap kali bila hujung tahun ini, kita akan pergi berarak beramai-ramai ke MOF lah. MOF lah akan panggil setiap agensi ini nyatakan keperluan-keperluan, peruntukan perbelanjaan yang diperlukan. Jadi, termasuklah HRD, PERKESO, bahagian ini, bahagian ini, semua kita pergilah.

Of course-lah daripada segi jumlah peruntukan itu, bila kita menerima dana daripada kerajaan, kita perlulah menunjukkan ke mana dana itu dibelanjakan dan sebagainya. Walau bagaimanapun, sama ada nak diberi lagi ataupun tidak itu tertakluk kepada perbincangan kita nanti dengan pengurusan tertinggi dengan Menteri dan sebagainya. Kita juga di peringkat kementerian juga nak tengoklah ke mana wang-wang ini dibelanjakan dan saya juga sebagai pegawai pengawal maksudnya mewakili MOF juga sebagai pegawai pengawal kementerian. Maksudnya mengawal daripada segi perbelanjaan dan sebagainya agensi-agensi yang ada di bawah KSM inilah.

Itu kita perlu lihat dulu lah Yang Berhormat terlebih dahulu sebelum kita membuat sebarang keputusan sama ada nak beri lagi ataupun tidak. Mungkin kita kena melihat secara terperinci. Mungkin ada perkara-perkara yang perbelanjaan itu dibuat kaedah program-program yang betul-betul berkesan. Jika berkesan, kenapa tidak diteruskan? Tentu memerlukan perbelanjaan peruntukan dan sebagainya. Itu kita perlu lihat terlebih dahululah Yang Berhormat.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey. YB Betong nak tanya soalan.

Dr. Richard Rapu @ Aman anak Begri [Ahli PAC]: *Last* sekali lah saya rasa. Soalan...

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Saya tak boleh menolak. Saya kena bagi Betong untuk tanya.

Dr. Richard Rapu @ Aman anak Begri [Ahli PAC]: Soalan umum dan ringkaslah. Saya rasalah balik kepada isu pelaburanlah. Saya nak tanyalah sama ada pengurusan dana pelaburan ini diuruskan menggunakan kepakaran dalaman ataupun ada mengguna *outsource* menggunakan pengurus dana luaran?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Terima kasih YB. Kita memang guna dua-dua. Satu kepakaran dalaman dan juga *external fund manager* dan juga *consultant* untuk *advise* tatacara *investment* itu sendiri sebelum kita buat *any big decision*. So, to answer your question, yes Sir. We actually do have all that.

Dr. Richard Rapu @ Aman anak Begri [Ahli PAC]: Bagi kaedah menggunakan *outsourcing fund manager* dari luar, apakah kaedah pelantikan itu tadi, adakah dia kena *refer* kepada – Sememangnya tak akan *refer* kepada *board* sebab *you are stand alone* kan? Jadi,

apakah kaedah pelantikan apabila nak buat keputusan untuk melantik *external fund manager* itu tadi bagi satu-satu portfolio itu?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Kaedah melantik *external fund manager* adalah mengikut tatacara perolehan dan *the approval is actually through the investment panel*.

Cuma saya nak cuba sampaikan juga untuk *for the last two years during my time* ini YB, kita *stop* untuk pakai *external fund manager* itu sendiri dulu. Sebab masa yang sebelum ini *external fund manager* akan *advice in terms of the investment to the counters and everything*. Itu yang membuatkan kita ini kelam kabut. *So, that is why kita stop the service*.

Then, kita sebenarnya masih lagi dalam *exploration in terms of which external fund manager* yang akan *best to actually work with us*. *But as for now*, pelantikan belum lagi dibuat. *Assessment* sedang berlakulah. Masih dijalankan.

Dr. Richard Rapu @ Aman anak Begri [Ahli PAC]: *Last* sekali. Jadi, sekiranya dilantik *external fund manager* tadi, dia punya *cost implications will be bond by HRD Corp* lah?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes. Betul.

Dr. Richard Rapu @ Aman anak Begri [Ahli PAC]: Okey. Terima kasih.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Terima kasih YB Betong di atas soalan yang terakhir. Jam telah menunjukkan pukul 1.44 tengah hari. Saya ucapkan terima kasih kepada Yang Berbahagia Dato' Haji Amran bin Haji Ahmad, TKSU Dasar dan Antarabangsa Kementerian Sumber Manusia; Yang Berbahagia Datuk Wira Shahul Dawood, Ketua Eksekutif HRD Corp; Yang Berbahagia Encik Mohamad Farizul bin Yahaya, Ketua Pegawai Kewangan HRD Corp; dan semua pegawai yang hadir dan juga semua yang turut terlibat dalam prosiding pada kali ini.

Kalau tidak ada keperluan, maka ini akan menjadi prosiding yang terakhir dan kita akan berbincang kalau ada keperluan untuk kita memanggil semulalah. Jadi, doa-doa tak perlu ada prosiding tetapi itu berdasarkan kepada keperluanlah. Okey. Itu sahaja. Kita tangguhkan pada jam 1.45 petang. Terima kasih.

[Mesyuarat ditangguhkan pada pukul 1.45 tengah hari]



MALAYSIA

LAPORAN PROSIDING (HANSARD)

Selasa, 12 Mac 2024

Bil. 6(h) / 2023

MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA

**Prosiding:
Pengurusan Dana Latihan dan
Keberkesanan Program Latihan HRD Corp**

Kementerian Sumber Manusia
YBhg. Dato' Sri Khairul Dzaimie bin Daud,
Ketua Setiausaha

Lembaga Pengarah HRD CORP
(i) YBhg. Raiha Azni Binti Abd Rahman,
Ahli Lembaga Pengarah
(ii) YBhg. Datuk Rosli Bin Yaakub,
Ahli Lembaga Pengarah

**PENGGAL KETIGA
PARLIMEN KELIMA BELAS**

MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA

BILIK JAWATANKUASA 1, BLOK UTAMA BANGUNAN PARLIMEN, PARLIMEN MALAYSIA

SELASA, 12 MAC 2024

AHLI-AHLI JAWATANKUASA

Hadir

YB. Datuk Wira Mas Ermieyati binti Samsudin [Masjid Tanah]	- <i>Pengerusi</i>
YB. Puan Wong Shu Qi [Kluang]	- <i>Naib Pengerusi</i>
YB. Tuan Syahredzan bin Johan [Bangi]	
YB. Dato' Mohd Isam bin Mohd Isa [Tampin]	
YB. Tuan Sim Tze Tzin [Bayan Baru]	
YB. Tuan Ts. Zahir bin Hasan [Wangsa Maju]	
YB. Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Kubang Pasu]	
YB. Dr. Hajah Halimah Ali [Kapar]	
YB. Tuan Haji Azli bin Yusof [Shah Alam]	
YB. Puan Vivian Wong Shir Yee [Sandakan]	
YB. Tuan Ahmad Tarmizi bin Sulaiman [Sik]	
YB. Dr. Richard Rapu @ Aman anak Begri [Betong]	
YB. Datuk Ali anak Biju [Saratok]	
YB. Dato' Adnan bin Abu Hassan [Kuala Pilah]	

URUS SETIA

Encik Ahmad Johan bin Mohd Affandi [Ketua Sekretariat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia]
Puan Aidahanie binti Baharuddin [Penolong Setiausaha Kanan (Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia)]
Puan Siti Noor Akmar binti Zulkafli [Juruaudit (Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia)]
Encik Muhammad Zydil Iman bin Zulkefli [Juruaudit Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia]
Encik Amirul Ashyraaf bin Zulkifle [Penolong Setiausaha (Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia)]
Cik Fatin Izzati binti Mohd Radzi [Pegawai Tadbir (Seksyen Jurubahasa dan Terjemahan)]

HADIR BERSAMA

Jabatan Perkhidmatan Awam

Encik Nor Zahidi bin Abdul Rahman [Ketua Penolong Pengarah (Perkhidmatan)]

Jabatan Peguam Negara

Puan Norilawati binti Ismail [Peguam Kanan Persekutuan (Bahagian Penasihat)]

Kementerian Kewangan

Puan Nadeema binti Kamaruddin [Ketua Penolong Setiausaha Kanan (Bahagian Kawalan Kewangan Strategik dan Korporat)]

Encik Nurul Allbiirr bin Nordin [Penolong Setiausaha Kanan (Bahagian Kawalan Kewangan Strategik dan Korporat)]

Jabatan Audit Negara

Mohd Fairus Jaafar [Juruaudit (Sektor Audit Pengurusan Syarikat Kerajaan)]

Hairul Anuar bin Mohd Noor [Penolong Juruaudit (Jabatan Audit Negara)]

Puan Zawani binti Mohd Asari [Penolong Juruaudit (Sektor Audit Pengurusan Syarikat Kerajaan)]

Suruhanjaya Pencegahan Rasuah Malaysia

PKPj Zulhairry bin Zaidel [Ketua Cawangan Pemeriksaan (Bahagian Pemeriksaan dan Perundangan)]

PPJ Ng Seh Fern [Penolong Pesuruhjaya (Bahagian Siasatan)]

Kementerian Ekonomi

Mohd Shihabuddin bin Mukhtar [Timbalan Pengarah (Bahagian Pembangunan Modal Insan)]

Jabatan Akauntan Negara

Encik Badrul Hisam Bin Ismail [Akauntan(BPOPA)]

SAKSI**Kementerian Sumber Manusia**

YBhg. Dato' Sri Khairul Dzaimie bin Daud [Ketua Setiausaha (Pejabat Ketua Setiausaha)]

Puan Shamsuraty binti Shamsuddin [Penasihat Undang-undang (Bahagian Undang-undang)]

Encik Anas Bin Shafie [Pegawai Khas (Pejabat Ketua Setiausaha)]

Lembaga Pengarah HRD CORP

YBhg. Dato' Raiha Azni Binti Abd Rahman [Ahli Lembaga Pengarah HRD Corp]

YBhg. Datuk Rajasekharan A/L Ramasamy [Ahli Lembaga Pengarah HRD Corp]

YBhg. Datuk Chia Hui Yen [Ex Board Of Director]

YBhg. Datuk Rosli Bin Yaakub [Timbalan Setiausaha Bahagian (Bahagian Pengurusan Strategik Badan Berkanun (SBM))]

Encik Muhammad Nuraizat Bin Azman [Penolong Setiausaha (Bahagian Syarikat Pelaburan Kerajaan (GIC))]

Puan Nurul Ain Binti Muhamad [Penolong Setiausaha (Bahagian Pengurusan Strategik Badan Berkanun (SBM))]

Puan Siti Suryati Binti Kama Asnawi [Ketua Pegawai Sumber Manusia (Sumber Manusia)]

LAPORAN PROSIDING

MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA PARLIMEN KELIMA BELAS, PENGGAL KETIGA

BILIK JAWATANKUASA 1, PARLIMEN MALAYSIA

SELASA, 12 MAC 2024

Mesyuarat dimulakan pada pukul 12.30 tengah hari

*[Yang Berhormat Datuk Wira Mas Ermieyati binti Samsudin
mempengerusikan Mesyuarat]*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, *Assalamualaikum warahmatullahi wabarakatuh* dan salam sejahtera. Selamat datang saya ucapkan kepada Yang Berbahagia Dato' Raiha Azni Binti Abd Rahman, Ahli Lembaga Pengarah HRD Corp dan juga Yang Berbahagia Datuk Rajasekharan A/L Ramasamy, Ahli Lembaga Pengarah HRD Corp. Yang lain tadi Ini, saya dah *address*, jadi saya terus *straight to the point* untuk kita punya prosiding ini. Jadi saya buka kalau ada daripada pihak PAC nak tanyakan soalan. Dipersilakan Kluang.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Okey, terima kasih Datuk Wira Pengerusi. Saya ada satu soalan je bagi Dato' Raiha kerana saya rasa *last* sekali apabila Dato' Raiha datang, saya terlupa tanya pula iaitu selamat pulang ke PAC, maaf ya terpaksa panggil Dato' Raiha balik. Saya nak minta tanya bila Dato' Raiha dilantik sebagai ahli lembaga pengarah di HRD Corp? Bila bermulanya?

Dato' Raiha Azni Binti Abd Rahman [HRD Corp]: Selamat pagi, *Assalamualaikum*.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Tengah hari dah.

Dato' Raiha Azni Binti Abd Rahman [HRD Corp]: *I think waited or so long, I am confused now with the time.* Saya dilantik ahli lembaga pengarah pada bulan Disember 2018. Semasa itu, saya – *I am representing MEF but I was at that time the Senior Vice President of PETRONAS, Group Human Resources of PETRONAS. I was a member of MEF and later on they appointed me as MEF representative to HRD Corp, HRDF at that time.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: Jadi boleh saya tahu Dato' Raiha *aware* atau tidak ada satu laporan *review of governance framework on HRD Corp* yang dibentangkan pada tahun 2018?

Dato' Raiha Azni Binti Abd Rahman [HRD Corp]: *[Bercakap tanpa menggunakan pembesar suara] Review of...*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Review of governance framework.*

Dato' Raiha Azni Binti Abd Rahman [HRD Corp]: *I don't remember such thing. 2018? Because I came in December 2018. I don't know.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Jadi sepanjang tahun 2019, adakah laporan ini dibincang untuk membaharui tata kelola HRDF ketika itu dalam mesyuarat lembaga pengarah? Ataupun perlu merujuk ke dokumen ni?*

Dato' Raiha Azni Binti Abd Rahman [HRD Corp]: *Boleh saya tengok? You must remember that there are lots of changes of the past five years, bukan, different Ministers, different government officers, so there are so many changes of event. Oh, this was done in October 2018. So, if you ask me I would not really – I was not aware of this because I came in December 2018.*

So, exactly what it is I would not know in detail because there was a new team, I think at that time I am not too sure the Minister was YB Kula or maybe that time. I wouldn't remember.

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Jadi Datuk Rajasekharan juga tak tahu tentang laporan ini ya?*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *I wouldn't know. I was not there at that point of time.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Okey, saya nak tanya berkenaan dengan penyata kewangan. Pernahkah Dato' Raiha ataupun Datuk Rajasekharan sebagai Board Members bertanyakan tentang penyata kewangan HRD Corp dan minta dibentangkan kepada Board?*

Dato' Raiha Azni Binti Abd Rahman [HRD Corp]: *Saya tak faham soalan ini sebenarnya because memang penyata kewangan dibentangkan di Board setahun at least dua, tiga kali. Jadi saya tak faham soalan ini, so sorry, minta maaf banyak-banyak.*

Tuan Sim Tze Tzin [Ahli PAC]: *Mungkin saya boleh bantu. Adakah laporan Investment Panel dibentangkan ke dalam Board?*

Dato' Raiha Azni Binti Abd Rahman [HRD Corp]: *Oh, you are talking about Investment Panel?*

Tuan Sim Tze Tzin [Ahli PAC]: *Investment Panel, laporan...*

Dato' Raiha Azni Binti Abd Rahman [HRD Corp]: *It's not that financial P&L statements ya? So, because Investment Panel is not well – the Board has no authority over any report for Investment Panel but we did discuss, I think in – I*

remember that – we didn't ask for any for any information to be tabled because it's a two separate committees altogether. Datuk Raja maybe you want to say something?

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Tuan Pengerusi, the Investment Panel is by itself but every board meeting, the CFO will actually brief major decision made and so on but not in detail. Not in detail. Thanks.*

Datuk Rosli bin Yaakub [HRD Corp]: *Cuma Yang Berhormat, saya nak verify. Sepanjang saya ada dalam Board, tidak pernah CEO membentangkan laporan Panel Pelaburan.*

Seorang Ahli: *[Bercakap tanpa menggunakan pembesar suara] CFO? CFO?*

Datuk Rosli bin Yaakub [HRD Corp]: *Never. Tak pernah. Sepanjang saya dalam board tak pernah. Tak tahulah kalau mungkin Datuk Raja sebelum saya masuk mungkin ada, saya tak pasti. Tapi sepanjang saya ada, tak pernah.*

Tuan Sim Tze Tzin [Ahli PAC]: *Bermaksud dia ada dua – ada perbezaanlah antara – Datuk Raja what is your tenure? From when to when and then bila Datuk Rosli masuk, bila?*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Datuk Rosli was in 2023 kan Datuk Rosli?*

Datuk Rosli bin Yaakub [HRD Corp]: *2022.*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *2022, August ya? August. Datuk Grace remembers. What happen is kalau panel actually he follows the akta, Board Members can ask but the CFO before audit time, before presenting the audit paper, biasanya dia akan terangkan whatever made in the investment and mostly the directors will ask the questions. Soalan itu akan ditanya dan dia akan jawab. So, any major changes, buying of property kah apa then we inform the board. Otherwise, Investment Panel is on its own.*

Tuan Sim Tze Tzin [Ahli PAC]: *Are you in the Investment Panel?*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Yes, I am in the Investment Panel.*

Tuan Sim Tze Tzin [Ahli PAC]: *Okay Datuk Raja, I want to ask you during your time is HRD involved in option trading?*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Not that I know of option trading.*

Tuan Sim Tze Tzin [Ahli PAC]: *Put option, call option you know, the kind of derivatives, higher risk of the investment.*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *No, you see, very clear. Investment Panel we have representative from MOF, we have representative from the Board and so on. We do not go on any high-risk element unless you are specific*

in the particular matter then you can bring it up, I can check if for you. Yang I tahu tak ada so far.

Dr. Hajah Halimah Ali [Ahli PAC]: *So, what was it that your pelaburan was about...*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *If you ask me...*

Dr. Hajah Halimah Ali [Ahli PAC]: *...High-risk.*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Ya. That an equity...*

Tuan Sim Tze Tzin [Ahli PAC]: *[Bercakap tanpa menggunakan pembesar suara] Equities like a stock in the market and all this, but...*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *No, no, not just stock, some specific investments. If you want, I can give the details on the investments.*

Tuan Sim Tze Tzin [Ahli PAC]: *Ya. So, during your time, your investors are more – so-called more conservative, can I say?*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Ya.*

Tuan Sim Tze Tzin [Ahli PAC]: *All right. Then is your investment – adakah dia dilakukan oleh orang-orang yang bertaualiahkah macam mana? Keputusan Investment Panel tersebut?*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *The decision was made by five members there and all of us put in our input based on the facts yang diberi oleh CFO. We will get the facts verified and if it is equity, most of it is guaranteed and we buy below market value and with a fixed return. The profits will show you or rather than income will show you that we have been a good judgement call, all the while...*

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: *Yang Berhormat Datuk Pengerusi sebelum itu terdapat percanggahan sama ada laporan Investment Panel itu pernah dibentang ataupun tidak. Jadi saya cadangkan supaya minit mesyuarat Board dibekalkan kepada PAC. Barulah boleh ditentukan benar ataupun tidak ada dibentang.*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *To clarify Datuk Pengerusi, we don't bentangkan Investment Panel in the main Board. Kalau– we just inform sebagai maklumat, certain action taken by Investment Board. Just maklumat, information je. Kalau, jika directors tanya sesuatu then we can go into bit detail. Itu je. It is not part of the agenda that we there is discussion on Investment Panel, tak ada. So, we just informed. This is our investment.*

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Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Datuk Rosli nak cakap apa?*

Datuk Rosli bin Yaakub [HRD Corp]: Yang Berhormat boleh saya bantu? Apa yang diperjelaskan oleh Datuk Raja ialah pembentangan penyata kewangan. Di dalam pembentangan penyata kewangan itu ada elemen pelaburan tetapi detil elemen pelaburan detil tidak dibentangkan. Tidak dibentangkan.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Hanya secara lisan sahaja?

Datuk Rosli bin Yaakub [HRD Corp]: Hanya secara lisan berapa jumlah pelaburan dan sebagainya.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Tapi, maksudnya *Board* tidak nampak ada dokumen atas meja – tidak ada.

Datuk Rosli bin Yaakub [HRD Corp]: Tak nampak, tak ada. Cuma apa yang saya kata di awal tadi sebelum tadi bahawa saya telah memohon di dalam *Board* yang lepas supaya dibentangkan secara detil.

Ia begini Yang Berhormat, saya jelaskan satu yang *very simple*. Katakanlah kita beli *share market, equity, share market*. Katakanlah kita beli dalam tahun 2016, 2017, 2018. Katakanlah kita beli CIMB, ini contoh. Ia ada beberapa harga 2016 lain, 2017 lain, 2018 lain. Jadi, harganya di-average-kan. Itu dikatakan sebagai *book value*. Dalam *accounting, book value*.

Apabila kita melaporkan kepada *Board* ialah harga semasa. Itu dikatakan sebagai *market value*. Apabila kita jual, katakanlah kita jual pada tahun 2022. Kita beli 2016 paling awal. Jual tahun 2022. Ia hanya merekodkan kerugian atau keuntungan tahun selepasnya dalam sistem perakaunan sekarang ini. Ia tak menceritakan tahun 2016 kita melabur, tak ada.

Apa yang saya *request* kepada *Board* tempoh hari ialah bentangkan detil pelaburan yang dibuat oleh HRD Corp supaya kita boleh lihat, menilai– *Board* boleh menilai ini boleh diteruskan kah tidak? Ini apa kedudukannya? Itu tujuan saya sebenarnya. Bukan melihat *general statement* yang ada dalam penyata kewangan. Bukan begitu maksud saya dalam *Board*. *Thank you*.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Saya nak tanyalah kepada Dato' KSU, apakah pandangan ataupun pendirian Dato' Sri sebagai KSU yang baru menjawat dalam satu kementerian yang melibatkan banyak–maksudnya, banyak melibatkan syarikat dan juga guna tenaga di negara kita ini? Berkenaan dengan pelaporan yang berlaku dalam mesyuarat *Board* sebagaimana yang telah pun dinyatakan oleh kesemua ahli Lembaga Pengarah saya nak tanya pandangan?

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: Terima kasih Yang Berhormat Datuk Pengerusi. Pertama, *let us go by rule of law*.

Law menyatakan bahawa panel pelaburan tidak perlu melaporkan kepada *Board* kecuali apabila diminta.

Jadi, semua ahli *Board* mempunyai kuasa untuk meminta supaya panel pelaburan membuat pembentangan. Ada kuasa itu di dalam ini. *[Merujuk kepada dokumen]*. Sekiranya panel pelaburan *refuse* untuk membentangkan, itu satu kesalahan dan laporan boleh dibuat. *It's very clear about that.*

Kedua, sekiranya kita merasakan bahawa terdapat kelemahan di dalam seperti mana yang saya sebutkan tadi tata kelola berkaitan dengan pengurusan pelaburan ini. Saya bersedia untuk membawa perkara ini kepada Yang Berhormat Menteri dan jika perlu kepada pindaan akta selepas ini boleh dicadangkan untuk pindaan akta. Boleh kita buat perkara itu Yang Berhormat? Terima kasih.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Terima kasih, ada apa-apa?

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *I just want to add-on, Datuk Pengerusi?*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Ya, silakan Datuk.

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *In section 26, investment panel ini it's quite clear under the akta it's a separate unit by itself. Then, section 27, subsection 4, the investment panel shall report to the Board of the status of its investment whenever the Board request the investment panel to do so.*

When you said the Board, bermakna semua directors request. Then we can. There is no issue. Tapi, we don't have to come and give you details. In the investment panel, there is also director from MOF, who sits in the Board. Who understands the function of the investment.

So, it is good to keep it separate simply because sometimes we do not want to get certain details of investments and equities to the outside. Because I've noticed of leak during my tenure as the acting Chairman, there were leakages from the Board. Apa yang kita bincang di Board itu— it is not Official Secrets Act kah, tak ada. So, whatever kita bincang in the Board should remain in the Board. But sometime there has been leakages.

So, we were cautious in telling what we have to tell to the Board. But if there is a request from the members tak pernah kita— never said no. We always given in the investment Board— to the Board. I support what our KSU has just said, that is kalau there's necessity to review the act why not? Thanks.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, Datuk Grace, silakan.

Datuk Chia Hui Yen [HRD Corp]: Saya nak rujuk kepada *Annual Report 2022*. *Annual Report 2022, page 171 clearly mentioned that investment derivative, put options dengan call options dalam annual report. So, di mana it's a very high-risk product.*

Second thing is, saya nampak I remember Special Board on 11th April 2023, masa CFO bentangkan audited report kepada Board – I can't remember whether during at that time the auditor already approved or not. Saya pernah tanya auditor kenapa kerugian options dicatatkan di bawah expenses. Sepatutnya kalau kerugian sepatutnya perlu dicatatkan di bawah, under income, under losses. So, bukan di bawah expenses.

Then lepas itu, kalau– Yang Berhormat sekalian, kalau merujuk kepada Annual Report 2022, page 171 ia clearly catatkan kerugian RM86 million. Masa itu saya ada tanya CFO, apa maksudnya? Saya ada minta penerangan itu.

Selepas itu, I remember very clearly, saya juga ada tanya auditor masa itu, kenapa ini dicatatkan di bawah expenses? Kenapa high-risk product di-invest? Sebab kalau ikut akta options not supposed to be in the investment unless someone actually hold the license, then you can invest in options.

I remember I questioned this. Also, masa itu saya pernah minta banyak kali– saya nak tahu macam mana investment-nya? Sebab setiap kali– sebab my understanding is saya nampak masa itu I think Datuk Raiha ada pernah tanya, property kenapa kita nak sign arm's length? Kenapa property ialah di bawah investment?

So, setiap kali property sudah invest baru suruh Board of Directors sign arm's length. So, di mana kalau investment ialah asing dari Board of Directors. Then, kenapa property perlu Board of Directors sign arm's length?

Saya pernah tanya ini dan masa itu saya pun tanya apa tanggungjawab sebagai Board of Directors di bawah SSM? Sebagai Board of Directors kalau perlu kita sign arm's length di mana kita tanggungjawab?

Masa itu Datuk Raja sebagai Chairman pun ada jawab. Dia kata clearly confirm Board of Directors tidak perlu tanggungjawab. Kita hanya sign arm's length. Tapi saya sebagai Board of Directors, I think I have the right to understand kenapa saya nak sign arm's length? So, kenapa property beli sebelum beritahu kita? Then, sampai kita bajet tiba-tiba keluar minta bajet untuk buat renovation baru kita tahu ada property ini sudah beli.

So, I think I did ask very clearly, sebab in the last PAC, saya pernah bawa semua minutes. Saya pun bentangkan semua minutes Board of Directors. Sebab as

a Board of Directors, I have my right to keep the minutes. So, I have presented the full minutes of Board to PAC. Thank you.

Datuk Rosli bin Yaakub [HRD Corp]: Yang Berhormat boleh saya tambah? Saya nak *clarify* wakil MOF seperti mana yang dikatakan oleh Datuk Raja. Wakil MOF ada dalam dua platform. Satu, dalam *Board*. Satu dalam panel pelaburan. Jadi, saya dalam *Board*. Dalam panel pelaburan ialah ada wakil MOF yang lain. Okey.

Kedua, adakah apabila wakil MOF ada bermakna dia setuju ataupun semua *in order*? Tidak bermaksud begitu. Kita tidak tahu apa yang berlaku dalam *investment panel*. Mungkin wakil MOF ada bercakap apa-apa kita pun tak tahu. Tapi, tidak boleh mengandaikan bahawa apabila panel pelaburan telah pun dilakukan, di situ ada wakil MOF. *So, what?* Pelaburan boleh dibuat. Bukan begitu. Itu kaedah yang mungkin tak berapa tepat.

■1250

Wakil MOF akan bercakap. Saya yakin wakil MOF bila dia berada dalam mana-mana *board* dia akan bercakap dia punya *view*. Kalau dia *financial*, *financial* lah. Kalau *investment*, *investment*. Jadi, tak semestinya dia berada di situ dia setuju. Itu mungkin tak tepat andaian itu. *Thank you.*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: Yang Berhormat Pengerusi, *I would like to be clear that the act says so. Now investment panel is on its own. As far as the declaration is concerned ini kita sign selalu is for conflict of interest. If you have any interest, with any of the matters raised during the board, then the person should declare. That conflict-of-interest* tidak ada berkaitan dengan *investment board. This I made it very clear from beginning and why I don't understand* Datuk Grace *has brought this matter up because it is very clear. Investment board, the investment board is responsible, not the main board.*

Secondly, the act so far is there. When the amendment takes place if it takes place then we can talk about future. So far, is there any specific things that you are talking about? I don't understand. Is there anything that the investment board has done wrong, that is gone wrong or there is a loss, ada sesuatu?

Tuan Sim Tze Tzin [Ahli PAC]: Datuk Raja *I think we are talking about the investment board after you left. Okay, not during your tenure. Okay?*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *What do you mean after I left? I don't understand sir.*

Tuan Sim Tze Tzin [Ahli PAC]: *No, no. the new— your tenure as investment panel until when?*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *I was in investment panel from last year and I am continuing this year.*

Tuan Sim Tze Tzin [Ahli PAC]: *From last year.*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Yes.*

Tuan Sim Tze Tzin [Ahli PAC]: *But you...*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Prior to.*

Tuan Sim Tze Tzin [Ahli PAC]: *Prior to.*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Prior to, I'm not sure.*

Tuan Sim Tze Tzin [Ahli PAC]: *Yes, okay.*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *These are investments you are talking about prior to. But what I know of from the three years from here that the new CFO has taken, things have gone and we are made clean. So, I don't understand specifically mana sesuatu tempat yang ada sesuatu yang kita perlu beri perhatian, we are prepared to take. If there is something specific kita boleh bincang. Tapi this is a general statement made here and there. So, we want to know exactly where it is...*

Tuan Sim Tze Tzin [Ahli PAC]: *Are you aware of the investment in options?*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Yes. That is what Datuk Grace has raised.*

Tuan Sim Tze Tzin [Ahli PAC]: *Ya, ya.*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *In so far as I'm concerned, no. Not what she has said. This option call and so on had— see, what we do is in equity, what we take is the option call she is talking about, I'm not sure what she is saying but we will invest in certain— I don't think you have to laugh at me, Datuk Grace. You don't need to smile and laugh at me. I don't understand.*

Datuk Chia Hui Yen [HRD Corp]: *Datuk Raja, I'm referring to the annual report that reporting...*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Yeah, yeah, I understand Datuk Grace.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Okey, okey. I think...*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Datuk Grace was there when during that time. Datuk Grace was there. Dia bawah...*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Okey, kita semua faham. Datuk Raja, Datuk Raja, I think enough. Saya rasa cukup...*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Ya. But I...*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Saya rasa cukup, cukup.*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Okey.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Saya minta YB Kluang tanyakan soalan.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Okey, terima kasih Datuk Wira Pengerusi. Jadi, saya sebenarnya ada satu soalan bagi Dato' Sri KSU kerana dalam prosiding yang lebih awal dahulu Dato' Sri merujuk kepada Akta PSMB berkenaan kuasa-kuasa yang tertakluk. Jadi, saya hendak minta pandangan Dato' Sri KSU berkenaan panel pelaburan kerana sama ada Dato' Sri KSU sedar bahawa Akta PSMB sebenarnya menyatakan bahawa *investment panel* perlu ada seorang wakil dari Bank Negara tetapi sebenarnya *investment panel* HRD Corp berfungsi sepanjang masa tanpa wakil dari Bank Negara.

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: Ya, saya telah meneliti akta ini, Yang Berhormat dan memang saya terjumpa *clause* yang menyatakan bahawa perlu wakil daripada Bank Negara. Tetapi oleh kerana saya tidak berada di dalam *board* sebelum ini, jadi saya tidak tahu sama ada pernah ada ataupun tidak wakil daripada Bank Negara di dalam *investment panel* itu.

Yang Berhormat, saya ingin memberikan sedikit pendapat berkaitan dengan pelaburan ini. Daripada sesi-sesi *briefing* yang diberikan kepada saya dan laporan yang diberikan kepada saya, ditunjukkan kepada saya, pelaburan yang dibuat oleh HRDC tidak pernah mencatatkan kerugian, tidak pernah.

Jadi, saya sebagai KSU saya juga tertanya-tanya sebenarnya apa isu sebenar dengan pelaburan ini yang kita bincangkan. Adakah ia berkaitan dengan *governance* yang kita risau mungkin satu hari nanti akan menyebabkan berlakunya ketirisan ataupun kerugian ataupun sekarang ini kita membincangkan tentang kerugian. Tidak ada kerugian yang pernah dicatatkan. Ini yang dilaporkan kepada saya.

Jadi, seperti mana yang saya maklumkan daripada awal tadi, saya rasa dua pertiga daripada prosiding sebelum ini kita membincangkan tentang pelaburan. CFO telah memberi penerangan yang cukup jelas. Daripada apa yang saya baca, saya mendapat gambaran seolah-olah beberapa Yang Berhormat-Yang Berhormat Ahli PAC ketika itu telah berpuas hati dengan penerangan yang diberikan ini.

Jadi, ada dua isu sama ada kita bercakap tentang *governance* atau kita bercakap tentang kerugian. Kerugian tidak ada dicatatkan. Kalau *governance* saya bersedia untuk membawa perkara ini dan untuk diperbaiki dan di buat pindaan kepada akta. Tetapi seksyen 50...

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Ya, pastinya salah satunya adalah berkenaan dengan *governance* Dato' Sri. *That is why* banyak perkara-perkara yang di bangkit pun adalah bertitik tolak daripada soal sama ada

good governance ataupun *poor governance* ya. Jadi, Kluang ada apa-apa soalan lagi? Tak ada. Lain? Ya, Shah Alam.

Tuan Haji Azli bin Yusof [Ahli PAC]: Saya hendak tanya tadi, tadi Datuk Grace ada sebut tentang kerugian RM66...

Tuan Syahredzan bin Johan [Ahli PAC]: 86. [*Bercakap tanpa pembesar suara*]

Tuan Haji Azli bin Yusof [Ahli PAC]: Ha, 86 ya. *RM86 million* itu apa sebenarnya yang berlaku ya. *I'm not sure because Grace said* ada kerugian *RM86 million*, Dato' KSU kata tidak ada, *so. But that is one thing. The other thing is* okey lah *I mean you made the investment, very high risk*. Kata lah tidak ada kerugian pun, *fine it's your luck*. Tapi bagaimana kalau berlakunya kerugian? *I mean hypothetically* kalau berlaku kerugian, *how do we—* dengan keadaan yang ada sekarang ini? Bagaimana kita hendak pastikan supaya *all the risk* itu kita dapat *mitigate*, kita *control* dan sebagainya yang melibatkan *governance, good governance*, penglibat kemudian, peranan daripada Kementerian Kewangan dari segi sudut untuk memberikan nasihat, hak ahli lembaga untuk mendapat penjelasan, maklumat, memberi pandangan. *So, these are the things* yang— dua perkara yang kita *concern*. *I mean* apa yang di sebut.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Saya setuju dengan Shah Alam sebab walaupun kita dapat keuntungan dan sebagainya tapi tidak boleh menafikan ataupun tidak boleh menidakkan untuk setiap organisasi ataupun melakukan perkara— maksudnya kena buat yang terbaik. Bukan boleh main langgar sahaja. *That is why* apa yang kita lakukan hari ini adalah untuk melihat apakah kelemahan-kelemahan yang ada di atas pelaporan-pelaporan ataupun dengan apa yang telah pun kita lakukan. Sebenarnya ada banyak perkara-perkara yang kita lihat ada banyak kelemahan yang perlu diperbaiki. Sebab itu kita— HRD Corp ini sampai ini dah prosiding ke lapan dan kita ada prosiding kesembilan. *I think* paling banyak setakat ini untuk makluman Dato' Sri KSU dan semua.

Jadi, saya rasa kita ambil serius lah tentang apa yang dilakukan dan kita harap dengan apa yang penemuan-penemuan yang kita dapat dalam prosiding kali ini akan boleh kita lihat syor-syornya. Kita pun hendak selesaikan habis, PAC pun hendak selesaikan habis isu HRD Corp ini. Kita pun tidak nak berlanjutan lama ya kerana banyak masa yang telah diperuntukkan. *In fact*, kita semua pun ada tugas-tugas lain. Jadi, saya harap semua ambil maklum tentang perkara ini.

Apa yang berlaku dalam HRD Corp ini bukan hanya penting di mata PAC ataupun Ahli-ahli Parlimen yang lain tetapi juga seluruh rakyat Malaysia juga ternanti-nanti apakah penemuan dan sebagainya. Sekiranya penemuan baik ataupun tidak

baik, itu bergantung lah kepada apa yang akan kita laporkan selepas ini. Saya harap saya dapat merumuskan dan saya mengucapkan ribuan terima kasih kepada semua yang...

Tuan Syahredzan bin Johan [Ahli PAC]: Sekejap, saya, saya...

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Bangi ada nak tanya.

Tuan Syahredzan bin Johan [Ahli PAC]: Dah *wrap-up* ya. saya ada soalan tetapi bukan fasal *investment* Yang Berhormat Datuk Wira Pengerusi. Sebenarnya saya hendak bertanya tentang *Skills Passport* ini. *I'm sorry to beat on a dead horse* tetapi *Skills Passport* ini saya tahu kita dah— Menteri dah batalkan. Tetapi saya tidak puas hati dengan apa yang telah berlaku. Sebab saya ingat lagi dalam prosiding ini, saya bertanya tentang *Skills Passport* ini dan saya dimaklumkan— maaf, PAC dimaklumkan bahawa *Skills Passport* ini tidak membawa apa-apa *financial implication* kepada pihak HRD Corp, malahan Datuk Raja sendiri memberikan jawapan tersebut.

■1300

Maknanya PSMB ataupun HRD Corp tidak perlu mengeluarkan apa-apa duit. Tapi pada masa itu kita tidak ada *benefit* perjanjian tersebut. *We are in the dark*-lah. Kita tanya sebab kita tak dapat perjanjian. Sekarang ini kita dah ada perjanjian dan walaupun perjanjian tersebut telah dibatalkan, saya melihat jelas dinyatakan dalam perjanjian tersebut, dalam Jadual 3 berkenaan dengan *fees*. Jika saya boleh baca ya, "*Upon the Skills Passport application being implemented and successful go live, PSMB shall pay to the service provider the sum of RM12 per use exclude SST to be paid by PSMB on a monthly basis*".

Saya dah tanya soalan ini kepada CEO, tapi disebabkan Datuk Raja sendiri masa itu ada mengatakan bahawa *there is no financial implication* pada HRD Corp, saya nak bagi peluang kepada Datuk Raja untuk jelaskan *the clear and unequivocal words of the* perjanjian dan bagaimana kita boleh katakan bahawa dengan perkataan ini, PSMB tidak ada *financial implication and so on*. Terima kasih.

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: Datuk Pengerusi, *thank you for the opportunity you ask. Okay, do you have a – can I have a copy of the agreement? I don't have it here. I want them because it is in the office, what we read clearly is HRD Corp will receive the money on behalf and pay to— the particular company concerned. It is not HRDF. It is paid by the end user.* Bukan HRD Corp yang bayar. So...

Tuan Syahredzan bin Johan [Ahli PAC]: *These are the clear words Datuk Raja.*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *No, no. That's why you are specific...*

Tuan Syahredzan bin Johan [Ahli PAC]: *I'm reading...*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Datuk, with due respect to you sir, if you can give...*

Tuan Syahredzan bin Johan [Ahli PAC]: *...“Upon the Skill Passport application being implemented and successful go live, PSMB shall pay to the service provider the sum of RM12 per use exclude SST to be paid by PSMB”. To be paid by PSMB on a monthly basis.*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Okay, you are specifically going on the wording. Can you read the agreement in totality? I'm very, very, clear, crystal clear that there is no payment— they take it on make it on via of the – it is the user payer system. There is no liability on HRDC. But you keep telling me the same thing again and again. Have a look at the agreement in detail then you understand. Because I'm very sure we went to agreement in detail and I also saw the letter. You also specifically going to one particular sentence. Memanglah HRDC bayar tapi melalui siapa? End user pay to HRDC. HRDC will pay. It is not HRDC paying from their own pocket.*

Tuan Syahredzan bin Johan [Ahli PAC]: *Yes, but there is a financial implication, isn't it?*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *No, there is no imp...*

Tuan Syahredzan bin Johan [Ahli PAC]: *If...*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *The money has not come from HRDC's pocket.*

Tuan Syahredzan bin Johan [Ahli PAC]: *If PSMB, if HRDC does not pay, then does not pay according to what is in the agreement, do you not think that the company would be able to take legal action against HRD Corp?*

Datuk Rajasekharan A/L Ramasamy [HRD Corp]: *Simple Sir. If you don't receive the money, you don't pay.*

Tuan Syahredzan bin Johan [Ahli PAC]: *We will take the answer, we will take that answer.*

Datuk Rosli bin Yaakub [HRD Corp]: *YB, boleh saya bantu?*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Silakan.*

Datuk Rosli bin Yaakub [HRD Corp]: *Sebab saya yang melihat secara detil perkara ini dan saya menulis surat dan saya bertanggungjawab ke atas surat yang saya bagi kepada Board. Saya katakan bahawa ini ada implikasi kewangan. Saya bersetuju dengan Yang Berhormat. Saya yakin surat saya ini tidak dibaca oleh Datuk*

Raja. Saya yakinlah, saya rasa dan beliau juga tidak membaca secara detil perjanjian. Kalau beliau membaca secara detil, *confirm* beliau akan mengesahkan apa yang YB berkata tadi. Maknanya beliau tidak mengetahui secara detil, saya rasalah ya.

Saya telah berjumpa Yang Berhormat Menteri Sumber Manusia. Beliau memanggil saya ke *office* untuk mengatakan bahawa saya telah dilantik semula dan beliau memaklumkan kepada saya bahawa beliau baca dua kali surat saya. Beliau memahami implikasi dia dan akhirnya beliau sendiri membatalkan. Saya semasa beliau membatalkan, saya tidak ada apa-apa – tidak berjumpa pun sebelum itu, tidak ada.

Beliau pergi menjadi Menteri dan membatalkan. Bermakna beliau mengetahui secara detil. Kalau kita tidak membaca— sebab dalam surat saya itu, saya lampirkan surat kepada TKSU dan saya lampirkan juga apa yang dinyatakan dalam perjanjian itu. Kalau saya baca surat itu, mungkin saya ingat agak lebih *clear*—lah bahawa memang sebenarnya saya bersetuju dengan YB, memang ada implikasi. Katakanlah pencarum tidak memberi kepada HRD Corp. HRD Corp bertanggungjawab membayar kepada *vendor*. Perjanjian dia antara HRD Corp dengan *vendor*. Bukan antara HRD Corp dengan pencarum ataupun dengan pekerja, tidak. Perjanjian antara HRD Corp dengan *vendor*. Sekiranya HRD Corp gagal membayar, maknanya HRD Corp akan kena tindakan. Itu implikasi yang diperolehi. Sekian, terima kasih.

Tuan Syahredzan bin Johan [Ahli PAC]: Jadi Dato' Sri KSU, saya rasa perkara ini kita dah nampak. Ya lah, mungkin dua perspektif, interpretasi dan sebagainya. Tapi bila kita bercakap tentang perjanjian, *there shouldn't be any room* untuk *doubt* seperti ini. Jadi saya berharap bahawa episod *skill passport* ini menjadi satu tauladanlah untuk kita *moving forward* supaya jangan ada lagi ruang untuk ada perbezaan ataupun interpretasi yang berbeza seperti ini yang akhirnya akan membawa implikasi kepada HRD Corp. Terima kasih.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Terima kasih Bangi. Sik, *last question* ya. Saya nak tutup dah.

Tuan Ahmad Tarmizi bin Sulaiman [Ahli PAC]: Okey, saya nak mungkin tambah apa yang diberi pandangan oleh Datuk KSU tadi ya dalam prosiding kita sepanjang ini. Jelas PAC dengan tujuannya ialah untuk nak melihat HRDC ini kembali ke landasan seksyen 3 itu. Itu *very clear*. Sebab kita melihat dalam prosiding kita bertemu, kita dapat membuat satu sikit rumusan, HRDC telah sedikit tergelincir dalam seksyen 3. Tadi di bentang dah dalam *roadmap* tadi. *Very clear*, 2023 tak sampai 50 *percent* kita menguruskan levi ini.

Jadi itu yang kita nak lihat dari segi penambahbaikan. Tadi pun ada disebut oleh Datuk Ariff tadi, banyak benda yang kita agak terkejut juga ya. Disebut RM70 juta perlu dihabiskan dalam itu. Itu suatu benda yang sangat besar. Jadi itu kita nak lihat supaya HRDC ini kembali ke landasan seksyen 3, keutamaan ataupun *priority* penubuhan HRDC ini untuk melatih pekerja-pekerja kita dan tidak sibuk dengan hal yang mungkin nombor dua, nombor tiga atau nombor empat di bawah. Jadi itu *very clear* apa yang kita cuba untuk perbaiki dalam prosiding kita sehinggalah nanti selesai nanti. Terima kasih.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *All right.* Saya ucapkan terima kasih kepada Sik untuk bertanyakan soalan yang terakhir. Saya ucapkan dan rakamkan ucapan terima kasih dan penghargaan kepada semua yang terlibat pada prosiding tengah hari ini. Terima kasih kepada Dato' Raiha Azni binti Abd Rahman, kita punya Ahli Lembaga Pengarah yang baru dipanggil tadi bersama dengan Datuk Raja. Yang terdahulunya Dato' KSU, Yang Berbahagia Dato' Sri Khairul Dzaimie bin Daud, Datuk Chia Hui Yen, *ex-Board Director* dan juga Datuk Rosli bin Yaakub, Timbalan Setiausaha Bahagian, Bahagian Pengurusan Strategik Badan Berkanun dan semua yang terlibat dalam mesyuarat pada petang ini.

Jadi, saya harap kita semua ambil perhatianlah tentang apa yang telah pun dibincangkan dan juga diperjelaskan dalam mesyuarat ini. Saya ucapkan ribuan terima kasih sekali lagi dan kita akan jumpa pada pukul 2.30 untuk siapa yang terlibat petang ini. Saya tangguh pada jam 1.08 petang. Terima kasih.

[Mesyuarat ditangguhkan pada 1.08 petang]



MALAYSIA

LAPORAN PROSIDING (HANSARD)

Selasa, 12 Mac 2024

Bil. 6(i) / 2023

MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA

**Prosiding:
Pengurusan Dana Latihan dan Keberkesanan
Program Latihan HRD Corp**

Kementerian Sumber Manusia

YBhg. Dato' Sri Khairul Dzaimie bin Daud
Ketua Setiausaha

HRD Corp

YBhg. Datuk Wira Shahul Dawood
Ketua Eksekutif

**PENGGAL KEDUA
PARLIMEN KELIMA BELAS**

**MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA
PARLIMEN KELIMA BELAS, PENGGAL KETIGA
BIL. 6(I) TAHUN 2023**

**BILIK JAWATANKUASA 1, BLOK UTAMA,
BANGUNAN PARLIMEN, PARLIMEN MALAYSIA**

SELASA, 12 MAC 2024

AHLI-AHLI JAWATANKUASA

Hadir

YB. Datuk Wira Mas Ermieyati binti Samsudin [Masjid Tanah]	- <i>Pengerusi</i>
YB. Puan Wong Shu Qi [Kluang]	- <i>Naib Pengerusi</i>
YB. Puan Vivian Wong Shir Yee [Sandakan]	
YB. Tuan Haji Azli bin Yusof [Shah Alam]	
YB. Tuan Ts. Zahir bin Hasan [Wangsa Maju]	
YB. Tuan Syahredzan bin Johan [Bangi]	
YB. Tuan Sim Tze Tzin [Bayan Baru]	
YB. Tuan Ahmad Tarmizi bin Sulaiman [Sik]	
YB. Dato' Adnan bin Abu Hassan [Kuala Pilah]	
YB. Dato' Mohd Isam bin Mohd Isa [Tampin]	
YB. Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Kubang Pasu]	
YB. Datuk Ali anak Biju [Saratok]	
YB. Dr. Richard Rapu @ Aman anak Begri [Betong]	
YB. Dr. Hajah Halimah Ali [Kapar]	

URUS SETIA

Encik Ahmad Johan bin Mohd Affandi [Ketua Sekretariat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia]

Encik Muhammad Zydil Iman bin Zulkefli [Juruaudit Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia]

Encik Amirul Ashyraaf bin Zulkifle [Penolong Setiausaha (Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia)]

Puan Aidahanie binti Baharuddin [Penolong Setiausaha Kanan (Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia)]

Puan Siti Noor Akmar binti Zulkafli [Juruaudit (Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia)]

Puan Siti Hajar binti Mohd. Taib [Pegawai Tadbir (Seksyen Jurubahasa dan Terjemahan, Parlimen Malaysia)]

HADIR BERSAMA

Jabatan Perkhidmatan Awam

Encik Nor Zahidi bin Abdul Rahman [Ketua Penolong Pengarah (Perkhidmatan)]

Jabatan Peguam Negara

Norilawati binti Ismail [Peguam Kanan Persekutuan (Bahagian Penasihat)]

Kementerian Kewangan Malaysia

Encik Azizie bin Taib [Ketua Seksyen (Bahagian Kawalan Kewangan, Strategik dan Korporat)]

Puan Nadeema binti Kamaruddin [Ketua Seksyen (Bahagian Kawalan Kewangan, Strategik dan Korporat)]

Encik Nurul Allbiir bin Nordin [Penolong Setiausaha Kanan (Bahagian Kawalan Kewangan, Strategik dan Korporat)]

Jabatan Audit Negara Malaysia

Encik Mohd Fairus Jaafar [Juruaudit (Sektor Audit Pengurusan Syarikat Kerajaan)]

Encik Hairul Anuar bin Mohd Noor [Penolong Juruaudit (Jabatan Audit Negara)]

Puan Zawani binti Mohd Asari [Penolong Juruaudit (Sektor Audit Pengurusan Syarikat Kerajaan)]

Suruhanjaya Pencegahan Rasuah Malaysia

Encik Gunalan Perumal [Penolong Pesuruhjaya (Bahagian Pemeriksaan dan Perundangan)]

PKPj Zulhairi bin Zaidel [Ketua Cawangan Pemeriksaan (Bahagian Pemeriksaan dan Perundangan)]

PPJ Ng Seh Fern [Penolong Pesuruhjaya (Siasatan)]

Kementerian Ekonomi

Encik Mohd Shihabuddin bin Mukhtar [Timbalan Pengarah (Bahagian Pembangunan Modal Insan)]

Jabatan Akauntan Negara

Encik Badrul Hisam bin Ismail [Akauntan (BPOPA)]

SAKSI**Kementerian Sumber Manusia**

YBhg. Dato' Sri Khairul Dzaimie bin Daud [Ketua Setiausaha (Pejabat Ketua Setiausaha)]

Encik Anas bin Shafie [Pegawai Khas (Pejabat Ketua Setiausaha)]

HRD Corp.

YBhg. Datuk Wira Shahul Dawood [Ketua Eksekutif (Pejabat Ketua Eksekutif)]

Encik Mohamad Farizul bin Yahaya [Ketua Pegawai Kewangan (Kewangan)]

Encik Rony Ambrose Gobilee [Ketua Pegawai Strategi (Strategi)]

Puan Wan Yon Shahima binti Wan Othman [Ketua Pegawai Pelanggan (Pelanggan)]

Mdm. Merle Fernandez [Ketua Pegawai Undang-Undang dan Setiausaha Syarikat (Undang-Undang)]

Puan Siti Suryati binti Kama Asnawi [Ketua Pegawai Sumber Manusia (Sumber Manusia)]

Mdm. Goh Sook Ling (Vivienne) [Ketua Jabatan (Pejabat Ketua Eksekutif)]

Encik Muhammad Safwan bin Ramlan [Ketua Jabatan (Perhubungan Kerajaan dan Parlimen)]

LAPORAN PROSIDING

**MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA
PARLIMEN KELIMA BELAS, PENGGAL KETIGA
BIL. 6(I) TAHUN 2023**

**BILIK JAWATANKUASA 1, BLOK UTAMA,
BANGUNAN PARLIMEN, PARLIMEN MALAYSIA**

SELASA, 12 MAC 2024

Mesyuarat dimulakan pada pukul 2.32 petang

*[Yang Berhormat Datuk Wira Mas Ermieyati binti Samsudin
mempengerusikan Mesyuarat]*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]:

Assalamualaikum warahmatullahi wabarakatuh dan selamat petang. Terima kasih kepada semua Ahli Yang Berhormat bersama sekali lagi dalam prosiding petang ini dan semua ahli-ahli ex-officio. Terima kasih hadir pada mesyuarat petang ini.

Ahli Yang Berhormat sekalian, ini adalah prosiding yang kesembilan membabitkan pengurusan dana latihan dan keberkesanan program latihan HRD Corp sebagaimana pagi tadi. Harapannya adalah prosiding yang terakhir sebelum PAC memuktamadkan laporan berkenaan dengan perkara ini.

Hadir di hadapan PAC dalam prosiding petang ini sekali lagi Yang Berbahagia Dato' Sri Khairul Dzaimie bin Daud, KSU KSM. Keduanya, Yang Berbahagia Datuk Wira Shahul Dawood, Ketua Eksekutif HRD Corp. Ketiga, Yang Berusaha Mohamad Farizul bin Yahaya, Ketua Pegawai Kewangan.

Jadi tanpa membuang masa saya terus. Oh, ada slaid ya. Okey, saya persilakan kepada pihak – siapa ya nak bentang? Okey.

Datuk Wira Shahul Dawood [HRD Corp]: *Okey, Bismillahi Rahmani Rahim, Assalamualaikum warahmatullahi wabarakatuh, very good afternoon Honourable Chairman, and the Members of PAC. Thank you so much for having us this afternoon. I will get my Chief Financial Officer (CFO) to go through the slides, what we have presented. Chairman, thank you.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Bismillahi Rahmani Rahim, Assalamualaikum warahmatullahi wabarakatuh.* Yang Berhormat Datuk Wira Pengerusi, Timbalan Pengerusi, Ahli-ahli Majlis, Dato' Sri KSU dan sahabat-sahabat saya daripada HRD Corp.

Sebelum saya mulakan pembentangan saya, saya ingat saya ingin mengucapkan selamat berpuasa. Jadi ini adalah Prosiding Bilangan Ke-6 (i) tahun 2023 untuk Pengurusan Dana Latihan dan Keberkesanan Program Latihan Human Resource Development Corporation.

Can we go to the next slide, please...

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Saya minta CFO bentangkan semua dulu baru PAC akan – saya buka kepada PAC untuk tanya soalan ya.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Okey, baik. Pembentangan untuk kali ini Datuk Wira Pengerusi dan Ahli Mesyuarat, saya akan ketengahkan satu, *historical performance and the latest performance* yang kita ada dari tahun 2023 dan apa yang kita ada. *Then*, apa sahaja aktiviti ataupun *improvement* yang kita ada untuk tahun-tahun yang ke depan ini.

These are the key statistics of five elements for HRD Corp. Meaning to say, our bread and butter. First is on the levy collection, as of December 2023, we actually managed to collect RM2.134 billion. The target is RM2.2 billion sebenarnya. Hopefully, by the time that we audit the numbers by our external auditor, we hope that the number will increase little bit sebab akan ada some adjustment accruals and provisions.

You can see from 2022, sorry, 2020, we only collected RM475 million, maksudnya setengah bilion sahaja. Kita berjaya untuk quadruple the number in 2023, ada dua elemen. Satu because of the expansion of the Act. That from the three sectors, we already expanded to all sectors in 2020. You can see that people are coming in. The companies registered, especially the bankers and whatnot, the lawyers actually coming in to actually pay the levy to HRD Corp. Itu nombor satu.

Nombor dua, HRD Corp juga memainkan peranan yang sangat penting untuk memastikan employers ini diberitahu, *di-informed and that they have to pay the levy to HRD Corp. So, with the two elements that we actually managed to collect RM2.13 billion in 2023. For the record, kita expect to collect at least RM2.4 billion in 2024, insya-Allah.*

Moving on to the registered employers. Maksudnya dari segi majikan kita. Kita berjaya untuk rekod almost 90,000 majikan berdaftar di bawah HRD Corp itu sendiri. The same reason because of the expansion of the act and also aggressive promotions by the HRD Corp team as well. So, you can see we actually increase almost three times higher as compared to 2020 – and it goes to employees covered from RM2.56 million to RM4.59 million in 2023 as well.

Saya akan pergi kepada dua benda elemen yang *important* di sini. Satu *is on the financial assistance and satu levy disbursement. Now, what are the differences? The difference on the financial assistance meaning to say the grant.* Maksudnya kalau majikan *apply* untuk geran, kita akan tengok *whether that grant is within the control checks*, maksudnya dari segi *registered courses, employees yang covered, the range and whatnot. Okay, yang itu akan consider as financial assistance as a grant.*

Then, bila training itu terjadi, berlaku dan akan ada some reconciliation. Maksudnya akan ada pelatih-pelatih yang tak dapat datang ataupun kos itu kita tengok yang *actual cost* itu sendiri itu lebih daripada apa yang sepatutnya. Itu adalah termasuk dalam *actual levy disbursement.* Sebab *officer* di HRD Corp akan membuat *100 per cent checking, not a simple checking. So, every grant management* akan ada *officer* yang akan *check all the way.*

So, dari segi financial assistance, the utilisation as compared to the levy collection was increased to 83 per cent as compared to 2021, 2022 because we just actually recovered from COVID-19.

Same goes to the levy disbursement. We actually increased– be able to increase the levy disbursement to 71 per cent in 2023 and basically it tells you whatever that one dollar ataupun RM1 yang di-spent oleh majikan, dia dapat balik 73 sen. *So, itu basically most of the time like I said on those factors and also the timing difference as well.*

Kita pergi kepada slaid seterusnya. Ini adalah *simplified financial highlights.* Untuk 2023, adalah tahun yang pertama sebenarnya kita berjaya mencecah *income* sebanyak RM300 juta dan *surplus meaning to say the return profit of RM92.6 million,* tiga kali ganda daripada tahun-tahun sebelumnya.

■1440

Jadi, kalau – saya tertanya juga kalau ada sesiapa yang kata HRD Corp buat *loss.* Ini *is our – insya-Allah to be the audited numbers of 92.6.* Kalau ada terkurang terlebih itu mungkin ada *some provisions on that. So, profitability margin* itu sendiri kita boleh tengok *is about 30 per cent profit margin of the revenue and also the expenses that happen in 2023 itself.*

So, I hendak zoom in kepada overall investment portfolio performance. Asset under management, we stand at RM3.78 billion with an investment income of RM130 million in 2023. So, itu pun kita berjaya untuk double-kan. These are the things yang kita kata *return on investment when we say that our ROI in 2023 improved*

significantly from last three years with an average of 3.7-3.5 to 5.2. For a comparison purpose, the EPF dividend rate in 2022 was 5.35. So, ROI actually driven by the return of rate and capital appreciation as well as the actual cash division because ada certain stocks yang we actually receive actual cash dividend. So, that also helps us in terms of our income generation for HRD Corp.

Moving on to the next slide. So, this is the investment status as of 31st December 2022 and classification-nya sebab dalam HRD Corp we followed the framework, we followed the procedures in terms of the strategic allocation. Cash and cash equivalents, the strategic allocation is 40 per cent; debt instrument, which included the bond (sukuk) 20 per cent; other type which is the equities and derivatives of 20 per cent; other type – Amanah Raya Unit Trust that make up of 15 and five per cent respectively. From there, the current allocation, actual – actually we are being conservative, Datuk Wira. You can tengok dari cash and fixed deposit, strategic allocation at 40 per cent. Sebenarnya, current allocation at 51. So, we are still being conservative in managing our investment.

However, looking at the other type, even though it's still small, relatively small, tetapi in terms of the return is 9.16. Ada dua elemen dekat situ. Satu because of the put and call option that we have where the way that we do our investment is always ring-fenced and capital-protected with a guaranteed return and the way that we put through when I came in that we have to buy in at 10 per cent discount from the market rate. So, this is actually allowed under Bursa. Actually, Bursa allows up to 15 per cent. So, kita go to 10 per cent. We negotiate with the stockholder-lah.

Then, once we beli share itu, kita akan put the arrangement of put and call and in fact, just sharing with ahli mesyuarat, last month kita ada satu stockholder yang dia hendak call their shares. They called their shares, kita beli at RM2 and masa stock current price was RM1.50. The 50 sen variance itu they have to pay the difference. They actually paid immediately the day after, after we made that transaction because under put and call, they can call at any time, we can actually put by end of the contract period. So, masa itu that owner of the stock exchange itu dia – stock company itu dia hendak go for that, call for the shares sebab dia hendak do something else with the shares. So, we can actually allow it. That is under the put and call.

So, what I am trying to say is that, it's actually workable in HRD Corp. Kita ada dua instances. Memang ada price difference and dua-dua satu harga naik daripada apa harga beli and we have to return the extra to them and ada satu ini currently harga jauh turun daripada apa yang sepatutnya and they have to actually pay to us the difference and they literally paid of RM5 million total. So, that is how

when we say that our investment is capital protected. So, it is protected. So, we are not losing money at all.

On top of that, we also put in the ring-fenced, put in additional security there that we actually require for the [Tidak jelas] and also personal guarantees as well. So, whoever the ultimate owner would have to actually guarantee all these put and call option as well. Also, as you can see that the performance of the ROI cash and cash equivalent at 4.15. That basically at the FD rate-lah. Sekarang ini kita dekat four per cent tetapi kalau kita rely heavily on that, in 2020 for example when during COVID-19, it was only 1.8 per cent. So, we could've actually lost half of our income. So, that's why we have to be mindful and dynamic in terms of managing our fund. Not focused solely on the cash and cash equivalents, which is on the FD.

Then, debt instrument also you can see that it's actually fixed rate long term, five years, 10 years, 15 years. Bond and sukuk at 5.16 per cent and other type of unit trust and Amanah Raya of course is there, almost the same. Then, the champion is on the equities and derivatives that we have. Out of which, is still within the strategic allocation as part of our investment policy and framework as well. So, that is on the financial performance. The bread and butter, what we do in terms of the levy collection. So, that's just to set the tone of my presentation.

Then, moving on, I would like to share in terms of the governance framework of HRD Corp. I can say that if it's not as same as other government agencies – we are actually better. The reason being because we are actually governed by the Act and the Companies Act as well. So, CLBG ini rata-rata akan rely on the Companies Act only. Tetapi untuk HRD Corp, we do have our PSNB Act 2001.

On top of that, we have established the limits of authority back in 2020 if I am not mistaken and terms of reference for each board and in fact, our management committees would have their terms of reference as well; the tatacara, the limits of authority dan punca kuasa sendiri and then the framework standard operating procedure. In terms of the framework, when I can – kita put through on the framework yang kita ada, we have so many frameworks in HRD Corp.

I can give the example. In fact, for our procurement, we have our strategic procurement policy and framework, we have our investment strategic policy and framework as well. We do have other training policy and framework and whatnot. So, that would define us and put us what we should do, what we shouldn't do and how we should do it and why we should actually do it. So, that main reference would help us to actually work efficiently and effectively in HRD Corp. Of course, on top of that is kita top up and support with the standard operating procedure and because of that,

HRD Corp is one of the first government agencies in Malaysia that has been awarded by the QMS in 1998 – since 1998, QMS.

Alhamdulillah, tahun lepas kita berjaya mendapatkan pensijilan Anti-Bribery Management System (ABMS) in 2023 and insya-Allah, this year kita akan continue untuk dapatkan pensijilan standard Business Continuity Management System (BCMS). Business continuity because we understand from HRD Corp perspective it is vital from the IT perspective that we have to make sure that the data itu kalau ada apa-apa hack, flood, fire and everything else, we will be able to cater for all these business continuity. We have to make sure that business is actually running.

We do have our OACP as well and this year the plan is to enhance the OACP and is actually part of our corporate KPI where we want to introduce the OACP 2.0 to enhance the standard vision that we have and of course we have the enterprise risk management. Overall, the ring-fence to make through everything in order, we have the external and internal audit. That regular audit yang coming in every year and every period to make sure that we are okay. Because of these five, eight elements of framework that we have in HRD Corp, we actually have zero MACC cases in 2022. So – since 2020.

Can we move on to the next slide? Then, this is the government framework additional element that we put through in 2023 where we actually launched five years governance report. We had our ABMS like I have explained earlier. Then, we have QMS and then zero MACC cases and we also introduce no gift policy, code of business ethics, asset declaration and policy referral and internal. We already completed on OACP 22 initiatives, which an ongoing of three initiatives, which we hope that we can actually complete by 2024.

■1450

So, with all the procedures, policies and control frameworks that we put through in HRD Corp, alhamdulillah – can we go to the next slide? [Merujuk pada slaid]. That we be able to reclass our – restatus, YB Chairman, from high risk where high-risk ini, kita ada SPRM Officer dalam HRD Corp, yang work in HRD Corp, work hand in hand since 2020. Last year, kita dapat penarafan semula from high risk to medium risk and we do not have any SPRM Officer anymore in HRD Corp in 2023. Can we move on to the next slide?

We take note in terms of – for us we feel that – macam ini Datuk Wira, we are far from perfect, but what we do is we always improvise and we take note, we take the advice from the board of directors, the Ministers from the kementerian of how we

can do things more effectively and improve the quality in terms of the governance. Hence, dua minggu lepas buat pertama kalinya kita ada board of directors meeting, officially.

First thing in order, finally. Because the first thing in order apa yang kita buat, kita create dua benda baharu. Satu, is the Board Tender Committee. Sub-board to make sure that they safeguard the integrity of the procurement and they work closely with my team to make sure that before we even go to the board. The sub-board ini be able to scrutinise the way that we do and operate the procurement. Contoh saya beritahulah, kita introduce rather than kita dekat hujung itu baru kita pergi dekat board untuk nak award, kita sebelum itu kita sudah pergi. When we would table the tender strategy. The tender strategy ini nak beritahu why we need it. Siapa potential bidders? Apa kind of technology kalau kita ada teknologilah, kan? Apa teknologi and appropriate value. Then, kita deliberate with Board Tender Committee itu sendiri before the real appointment nanti, bila kita sudah selesai tender evaluation whatnot open tender ini, baru buka and we go by the timeline as well.

So that creates in terms of the governance of the tender juga. Dia tak adalah hujung-hujung itu board pun tak aware, ini tender ini pasal apa? Siapa bidder? Untuk apa? Berapa value and everything? So, that's not fair to the board as well. So, that's why we propose that SOP for this Board Tender Committee. On top of that, we want to make sure that we split the function between the governance and also the audit committee. Satu, in terms of the proactive right? Which is on the risk to oversee in terms of the risk management governance sustainability and code of ethics.

In terms of risk apartheid, how do we manage the risk within the organisation and as well as external and board of committee akan serve an independent oversight to make sure that the function of the internal control and financial risk is actually within and managed properly within the HRD Corp and the rest is actually maintained. In facts, bulan puasa ini pun sebenarnya kita di HRD Corp ini kerja macam biasa, kerja sampai malam juga saya rasa sebab semua board ini akan ada sebelum board meeting, which is on the 4th of April. Seminggu sebelum raya, Datuk Wira. So, kita akan ada setiap minggu ini all the sub-board committee because we have to get the term of preference done dan everything else before even go to the board. Then, the part of the improvement from HRD Corp itself has to be shared to the PAC members. Saya ingat itu sahaja pembentangan daripada saya, Datuk Wira dan Ahli Majlis Mesyuarat.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, saya ucapkan pada saudara Khairul di atas pembentangan itu tadi. Jelas nampak ada

banyak *update* yang terbaru. Saya bukakan pada Ahli-ahli PAC untuk bertanyakan soalan. Kluang.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Terima kasih Datuk Wira Pengerusi. Jadi, selain daripada perubahan yang dibentangkan tadi, saya dimaklumkan juga sekarang ada *separate account*. Boleh maklumkan kepada PAC juga tentang perkembangan ini.

Datuk Wira Shahul Dawood [HRD Corp]: *Datuk Wira and the members, let me just— let me answer this one. During the last board meeting which we had on 27 of February, the board came to an unanimous decision that there will be a separation of accounts. HRD Corp is aware the levy account has separate, the operation account has separate and the strategic initiative account will come into place.*

So, this will give a clear idea to the public as well as to the stakeholders that the utilisation of levy is very different and separate from the kind of operations and the activities what we do. This is something we picked it up along the way from the feedback from the stakeholders and also from PAC and that had been implemented in the last board. Thanks to the Honourable Minister for giving us the mandate to execute this and also to Dato' Sri KSU. Now we have a separate account which is focused on our retained earnings which is our profit retained earnings will be based on the strategy initiative account. Thank you.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Datuk Wira Pengerusi, jadi saya nak tanya sama ada pernah ada perbincangan berkenaan dengan *separate account* ini, berlaku dulu kerana dari jawapan yang diberi tadi nampaknya kerana ada Menteri baharu ini memberi *mandate* untuk *separate*-kan *account* baru lakukan iaitu sebelum ini langsung tak pernah bincang, langsung tak pernah ada idea ini muncul.

Datuk Wira Shahul Dawood [HRD Corp]: YB, dulu *I think we didn't have that effort of having— a request for the separate account. But of course, we had an account for levy and also operation. But now the mandate is very clear. Because generally, the perception is that we take levy money to run it. But if you can look at our recent reporting by the CFO, our assets and management are almost RM3.7 billion we have cash and cash-related funds we have. Whereas our levy is almost RM3.4 billion. That's why any point of time, we have excess cash to build up for leaving out our assets and other things.*

When YB our new Minister, our Honorable Minister give us a clear mandate, our retained earnings which have profit. For contoh, we have RM92 million profit this year. This is based on our investment, based on our the service fees and everything. These are the retained earnings which should be pushed to the surging initiative account. So, this is very different from levy and other operations. I think simply YB

just to answer your question, we didn't have the request less than one year before. So, it was not initiated and it was not mandated. Now, alhamdulillah, we had a new request from Honourable Minister, so it has been implemented now. Thank you.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Jadi, boleh saya tahu sama ada HRD Corp masih kutip caj 4 peratus pengurusan caj daripada semua *training provider*?

Datuk Wira Shahul Dawood [HRD Corp]: *Yes. Actually, that was initiative done three years ago, YB. Simply because we are responsible to develop the training providers. When 2020, we expanded one of the largest acts in HRD Corp where every employers registered in Malaysia we tend employees had to pay levy. Actually, in a way, we are opening the floodgate in the industry. There's going to be more levy.*

Our data shows in the year 2020 we collected RM4.75 million levy. In the year 2023, we collected RM2.1 billion plus. So, that's a big levy collection coming in but there's no point we collecting this levy and we increasing our employees when we don't have quality learning in development or a quality training provider. So, it is also the responsibility of HRD Corp to ensure that we don't only upskill or reskill the employees. It's our responsibility to upskill and reskill the training providers because they train the employees. HRD Corp in any instance we don't go into the learning development space.

So, we have – now we have levy expansion is there, our investment income is there, nearly after COVID-19, our financial was a bit tough you know if we don't change the way how we run it. Three, four years from now HRD Corp has to go back to the Minister of Finance to request for operational funds to run our business. So, but at the same time, we have a greater responsibility to take care of the training providers and the stakeholders. So, we collected four per cent of service fee, YB. Itu pun kita ada a lot of back story.

Before 2018, HRD Corp used to collect a full fund of 30 per cent. That means – that was blanket. Every one dollar you collect, automatically you take 30 cents without any criteria. That was a big hoo-ha and that was scraped off when we collect 30 percent from the full fund, 10 per cent is our service fee, those times.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Okey, Datuk Shahul jadi saya hanya nak tahu yang untuk kutip empat peratus servis caj ini, adakah ini keputusan yang diluluskan oleh lembaga pengarah?

■1500

Datuk Wira Shahul Dawood [HRD Corp]: Yes, yes YB.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Bila?

Datuk Wira Shahul Dawood [HRD Corp]: *It was when we initiated the four per cent service fee, it was done. All these things have to go through the board. We have no mandate to execute any kind of service fee or charges to the public without the approval of the board or chairman of the board. Yes.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *So, when was it?*

Datuk Wira Shahul Dawood [HRD Corp]: *I don't have the date exactly but I will check on that and I will give it to you. But, if I'm not mistaken, it was in 2021, YB. I will check that and I will give you the exact date. I will check on the date and I will give it to you exactly.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Nanti Datuk bagi dokumen tersebut kepada PAC.

Datuk Wira Shahul Dawood [HRD Corp]: *Sure, sure. Will do.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Terima kasih. Soalan ini – ya. Datuk Ali, Saratok.

Datuk Ali anak Biju [Ahli PAC]: Terima kasih, Datuk Wira Pengerusi. Saya ini nak tanya salah satu daripada inisiatif yang dibuat oleh HRD Corp iaitu inisiatif yang dipanggil HRDC Placement Centre. Saya nak minta pencerahan dan peneranganlah pasal *placement centre* ini sebab saya nampak ada juga yang dipanggil National Placement Centre dan apakah hala tuju, status terkini dan kos ataupun keberkesanan program ini?

Sebab, saya nampak *placement centre* ini dia lebih kurang macam *Jobseeker's website*, dia macam yang dibuat oleh portal-portal yang lain jugalah. Jadi, saya nak mintalah pencerahan, penerangan berkenaan dengan HRDC Placement Centre dan apa hubung kaitnya dengan National Placement Centre, dan berapa kos dia sebenarnya untuk *run these thing*?

Datuk Wira Shahul Dawood [HRD Corp]: *There's a – YB, our HRD Corp dulu, we used to do just basically training and development. We just trained people and we leave them. We don't know the background after the training. What is the impact of the learning and outcome? COVID-19 was the classic example.*

When many people lost the jobs, many people are out of business, HRD Corp cannot just do the same with how we used to do before COVID-19. So, we have to change the way how we operate. So, we tabled the proposal to the board because kita ada almost – that particular time, we almost 35,000 – 40,000 employers.

Kita nak *work closely with the employers to do a job placement for our people who are coming and doing training with us. So, we had a very clear mandate during the time. Immediately, after training, the trainee either should go back into the job*

market or should have a career improvement, or you should go back to the income generation.

So, that was the time, we proposed to have a placement centre, to train and place our own people, our trainees to the employers who have been registered with us. Alhamdulillah, that particular year, we had a sizeable placement for the year 2020, 2021 and 2021, we have a principally agreed among our agencies within the kementerian.

When PERKESO started to work on the MyFutureJobs as a national portal for jobs, so we decided that anything that is related to the jobs should be moved to PERKESO and we started to focus on internship placements, train with HPC. So, we continued do that. That was a very effective initiative was done by HRD Corp. We have a data how many people got the jobs through that HPC, and what was the cost that has been incurred and everything, we can give it to you.

But now, we are realigning our system into Seniors Back in Action, how we are going to focus on apprenticeship programme right now. Thank you.

Datuk Ali anak Biju [Ahli PAC]: So, pada pandangan HRD Corp, inilah salah satu daripada program yang berjaya sebab berjaya meletakkan *placement* untuk pekerja-pekerja kita di Malaysia? Jadi, apakah bezanya dengan *jobseekers* yang lain, yang membuat portal yang sama? Adakah itu di-*incorporated* ke dalam ini ataupun dia *separately*? Adakah kolaborasi *between* iklan-iklan yang lain itu, portal-portal yang lain itu?

Datuk Wira Shahul Dawood [HRD Corp]: Okey. YB, kita punya *advantage* YB, kita ada *employers directly connected to us*. Contoh, *I was with the – I used to run one of the largest jobsites in the country, jobsdb.com*. Tetapi kita ada banyak *challenges when we started JobsDB and then, we run it because not all the top employers are connected with us, and employers want to connect with us, they have to pay levy, pay money to us*.

Tetapi, in this case, the employers are already connected with us. So, they don't have to pay any single cent. Cuma, these are value advantages for the employees, who are doing training with us. Instead of they do the training with us and go and get the jobs outside or look for the jobs, we connect them to our immediate employers.

Of course, there are many job portals like Jobstreet, JobsDB, Career, all these things they have. But, they may not have the kind of employers what HRD Corp has. But, sekarang, PERKESO has a larger employer than what we used to have, sir. Thank you.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Boleh saya tanya, Datuk Wira? Saya nak tanya kepada Dato' Sri KSU. Memandangkan bahawa banyak agensi di bawah KESUMA dan juga KESUMA sendiri kalau tak silap, juga ada portal untuk *jobseeker*. Boleh tak kita tambah baik, kerana kalau tak, satu agensi kerajaan, satu portal, satu *website* dan setiap satu meminta kos pembangunan dan juga *maintenance*. Jadi, saya minta pandangan KSU lah. Terima kasih.

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: Yang Berhormat, sekarang ini semua portal *jobseekers* diletakkan di bawah MyFutureJobs, di bawah PERKESO. Dia bukan sahaja memberi kemudahan kepada *jobseekers* tetapi sistem ini juga turut digunakan untuk majikan-majikan yang ingin mencari pekerja asing.

Mereka hendaklah terlebih dahulu mengiklankan di dalam MyFutureJobs di mana, sistem MyFutureJobs PERKESO diintegrasikan dengan sistem di Jabatan Tenaga Kerja, untuk membolehkan kelulusan diberikan. Esok, saya akan beri penerangan secara lebih lanjut untuk perkara ini, Yang Berhormat, semasa sesi pekerja asing esok.

Tetapi, saya ingin memaklumkan bahawa sekarang ini, portal pencari kerja ini, keputusan yang dibuat oleh kerajaan hanya di MyFutureJobs dan tindakan itu telah pun dilaksanakan. Portal-portal lain tidak lagi berada di jabatan-jabatan di bawah KESUMA. Portal yang ada sekarang ini mungkin berkaitan dengan TVET dan dia bukan bertujuan untuk pencari-pencari kerja.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Soalan lain?

Puan Wong Shu Qi [Naib Pengerusi PAC]: *[Bercakap tanpa menggunakan pembesar suara]* Bagaimana dengan *national placement*...

Datuk Ali anak Biju [Ahli PAC]: Yang National Placement Centre tadi, adakah itu nama baru untuk yang *national HRD Corp* yang asal itu?

Datuk Wira Shahul Dawood [HRD Corp]: Selepas PERKESO *take over the role of the jobsite in the country, national job portal for jobs, you know, we just change our role from looking after just for the jobs, we focused on internship and apprenticeship*. Tetapi, *the nama still the – it's a division, a placement centre division, as a placement centre division*.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Jadi, apa peranan HRD Corp dalam National Placement Centre dan sudah ada berapa National Placement Centre ditubuhkan seluruh negara? Fizikal, kan ini atau *online* sahaja?

Datuk Wira Shahul Dawood [HRD Corp]: *We online, YB. Only one we have in KL. Satu sahaja. Cuma, kita punya centres only online – connected through online*

but our employees are connected. When they finished up the training, they register their opportunities with our portals, then we connect them to the employers.

Datuk Ali anak Biju [Ahli PAC]: Sebab, nampaknya ada cadangan awal dahulu nak buatnya di beberapa tempatlah, di Malaysia. So, sekarang ini tak jadilah tempat itu?

Datuk Wira Shahul Dawood [HRD Corp]: Tak, tak. Kita *focused only on KL* saja *because when we got the mandate from the KESUMA last time, that our– PERKESO is gonna be the national portal. Then, we decided to give them the privilege and we just support them.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: Jadi, bagaimana dengan rancangan asal yang dibentangkan pada tahun 2022 dalam *board meeting* ketika itu, katanya nak kolaborasi dengan PERKESO untuk tubuhkan satu National Placement Centre di NU Sentral. Bagaimana dengan rancangan tersebut?

Datuk Wira Shahul Dawood [HRD Corp]: Oh, ya.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Mungkin saya boleh jawablah sebab saya ada dalam perbincangan awal dengan PERKESO itu. Yes, YB. *You are right that the original plan* untuk nak letakkan the NPC ini di KL Sentral tetapi *as we go along, the plan* itu kita terpaksa batalkan dan *the cost* yang kita bayar untuk pihak HRD Corp *is the advance to PERKESO*, sebab PERKESO yang pergi *arrange-kan the sewa, the renovation works and everything, and the cost that we advanced to PERKESO is RM184,000.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *[Bercakap tanpa menggunakan pembesar suara]*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: RM184,000 sahaja. Dia dalam buku, dia hutang kitalah.

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Datuk Wira Shahul Dawood [HRD Corp]: *YB, I just want to correct it here on the CFO. National Placement Centre was started only with HRD Corp in mind. Initially when we want to start, PERKESO was not in mind. PERKESO, MYFutureJobs came in later.*

In the year 2022, we wanted to start National Job Experiential Learning Centre like how SkillsFuture has in Singapore, where young graduates and young school-leavers can come to the place, can experience the future of their career from the experiential centre. That was the time PERKESO and HRD Corp wanted to collaborate together. PERKESO will take care of the jobs, HRD Corp will take care

of the skills under the one umbrella in KL Sentral tapi itu tak jadilah. It was cancelled. Thank you.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Ya, saya ingat. Ada baca berita tentang rancangan ini. Jadi, untuk melaksanakan rancangan ini, pernah tandatangan satu MOU dengan sebuah syarikat di Singapura, kan?

Datuk Wira Shahul Dawood [HRD Corp]: *We had multiple MoUs in Singapore but that was mostly on the content and the technology. Of course, if this happened, we would have worked with the Accenture Singapore to bring them the augmented reality futures into the system of – this is purely experiential learning, YB. When we went to Singapore, SkillsFuture, that was amazing that gives young kids the future of their career.*

For a young kid from the school leave, they might not know whether they want to be a doctor, they want to be a lawyer, they want to be a technician, tapi we go to the experiential centre, the centre will tell you what is your strength, your future of works supposed to be what. Basically, kita nak buat macam satu macam Accenture Singapore to do it here, but it doesn't take off. We have to put in on hold. Thanks.

Puan Vivian Wong Shir Yee [Ahli PAC]: *Thank you, thank you. Thank you, Datuk Pengerusi. Thank you for mentioning about Accenture, where I saw that dalam keratan akhbar, ada beberapa – ada sudah sign MOU between HRD Corp dengan Accenture Singapura.*

Soalan saya adalah kenapa pada 22 Mac 2022, ada satu MOU signing di Singapura, then another MOU signing, Accenture di Washington D.C iaitu pada 18 Mei 2022? Boleh jelaskan adakah ini adalah MOU yang sama atau berlainan dan kenapa di dua lokasi? Thank you.

Datuk Wira Shahul Dawood [HRD Corp]: *One in Singapore is not the real decision maker of the bigger decisions. The main one comes from the US. The headquarters is in the US. The Singapore one we had an understanding of what we want to do in the experiential learning. But when we went to US, it is whole of Accenture. We want to focus on the content, technology and other aspects of the activity, what we want to do.*

Tetapi our discussions in Accenture Singapore is purely about bringing the virtual reality and artificial intelligence content into Malaysia for the purpose of working together with HRD Corp and PERKESO. The initiatives.

Puan Vivian Wong Shir Yee [Ahli PAC]: *So, it is adalah MOU yang sama?*

Datuk Wira Shahul Dawood [HRD Corp]: *No, no. It is two different content YB. Different requirement.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Maksudnya, perkara yang sama tetapi *content* sahaja berbeza?

Datuk Wira Shahul Dawood [HRD Corp]: *What we can do with US, cannot do with Singapore because Singapore, that particular experiential centre is only on virtual reality, focused on such contents, what we want to do in Malaysia. When we went to Washington, that MOU was more of a technology transfer, content. All these things.*

Tuan Sim Tze Tzin [Ahli PAC]: *Why are you not going straight to US? Why you go to Singapore first?*

Datuk Wira Shahul Dawood [HRD Corp]: *When we were looking for this content YB, this content was immediately available in Singapore. When I have some content which is available closer to me, there's no reason for me to go to US. That was the decision we made and we didn't have the kind of contacts in US at that time. US was connected through the Singapore Accenture. We didn't have the contacts in US as well.*

Puan Vivian Wong Shir Yee [Ahli PAC]: Boleh saya tanya soalan susulan? Terima kasih atas jawapan. So, saya punya soalan adalah mengenai – sebab as *previously* saya pun pernah *question regarding the programmes that is run by HRD Corp that is so posh and luxury*. So, saya punya concern is still how are the *expenditure of HRD Corp*.

So, I also realised that untuk HRD Corp, they are always pergi lawatan ke luar negara untuk program-program. So, salah satunya adalah working visit to United Arab Emirates (UAE). So, I think roughly untuk empat staf daripada HRD Corp dengan bersama menteri, the cost estimation adalah roughly RM158,000 untuk satu trip. So, untuk semua expenditure ini, adakah you have to go through the board to approve?

Datuk Wira Shahul Dawood [HRD Corp]: *Any overseas trip we have to report to the board and we have to tell the board about what is the agenda. Once we come back, we also give a report to the board, what was the outcome of the visit and who are the people we met and everything, YB.*

Puan Vivian Wong Shir Yee [Ahli PAC]: So, untuk *always* kerja lawatan, *rough estimation* untuk *expenditure* memang *at this price? Is it normal to have? Because kami belum, PAC belum ada lawatan lagilah. [Ketawa] Not to anywhere. We only – I mean upcoming Langkawi got what. So, to overseas. I mean for us we find the amount is huge* untuk satu lawatan. So, *is it normal?*

Datuk Wira Shahul Dawood [HRD Corp]: *Basically, that's the amount YB. You know, basically what we do, we have a budget for every year we plan. What*

country we want to do, what we want to achieve from those lawatan and there's a budget. The budget is approved by the board and we have a proper communication with the board both post and pre as well.

Puan Vivian Wong Shir Yee [Ahli PAC]: *Regarding your budgets, daripada which segment of the budget dari HRD Corp?*

Datuk Wira Shahul Dawood [HRD Corp]: *No, we have a special budget for international visits in our listings.*

Puan Vivian Wong Shir Yee [Ahli PAC]: *And roughly how much is that every year that you budget?*

Datuk Wira Shahul Dawood [HRD Corp]: *If you look back in the last four years YB, we have visited maybe only two or three countries in last few years. Last year, we wanted to do few countries but we did not go through because we had other important assignments, we couldn't do.*

Maybe in 2021, we visited United Arab Emirates. That was part of the Minister's programme and we also had our multiple meetings and engagements. Then, after that we had one to Japan and one to Washington. In the last three years, this was the thing and Singapore, we had.

Puan Vivian Wong Shir Yee [Ahli PAC]: *I don't think you answered my question. My question is how much budget that you allocate?*

Datuk Wira Shahul Dawood [HRD Corp]: *Maybe I get the CFO...*

Puan Vivian Wong Shir Yee [Ahli PAC]: *Berapa bajet kamu allocate?*

Datuk Wira Shahul Dawood [HRD Corp]: *CFO maybe can answer on the budget because I don't remember.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *YB, give me one minute. I'm checking the numbers. Then, I'll get back to you.*

Datuk Wira Shahul Dawood [HRD Corp]: *Overall...*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Bukan bajet. Berapa dibelanjakan untuk trip itu?*

Puan Vivian Wong Shir Yee [Ahli PAC]: *I mean, soalan saya ada dualah. Berapa telah dibelanjakan dalam past – the trips that is every year dan berapa bajet yang HRD Corp allocate untuk semua lawatan ini?*

Tuan Sim Tze Tzin [Ahli PAC]: *[Bercakap tanpa menggunakan pembesar suara]*

Puan Vivian Wong Shir Yee [Ahli PAC]: *And this year punya like – especially this year, how much you already allocated?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Budget allocated for 2024?*

Puan Vivian Wong Shir Yee [Ahli PAC]: *You allocated because...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *For all the travelling? Overseas travelling, right?*

Puan Vivian Wong Shir Yee [Ahli PAC]: *...just now it's already said...*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey. Kubang Pasu.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Datuk Wira Pengerusi, saya nak tanya *what is the status, your MOU? Any progress?* Ada apa-apa yang telah pun dilaksanakan? *What is the status, MOU?*

Datuk Wira Shahul Dawood [HRD Corp]: *Which MOU, YB?*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: MOU yang ditandatangani di Singapura dan di United States.

Datuk Wira Shahul Dawood [HRD Corp]: *Yes. We have incorporated some of the technologies, some of the contents into our existing...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *What happened? After that what happened? What is the status? What do you get from that...*

Datuk Wira Shahul Dawood [HRD Corp]: *First thing is the learning. Learning, knowledge transfer. We learn from the best practices. Singapore is one of the best in the world for in terms of human capital, in terms of upskilling and reskilling. When we go there, we...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Ada kerjasama dengan dia oranglah?

Datuk Wira Shahul Dawood [HRD Corp]: *Yes. We work with the – we visited Oracle Singapore, we visited Accenture Singapore, we visited...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Do you have to pay anything to the company?*

Datuk Wira Shahul Dawood [HRD Corp]: *No, no, no. We actually – basically we...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Just visit sajalah?*

Datuk Wira Shahul Dawood [HRD Corp]: *No. we go there, we look at their contents, we look at their best practices, how do they manage. We visited the SkillsFuture and we see how do they manage their skills programme and how do they upskill the employers, employees. What is that, that we are different from them and what can we learn from them. These are the learning activities that we do with them Dato'.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *But kalau kita sign MOU, there may be steps after that.*

Datuk Wira Shahul Dawood [HRD Corp]: *Ya Dato'. I mean...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Just to go and learn, no need to sign MOU.*

Datuk Wira Shahul Dawood [HRD Corp]: *Ya, ya. I mean, we go there just not only for signing MOU. There's also learning. Also, part of the MOU process. MOU, separate. MOU, we want to talk about, let's say specifically we want to bring some content back to Malaysia with the technology provider.*

For instance, we have a technology transformation, digital transformation that is happening, which we need to work with these technology providers to build up a robust technology system. So, we go back and work with them, how they build it up.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Okay. What happened now? What is the progress about the things that you learn from them?*

Datuk Wira Shahul Dawood [HRD Corp]: *Some of the things are implemented; e-LATiH was one of the concepts that we learned from Singapore in terms of the online learning and some of the content we incorporated in e-LATiH is all from Singapore learning. So, of course some you see visibly, some you don't see visibly because that was a learning practice, we take it up and we apply back in the workforce.*

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Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *How much it costs you the whole expenditure in the United States?*

Datuk Wira Shahul Dawood [HRD Corp]: *I mean I don't have but I can get the CFO to give it to us-lah.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Just to go and learn like that. So...*

Tuan Sim Tze Tzin [Ahli PAC]: *Accenture MOU tak jadi kan? Sebab you are not implementing the – what is that the...*

Datuk Wira Shahul Dawood [HRD Corp]: *No, no, because that thing doesn't take off.*

Tuan Sim Tze Tzin [Ahli PAC]: *Tak jadilah?*

Datuk Wira Shahul Dawood [HRD Corp]: *Tak jadi. But we have built up a good relationship with Accenture. That was the reason they connected us to the US, you know. But important we build a relationship with the companies and we know what we can work together with them, YB.*

Tuan Sim Tze Tzin [Ahli PAC]: *So, you go to Singapore, you signed one MOU. You go to US, signed another MOU tapi akhirnya tak jadi?*

Datuk Wira Shahul Dawood [HRD Corp]: *Tapi depends how do you take it-lah, sir. For us, it's a learning process. Every MOU we go with the responsibility that we want to come back from them. Sometimes the surroundings, you know activities allow us to do what we all-lah sir.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Ada soalan lain?

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Okay, must give us expenditure.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Okay, okay. Kubang Pasu then Wangsa Maju. Saya nampak...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Expenditure, expenditure, we need to know.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Ya, Datuk. Saya tengah dapatkan information. Once saya dapat, saya akan berikan.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Okey, nanti yang itu boleh kembali kemudian. Saya nampak Wangsa Maju. Wangsa Maju, lepas itu Kluang.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Saya ada satu soalan mudah saja. Second last slide tu. Sub-board committees tu. Investment committee memang dah tak masuk dalam structure itu atau macam mana?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Ada, ada.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Tak tapi dekat dalam slaid ini, investment committee tak ada ya?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Investment panel is not a sub-board.*

Datuk Wira Shahul Dawood [HRD Corp]: *It is an independent board. Investment sub-board.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *So, in – dia tidak ada dotted line-kah apalah?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Kalau kita tengok at the whole perspective, you akan nampak Datuk. Cuma yang ini kita nak beritahu the separation of the B and apa semua – operation risk and also audit dan juga board tender committee. Cuma IP itu is independent.*

Datuk Wira Shahul Dawood [HRD Corp]: *This was the enhancement what was happened in the new board last year – I mean last month, where the board thinks*

that these are the two new committees – subcommittees need to be created to strengthen the governance in HRD Corp, YB. So, these are the sub-boards where will be chaired by the board members, where we split that risk and the audit which is to be together. We split it in an individual committee. Whereas, the investment panel is an independent panel and it functions by itself as the chairman of the board is also the chairman of the investment panel, ya. Thank you.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Just to confirm yang – that means the chairman of the board and the chairman of the investment committee is still the same person-lah? You have no intention to change or to amend that?*

Datuk Wira Shahul Dawood [HRD Corp]: *No – these are – we follow the akta right now, sir.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Yeah. Is there any...*

Datuk Wira Shahul Dawood [HRD Corp]: *But we are going to put up some of the you know, feedbacks from PAC that in terms of putting it to the changing of the aktalah, accordingly. Thank you.*

Tuan Sim Tze Tzin [Ahli PAC]: *Terima kasih, Datuk Wira Pengerusi. Datuk Shahul, I want to ask you about levy, unutilised levy and forfeiture fund. So, levy usually you collect, okay. So, you have – and then after two years, if kalau tak pakai it goes to unutilised levy. So, how long does – it stays in unutilised levy before it goes to forfeiture fund?*

Datuk Wira Shahul Dawood [HRD Corp]: *Basically kita – we wait for two years-lah, sir. Two years, YB. We wait for two years. If the company don't even spend a single dollar in the two years in the utilisation of the levy, then HRD Corp will you know, forfeit the levy. We forfeit the levy and we also have a clear mandate that particular money that what we forfeit from the levy has to be used for learning and development purposes only. We cannot use it for any other purpose.*

Tuan Sim Tze Tzin [Ahli PAC]: *So, unutilised levy and forfeiture levy is actually the same-lah?*

Datuk Wira Shahul Dawood [HRD Corp]: *Same.*

Tuan Sim Tze Tzin [Ahli PAC]: *Once they go from levy, two years tak pakai, straight away goes to forfeiture fund-lah.*

Datuk Wira Shahul Dawood [HRD Corp]: *Correct.*

Tuan Sim Tze Tzin [Ahli PAC]: *So, when your investment funding where you know I saw it's RM3.77 billion, right? Okay. Those, those money comes from which – levy or unutilised levy/forfeiture fund?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *From the levy, sir. Not from the unutilised levy because the unutilised levy sepatutnya dia akan masuk*

kepada akaun amanah itu dan akaun amanah itu *is strictly for the training and development.*

Tuan Sim Tze Tzin [Ahli PAC]: Okey. *Can you tell me how – so levy part you have about RM3.77 billion total fund, correct? Okay, which you use for investment, okay.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *True.*

Tuan Sim Tze Tzin [Ahli PAC]: *And then, how much is in your forfeiture fund?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *As of 2023, the balance for the unutilised levy fund is RM31.79 million.*

Tuan Sim Tze Tzin [Ahli PAC]: *Again, please?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *RM31.79 million.*

Tuan Sim Tze Tzin [Ahli PAC]: *317?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Three point...*

Datuk Wira Shahul Dawood [HRD Corp]: *31. [Bercakap tanpa menggunakan pembesar suara]*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *RM31.8.*

Tuan Sim Tze Tzin [Ahli PAC]: *RM31.8.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Million.*

Tuan Sim Tze Tzin [Ahli PAC]: *Million?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Juta, juta.*

Tuan Sim Tze Tzin [Ahli PAC]: *Okay. You – how do you use your forfeiture fund? How do you use it?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *As explained by Datuk Wira, akan ada tiga kriteria before the levy fund from majikan akan falls into this account-lah. Satu, secession. Company tutup then we can actually put that. Nombor dua, two years unutilised levy, right. Nombor tiga, failure to register within this two years balik. So, dia akan masuk dalam that pool balik. Once we have this pool with all the SOPs, we inform them, kita notify the employers, majikan ini tolong pakai levy for the purpose of training even you use RM10 pun, kita tidak akan kacau. Kita tidak akan ambil that — forfeiture that levy. Kita akan— kalau tak, kita akan take that into this unutilised levy fund lah.*

Once we have this fund, then it's – will be for the sake of the – we put it dalam H – we call it as HRDC Strategic Incentive (HSI). Dalam HSI ini, this is where we call for the – strictly for the purpose of training and development and where we have all these proposals and grants and for the sake of the training-lah. To do all this underserved community so called, the B40, gig and what not – under HSI. So, that

will follow simple all the standard process in terms of the evaluation of the proposals, training, grant, payment and whatnot-lah.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Pengerusi, saya nak tanya. *Do you pay tax?*

Datuk Wira Shahul Dawood [HRD Corp]: *Sorry?*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Do you pay tax?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Tax ya? Because you make profit, you pay tax.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *[Bercakap tanpa menggunakan pembesar suara]*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Cukai, cukai. *[Tidak jelas] sure-lah kena bayaq.*

Datuk Wira Shahul Dawood [HRD Corp]: *No, no. HRD Corp, we are – for the...*

Seorang Ahli: *Exemption.*

Datuk Wira Shahul Dawood [HRD Corp]: *For the past, we had a tax exemption.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *But you make profit, why you don't pay tax?*

Datuk Wira Shahul Dawood [HRD Corp]: *When we take profit, we give back to the community, sir. During the COVID-19, we give RM250 million to the government.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *That cannot be the reason. I can say that also, I give a lot to my kampung people. So, I have no more money. That's why you have to pay tax.*

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: *No, no, Yang Berhormat. Kalau boleh saya jelaskan. Ada pengecualian daripada MOF untuk HRDC tidak dikenakan bayaran cukai. Keuntungan yang dibuat oleh HRDC – HRDC bukan seperti syarikat konglomerat yang lain. Keuntungan itu ialah untuk membolehkan HRDC membiayai kos-kos operasi sendiri, emolumen dan sebagainya, bayar bil di mana HRDC ini sejak ditubuhkan tidak pernah mendapat peruntukan kewangan daripada kerajaan bagi kos operasi (OE). Maknanya tidak pernah diberikan oleh MOF. Keuntungan itu dibelanjakan untuk tujuan-tujuan yang berkenaan.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Totally exempted ya even though you...*

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: *You have to apply to MOF.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *...you invested your money.*

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: *Ya.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *You get return, dividend or whatnot...*

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: *Ya.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *...you don't have to pay tax.*

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: *It is not automatic.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *ASB pun you have to pay tax.*

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: *It is not automatic, Yang Berhormat. We have to apply to – kementerian – kementerian will apply to MOF every year dan practice-nya sebelum ini MOF akan berikan pelepasan cukai.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *So, good for you. Okay.*

Tuan Sim Tze Tzin [Ahli PAC]: *Datuk Wira, saya nak tanya Datuk Shahul or the CFO. 2022 you took in levy RM1.7 billion. You – levy disbursed is about RM772 million ya. So, that is about 40 per cent disbursement. 60 percent is still in your fund, levy fund.*

And then 2023 ya, according to your report is about RM2.1 billion ya, your levy collection and then levy disbursement is RM1.2 billion or something like that. So, it's about still 50 per cent in your levy fund. Okay, after two years – I mean let's say we work backwards-lah, 2020, 2021. The people that don't use it actually quite a lot about – half of it. Let's say-lah on average half of it.

Datuk Wira Shahul Dawood [HRD Corp]: *Yeah, you are right.*

Tuan Sim Tze Tzin [Ahli PAC]: *So, your forfeiture fund of unutilised levy should be a lot. Kenapa tinggal RM31.8 million sahaja dalam your forfeiture fund?*

Datuk Wira Shahul Dawood [HRD Corp]: *Let me just to update on that, YB. On the surface, it might look that we might have 50 per cent but even that particular company use RM5 or RM10, that doesn't fall under the forfeiture. So, they are still active employer.*

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So, your calculation is right sir, you know. That's how I used to think as well when I can. But later I found out the company might have a levy of RM600,000 with us but they spent only RM6,000 for that particular year.

So, even though two years later they spent maybe RM12,000, but we are not able to forge the future because they already utilise the criteria. That is one thing, sir.

But, if you look at the number YB, 2021 we had the expansion of the act. That was the largest expansion happened. So, there's a lot of new employers came in. When the act was implemented six to nine months, we gave them a moratorium—six to nine months. So, people have not started to pay the levy.

When comes to late 2021, 2022, everybody started to pay levy tapi they don't have enough levy to go for learning training development. So, they got accumulated the levy for the period of time.

That's why, you see that in the year 2022, though we collected RM1.8 billion levy, our levy disbursement is only RM758 million which is 42 per cent. Actually, is because the levy was higher because we started to collect but there is not sufficient levy for them to go and do the training.

But in 2023, they have accumulated and they have enough levy to go for learning and development. They started to utilise it.

So, it shall I think even for the upcoming 2024, 2025 our cap— in fact, our Minister has put up benchmark of 80 percent utilisation. Every dollar we collect 80 per cent you want us to be well spent on the learning and development. Thank you, YB.

Tuan Sim Tze Tzin [Ahli PAC]: *Okay. So, can I ask – let say's this year – last year. How much you spent from your – forfeiture funds? Spent ya, finished, used.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *For 2023 Yang Berhormat, RM 47.3 million.*

Tuan Sim Tze Tzin [Ahli PAC]: *RM47.3 million. That one spent-lah?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Spent for the HSI.*

Tuan Sim Tze Tzin [Ahli PAC]: *But you, what you have – yang tinggal...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Balance adalah 31.8.*

Tuan Sim Tze Tzin [Ahli PAC]: *The balance is 31 ya? Okay. Thank you.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *I nak tanya your – boleh Datuk? On your pie chart. I'm looking at your unit cost of RM3.77 billion and then 3.84 in your market. Kalau you tengok individual, your unit trust. You rugilah? Unit trust, rugi.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Betul, Dato'. *That's why* kita tak mahu pergi *unit trust* dah.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: So, tak mahu beli dah?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Tak mahu beli dah.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Tapi, dulu *belli pasaipa?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Lama dah 10 tahun lepas ini.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Beli lama?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ini lama punya.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Masa itu kaunter tak ada lagilah?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Tak dak* lagi.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Lepas itu Amanah Raya-kan. *Why no change?* Tak ada perubahan.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Sebab Amanah Raya Dato' *under...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Tak ada perubahan.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Bukan, maksudnya ia *traded* di *market*. Dia adalah – kita *just subscribe to* Amanah Raya *product, that's all. So, it's RM1 to RM1*. Cuma untuk yang lainnya kalau yang tak berubah juga kalau nampak pun untuk *cash and deposit* pun sama juga...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: So, *what happened* kalau you, now you nak jual Amanah Raya itu. *What would be the value you get?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *It's the same value, RM1 to RM1.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: So, you dapat *dividen from that?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes, sebab Amanah Raya *is a fixed return*. Ia sama juga macam *fixed deposit. The way that it works is about fixed deposit.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Tapi *fixed deposit* mesti ada *interest?* Ini tak bergerak ini. *That amount* tak ada perbezaan.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Dato' Wira yang ini, *this one is on the asset itself. So, if I place RM1,000...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *I nampak you untung hanya yang equities and derivatives-lah, kan?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ya.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *RM542 million kepada RM612 million, kan? Yang itu you untung. Then, your sukuk untung – bond, sukuk, derivatives untung 690 kepada 693. Cash deposit tak ada berubah tapi percentage ia berubah. Percentage dalam kos 51 per cent tapi yang unit at market value ia 50.2 per cent. Tapi the amount is RM1.927 billion. Sama tak berubah. What happened?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Boleh, Dato' Wira, okey. Sebelum saya *go into that probably, can I just give perspective a bit...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Aku hairan gak, ia tak berubah...

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Boleh. Dia memang tak berubah.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: FD mesti *increase*, ada *interest*.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *So, dalam investment asset that we have, we have the cash and cash equivalents which is the FD. The debt instruments are mostly on the bond and sukuk and equities and derivatives.*

Out of which of these Dato' Wira, cash and deposit ia FD-lah. Kalau saya letak RM1,000, RM1,000 jugalah duit saya. Ini kalau ikutkan value-lah ya. Jangan masukkan return sebab return...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Kalau *interest rate* kosong bolehlah, RM1,000 ia tetaplah.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Betul sebab ia akan masuk dekat *income*. Ia akan *place to the income*.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Kalau *interest rate* cannot be kosong.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *So, whatever difference is on the income.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Dia amik *income*, dia keluarkan?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *But, where do you put your income?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *That's on the fixed deposit and also the Amanah Raya. Cuma untuk equities, bond and sukuk ini sebab is a coated and it's a...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *You put – this is status 30 December 2023...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Market value.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Kos ini bila?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Kos ini at the point of kita purchase.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Bila?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *The variance...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *The time different? Lepas itu at market value...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Market value is – market to market is as of 31st December 2023.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Ya, so, ia tak tally?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Ia tally Dato' Wira.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Pasaipa, by right FD you ini ia takkan, tak ada interest? But now, the value is higher. Assuming you don't take out the money-lah.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Betul, in that sense from your record, betul.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Kalau you don't take out the money, ia mesti increase FD ini. Every same amount.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *The way accounting works, macam ini. Saya ada RM1,000 saya masuk dalam FD. FD rate is 10 per cent, senang. For the sake of that, dapat RM100.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Okey, dapat RM100.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *So, dalam accounting, saya tak ambil RM1,100 dalam my balance sheet. RM100 itu akan flow dalam income, RM100. Tapi, my FD still RM1,000.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Tapi, your equities and derivatives...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Equities and derivatives* lain. Kalau saya beli *share* RM2. As for 31st December, that RM2 ini ia akan jadi RM2.50. So, that 50 sen.

So, that's why that has to be that value. So, in this case, it looks like we are better off sebab at cost kita ada 3.77 tapi sebenarnya at market is actually 3.84. Dua bendalah, satu bon, satu shares. Tapi the rest would be [Tidak jelas] and also unit trust-lah. That all.

That's why unit trust ini sebab ia ada market valuation. As far as the...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: You ada bon?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ada, bon kita ada.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Tapi tak ada dalam ini?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Dalam hijau itu, *bond, sukuk, debentures.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Bon apa you buat? *Overseas bond or local bond?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Local, local.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Tak apa kena tanya lainlah.

Tuan Sim Tze Tzin [Ahli PAC]: Okey. Saya nak tanya tentang dalam same slide, nombor tiga. *No purchase from public market.* Apa maksud itu?

Datuk Wira Shahul Dawood [HRD Corp]: *YB, before 2020 YB, HRD Corp – maybe in 2018. We used to purchase equities in the public market YB. They just go to the counter and they buy. When they but at the counter – we don't have control over the market. Number one.*

Number two, we are not experts in the market. Then, we buy the price at a good price maybe one dollar. Maybe, two weeks, three weeks later drop to 60 cents, 70 cents. When we want to sell back, we have to sell back the loss.

So, in 2020 we made a clear mandate and decision. We are not going to buy at the public counter. We buy from the owner of the business below the market price with the fixed guarantee of our principle and a fixed return and with dividend.

So, at least we have our ring-fenced that is protecting our principal that we put investment into the company. So, that is the reason last three years we didn't have any loss on the investment part of it.

If their principal company loses money, is their problem. But when they put to HRD Corp, they have to pay the balance of the money to HRD Corp. That's how we operate.

Tuan Sim Tze Tzin [Ahli PAC]: *So, but the share price is still you know, ups and downs, right? So, you hold the equity?*

Datuk Wira Shahul Dawood [HRD Corp]: *Good example, this is a real-time example. We had one company; we had equity and the last two months before, that particular company is going for a bigger acquisition of global shares. So, they can't allow this share to be hold by HRD Corp anymore.*

So, they put it to us but that time we purchased it was two dollars. When they put it to us, it was 1.50 cents. So, technically on the market, we lose 50 cents. But, they have an agreement with this. When they put to us, we take 1.50 from the market, 50 cents they got to pay back to us. So, in a way, our principal is protected. If I put one dollar investment, my investment is one dollar protected. Encik Zul, correct me if I'm wrong.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Saya nak tambah explanation Datuk Wira sebentar tadi. On the no purchase from the public market. Actually, we use the term of Direct Business Transaction (DBT) which is allowed under Bursa.*

So, dalam DBT ini where we actually deal directly with the— like I said the owner and through their nominees to actually sell the share to us and then we actually allowed under the Bursa requirement, we actually allowed to get maximum of 15 per cent discount.

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So, that's how it actually works. Then, we know that, that's the trick. Then we actually used that then we asked for the 10 per cent discount. That's one part of it. As Yang Berhormat said of course ada movement. You are right, sir. Of course, ada movement in that – but that considered as unrealised. Selagi kita tidak jual syer that is considered as unrealised and because of the put and call, dia akan normalise in terms of the impact to our financials. So, that's why hence in 2023 you can see that there is an income every TPL fair value to the profit and loss in income but also in the expenses yang people can spin it to be rugi. That's not right because that is pure accounting entry.

Let me give you an example-lah lagi senang. Ini for the sake of kawan-kawan saya di HRD Corp pun hendak tahu juga macam mana saya buat track ini. Let's say, assuming the price is RM2 in 2022 saya beli ya. Then by end of the year the price went up to sampai RM4.60, tetapi because I have this put and call. First, I need to do as per accounting treatment I need to do valuation of my price. So, of course I nampak RM2, RM4.60 ada RM2.60 akan masuk to my income, ia akan jadi huge.

Tetapi dalam *put and call* ia kata, "No, no, no. You are not getting RM2.60, you only getting eight per cent". So, I have another adjustment which is on the expenses side to normalise the impact.

So, RM2.60 ini yang sepatutnya supposed to be my valuation income dia akan adjusted accordingly-lah. That's what happened in 2022 because I have two counters yang sebenarnya it tripled. I beli RM2.60 ia jadi RM4.60, I beli RM1.60 ia jadi RM4 lebih something. So, that becomes the variations in terms of the statement-lah, the treatment. Tetapi what happened in 2023? Because of the price in 2022 is already normalised, dah jadi RM4.60, bila stabilised, sekarang RM4.80, RM4.40 and everything else. So hence, on the other side dia kata, "Hei, sebenarnya untuk my eight per cent ini sebenarnya tidak cukup RM4.60 dengan RM4.80". I need to get more eight per cent. So hence, dia akan jadi dekat my income in terms of my accounting adjustment in terms of the fair value. So, that's what happened, what transpired in 2022-lah.

Tuan Sim Tze Tzin [Ahli PAC]: Kalau saya boleh tanya berapa kaunter yang you – you are doing this? How many counters in total?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Total 16 kaunter tolak dua because those are considered previous arrangements. So, 14-lah.

Tuan Sim Tze Tzin [Ahli PAC]: How much is your investment in Widad and Berjaya Food or something like Berjaya?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Widad RM60 juta.

Tuan Sim Tze Tzin [Ahli PAC]: Berjaya?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Berjaya Group RM53.8 juta roughly.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Itu you kira macam you hutang, you get high interest-lah kan? Widad dengan Berjaya itu.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: The put and call, ya.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Kan?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Expect the return of that-lah.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: That one fixed? You get a fixed rate?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Fixed rate. Betul Dato' Wira.

Puan Vivian Wong Shir Yee [Ahli PAC]: Okey. Tadi punya nombor, have you gotten back the data just now?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Actual travelling cost for 2022 was RM2.8 million. 2023, RM4.89 million.*

Seorang Ahli: *Encik Farizul, that one was overseas?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *No, no, no. Total dulu. Overseas is only RM500,000.*

Tuan Sim Tze Tzin [Ahli PAC]: *Sekali lagi boleh?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Total travelling – I'll say on the total ya because in HRD Corp we have our regional travelling and whatnot. So, I need to give the perspective of it before I jump into the international. So, to give the fair perspective of it. Travelling cost for 2022 was RM2.8 million.*

Seorang Ahli: *[Bercakap tanpa menggunakan pembesar suara]*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *All, all ini. Satu syarikat ini. 2023, RM4.89 sebab 2022 kita baru hendak pick up from the COVID-19 and of course the range number is about that RM5 million-lah, RM4.89. So, approved budget is actually RM5.5. So, international for 2023 was RM500,000.*

Puan Vivian Wong Shir Yee [Ahli PAC]: *How about this year?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *This year RM600,000 in terms of the budget.*

Puan Vivian Wong Shir Yee [Ahli PAC]: *Untuk total?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Yes. Total for international travelling.*

Puan Vivian Wong Shir Yee [Ahli PAC]: *Not international, the whole.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Total? Total for 2024, approved budget RM5.5 million.*

Tuan Sim Tze Tzin [Ahli PAC]: *How much is your travelling ...?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Basically, 10 per cent-lah.*

Tuan Sim Tze Tzin [Ahli PAC]: *Okey lah. Just calculate the Singapore trip and the US trip. How much is that?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *I need to check that, Yang Berhormat. Singapore trip and US trip.*

Puan Vivian Wong Shir Yee [Ahli PAC]: *I just have one soalan tambahan. Tadi because Dato' mentioned about learning from Singapore. Kami belajar dari Singapore. One of the things that you mentioned adalah e-LATiH okey. So, kami ada pergi tekan-tekan sikitlah untuk ke website. So, website actually untuk elatih@hrdcorp.gov.my currently under upgrade system untuk enhance, actually offline, tidak boleh guna. So, can we know what's happening?*

Datuk Wira Shahul Dawood [HRD Corp]: YB, now it's a very short-term upgrade. We have informed our stakeholders to basically – we got in almost 13 new partners in the last two weeks with the – we used to have 1,900 courses in e-LATiH in the last two years. Sekarang, we are moving from 1,900 to 160,000 courses. That's going to be put into the system. So, that is the upgrade what is going on in HRD Corp. So, once the system is up, it will be a fabulous excitement to all the Malaysians. They will get to see all the top-notch courses in e-LATiH platform.

Puan Vivian Wong Shir Yee [Ahli PAC]: Boleh juga tanya budget for online all these websites and e – how do we call? That it helps you used to build this e-LATiH.

Datuk Wira Shahul Dawood [HRD Corp]: No, no. e-LATiH was an internal platform that is managed entirely by HRD Corp. The content uses are basically – we operate like an aggregator. We put in all the best contents, local contents, international contents, we put in the contents for free into the e-LATiH. Once our customers feel that they have gone to the second level or the third level, then they can subscribe to the signature content with the content provider. Thank you.

Tuan Sim Tze Tzin [Ahli PAC]: Can I ask Datuk Shahul or CEO to provide us the Singapore trip and the US trip? How much is the total travelling cost? Tidak kisahlah makan, hotel, dia punya air ticket, semua masuk ya, all in. As well as siapa mereka; how many from the HRD Corp employee? Siapa yang bukan HRD Corp? Siapalah. – senarai yang hadir, siapa yang hadir.

Datuk Wira Shahul Dawood [HRD Corp]: Yang Berhormat, I will get the CFO to give it in writing basically what is the total cost spent. How many pax travel. How many from HRD Corp. How many outside the HRD Corp. So, that will be more clear.

Tuan Sim Tze Tzin [Ahli PAC]: And the names who attended.

Datuk Wira Shahul Dawood [HRD Corp]: Okay, all right. Thank you, sir.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okay. Wangsa Maju hendak...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Datuk Wira Pengerusi, saya hendak tanya sikitlah.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, Kubang Pasu then Wangsa Maju ya.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: I want you to go back to your pie chart lah. Your Widad dengan Berjaya itu masuk dalam mana? Cash and deposit-kah?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Widad and Berjaya under equities and their...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *This one equity? You bought the equity-lah?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes. Sorry, sorry Datuk Wira. Tidak dengar.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Widad dengan Berjaya.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Equity. Dalam equity.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Dalam equity normally-nya don't you get dividend kan?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Betul.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: But...

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Tetapi ada dua company saja yang bagi dividen. Berjaya saja yang bagi dividen. Lain tidak bagi dividen.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Dia orang bagi dividenlah?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Lain tidak bagi dividen. *Itu cherry on top-lah if you ask me.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *But equity that means what? You are also a shareholder?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Yes, but not significant shareholders because we purposely put in less than five percent of the total shareholding.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *But in the end, you get equity-lah?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Yes.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Not getting interest from your investment?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *We hold the equity but at the same time, once we hold the equity, kita akan ring-fenced with the put and call. Maksudnya, kita tidak beli semata. Kita beli, yes. Then, kita put in the agreement of the put and call to this equity.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Kalau equity, dia punya saham turun, kita punya value pun turun. Kalau dia naik, kita pun naik.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Unrealised*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Tetapi in this case you tidak ada risk.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Unrealised, Datuk Wira. Unrealised, maksudnya...*

Datuk Wira Shahul Dawood [HRD Corp]: *This on paper, this on paper.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Just on paper only lah.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Paper lah?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Selagi kita tidak jual, kita tidak close that deal of put and call, selagi itu dia tidak akan jadi apa-apa. Contoh, saya bagi ya. Kalau saya tidak ada put and call, as what you mentioned, I am very sure that you are worried on Widad shares.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *I am not querying you tahu. I am just getting clarification.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Faham. Tetapi disebabkan kita ada put and call, dia akan naikkan the adjustment of the accounting entry itself because we are supposed to get eight per cent. That's it. Regardless of the price movement.*

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Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Any risk in your investment with Widad and Berjaya?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *So far, alhamdulillah we are getting that eight per cent.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Berjaya okay, but Widad not doing well.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Yes. Of course, that's part of that business...*

Datuk Wira Shahul Dawood [HRD Corp]: *Even – Dato', I think actually that is a real essence of what you are trying to say, it's quite good. That's the reason we don't want to go into the public counter and buy. If today we bought this in the public counter, we are finished, we were...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Public counter memang habislah.*

Datuk Wira Shahul Dawood [HRD Corp]: *We are gone. We are gone.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Tinggal berapa persen sahaja.*

Datuk Wira Shahul Dawood [HRD Corp]: *But the only thing which saved us is the ring-fence. To me if I invested RM50 million in Widad, the minute I call it, I have to get back my RM50 million.*

Here actually we kept it very clear, sir. When the price goes up, also we don't want to be very greedy. We want all those and we also don't want lose money. We kept it as our returns of eight per cent, if I get my returns of eight per cent and my principal is protected, alhamdulillah, I am happy with that.

Tuan Sim Tze Tzin [Ahli PAC]: *But but Widad has no money to pay you. Because it's always so low, whatever the price, you want to call you RM60 million back...*

Datuk Wira Shahul Dawood [HRD Corp]: *YB they have given a corporate guarantee to us.*

Tuan Sim Tze Tzin [Ahli PAC]: *Betul tapi they don't have money.*

Datuk Wira Shahul Dawood [HRD Corp]: *No, that one I think when we put in then we will see whether they have...*

Tuan Sim Tze Tzin [Ahli PAC]: *You have to accept a bankrupt equity.*

Datuk Wira Shahul Dawood [HRD Corp]: *No. So, YB that one I cannot disclose whether they have the capacity to pay or not. When I put in it and they don't pay then I can come to assumption they can't pay. I have not put in – exercised that. So, I don't want to go into the deliberation whether they have the capacity to pay, I cannot say anything right now.*

Tuan Sim Tze Tzin [Ahli PAC]: *No, no. The thing is you....*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *So far, have you recovered your capital from Widad?*

Datuk Wira Shahul Dawood [HRD Corp]: *No. For us YB, they pay the....*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Pay back?*

Datuk Wira Shahul Dawood [HRD Corp]: *They pay on time. We have no problem. If we don't collect the payment, if they are missing it and we put in for that...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *So far, from RM60 million how much you have got from them so far?*

Datuk Wira Shahul Dawood [HRD Corp]: *How much we got? RM9 – RM10 million? How much have we collected?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *So far, every year kita receive RM5 million.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *RM5 million?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *RM5 million. So, 2021, bukan?*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *From RM60 million your investment?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Ya. RM5 million.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *After how many years?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Three years.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *That is long time. RM50 million – I mean you ada RM55 milion, anything happens to go...*

Datuk Wira Shahul Dawood [HRD Corp]: *We have collected around RM15 million every year RM5 million, the last...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *RM15 million?*

Datuk Wira Shahul Dawood [HRD Corp]: *One-five.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *For three years?*

Datuk Wira Shahul Dawood [HRD Corp]: *One five. The last three years.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *So, one year, RM5 million.*

Datuk Wira Shahul Dawood [HRD Corp]: *RM5 million.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Three years RM15 million. Okay, the another question is – maybe this is the last one. What are you going to do with this money?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *[Bercakap tanpa menggunakan pembesar suara] Sorry?*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Your market value ini kalau you let go semua you get RM3.84 billion. What are you going to use this money for?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Oh, yang ini duit – yang ini adalah yang saya kata tadi, levi employer itu sendiri.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Bukan duit untuk rumahkah apakah.*

Seorang Ahli: *[Bercakap tanpa menggunakan pembesar suara] Ini duit levi.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Dia duit levilah. Apa depa pakai ini duit...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Untuk majikan, Datuk Wira.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Yakah?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Majikan untuk...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *You akan pakai semua ini? Bukan untuk benda lain?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *...for the purpose of the training and development.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *No...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Duit PETRONAS*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Ada benda lain lagilah you nak buat? Levi – training sikit sahaja pakai. Tak sampai 50 per cent.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Banyak, banyak. Last year was....*

Datuk Wira Shahul Dawood [HRD Corp]: *No, no. YB, the utilisation last year was the 80 per cent, you know the*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Last year, 80 per cent?*

Datuk Wira Shahul Dawood [HRD Corp]: *70 per cent if you look back here...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *This year berapa persen? This year.*

Datuk Wira Shahul Dawood [HRD Corp]: *71 per cent for the...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Because levy – levy next year akan jadi RM5 billion.*

Datuk Wira Shahul Dawood [HRD Corp]: *So that's our responsibility, sir. When the levy goes up, we want to go back and tell the market, you must utilise in the learning and development.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *Because what we saw the figure this morning, kalau 2025, RM5 billion you punya nak guna levi untuk training only half dari 50 per cent. Saw the figure this morning.*

Datuk Wira Shahul Dawood [HRD Corp]: *No, no. It doesn't work that way, YB. You know basically...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *The figures, I don't know whether it...*

Datuk Wira Shahul Dawood [HRD Corp]: *You know what I'm telling – but even though the figures can be 50 per cent but it's still the employers' money. So, the employers have to decide where they want to utilise the training.*

We have a right to say what we want to use only after we forfeit the levy. The forfeiture can happen only when they fail to fall into the criteria. Thank you.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *But investment ini you [Tidak jelas] ...profit you don't put aside ya for your own expenditures?*

Datuk Wira Shahul Dawood [HRD Corp]: *Ya, actually all our own expenditures all come from our income investment.*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *But the profit, what you do, you put aside-lah?*

Datuk Wira Shahul Dawood [HRD Corp]: *The profit we have to put back in the learning and development, our infrastructure development, our training provider development, our technology transformation...*

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *More for development-lah?*

Datuk Wira Shahul Dawood [HRD Corp]: *For our development in HRD Corp.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Okey, Wangsa Maju. Bertalu-talu soalan Kubang Pasu. Tak boleh nak stop saya. [Ketawa].*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *My question might be hypothetical but if it really happened, then you can just explain kan.*

For example, you said price increased from RM2 to RM4.60. Then, your accounting treatment you take eight per cent et cetera. Now, in the event that you buy at RM2, price goes down to 50 cents. How's your accounting treatment in that scenario?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Thank you for the question, Datuk.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *What I have said, ever happened before?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Jadi.*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *How do you...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *In 2023 memang kita jadi. So, apa yang kita – what happened is, satu is the valuation of the investment itself. Maksudnya, ia sudah makin kurangnya, kan? Kita beli RM2 dia jadi RM1.50. So, kita dah lost 50 cents, am I right?*

Tapi because of the put and call, dia akan buat readjustment in terms of my accounting entry in terms of my derivatives. So, dia akan increase in my income. So, kalau Datuk tengok in terms of my financial, fair value through P&L (FVTPL) dia akan tinggi in 2023.

The reason being because most of my shares, they are stabilised already ataupun dia ada berkurang. So, that adjustment of my put and call will adjust accordingly. So, itu dia akan – dia satu leg dekat – kalau price tinggi sangat –

summary sikit ya. Kalau *price* tinggi sangat dia akan ada *cost, expenses every TPL* tapi kalau *price* itu *stabilised* ataupun rendah, dia akan ada semua dekat *income*. Itu yang *the accounting entry for – that we have*-lah.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Means when the price goes down it goes to the income?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Yes. Sebab put and call. Sebab ikut mana pun price dia jadi RM1 pun I tetap ada put and call dan make sure that I...*

Tuan Ts. Zahir bin Hasan [Ahli PAC]: *Ada income.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Yes. RM2 plus eight per cent. Either way. Dia akan ada adjustment itu.*

Tuan Sim Tze Tzin [Ahli PAC]: *This is a bit creative-lah accounting.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *It is not creative, sir. It's how we do that treatment. It's part of the standard.*

Tuan Sim Tze Tzin [Ahli PAC]: *You never lose money from the account even the valuation drops to zero cent pun. You tak – you'd still...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *I can set, macam ini. To put in in a better word for us, we stabilise the fluctuation.*

Tuan Sim Tze Tzin [Ahli PAC]: *But that is accounting sahaja. The fundamental value is no longer there-lah. Let say-lah, let's say the counter drops to...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Touch wood-lah ya*

Tuan Sim Tze Tzin [Ahli PAC]: *Okay-lah, let's say there's crisis, okay? All your 16 counters go to zero, let's say-lah, worst case scenario. Your accounting still looks good tapi your actual value is already zero, betul?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Sebab in reality, if I put that shares, they have to pay us. Walaupun shares itu – contohnya saya beli RM1, harga share itu tinggal 10 sen, kalau ikutkan open counters dia akan jadi 10 sen. Tapi because I have put and call, I have the power to put, they have to pay me RM1, either way.*

Seorang Ahli: *[Bercakap tanpa menggunakan pembesar suara] Either way.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Die, die maksudnya kena bayar RM1 walaupun harga counter 10 sen. Because we experienced it. It's one of the counters, the value went down 50 cents and the different worth of RM5 million. They pay us the next day.*

Tuan Sim Tze Tzin [Ahli PAC]: *But you have a cost of that also because put option, call option, you still have to pay certain money-lah. There's a cost to that, okay?*

Tuan Haji Azli bin Yusof [Ahli PAC]: *I ada tanya tadi berkenaan dengan Kubang Pasu tadi, sambungan. As the years goes with 80 per cent projected disbursement of RM5b levy collected, that means every year you will get like RM1b unutilised, carried through and bila dia accumulated – sekarang ini pun sudah ada RM3b itu is accumulated over the years, bukan?*

Seorang Ahli: *[Bercakap tanpa menggunakan pembesar suara Betul.*

Tuan Haji Azli bin Yusof [Ahli PAC]: *Plus, you sudah pun sudah contribute for financial assistance and all those things, so tinggal banyak itu. That means, as the years goes maknanya akan ada a big amount of money that's going to be used.*

So, dalam perancangan, in your planning-lah kan, where would that money go? I mean you will use your profit to fund your internal operation, development of your operation. Tapi yang excess levy, yang tidak dituntut, ini akan makin bertambah juga, over the years.

So, kalau kita nak serve the purpose of the establishment of HRD Corp, maknanya it's supposed to be for training, upskilling, reskilling and whatnot. So, kalau boleh you give a perspective-lah, where would the money be channelled to, number one.

Number two, boleh tak diberikan financial assistance itu yang RM975 million to 2022 dengan 2023, RM1.7b itu, dekat mana the financial assistance goes?

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Datuk Wira Shahul Dawood [HRD Corp]: *YB, it's actually is quite a good question lah. Moving forward, our levy collection is going to go high. But that is where responsibility of HRD Corp, to come with more activities, utilisation on levy should be expanded to more that is related to learning and development.*

Contoh, we almost in the midst of doing a paper that employer should also use levy money to train their people on the TVET, you know. So, when you expand your services to more activity, the utilisation will continue to grow as well. You know, if we collect RM5 billion, we should have that cap of 90 per cent of utilisation during that time, Sir. If you go back two, three years ago, we will have that cap of 45 per cent, 50 per cent, 52. But now, we increased and run it by having a lot of activities, doing expansion, doing more programme.

So, one of our future activities going to be, that we want to get our employers to wisely use their levy money into TVET programme as well. Because this TVET programme, after they are trained, it is this their staff going to become much more efficient, effective in getting the operation doing better. So, why should we just let

them wait for the government grant or the loan of the– the employers have to take the loan. They can utilise their levy to go for the TVET programme. So, by doing that, we have another bunch of new activities that's going to come in, where the utilisation is going to be higher as well. That's one thing.

Second YB, the financial assistance and levy disbursement is almost the same. When you send in the application– for example, Motorola send in the application for RM100,000. First what we will do, we'll check whether Motorola has enough levy and they comply to all the standards of HRD Corp.

Bila we approved that RM100,000 levy, RM100,000 from Motorola, they might have the balance of RM200,000 levy. So, we just check the levy and we say, "okay, your application grant is approved RM100,000". That is what we called financial assistance. But, we don't pay them immediately. We make sure that we check that they have enough fund first and we locked them. We pay them upon completion. Maybe, they asked for RM100,000 approval. When we finished up the programme, maybe they utilised only RM70,000. So, we pay only RM70,000.

All our levy disbursement is upon the completion of the entire training programme, after inspectoral checking and everything. Whereas the financial assistance is given based on the levy availability and the criteria they follow based on HRD Corp rules. So, it's almost the– it's the same, sir.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Datuk Wira Pengerusi, just– sorry. Just like to– soalan susulan from my earlier soalan. On that accounting treatment tadi itu, so you based upon your agreement. Okay?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Ya, betul.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: That allows you to undertake that accounting treatment macam itulah. Correct?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Correct.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: In that case, can you share that agreement with us PAC?

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Tolong share.

Tuan Ts. Zahir bin Hasan [Ahli PAC]: That particular– I mean, the existing counters or whatever...

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Sample agreement?

Tuan Ts. Zahir bin Hasan [Ahli PAC]: Sample agreement. Why? Because, it seems that – ya. If it's truly, then its good agreement lah. We would just like to take look at it ourselves. Thank you.

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Insya-Allah. Saya boleh bagi.

Tuan Haji Azli bin Yusof [Ahli PAC]: *I just have one question. Yang Berjaya itu, which business ya?*

Datuk Wira Shahul Dawood [HRD Corp]: Berjaya Food lah, sir. Berjaya Food.

Tuan Haji Azli bin Yusof [Ahli PAC]: *Food means? [Bercakap tanpa menggunakan pembesar suara]*

Datuk Wira Shahul Dawood [HRD Corp]: *They have a Berjaya Food, Starbucks...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Kenny Rogers.*

Tuan Sim Tze Tzin [Ahli PAC]: *Starbucks...*

Datuk Wira Shahul Dawood [HRD Corp]: *Kenny Rogers. [Ketawa]*

Seorang Ahli: *[Bercakap tanpa menggunakan pembesar suara]*

Puan Wong Shu Qi [Naib Pengerusi PAC]: Kalau tak ada soalan lain, saya sebenarnya ada satu soalan tentang projek *Micro-credential* yang saya nak minta pencerahan dari CEO, Datuk Wira Shahul untuk memberi sikit penjelasan atau pencerahan lah kepada Ahli-ahli Yang Berhormat PAC. Bermula mana dan asal usul projek ini dan apa objektif dan juga jangkaan bila boleh dilaksanakan *Micro-credential*.

Datuk Wira Shahul Dawood [HRD Corp]: *YB, I think it was 2022 late. We started to work on Micro-credential because we understand the future of learning is going to be very complex. People all wanted to go back into short-term acquisition of skills and they want to acquire some certification.*

Micro-credential was a concept that has been wholly affected globally. But to me, I personally believe what we cannot manage, we cannot measure. You know, we cannot just do it a concept or activity or initiative and we give optional to people to use it. Then, you won't see the effectiveness of what we want to do.

Secondly, whatever things we wanted to do, kita pun– sokong from the employers lah. Employers, because the fund comes from the employers and the employer association like FMM, MEF, PIKOM, all those associations have to understand and accept the Micro-credential concept. Who's going to use it, from where the money going to come from and all of the effectiveness.

In fact, I was one of them– very aggressively pushing for Micro-credential because I want every employees that is going through training, they have a quality certification. So, the certification come from proper, authenticated, validated bodies. But later on, when we found out that the industry is not willing to pay for the Micro-credential, number one.

Number two, so we have called for a special committee, comprises of almost 20 associations and we told association to make a decision, how impactful and important Micro-credential is for the industry. After the independent committee meeting, the association came back and told us, they can't afford to pay that kind of money but they are willing to work on a tier system. Contoh, start from RM40, RM50 one certification and they are willing to accept it.

Puan Wong Shu Qi [Naib Pengerusi PAC]: *What is the original price that they don't want to accept?*

Datuk Wira Shahul Dawood [HRD Corp]: *RM200 lah. RM200 because the certification come from different bodies, different people and different...*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Bila mereka memberi maklum balas sebegini?*

Datuk Wira Shahul Dawood [HRD Corp]: *2022. So then, we decided that when the industry is not fully supporting it, it's no point for us and the industry doesn't want to make it mandatory. When the industry doesn't make it mandatory YB, we won't be able to measure the results. So, I think it is not the right effort that we want to put in this. A lot work needs to be done for Micro-credential. So, we did not take off from that thing, YB.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *So, akhirnya Micro-credential ini tidak dilaksanakan, walaupun pernah dirancang untuk pelaksanaan?*

Datuk Wira Shahul Dawood [HRD Corp]: *Tetapi the industry don't want this to make it mandatory. Industry wants to give it option. That means, you know, we do a lot of work. Maybe, the industry— one or two companies will pick it up. The rest out there doesn't want. So, to us, if you don't make it mandatory, we will not be able to measure the results and we will not be able to push that certification.*

At one hand, people will go for quality certification. The other one people will go for non-quality certification. It is not balance, YB.

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Jadi, saya saja nak confirm dengan Datuk Wira Shahul, kerana kalau saya meneliti semua minit lembaga pengarah pada tahun 2021, sebenarnya ketika itu pun sudah dibawa masuk Micro-credential framework. Jadi, sudah masuk lembaga pengarah ketika itu tetapi benar lah.*

Selepas itu, ada bantahan dari stakeholders, tidak setuju dengan pembayaran dan sebagainya. Jadi, ada perbincangan lebih terperinci dalam lembaga pengarah. Tetapi, saya juga dimaklumkan, ada satu kontrak yang ditandatangani dengan Malaysian Academic Consortium (MAC). Boleh menjelaskan sikit tentang syarikat ini, kenapa ada kontrak dengan mereka?

Datuk Wira Shahul Dawood [HRD Corp]: YB, that MAC was a group of universities and body put together on to offer Micro-credential. Apparently, we had meeting with the MQA, Malaysian Quality and Standards and they also recommended Micro-credential to work with the MAC.

When they came in, apparently MAC is just a lead of body who is going to give the consolidated certification. The acceptance still have to come from the industry. So, when the industry is not in favor of paying that, number one. Number two, when the industry thinks that this cannot make it mandatory. Whereas the MAC says they want to be the exclusive partner, they want to be make it mandatory, we don't agree to all these quality.

I should— I mean, demand on us lah, HRD Corp. Because we want to work for the employers, to make sure that the employers agree with what we want to do.

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Puan Wong Shu Qi [Naib Pengerusi PAC]: Jadi, saya ada sikit confused. Nak jelas sikit iaitu asalnya katanyalah kalau ada pembayaran RM200 itu, RM200 itu dibayar oleh majikan kepada siapa? Kalau wujud inilah.

Datuk Wira Shahul Dawood [HRD Corp]: Okey. Contoh, Motorola. Motorola sending 10 students for this training programme and they go for the certifications of let's say microelectronics certification. The consortium will have certification that is coming from the related body that is closer to the microchips-lah. So, that particular body will charge a certification fee. So, Motorola, let's say pay the certification fee, then they have to pay to that body and if HRD Corp doing it, then we will have to do administrative fee.

But we don't want to make it exclusivity to MAC alone. MAC wanted the exclusivity to be given to them. To us, whoever comes with the good certification, we want to give it to them. We cannot be just giving it to one particular body. Because, contoh, let's say my employers agree to make it mandatory YB, we will be training maybe one million people in a year. For last year, 2024 we trained almost two million training places.

So, this will become another major issue. Why HRD Corp gives these two individual companies and make them exclusive when there's also other players who could also have equally or better certification? So, principally we don't agree with some of those criteria and we called it off.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Jadi, apabila cadangan ini dibawa ke lembaga pengarah, ada tak dokumen *black and white* ya daripada MQA? Katanya mereka mencadang HRD Corp untuk engage dengan MAC.

Datuk Wira Shahul Dawood [HRD Corp]: *MQA was part of the meeting when we had with the MAC. MQA representatives attended the meeting with us.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Jadi, okey. Jelaskan yang RM200 fi itu, itu akan dibayar kepada MAC-lah sebenarnya?*

[Ahli-ahli berbincang sesama sendiri]

Tuan Sim Tze Tzin [Ahli PAC]: *Datuk Wira Pengerusi, saya nak tanya CFO. You were telling me your team of investment is about five person, the previous. What are their qualifications?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *ACCA dua orang and then one from – I forgot, the UK university.*

Datuk Wira Shahul Dawood [HRD Corp]: *Treasury.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Treasury. With treasury, Maybank.*

Tuan Sim Tze Tzin [Ahli PAC]: *Okay. For a lot of fund managers – you are considered a fund managers already-lah because you are managing so much of funds and then you invest into certain derivatives, equities et cetera. So, I think the financial market is quite highly regulated. So, what is the – are they qualified to make investment into all these things?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Sorry. In terms of the qualifications, of course, they have all the qualifications because we are all accountants and we also work closely – one with all the bankers and also the investment bankers as well. And then, of course, the authority not lies with us. The authority lies with the investment panel. All right. So, any decision and everything, we always go back to the IP. As what you said sir, to us we are not doing the “trading” so-called because of the put and call options arrangement that we have.*

So, we don’t have to monitor. This one terlebih sikit hari ini, I can sell off, I can do that and everything. We don’t do that trading on a daily basis. But of course, we track them on a daily basis. Just to make sure that we are okay in that sense and anything that we can actually update to the IP.

Tuan Sim Tze Tzin [Ahli PAC]: *Are they registered with the Securities Commission?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *No.*

Tuan Sim Tze Tzin [Ahli PAC]: *And how...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Through our brokers, yes.*

Tuan Sim Tze Tzin [Ahli PAC]: *How about Bank Negara?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Bank Negara, no.*

Tuan Sim Tze Tzin [Ahli PAC]: *No? They don’t...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Because for us, we don't need have the license for Bank Negara because we are not doing the trading.*

Datuk Wira Shahul Dawood [HRD Corp]: *YB, I understand...*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Trading done by a third party.*

Datuk Wira Shahul Dawood [HRD Corp]: *I understand the question YB. Do we have the capacity in terms of expertise to manage these equities? If you look back at our pie chart YB, almost 50 per cent of our allocations goes into FD and fixed deposits. Also, other instruments that we play is all already fixed within the framework. That means we don't want to go back to instrument that is very volatile, that is changing every day, that requires us to monitor the market. In fact, we had before sir. We had agents, we have consultants who sit down and manage the market for us. But we found out that is too risky and we decided we don't want to go back to that and it is very costly for us.*

So, we started the work within a very conservative framework and whoever wants to work with us in terms of the equities, the bonds, there's a minimum parameter that we set. If they don't fall under these parameters, we don't enter at all. So that, with a minimal people, we have the fixed parameters, they play within that boundary. But I agree with you, if we are going to go to an open market, we might not have an expert and we might not have enough workforce to play that lah YB.

Tuan Sim Tze Tzin [Ahli PAC]: *Meaning, they are not qualified to trade open market, they are not qualified as a Financial Fund Manager? Okay.*

Datuk Wira Shahul Dawood [HRD Corp]: *They might read the market but they may not be the experts in managing the fluctuations and all. To read it is much better-lah, sir.*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Just nak tambah Datuk Wira on that YB. Just to show you the result of what we have. Assuming that we don't have any put and call, right? The unrealised gain that we have is RM70.3 million. Assuming that we actually sell off everything now, I can get RM70 million worth of money, extra. Because of our trade market-lah, relist of it. So, that shows the capability of our team also lah.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Kluang.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Terima kasih Datuk Wira Pengerusi. Maaf ya. Saya perlu balik ke isu micro-credentials ini kerana saya masih confused iaitu akhirnya projek ini dibantah tetapi sebelum dibantahkan pun ada perbincangan dalam board. Saya meneliti minit mesyuarat itu, sudah ada satu kontrak ditandatangani dengan MAC. Jadi, kalau belum dimuktamadkan oleh*

lembaga pengarah, bagaimana satu kontrak boleh ditandatangani? Jadi, *sequencing* itu macam mana ya?

Datuk Wira Shahul Dawood [HRD Corp]: *YB, that was initial when MAC came in for a meeting with MQA. Before we go into the micro-credentials' activation, we should make sure that all our courses that are going to go for micro-credentials must be ready micro-credentials. So, MAC volunteered to help us to convert our courses to go into micro-credentials-ready. And in that particular agreement, there was no mention of fees, money that is need to be paid to MAC. Very clear. Because we were not in a position to decide how much can be paid because the money doesn't come from HRD Corp.*

We have been very clear in our stand with MAC from the day one. We will not pay, HRD Corp will not pay a single cent of our own money. We don't want to give exclusivity. We don't want to give this to be a long-term contract and all these things. We want that employer – association and employer – committees to come back with the decision and tell us whether it is feasible for them to work on it. But later on, after multiple deliberations, multiple meetings within the committee, though the committee agreed on the micro-credentials with the very minimal fee, but the MAC was not able to come to the terms of what we can offer.

So, I prefer to take care of my stakeholders which are the employers than the MAC who is a vendor to us. So, we decided not to proceed, with the blessings of the board and the advice of the board. Thank you YB.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Adakah ini bermakna kerana kontrak *preliminary* itu? Okey. *The other cost* terhadap HRD Corp. Jadi, telah ditandatangani sebelum lembaga pengarah bersetuju?

Mdm. Merle Fernandez [HRD Corp]: *May I reply to that YB? We got the board's approval in 2021 to sign the agreement with MAC. But later on, when they had proposed the cost, we went back to the board. And that's how the committee and all were fixed.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *May I know which meeting that approved to sign the contract?*

Mdm. Merle Fernandez [HRD Corp]: *2021. I can't remember the exact date.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: Minta membekalkan maklumat ini kepada pihak PAC kerana apabila saya meneliti kesemua minit, hanya katanya lembaga pengarah lulus *micro-credentials framework* tetapi tak pernah sebut bahawa setuju untuk tandatangan dengan mana-mana pihak.

Mdm. Merle Fernandez [HRD Corp]: *There is a meeting where the board was informed of the vendor called MAC and approved to collaborate with MAC. That particular meeting if I'm not mistaken, it's 202...*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Informed...?*

Mdm. Merle Fernandez [HRD Corp]: *No. With the board's approval. In 2021.*

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Sila bekalkan minit mesyuarat tersebutlah.*

Mdm. Merle Fernandez [HRD Corp]: *Will do, will do, YB.*

Datuk Wira Shahul Dawood [HRD Corp]: *YB, just to add on to that, YB. The vendor came to work with us but we are never in the favour of vendor. If we are in the favour of vendor, the micro-credential would have gone in long time back. We want to protect the interest of the employers and the levy money that is paid to the HRD Corp.*

That's why we stood very firm not to proceed with the vendor. If the vendor should have come and work with us, according to the money, what – according to the fee what the employers are willing to pay, and they don't want to go on – demand on the exclusivity on long-term contract, HRD Corp would have worked with them and to move on.

But the minute when they asked for exclusive contract for 15 years and so on and so forth, we are not in the favour of that. So, it was a decision that was made in the favour of HRD Corp to protect the interest of the stakeholders. Thank you.

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Jadi, pada pandangan Datuk Wira Shahul, adakah MAC ini sebuah entiti yang mempunyai kepakaranlah dalam bidang micro-credential ini? Sorry. I'm asking CEO's opinion.*

Datuk Wira Shahul Dawood [HRD Corp]: *You know, YB. When they came in, they had that experts but they had experts only in certain areas because they are not the only one. There's going to be multiple consortium that's going to be involved in MAC.*

So, their experts are maybe certain areas skills. Certain areas skills they don't have. There are other people have it. So, but it also comes with the course, different kind of course for different certifications.

So, on the surface, initially yes, they have the experts, that's the reason when MQA told us, that this is the body that you should work with in terms of micro-credential because MQA also deliberating micro-credential during the time. So, we thought MQA micro-credential is more focused towards the students whereas ours is more towards the working adults and lifelong learners. Thank you.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Okay, saya nak *double confirm* fakta ini ya kerana ini adalah satu fakta yang sangat penting. Pada 31 hari bulan Mei tahun 2022, Datuk Wira Shahul memaklumkan kepada lembaga pengarah bahawa, “MAC works with all the universities on micro-credential programmes and hence, the MQA recommended for HRD Corp and MAC to work together on the initiative”. Betul?

Datuk Wira Shahul Dawood [HRD Corp]: Betul. *[Bercakap tanpa menggunakan pembesar suara]*

Puan Wong Shu Qi [Naib Pengerusi PAC]: Juga, Datuk Wira Shahul memaklumkan dalam mesyuarat tersebut bahawa MQA telah melantik MAC dan jadi, HRD Corp perlu bekerjasama dengan MAC-lah.

Datuk Wira Shahul Dawood [HRD Corp]: Ya, YB.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Okay, terima kasih.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *All right*, terima kasih Kluang. Saya nak tanya pada Dato’ Sri KSU berkenaan dengan perkara yang Dato’ Sri nyatakan sebentar tadi berkenaan dengan *tax exemption*. Saya difahamkan itu adalah bukannya untuk selama-lamanya. Adakah ianya *blanket approval* ataupun ianya perlu dipohon – *I mean* pohon semula?

Dato’ Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: Ia perlu dipohon setiap tahun, Yang Berhormat, dan bagi tahun ini, kita telah pun mohon kepada MOF.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okay. Saya nak tahu kepada MOF boleh tak respons apakah kriteria untuk sesebuah syarikat itu untuk memohon *tax exemption* terutama sekali bagi CLBG?

Puan Nadeema binti Kamaruddin [Kementerian Kewangan Malaysia]: YB Pengerusi, untuk maklumat tersebut kami tidak dapat bekalkan sekarang tetapi memang badan berkanun atau syarikat CLBG boleh mohon tertakluk kepada penelitian oleh MOF-lah. Cuma kriteria itu kami tiada sekaranglah YB.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Nanti bekalkan kepada kita, ya?

Puan Nadeema binti Kamaruddin [Kementerian Kewangan Malaysia]: Okey. Terima kasih.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Bangi?

Tuan Syahredzan bin Johan [Ahli PAC]: Ya, saya nak tanya tentang slaid yang nombor berapa ini – nombor 10. Berkenaan dengan *risk status* yang mana di situ dinyatakan bahawa klasifikasi HRD Corp ini telah berubah daripada *high risk* kepada *medium risk* mengikut SPRM, ya. Jadi, saya nak tahu ya, mungkin pihak SPRM – yang wakil SPRM yang ada di sini boleh tolong juga. Klasifikasi ini adalah

bergantung kepada faktor-faktor apa dan apa dia maksud bila kita kata sesuatu badan itu mempunyai risiko tinggi ataupun risiko sederhana? Ada wakil SPRM?

Encik Gunalan Perumal [Suruhanjaya Pencegahan Rasuah Malaysia]: Selamat petang, Datuk Wira Pengerusi. Salah satu daripada kriteria dia *based on* jumlah aduan, jumlah aduan.

Tuan Syahredzan bin Johan [Ahli PAC]: [*Bercakap tanpa menggunakan pembesar suara*] Jumlah aduan?

Encik Gunalan Perumal [Suruhanjaya Pencegahan Rasuah Malaysia]: Jumlah aduan. Jumlah maklumat *and then* pembukaan kertas siasatan ataupun pembukaan kertas pemeriksaan.

Tuan Syahredzan bin Johan [Ahli PAC]: Tapi – beginilah. Maksudnya, bila kita kata risiko tinggi ataupun risiko sederhana ni, risiko kepada apa? Kepada kemungkinan terdapatnya penyalahgunaan kuasa dan rasuah atau apa? Sebab saya nak faham *because this has been used* dalam *slides* HRD Corp. Yalah, untuk menunjukkan bahawa semua yang mereka buat tu telah mencapai satu kejayaanlah dari segi penurunan taraf risiko ini. Jadi, saya nak tahu risiko tu risiko kepada apa?

Encik Gunalan Perumal [Suruhanjaya Pencegahan Rasuah Malaysia]: Okey, YB. Kita akan beri jawapan dalam bertulis kepada sekretariat.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, saya nak bertanya kepada CFO-lah. Ada cadangan untuk syarikat HRD Corp. ini daripada CLBG ditukarkan kepada badan berkanun persekutuan. *So* –sebab nak tingkatkan tatakelola ataupun *good governance* dan sebagainya. *So*, saya just nak tahu saja *what is your say about it?*

Encik Mohamad Farizul bin Yahaya [HRD Corp]: Terima kasih, Datuk Wira Pengerusi. *Honestly*, saya pun baru sebenarnya dalam HRD Corp dan juga yang berkaitan dengan kerajaan ini. Cuma, pada pendapat saya badan berkanun dan CLBG, kita kena tengok punca kuasa HRD Corp itu sendiri sebenarnya. Kita mendapat mandat untuk menguruskan levi daripada *employer* (majikan). *Then, it's not really a public money. It's employer's money* sebenarnya.

Jadi, kalau kita nak katakan pengurusan wang itu sendiri, kita dah buat yang terbaik di HRD Corp. Jadi, kalau ada pendapat untuk nak jadikan sebagai suruhanjaya, bagi saya itu tidak tepatlah sebab *it's not really a public money that belongs to government in the first place. It's really employer's money*. Itu pendapat sayalah.

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: Yang Berhormat, izinkan saya untuk memberi respons, ya. Apabila CLBG seperti ini dibatalkan taraf CLBG, *which means* dibatalkan pendaftaran dengan suruhanjaya

syarikat dan kita *convert* kepada badan berkanun, ada kemungkinan kerajaan akan terpaksa membiayai kos operasi kerana badan berkanun tarafnya adalah semi kerajaan. Tidak mempunyai fleksibiliti untuk membuat pelaburan seperti mana CLBG, HRDC lakukan sekarang. Jadi, kalau ditanya pandangan sayalah selaku KSU, *it is unnecessary*.

Sekarang ini MOF tidak perlu memberikan peruntukan kewangan langsung. Boleh bergerak sendiri. Kita tukar taraf kepada badan berkanun, kerajaan akan terpaksa menanggung kos yang tinggi. Kita cuma ada 12 badan berkanun yang diasingkan saraan daripada MOF kerana mereka boleh bergerak sendiri. Bank Negara, BSN, Tabung Haji *and they are all big organisations*, tetapi bagi organisasi seperti HRDC ini, saya – *I am very sure* kerajaan akan terpaksa memberikan peruntukan OE sekiranya kita jadikan dia sebagai badan berkanun. Pandangan saya, Yang Berhormat.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, terima kasih atas pandangan tersebut. Jadi, saya kira tidak ada soalan lagi daripada...

Puan Wong Shu Qi [Naib Pengerusi PAC]: *Last* yang...

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Ada lagi? Oh, ada lagi.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Bukan. Hanya nak – bukan soalan. Sebenarnya, hanya nak minta maklumat yang tadi saya minta itu iaitu *four per cent charges on training providers*.

[Beberapa ahli berbincang sesama sendiri]

Puan Wong Shu Qi [Naib Pengerusi PAC]: Bila lembaga pengarah setuju untuk melaksanakan kutipan caj ini? Punca kuasa untuk melaksanakan kutipan ini.

Datuk Wira Shahul Dawood [HRD Corp]: *We will officially give it to you on the meeting minutes on when it was approved, YB.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey. Jadi, saya minta semua dokumen yang telah pun diminta oleh ahli PAC dapat diserahkan dan saya ucapkan ribuan terima kasih sekali lagi; yang pertamanya kepada Dato' Sri KSU, yang keduanya Yang Berbahagia Datuk Wira Shahul Dawood, Ketua Eksekutif HRD Corp dan yang ketiga, Encik Mohamad Farizul bin Yahaya. Jadi, saya kira – *I think that's it*-lah. Kita tidak akan panggil lagi, ya. Saya...

Encik Mohamad Farizul bin Yahaya [HRD Corp]: *Alhamdulillah.*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *[Ketawa]* *Insya-Allah. Insya-Allah.* Kita pun banyak perkara. Ini pun prosiding yang kesembilan, kan? Sebab kita pun nak cepat-cepat selesaikan dan sebagainya dan kita akan bincanglah dengan semua ahli PAC untuk *way forward* bagaimana untuk

tengok kes ini. Kalau ada perlu panggil, jadi kita panggillah. Tapi ramai yang berdoa ini supaya tak panggil lagi. Saya tahu. Jadi, saya tangguhkan pada pukul 4.31 petang. Terima kasih. Awal. Selamat berbuka hari ini. Terima kasih.

[Mesyuarat ditangguhkan pada pukul 4.31 petang.]



MALAYSIA

LAPORAN PROSIDING (HANSARD)

Selasa, 12 Mac 2024

Bil. 6(j) / 2023

MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA

**Prosiding:
Dana Latihan dan Keberkesanan
Program Latihan HRD Corp**

Kementerian Sumber Manusia

YBhg. Dato' Sri Khairul Dzaimie bin Daud,
Ketua Setiausaha

Lembaga Pengarah HRD CORP

- (i) YBhg. Datuk Ariff Farhan Doss,
Ketua Pegawai Operasi (Operasi)
- (ii) YBhg. Datuk Chia Hui Yen,
Ex Board Of Director
- (iii) YBhg. Datuk Rosli bin Yaakub,
Timbalan Setiausaha Bahagian
(Bahagian Pengurusan Strategik Badan Berkanun)

**PENGGAL KETIGA
PARLIMEN KELIMA BELAS**

MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA

BILIK JAWATANKUASA 1, BLOK UTAMA BANGUNAN PARLIMEN, PARLIMEN MALAYSIA

SELASA, 12 MAC 2024

AHLI-AHLI JAWATANKUASA

Hadir

YB. Datuk Wira Mas Ermieyati binti Samsudin [Masjid Tanah]	- <i>Pengerusi</i>
YB. Puan Wong Shu Qi [Kluang]	- <i>Naib Pengerusi</i>
YB. Tuan Syahredzan bin Johan [Bangi]	
YB. Dato' Mohd Isam bin Mohd Isa [Tampin]	
YB. Tuan Sim Tze Tzin [Bayan Baru]	
YB. Tuan Ts. Zahir bin Hasan [Wangsa Maju]	
YB. Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Kubang Pasu]	
YB. Dr. Hajah Halimah Ali [Kapar]	
YB. Tuan Haji Azli bin Yusof [Shah Alam]	
YB. Puan Vivian Wong Shir Yee [Sandakan]	
YB. Tuan Ahmad Tarmizi bin Sulaiman [Sik]	
YB. Dr. Richard Rapu @ Aman anak Begri [Betong]	
YB. Datuk Ali anak Biju [Saratok]	
YB. Dato' Adnan bin Abu Hassan [Kuala Pilah]	

URUS SETIA

Encik Ahmad Johan bin Mohd Affandi [Ketua Sekretariat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia]
Puan Aidahanie binti Baharuddin [Penolong Setiausaha Kanan (Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia)]
Puan Siti Noor Akmar binti Zulkafli [Juruaudit (Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia)]
Encik Muhammad Zydil Iman bin Zulkefli [Juruaudit Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia]
Encik Amirul Ashyraaf bin Zulkifle [Penolong Setiausaha (Pejabat Jawatankuasa Kira-kira Wang Negara, Parlimen Malaysia)]
Cik Fatin 'Izzati binti Mohd Radzi [Pegawai Tadbir (Seksyen Jurubahasa dan Terjemahan)]

HADIR BERSAMA

Jabatan Perkhidmatan Awam

Encik Nor Zahidi bin Abdul Rahman [Ketua Penolong Pengarah (Perkhidmatan)]

Jabatan Peguam Negara

Puan Norilawati binti Ismail [Peguam Kanan Persekutuan (Bahagian Penasihat)]

Kementerian Kewangan

Puan Nadeema binti Kamaruddin [Ketua Penolong Setiausaha Kanan (Bahagian Kawalan Kewangan Strategik dan Korporat)]
Encik Nurul Allbiirr bin Nordin [Penolong Setiausaha Kanan (Bahagian Kawalan Kewangan Strategik dan Korporat)]

Jabatan Audit Negara

Mohd Fairus Jaafar [Juruaudit (Sektor Audit Pengurusan Syarikat Kerajaan)]
Hairul Anuar bin Mohd Noor [Penolong Juruaudit (Jabatan Audit Negara)]
Puan Zawani binti Mohd Asari [Penolong Juruaudit (Sektor Audit Pengurusan Syarikat Kerajaan)]

Suruhanjaya Pencegahan Rasuah Malaysia

PKPj Zulhairy bin Zaidel [Ketua Cawangan Pemeriksaan (Bahagian Pemeriksaan dan Perundangan)]
PPJ Ng Seh Fern [Penolong Pesuruhjaya (Bahagian Siasatan)]

Kementerian Ekonomi

Mohd Shihabuddin bin Mukhtar [Timbalan Pengarah (Bahagian Pembangunan Modal Insan)]

Jabatan Akauntan Negara

Encik Badrul Hisam Bin Ismail [Akauntan(BPOPA)]

SAKSI**Kementerian Sumber Manusia**

YBhg. Dato' Sri Khairul Dzaimie bin Daud [Ketua Setiausaha (Pejabat Ketua Setiausaha)]
Puan Shamsurryaty binti Shamsuddin [Penasihat Undang-undang (Bahagian Undang-undang)]
Encik Anas Bin Shafie [Pegawai Khas (Pejabat Ketua Setiausaha)]

Lembaga Pengarah HRD CORP

YBhg. Datuk Ariff Farhan Doss [Ketua Pegawai Operasi (Operasi)]
YBhg. Datuk Chia Hui Yen [Ex Board Of Director]
YBhg. Datuk Rosli bin Yaakub [Timbalan Setiausaha Bahagian (Bahagian Pengurusan Strategik Badan Berkanun (SBM))]
Puan Crystal Lim Mee Yee [Pegawai Khas, COO (Operasi)]
Encik Muhammad Nuraizat bin Azman [Penolong Setiausaha (Bahagian Syarikat Pelaburan Kerajaan (GIC))]
Puan Nurul Ain binti Muhamad [Penolong Setiausaha (Bahagian Pengurusan Strategik Badan Berkanun (SBM))]
Puan Siti Suryati Binti Kama Asnawi [Ketua Pegawai Sumber Manusia (Sumber Manusia)]

LAPORAN PROSIDING

MESYUARAT JAWATANKUASA KIRA-KIRA WANG NEGARA PARLIMEN KELIMA BELAS, PENGGAL KETIGA

BILIK JAWATANKUASA 1, PARLIMEN MALAYSIA

SELASA, 12 MAC 2024

Mesyuarat dimulakan pada pukul 11.06 pagi

*[Yang Berhormat Datuk Wira Mas Ermieyati binti Samsudin
mempengerusikan Mesyuarat]*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey. *Assalamualaikum warahmatullahi wabarakatuh*, salam sejahtera dan selamat datang Naib Pengerusi PAC Parlimen, Yang Berhormat Ahli-ahli PAC Parlimen Kelima Belas, ahli-ahli ex-officio daripada Jabatan Peguam Negara, Kementerian Kewangan, Jabatan Perkhidmatan Awam, Jabatan Audit Negara, SPRM, Kementerian Ekonomi dan juga Jabatan Akauntan Negara. Terima kasih kerana hadir dalam mesyuarat pagi ini.

Yang Berhormat Ahli-ahli Mesyuarat sekalian, hari ini PAC Parlimen – sebelum itu saya lupa nak cakap salam Ramadan. Hari ini puasa sebab itu tak ada cawan atas meja ya. Hari ini PAC Parlimen menyambung prosiding berkenaan dengan Pengurusan Dana Latihan dan Keberkesanan Program Latihan HRD Corp di bawah Kementerian Sumber Manusia. Ini adalah merupakan prosiding ketujuh membabitkan Pengurusan Dana Latihan dan juga Keberkesanan Program Latihan HRD Corp yang mana prosiding pertama 23 Oktober, kemudian 1 November, 2 November, 20 November, 23 November dan prosiding yang keenam telah pun diadakan pada 18 Januari 2024.

Bagi prosiding ketujuh, kelapan, dan kesembilan ini akan diadakan serentak pada hari ini. Kita akan selesaikan pada hari ini kerana PAC ingin mendapatkan beberapa maklumat lanjut berhubung dengan HRD Corp. Jadi, hari ini yang hadir di hadapan PAC pada hari ini adalah Yang Berbahagia Dato' Sri Khairul Dzaimie bin Daud, Ketua Setiausaha Kementerian Sumber Manusia. Tahniah Dato' di atas pelantikan sebagai Ketua Setiausaha Kementerian yang baharu.

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: Terima kasih YB.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Yang keduanya Yang Berbahagia Datuk Rosli bin Yaakub, Ahli Lembaga Pengarah HRD

Corp merangkap Timbalan Setiausaha Bahagian Sektor Tadbir Urus dan Korporat, Bahagian Syarikat Pelaburan Kerajaan (GIC), Kementerian Kewangan dan yang ketiga Yang Berbahagia Datuk Chia Hui Yen, mantan Ahli Lembaga Pengarah HRD Corp dan yang keempat Yang Berbahagia Datuk Ariff Farhan Doss, Ketua Pegawai Operasi HRD Corp. Mana ya Datuk? Okey tak perasan, dekat belakang.

Okey jadi tanpa membuang masa, saya dengan ini menjemput Yang Berbahagia Dato' Sri Khairul Dzaimie bin Daud bagi memaklumkan jika ada sebarang maklumat terkini berkenaan dengan HRD Corp sebelum kita teruskan dengan sesi soal jawab. Terima kasih.

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]:

Assalamualaikum warahmatullahi wabarakatuh, salam sejahtera, salam bulan Ramadan yang penuh kemuliaan. Yang dihormati Yang Berhormat Datuk Wira Datuk Wira Mas Ermieyati, Pengerusi PAC dan semua Ahli PAC yang dimuliakan.

Saya difahamkan bahawa prosiding ini adalah prosiding kali ketujuh dan sebelum itu saya ingin memaklumkan bahawa saya baru sebulan lebih dilantik sebagai Ketua Setiausaha Kementerian Sumber Manusia. Memulakan jawatan ini sejak 23 Januari tahun ini dan penglibatan saya di dalam HRDC ini adalah sebagai Ahli Lembaga Pengarah yang dilantik oleh Menteri bagi menjaga kepentingan kementerian kerana di dalam seksyen 50, Akta HRDC menyatakan bahawa HRDC atau perbadanan ini adalah bertanggungjawab kepada Yang Berhormat Menteri.

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Jadi, di atas kapasiti jawatan sekarang saya dilantik. Adalah menjadi tanggungjawab saya untuk memastikan melalui mesyuarat ahli lembaga pengarah bahawa perjalanan HRDC ini adalah – operasi-operasinya adalah sealiran dengan seksyen-seksyen ataupun peraturan-peraturan yang telah ditetapkan di dalam Akta Pembangunan Sumber Manusia Berhad 2001 iaitu Akta 612.

Mengenai maklumat-maklumat tambahan yang ingin diberikan, Yang Berhormat Tuan Pengerusi bergantunglah kepada soalan yang akan ditanya nanti. Saya telah meneliti nota percakapan, enam prosiding sebelum ini dan apa yang boleh saya simpulkan daripada prosiding-prosiding sebelum ini, perkara yang paling banyak dibangkitkan di dalam *previous proceedings* ialah yang pertama berkaitan dengan pelaburan, kewajaran pelaburan-pelaburan berkenaan dibuat. Yang kedua berkaitan dengan beberapa prosedur.

Selain daripada itu, berdasarkan kepada prosiding sebelum ini turut dibangkitkan tentang sama ada wang levi ini telah digunakan dengan berkesan ataupun tidak dan beberapa perkara lain. Tetapi, setelah saya membawa prosiding-prosiding itu, pandangan saya mungkin dua pertiga daripadanya ialah melibatkan

isu-isu berkaitan dengan pelaburan. Saya ingin jelaskan bahawa kapasiti sebagai KSU, sebagai ahli lembaga pengarah, saya tidak terlibat di dalam urusan harian perbadanan; ia di bawah CEO.

Satu fakta yang ingin saya maklumkan juga kepada PAC ialah saya turut dilantik sebagai salah seorang daripada ahli di dalam panel pelaburan...

Datuk Rosli bin Yaakub [HRD Corp]: *[Bercakap tanpa menggunakan pembesar suara]* Yang baru, yang baru.

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: ...yang baru melalui kuota dua ahli yang dilantik oleh lembaga. Saya rasa itu sahaja sedikit mukadimah daripada saya. YB, terima kasih.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Terima kasih Dato' Sri KSU. Cuma saya nak tanya, baru sebulan lebih, adakah pihak pejabat Dato' Sri KSU ada menerima ataupun Dato' Sri KSU sendiri ada terima taklimat sendiri daripada pihak HRD Corp untuk pembentangan ataupun taklimat secara rasmi?

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: Ya, saya telah diberi taklimat sebanyak tiga kali. Pertama, taklimat semasa lawatan rasmi saya ke HRDC. Saya diberi gambaran tentang peranan, tanggungjawab dan pegawai-pegawai kanan di HRDC.

Kedua ialah taklimat tentang sesi PAC ini sendiri. Saya bertanyakan tentang beberapa aspek pengurusan kewangan dan sebagainya dan taklimat yang terakhir ialah pada hari semalam, di mana saya dibekalkan dengan beberapa slaid di sini yang menunjukkan tentang kutipan levi, tentang bantuan kewangan levi yang di – *levy disbursement*, jumlah pekerja yang diliputi oleh levi ini dan jumlah *employers*, majikan-majikan yang berdaftar.

Kebanyakan daripada maklumat terbaru yang diberikan kepada saya adalah berkaitan dengan *performance* HRDC dan termasuk juga perkara-perkara yang berkaitan dengan portfolio pelaburan. Terima kasih.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Terima kasih. Jadi ada apa-apa pembentangankah hari ini? Kalau tak ada, *then* kita boleh buka terus kepada – okey, Datuk.

Datuk Rosli bin Yaakub [HRD Corp]: Saya ada pembentangan Tuan Pengerusi.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Kalau macam itu boleh teruskan dengan pembentangan.

Datuk Rosli bin Yaakub [HRD Corp]: *Assalamualaikum warahmatullahi wabarakatuh.* Yang Berhormat Datuk Wira Mas Ermieyati binti Samsudin, Pengerusi PAC. Yang Berhormat Puan Wong, Naib Pengerusi PAC, Ahli-ahli Yang Berhormat,

ahli-ahli ex officio, Yang Berbahagia Dato' Sri Khairul Dzaimie bin Daud; KSU Kementerian Sumber Manusia, tuan-tuan dan puan-puan sekalian.

Pertama, saya ingin merakamkan di dalam PAC ini ucapan terima kasih kepada Yang Berhormat Menteri kerana mengekalkan saya di dalam HRD Corp. Kedua, saya juga merakamkan terima kasih kepada Yang Berhormat Menteri kerana pembatalan projek *Skills Passport*.

Yang Berhormat, izinkan saya untuk meneruskan pembentangan. Saya ada lapan perkara yang saya ingin saya bentangkan pada hari ini iaitu:

- (i) HRD Corp lima tahun *road map*;
- (ii) wang levi merupakan wang bagi maksud latihan;
- (iii) seksyen 23: Perbadanan hendaklah menjadi pemegang amanah kumpulan wang;
- (iv) kurikulum latihan;
- (v) pelaksanaan program latihan;
- (vi) pungutan levi;
- (vii) situasi semasa pungutan levi. Ini saya bagi satu gambaran; dan
- (viii) syor penambahbaikan ke atas tata kelola HRD Corp.

Yang Berhormat, ini ialah merupakan pembentangan yang telah dibentangkan oleh Ketua Eksekutif pada mesyuarat *Board* 28 Mac 2023, sumber dia. Di sini ingin saya bentangkan ialah berapakah jumlah *levy collection*, berapakah jumlah levi yang dibelanjakan (*disbursement*). Okey.

Kalau kita lihat dalam tahun 1993 semasa penubuhan awal dahulu, *levy collection* adalah RM55 juta dan ia meningkat dalam tahun 2020 kepada RM474.7 juta *levy collection*. Akan tetapi kalau Yang Berhormat tengok levi yang dibelanjakan yang *disburse* kepada majikan hanya RM298.8 juta ataupun 62.9 peratus. Dalam tahun 2021, *collection levy* ialah RM847.9 juta tetapi yang di-*disburse* ialah RM264.5 juta ataupun 31.6 persen sahaja.

Tahun 2022, *levy collection* ialah RM1.7 bilion tetapi levi yang di-*disburse* ataupun diberikan kepada majikan ialah RM772.5 juta iaitu 45.4 peratus sahaja. Bagi tahun 2023, *forecast* yang diberikan oleh Ketua Eksekutif dalam pembentangan kepada *board* 28 Mac yang lalu, tahun lepas, *levy collection* ialah RM26.5 bilion tetapi *levy disbursement* ialah RM1.2 bilion bersamaan 45.5 peratus. Akan tetapi pencapaian telah diumumkan oleh Yang Berhormat Menteri hanya sebanyak RM2.2 bilion sahaja.

Pada tahun 2024, *forecast levy collection* ialah RM3.6 bilion tetapi *levy disbursement* ialah RM1.6 bilion ataupun 45.5 peratus. *Forecast 2025, levy collection* ialah RM5 bilion, *levy disbursement* ialah RM2.2 bilion ataupun 45.5 peratus. Yang Berhormat, tujuan pembentangan ini ialah bagi menggambarkan fungsi HRD Corp adalah untuk melaksanakan latihan mengikut seksyen 3 tetapi banyak levi yang tidak dibelanjakan dan isunya ialah ke manakah wang ini dibelanjakan.

Sepanjang saya di dalam *Board* saya tidak diberi gambaran – *board* yang lepas ya. Tidak diberi gambaran ke mana wang ini digunakan dan sebagainya. Tetapi saya ada melihat dalam akaun kerugian yang dimasukkan ke dalam bahagian – Datuk Grace, bahagian *expenditure*.

Datuk Chia Hui Yen [HRD Corp]: [*Bercakap tanpa menggunakan pembesar suara*] *Annual Board Reports*.

Datuk Rosli bin Yaakub [HRD Corp]: Dalam bahagian – *the losses*. *Actually, losses* sebenarnya.

Datuk Chia Hui Yen [HRD Corp]: [*Bercakap tanpa menggunakan pembesar suara*] *Annual Board Report* itu...

Datuk Rosli bin Yaakub [HRD Corp]: Ini, *mic, mic*.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Mic* – *microphone* Datuk Grace.

Datuk Chia Hui Yen [HRD Corp]: *Annual Report 2022, page 179, 21.b, fair value changes of derivatives losses of RM53.8 million*.

Datuk Rosli bin Yaakub [HRD Corp]: Okey. Ini sebahagian gambaran yang saya dapat Yang Berhormat. Selebihnya saya tidak dapat kerana Panel Pelaburan tidak pernah melaporkan kepada *Board* sepanjang saya berada *board* seperti mana yang dikehendaki dalam seksyen 27.

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Okey, *next*. Mengikut seksyen tiga [Akta 612] Akta Perbadanan ini memperuntukkan matlamat utama pengenalan dan pemungutan levi pembangunan sumber manusia bagi maksud menggalakkan latihan dan pembangunan pekerja, perantis dan pelatih dan penubuhan dan pentadbiran kumpulan wang. Itu matlamat penubuhan HRD Corp. *Very clear* ialah untuk membangunkan sumber manusia di negara ini. Penggunaan wang levi telah diperjelaskan melalui seksyen 4(a), (b) dan (c) iaitu:-

- (a) menilai dan menentukan jenis dan akad latihan dan latihan semula pekerja, perantis dan pelatih selaras dengan keperluan sumber manusia bagi industri;

- (b) menggalakkan dan meningkatkan latihan tenaga manusia, dan
- (c) menentukan terma dan syarat yang atasnya apa-apa bantuan kewangan atau faedah lain akan diberikan.

Saya menyatakan seksyen 4 dan 3 ini adalah menggambarkan bahawa matlamat penubuhan tabung adalah untuk membangunkan sumber manusia bersesuaian dengan keperluan industri dan juga levi ini merupakan wang amanah mengikut seksyen 23.

Seksyen 23 menyatakan bahawa perbadanan hendaklah menjadi pemegang amanah kumpulan wang. Makna, wang amanah kalau dalam akaun dia akan di *stated* sebagai liabiliti iaitu akan dibelanjakan kepada pencarum.

Pencarum dalam kes ini ialah pekerja-pekerja industri dan wang ini perlu dibelanjakan. Kalau kata saya *refer* pada slaid *roadmap* tadi separuh wang ini tidak dibelanjakan dan isunya ialah wang ini dibelanjakan, kalau tidak dibelanjakan untuk pekerja ke mana ia dibelanjakan?

Mengikut seksyen 22(2) kumpulan wang hendaklah dibelanjakan bagi maksud (a) hingga (f). (a) hingga (f) ini semuanya berkaitan dengan penggalakan dan pembangunan latihan serta hal ehwal pengurusan perbadanan. *Very clear* bahawa keutamaan wang levi ini adalah untuk membangunkan sumber manusia.

Jadi, adakah wang levi boleh digunakan untuk pelaburan? Ya, jawapannya boleh. Mengikut seksyen 27(1), panel pelaburan boleh dari semasa ke semasa melaburkan kumpulan wang atau mana-mana bahagian kumpulan wang yang tidak merupakan wang yang dikehendaki, yang tidak merupakan wang yang dikehendaki dengan serta-merta bagi memenuhi kewajipan dan perbelanjaan kumpulan wang.

Very clear di sini walaupun dia boleh melabur tetapi wang ini hendaklah keutamaannya kepada latihan dan sekiranya ada lebihan, barulah wang ini boleh dilaburkan. Ini bermakna, bahagian wang yang ingin dilaburkan hendaklah ditentukan oleh Lembaga. Dalam kes HRD Corp sepanjang saya berada di dalam Lembaga, wang yang digunakan untuk pelaburan tidak pernah mendapat kelulusan Lembaga.

Yang Berhormat, ya dalam seksyen 27 ini memang *very clear* bahawa panel pelaburan boleh menentukan hala tuju dalam pelaburan. Tetapi, pelaburan yang ditetapkan oleh akta. Apakah bentuk pelaburan yang ditetapkan oleh akta ia telah dinyatakan dalam seksyen 27(1)(a), (b) dan (c).

Ia telah diperjelaskan maksud pelaburan itu ataupun item pelaburan itu dalam 27(5). Kalau saya boleh katakan bahawa pelaburan yang dimiliki *debenture* termasuk saham, bon, nota atau apa-apa sekuriti atau obligasi lain syarikat sama ada yang

berbentuk suatu gadaian ke atas aset-aset syarikat ataupun tidak. Juga termasuk hak untuk memohon membeli apa-apa *debenture*.

Syer, ertinya syer berbayar sama ada dibayar sepenuhnya ataupun tidak dibayar sepenuhnya dalam modal syer syarikat dan termasuk saham dan hak untuk memohon beli apa-apa saham atau syer. Maknanya, boleh tetapi bentuk saham yang dibenarkan sebagaimana yang dinyatakan dengan jelas di dalam akta dan wang yang perlu digunakan ialah wang lebih daripada levi yang perlu dikemukakan untuk kelulusan *Board*.

Tetapi ingin saya jelaskan bahawa sepanjang saya berada dalam *board* bagi tahun yang lepas, tidak pernah panel pelaburan dalam *forecast* mereka untuk melabur. Tidak pernah memohon kepada *board*. Jadi, saya tidak pasti berapa jumlah wang yang telah dilaburkan. Kalau kita lihat *based on roadmap* tadi yang dibentangkan oleh CEO dalam mesyuarat 28 Mac lebihannya banyak.

Tuan Sim Tze Tzin [Ahli PAC]: Datuk Wira Pengerusi, saya minta penjelasan sedikit daripada Datuk Rosli. Dalam - apabila Datuk Rosli jelaskan bahawa HRDC boleh melabur dalam beberapa jenis pelaburan. Adakah opsyen dikira sebagai satu pelaburan yang dibenarkan oleh HRDC?

Datuk Rosli bin Yaakub [HRD Corp]: Okey, jika perkataan '*put an option*', sorry '*call option*' and '*put option*'. '*Call option*' and '*put option*'. Perkara ini tidak dinyatakan di dalam akta. Tetapi, memang saya tahu dalam pelaburan *put option* and *call option* adalah satu pelaburan yang berisiko. Di mana pemilik, pembeli — jadi dia akan melibatkan dua parti dan dalam parti ini mesti ada *agreement sale purchase agreement* (SPA). Kedua-dua parti mesti bersetuju apakah harga sekarang dan harga akan datang. Kalau katakan beli syer pada harga sekarang dia beli katalah RM10. Dia beli pada A dan A dalam *agreement* itu mesti mengatakan bahawa *you* kena beli tiga tahun akan datang pada harga RM13. Makna untung RM3.

Tetapi, hakikatnya dalam pelaburan *call option* and *put option* ini ialah yang pertama *due diligence* ke atas rakan perniagaan kita. Sama ada ia boleh tak satu hari nanti waktu dia kena *put* kepada kita dia boleh tak membeli? Memberi kita wang dan kita beli bagi balik pada saham pada beliau. Adakah boleh? Ini agak bahaya berbanding dengan pelaburan yang dibenarkan dalam akta iaitu pelaburan di pasaran saham. Ini lebih *clear*, lebih telus. Berasaskan kepada harga saham di pasaran.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Datuk Wira Pengerusi.

Tuan Sim Tze Tzin [Ahli PAC]: Datuk Rosli. Sorry.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Sekejap. Bagi Bayan Baru *settle* dulu. Lepas itu, Kubang Pasu, ya.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Ha, sila.

Tuan Sim Tze Tzin [Ahli PAC]: Terima kasih, Datuk Rosli. Saya difahamkan bahawa CFO terlibat dalam prosiding yang lepas. Kami difahamkan bahawa RM600 juta daripada HRDC dilibatkan dalam opsyen *trading* ini. Kita tahu bahawa opsyen *trading* ini seperti yang diterangkan oleh Datuk Rosli adalah satu yang sangat *high risk*. Saya ingin hendak memberi satu berita lama iaitu satu bank bernama Barings Bank di *Singapore* pernah dijatuhkan. Dibankrapkan oleh seorang *trader* namanya Nick Leeson.

Nick Leeson dia telah melabur dalam opsyen *trading* itu hanya 1 bilion. Hanya 1 bilion telah menjatuhkan satu bank yang beratus-ratus tahun sejarahnya. Kita nampak bahawa HRDC pun *fund size*-nya pun tak berapa besar. Tetapi, *600 million almost* telah diguna dalam — adakah ini satu apa yang - sangat akan membahayakan HRDC? Soalan pertama. Adakah dia telah tersimpang daripada original objektif of HRDC? Mohon penjelasan.

Datuk Rosli bin Yaakub [HRD Corp]: Terima kasih, Yang Berhormat. Pertama, adakah ia bahaya? Bahaya dalam kes pelaburan adalah berisiko. Adakah ia berisiko? Jawapannya, ya. Bagi pelaburan *call option and put option* adalah pelaburan yang berisiko tinggi. Malahan, bagi menjawab yang kedua sama ada ia menyimpang? Ya. Jawapannya, ya ia menyimpang. Menyimpang bermakna tidak ada dalam akta. Akta tidak mengatakan boleh. Akta tidak mengatakan item pelaburan yang saya bacakan tadi yang ada dalam ini tidak ada. *Put option and call option* tidak ada dalam akta.

Tidak ada bermakna tidak dibenarkan. Tidak ada bermakna tidak boleh.

Tuan Sim Tze Tzin [Ahli PAC]: Datuk Rosli, saya juga ingin tanya sebagai seorang *trader* atau Datuk Grace pun boleh tolong juga. Seorang *trader* dalam opsyen itu, dia perlu apa *qualification*? Adakah dia perlu bertauliah? Okey dan adakah sepanjang pengetahuan Datuk dan juga Datuk Grace, adakah CFO dan lima orang *trader* dalam HRDC itu bertauliah untuk melabur dalam opsyen tersebut?

Datuk Rosli bin Yaakub [HRD Corp]: Okey, Yang Berhormat sebelum Datuk Grace jawab ataupun mungkin Datuk Arif boleh bantu. Sebab ini berkaitan dengan *human resource*. Dalam, saya mengambil contoh. Dalam KWAP dan juga KWSP kerana mereka memegang *fund*. Mereka ada pasukan pelabur atau *investment team* yang bertujuan untuk melihat *opportunity-opportunity* yang ada dalam pasaran dan juga di luar negara untuk menggunakan *fund* yang ada untuk melabur.

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Apabila *team* ini melihat sesuatu *opportunity* berlaku, boleh melabur maka mereka membentangkan kepada panel pelaburan masing-masing tetapi tidak habis di situ. Dalam KWAP misalnya saya memberi contoh dalam KWAP, ia mesti mendapat kelulusan Menteri Kewangan sebelum dia melabur. Tetapi dalam kes Akta HRD Corp tidak dinyatakan perlu mendapat kelulusan Menteri, Menteri KSM dan juga Menteri Kewangan dalam akta ini, tidak dinyatakan. Itu pada pandangan saya, mungkin Datuk Grace.

Datuk Chia Hui Yen [HRD Corp]: *YB Datuk Chairman, may I request to speak in bahasa Inggeris so that it will be easier for me to explain?*

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Boleh, boleh.

Datuk Chia Hui Yen [HRD Corp]: *Thank you. Okay, I have been in the financial industry for the past 26 years. I was— previously I was a Head of Investment Services HSBC Malaysia. My understanding is any fund managers who need to invest in— even though the normal shares, they will need to get approval, a license from Security Commissions. Second thing is for those who are— actually invest in call options derivative, because derivative is actually very high-risk product. In the investment line, derivative we will only used it to manage risk. We will not invest heavily in derivatives because like what YB Sim has mentioned, it may jeopardize the whole investment.*

So, fund manager who invests in derivative they also need to have a special license and specially trained. Usually, derivatives will be traded in the bank itself. So, those days— let say, commonly if— let say a unit trust fund. If they invest in derivative so called maybe future, call option, put option, they must come with the purpose. I give you an example. An investment fund. If they invest in oversea, so when they invest in overseas, they will have the risk of currency risk. But the whole purpose of investment is only invest into the overseas shares.

So, hence the fund managers will use derivatives to hedge the currency. From that angle, they will only manage the risk but not from the point of investment. I give you another example, company who manage commodities because like coffee all these things all commodities, they may— then they due to demand and supply. This kind of company they will also buy future in order for them to leverage company risk, okay.

So, hence you will see that in the fund manager, fund management line, you will need to have a license, approved license as a fund manager before you can actually make the decision and if let say, the call option or put – the derivative, it happen in the bank they will need to report to the bank as well. Thank you.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Kubang Pasu.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Terima kasih Yang Berhormat Datuk Wira Pengerusi. Saya nak bertanya kepada Datuk Rosli tentang pelaburan HRDF dalam Widad dan Berjaya, 7Eleven. Dia masuk dalam kategori *high-risk* kah ataupun sebaliknya? Itu pertama. Keduanya, apa yang kita lihat pelaburan yang dilakukan oleh HRDF ialah pelaburan yang dibincang dan diluluskan oleh panel pelaburan dan tidak pernah dibawa kepada mesyuarat lembaga pengarah untuk kelulusan atau *endorsement*. Apa pandangan Datuk Rosli? Terima kasih.

Datuk Rosli bin Yaakub [HRD Corp]: Yang Berhormat, yang pertama ialah pelaburan dalam Widad dan Berjaya. Pelaburan dalam dua syarikat ini, saya hanya dimaklumkan apabila kita bertanya di dalam mesyuarat pembentangan penyata tahunan bulan Mac yang lepas. Tetapi sama ada pelaburan dalam Widad dan Berjaya ini mempunyai risiko yang tinggi ataupun rendah?

Pertamanya, bergantung kepada analisis kepada syer yang dibeli pada ketika itu. Keduanya bergantung kepada apakah *content* SPA. Adakah ia memihak kepada pelabur ataupun bagaimana? Kedua-dua perkara ini saya tidak dapat melihat selaku *board* pada ketika itu. Soalan yang kedua ialah sama ada diluluskan oleh *board*? Pelaburan yang dibuat oleh panel pelaburan hanya ditentukan bentuk pelaburannya oleh panel pelaburan. Tetapi, dalam seksyen 27(4), "*panel pelaburan hendaklah melaporkan status pelaburannya kepada lembaga.*" Ini tak pernah. Tak pernah berlaku kepada *board* jadi kita tidak dapat tahu apakah bentuk pelaburan, apakah risiko yang berdepan oleh HRD Corp dan apakah kemungkinan-kemungkinan peruntukan wang daripada mana, kita tidak dapat mengetahui. Kita hanya mengetahui membaca sepintas lalu daripada penyata tahunan.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Saya nak tanya soalan yang lebih jelas. Adakah betul dari segi tata kelola *governance*, panel pelaburan lulus tak payah pergi lembaga pengarah. Adalah betul atau tidak? Keduanya, mengenai Widad dengan Berjaya juga. Adakah mereka melanggar peraturan ataupun tidak melanggar peraturan? Itu *one issue*, yang tadi isu yang sebut Datuk Rosli itu *high risk or low risk*— adakah mereka ini boleh melakukan sedemikian? Adakah dibenarkan?

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: Yang Berhormat Datuk Pengerusi, izinkan saya untuk menjawab soalan-soalan ini. Pertama, seperti mana yang saya maklumkan tadi bahawa saya telah meneliti

Hansard prosiding sebelum ini di mana isu berkaitan dengan pelaburan ini telah dibincangkan secara panjang lebar.

Mengenai pelaburan di dalam Berjaya dan juga di dalam Widad, ia telah dijelaskan oleh CFO, Mohamad Farizul bin Yahaya, CFO HRD Corporation bahawa pelaburan-pelaburan itu tidak memberikan kerugian kepada HRDC. Malah ia memberikan *fixed yield* sebanyak antara tujuh ke lapan peratus setahun di mana keuntungan-keuntungan itu telah pun diperolehi oleh HRDC. Ini berdasarkan kepada *Hansard* sebelum ini. Jadi saya percaya perkara ini telah dibincang dengan panjang lebar sebelum ini.

Kedua Yang Berhormat, saya nak maklumkan kuasa untuk melabur seksyen 27(1)(4) yang dimaklumkan oleh Datuk Rosli tadi, kita perlu baca habis. "*Panel pelaburan hendaklah melaporkan status pelaburannya kepada lembaga apabila lembaga meminta panel pelaburan berbuat demikian.*" Which means kalau tidak diminta oleh panel pelaburan, oleh lembaga, panel pelaburan tidak perlu membuat laporan kepada lembaga. Saya percaya kalau kita melihat *governance* CLBG yang lain, ia mungkin sebelum panel pelaburan melabur kelulusan daripada *board* perlu diperolehi terlebih dahulu.

Tetapi peraturan seperti itu tidak terdapat di dalam akta ini. Jadi, saya percaya mungkin ada sedikit kelemahan dari segi *governance* di situ kerana panel pelaburan hanya perlu melapor sekiranya di minta. Sekiranya tidak diminta, kita tidak boleh menyalahkan panel pelaburan kerana akta tidak menyatakan begitu.

Mengenai di mana boleh melabur, di mana tidak boleh dan sebagainya— kita lihat kepada seksyen 27(1C). Okey, dalam apa-apa pelaburan atau sekuriti lain, sebagaimana yang diputuskan oleh panel pelaburan. Bermakna tidak ada ditetapkan, *put and call* tidak boleh, tidak ada dinyatakan di dalam peraturan perundangan ini sekiranya *when law is silent on certain matters*, kita tidak boleh katakan bahawa itu satu kesalahan kerana undang-undang tidak menyatakan...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Saya setuju apa yang Datuk Sri sebut iaitu di bawah *power to invest* 27(4) yang disebut dah tadi. Ertinya kita ada kelemahan di dalam akta ini. Sebab yang setahu saya lah banyak syarikat, *investment panel* ini akan membuat cadangan untuk melabur dalam apa juga yang dirasakan boleh menguntungkan.

Tetapi akhirnya yang akan meluluskan apa yang dicadangkan oleh *investment panel*, lembaga pengarah lah. Jadi kita cadangkan supaya ia ditambah baik lah Datuk Sri ya sebab ini masalah. Sebab sungguhpun sesetengah daripada lembaga pengarah ada dalam panel tetapi dia *different matter*, dia *different power*.

Panel dengan lembaga pengarah, pengarah oleh saya— apa juga panel. Itulah pandangan saya. Terima kasih Datuk Sri.

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Tuan Sim Tze Tzin [Ahli PAC]: Datuk Pengerusi saya nak tanya Datuk Rosli dan Datuk Grace, adakah *board* pernah minta panel pelaburan untuk melaporkan *investment* mereka ke dalam *board*?

Datuk Rosli bin Yaakub [HRD Corp]: Saya ada minta YB dalam mesyuarat *board*, saya minta supaya jumlah pelaburan dan bentuk pelaburan yang telah dibuat sebelum ini dilaporkan kepada *board*. Tetapi, setiausaha syarikat yang juga merupakan Ketua Penasihat Undang-undang di HRD Corp mengatakan bahawa tidak ada apa-apa klausa dalam akta yang memerlukan kita melaporkan kepada *board*. Itu boleh disahkan oleh Datuk Grace.

Datuk Chia Hui Yen [HRD Corp]: Saya sepanjang empat tahun, saya pernah – sebab *because of my* – saya punya *background*, biasanya saya akan tanya cara *investment*. So, pernah banyak kali tanya *liquidity risk* sebab dalam akta, levi ini ialah sepatutnya *reskill and upskill* majikan yang bayar levi. Pekerja majikan yang bayar levi.

So, sepatutnya HRD Corp punya tanggungjawab bagi saya sebagai *ex-board of director* ialah untuk usahakan kerjasama dengan majikan supaya majikan boleh gunakan duit HRD Corp levi untuk *reskill and upskill* pekerjaanya.

Tapi – so, di mana majikan boleh guna duit ini bila-bila. So, di mana HRD Corp sepatutnya mesti ada rancangan macam mana *disbursement of levy* ini. Then, baru tahu berapa boleh untuk *invest*. Sebab kalau dia nak *invest* dalam *investment* yang ada *risk*, kalau *investment* – *risk* ini dia rugi, dia hilang. So, macam mana kita boleh *disburse* kepada majikan punya *claim*?

So, sepanjang empat tahun saya pernah minta tapi sebab saya *join HRD Corp's Board 2019*. Masa itu, saya pernah tengok dua kali *investment* punya *risk profile* dengan apa yang dia *invest*.

So, nak jawab balik yang tadi *question* YB untuk WIDAD. WIDAD ialah *private equity* bukan *stock* yang *listed* dalam *valid* punya platform. So, kalau ikut akta sepatutnya *private equity* ialah – bagi saya ialah tidak boleh *invest*. Sebab *private equity unless* dia punya – dia bukan guna cara *invest*. Dia punya cara ialah kalau kita masuk duit dekat dalam, sepatutnya dia ada melibatkan SSM punya prosedur. Thank you.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Saya nak tanya juga lanjutan daripada soalan daripada Bayan Baru iaitu berkenaan dengan pelaburan. Bagaimana dengan penyata kewangan HRD Corp? Pernah tak Datuk

Grace ataupun Datuk Rosli sebagai *board members* bertanyakan kepada CEO ataupun setiausaha syarikat untuk dibentangkan di dalam mesyuarat?

Datuk Chia Hui Yen [HRD Corp]: Setiap kali *Board meeting*, saya akan minta bentangkan. Kadangkala dia punya – bagi saya terlalu ringkas. So, di mana sebab saya punya *background* dari *investment* dengan *accounting*. So, biasanya...

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Jawapannya Datuk Grace pernah minta ya?

Datuk Chia Hui Yen [HRD Corp]: Setiap kali saya akan minta.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Macam mana dengan – okey. Setiap kali mesyuarat akan minta?

Datuk Chia Hui Yen [HRD Corp]: Setiap kali saya minta.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, Datuk Rosli macam mana? Saya nak tahu pernah ataupun tidak minta pelaporan penyata kewangan dibentangkan dalam *Board*?

Datuk Rosli bin Yaakub [HRD Corp]: Okey, saya pernah minta supaya keseluruhan pelaburan HRD Corp sebelum saya masuk, maksudnya yang dulu, dibentangkan ke dalam *Board* tetapi tak bentang.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, itu sahaja. Terima kasih.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *[Bercakap tanpa menggunakan pembesar suara]* Request tapi tak pernah bentang. Salahlah...

Tuan Ahmad Tarmizi bin Sulaiman [Ahli PAC]: Datuk Wira Pengerusi, sikit nak tanya. Saya *basic* balik kepada *five years roadmap* tadi Datuk Rosli. 2023, 130,000 *employers* yang sudah pun menjalani latihan ya. Okey, soalan saya, berapa jumlah keseluruhan *employers* yang sepatutnya – maknanya layak menerima latihan daripada HRD Corp ini?

Tadi kalau kita lihat dalam seksyen 3 itu maknanya keutamaan (*priority*) levi ini ialah semua *employers* ini perlu diberi latihan ya. Jadi, itu dulu. Kalau lebihan daripada itu barulah ada penggunaan lain termasuk pelaburan.

Jadi daripada situ, berapa lagi *employers* yang belum menerima latihan? Kenapa –

kalaupun sudah ada digunakan levi ini kepada pihak lain, kenapa tidak disempurnakan keseluruhan latihan itu kepada *employers* ini?

Datuk Rosli bin Yaakub [HRD Corp]: Yang Berhormat, sebahagian daripada soalan Yang Berhormat saya boleh jawab tapi sebahagian nampak susah sikit nak jawab. Okey, apa yang boleh saya jawab ialah sebagai *general*.

Soalannya, berapakah jumlah majikan yang tidak dapat membuat latihan atau tidak menuntutlah? Maksudnya begitu ya. Kalau berasalkan kepada jumlah *levy disbursement*, kalau kita ambil tahun 2020 ya. Maknanya saya boleh andaikan bahawa terdapat 37 persen yang tidak membuat latihan, tidak menuntutlah. Kalau dalam tahun 2021, sebanyak kurang lebih 68 persen yang tidak menuntut. Kalau *based on presentation CEO* inilah 28 Mac ini. Kalau 2022, kurang lebih 55 persen yang tidak menuntut. Tahun 2023, tahun lepas kalau ikut *forecast* bermakna kurang lebih 55 yang tidak menuntut. Maknanya jumlah banyak itu sebenarnya.

Ini sebenarnya sepatutnya macam Datuk Grace katakan tadi, mereka kena usahakan juga supaya majikan *claim* dan buat latihan. Ini ialah caruman. Macam saya katakan ini ialah wang amanah yang perlu digunakan untuk melaksanakan latihan bukan untuk tujuan lain. Tujuan lain itu *second*. Memang dah betul-betul lebih baru boleh digunakan untuk tujuan-tujuan yang dibenarkan oleh akta.

Tapi, tujuan seksyen 3 memang *very clear* mengatakan bahawa tujuannya ialah untuk latihan bukan tujuan lain. Itu sahaja. *Thank you*.

Tuan Ahmad Tarmizi bin Sulaiman [Ahli PAC]: Maksudnya tadi ketidaksempurnaan latihan itu berpunca daripada majikan yang tidak mohon ataupun di pihak HRD Corp yang kapasitinya yang tidak ada kemampuan untuk laksanakan? Atau bagaimana?

Datuk Rosli bin Yaakub [HRD Corp]: Saya ingat Datuk Ariff boleh bantu tapi saya jawab sikit. Yang pertama, saya rasa selepas Mac 2021, apabila pindaan akta, maknanya pencarum diperluaskan daripada tiga sektor industri kepada kurang lebih 20 lebih sekarang ini industri yang mencarum termasuk profesional punya badan; *medical, engineer* pun mencarum. Kalau termasuk mereka jumlahnya terlalu besar, semakin besar, semakin melebar dia punya – mereka yang boleh mencarum. Bagi saya sepatutnya pihak HRD Corp perlulah berusaha gigih untuk memastikan semua majikan datang hantar kursus. Kalau tak hantar bagi surat misalnya. Tapi, proses ini saya yakin tak berlaku. Mungkin Datuk Ariff dia CEO, mungkin dia boleh jelaskan lebih lanjut.

Datuk Ariff Farhan Doss [HRD Corp]: *Assalamualaikum*. Boleh saya tambah kepada apa yang Datuk Rosli cakap tadi? Penggunaan levi sebenarnya terhad kepada jumlah levi yang ada pada sesuatu mana-mana majikan. Kalau majikan yang besar, mereka biasanya mempunyai jumlah levi yang lebih dan cukup untuk melatih kesemua pekerja mereka.

Tapi, dalam ekosistem HRD Corp ini yang ada masalah kebanyakannya adalah SME kerana jumlah pekerja mereka adalah begitu rendah, mungkin dalam 20, 30 pekerja dan terhad kepada gaji yang mereka menerima. Oleh kerana HRD

Corp hanya mengambil satu peratus daripada jumlah penggajian keseluruhan. Ini bermaksud satu-satu syarikat itu mungkin ada RM100 sahaja yang disumbang sebagai levi untuk sebulan. Dalam setahun mungkin RM1,200 ataupun mungkin RM1,500 bagi syarikat itu. Maka mereka memerlukan masa yang lebih banyak untuk mengumpul levi supaya mereka boleh membuat latihan.

Tetapi, oleh kerana HRD Corp telah membuat peraturan di mana sebuah syarikat akan hilang kelayakan menggunakan levi mereka setelah 24 bulan jika mereka tidak menggunakan levi mereka, maka sebab itu terdapat dana yang banyak daripada levi menjadi *unutilised levy*. Daripada *unutilised levy* menjadi *forfeited levy* dan masuk kepada *forfeiture fund*. So, ini satu kelemahan dari segi bagaimana kita membantu syarikat-syarikat yang paling memerlukan bantuan menggunakan levi. Itu perkara yang pertama.

Yang kedua, sejak adanya Akta PSMB 2001 sampailah 2021, 20 tahun kita hanya menguruskan tiga sektor sahaja iaitu sektor perindustrian (*manufacturing*), pengilangan, sektor *mining* dan kuari, dan sektor perkhidmatan ataupun *services*. Hanya pada tahun 2021, kita meluaskan akta untuk merangkumi keseluruhan industri yang ada dan hari ini kita menguruskan 24 sektor.

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Akan tetapi sejak saya masuk HRD Corp tahun 2020, saya sedar, menguruskan tiga sektor itu pun masih ada banyak isu yang belum diselesaikan. Kita dalam proses menyelesaikan isu-isu untuk tiga sektor tersebut. Akan tetapi sebelum kita boleh mengatakan bahawa kita sudah menyelesaikan masalah *core business* kita, akta telah diperluaskan sebelum kita bersedia.

Sekarang ini kita menghadapi masalah terpaksa menguruskan tambahan 21 sektor yang lain sedangkan cara pengurusan, cara proses, sama seperti yang 20 tahun yang lalu. Kebanyakan sistem *digitalisation* yang kita adapun adalah sistem yang lama. Walaupun dalam waktu ini kita sedang, kita sudah melantik vendor-vendor yang baru untuk membina sistem-sistem yang baru tetapi masih belum berfungsi dengan sepenuhnya lagi.

Kita ada isu di mana kita tidak mempunyai cukup *subject matter expert* di kalangan jurulatih dan penyedia latihan kita kerana kita masih dalam proses mengguna pakai jurulatih dan penyedia latihan dalam tiga sektor yang ada iaitu kursus-kursus yang generik macam *team building*, macam *leadership* dan sebagainya.

Kita tidak ada penyedia latihan dan jurulatih yang cukup dalam kursus-kursus yang dikatakan *future skills* ataupun bakat-bakat yang diperlukan dalam industri-industri baru seperti yang dinyatakan atau yang diperlukan oleh Kementerian MITI

yang disebut oleh Yang Berhormat Tengku Zafrul yang terletak dalam banyak *master plan* dan juga Rancangan Malaysia Yang Ke-12, yang akan datang Rancangan Malaysia Ke-13.

Saya nampak HRD Corp menguruskan organisasi dengan cara lama dan dalam silo, tidak terlibat dalam perancangan kementerian-kementerian lain dalam membentuk satu *roadmap* untuk pembinaan *talent* untuk masa depan. Terima kasih.

Tuan Syahredzan bin Johan [Ahli PAC]: Yang Berhormat Datuk Wira, / *think* Datuk Ariff tadi tidak diperkenalkan. Mungkin dia patut perkenalkan diri untuk rekod. Tadi rasanya tidak diperkenalkan.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Dah tadi kita dah *address*.

Tuan Syahredzan bin Johan [Ahli PAC]: Ada?

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Kita ada dalam rekod.

Datuk Ariff Farhan Doss [HRD Corp]: Saya boleh tambah lagi satu perkara Datuk sebab Yang Berhormat tanya tadi.

Walaupun Yang Berhormat, Dato' KSU kata dia dah tiga kali jumpa pengurusan kanan HRD Corp, ini merupakan kali pertama saya berjumpa dengan Dato' KSU. So, mungkin di sana ada – saya tidak faham apa kepincangan yang berlaku tetapi saya tidak dibenarkan berjumpa dengan Dato' KSU. So, ini kali pertama saya berjumpa dengan dia secara formal.

Tuan Syahredzan bin Johan [Ahli PAC]: Datuk masih lagi dengan HRD Corp ya?

Datuk Ariff Farhan Doss [HRD Corp]: Pada masa ini masih seperti saya – tidak tahu berapa lama lagi. *[Ketawa]*

Tuan Sim Tze Tzin [Ahli PAC]: Datuk Pengerusi, saya hendak minta penjelasan sedikit daripada Datuk Ariff. Datuk Ariff kata ada *levy*, *unutilised levy* dan *forfeited levy*. Sepanjang pengetahuan Datuk Ariff, wang pelaburan dalam yang *RM600 million* dalam *option* itu dia pakai duit dari mana?

Datuk Ariff Farhan Doss [HRD Corp]: Saya terpaksa minta maaf Yang Berhormat. Kami tidak diberitahu daripada mana duit itu di – sumber duit itu. Yang saya tahu *forfeited levy* ini diguna untuk membuat *training programme* untuk mereka yang di luar ekosistem HRD Corp ataupun di luar semangat Akta PSMB 2001 iaitu untuk mereka yang bukan pekerja.

Datuk Ali anak Biju [Ahli PAC]: Saya ada hendak minta sedikit penjelasan. Berkenaan dengan *figure* yang *Five Year Roadmap* itu sebab di dalam *forecast* ini, *levy collection* ini dia *forecasted* RM2.65 bilion dan *forecasted disbursement* also

RM1.2 billion. Akan tetapi dalam kita punya prosiding lepas dinyatakan bahawa penggunaan ataupun guna pakai levi tahun 2023 adalah sebanyak 83 peratus. So, jauh lebih daripada yang *forecast*. Itu data yang kita ada daripada prosiding yang lepas fasal HRD Corp. Jadi, dia tinggi sikit. *Just* nak perbetulkan. Itu yang *actual figure*.

Seorang Ahli: *[Bercakap tanpa menggunakan pembesar suara]*

Datuk Ali anak Biju [Ahli PAC]: Kita ada dalam *Hansard* yang disebut yang 83 peratus itu. Akan tetapi yang *forecast* ini 45 peratus. Jadi, *quite a big difference*, ya. So, mungkin boleh – tapi walau bagaimanapun 83 peratus pun maknanya lebihan dia 17 peratus. 17 peratus itu pun masih banyak. *It's still a lot*. So, kena cari macam mana hendak pakai yang 17 peratus yang lebih itu. Bukannya, “*Oh, lebih kita pakai investment itu*”. Tidak boleh. Industri tidak akan terima itu.

Datuk Chia Hui Yen [HRD Corp]: Boleh saya tambahkan Datuk Wira?

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Apa dia?

Datuk Chia Hui Yen [HRD Corp]: Bagi saya sebab levi ini ialah di bawah *trust*. So, *that is the reason why* dalam *account*, dia ialah liabiliti. So, kalau liabiliti bukan duit HRD Corp. So, kalau dia HRD Corp, perlu guna duit ini untuk *investment*, dia sepatutnya dapatkan izin dari *board* ataupun dari majikan yang bayar levi.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, saya minta untuk teruskan dengan slaid, Datuk.

Datuk Rosli bin Yaakub [HRD Corp]: Okey, saya teruskan dengan pembentangan. Okey, *next*. Yang Berhormat, ini ialah kurikulum latihan yang ada di dalam HRD Corp yang menggunakan wang levi ya. Ini kurikulum latihan yang menggunakan wang levi yang mana kandungannya ialah yang pertama *curriculum design*, reka bentuk kurikulum. Kedua, *training need analysis*. Ketiga, *learning outcomes*. Keempat, *presentation effective*. Kelima ialah *feedback*.

Design kurikulum ini sekiranya Yang Berhormat ingin penjelasan itu saya ingat Datuk Ariff, COO dia boleh menjawab. Cumanya yang saya dapat bentuk latihan yang dibuat oleh HRD Corp menggunakan wang levi. Akan tetapi latihan yang tidak menggunakan wang levi, tidak ada kurikulum, menggunakan wang levi, ada kurikulum. Akan tetapi yang tidak ada guna levi tidak ada kurikulum. Kurikulumnya dikemukakan oleh *training provider*.

Sekiranya 20 pelatih dilatih dan mereka akan mencari *training provider* untuk memberi perkhidmatan mereka atau mereka sendiri akan menubuhkan syarikat. Okey, begini. Maksud ayat ini ialah HRD Corp melatih *trainer*, mereka melatih *trainer*. Kemudian, katalah 20 orang mereka latih untuk menjadi *trainer* kepada majikan-majikan ya dan *trainer* ini akan bekerja dengan *training provider*, dengan syarikat.

Trainer yang dilatih ini akan bekerja dengan *training provider* dan *training provider* ini dapat *job* daripada HRD Corp akan melatih pekerja dengan menggunakan katakan 20 orang ini, 20 orang ini. Maknanya mungkin *company* ambil seorang, dua orang, tiga orang. Ada juga kadang-kadang *company*, mereka yang dilatih ini melalui kurikulum ini dan mereka menubuhkan syarikat sendiri. Ada juga.

Mereka pun *bid* untuk dapatkan kerja daripada HRD Corp untuk melatih pekerja-pekerja industri. Ini proses yang berlaku dalam HRD Corp menggunakan wang levi, kurikulum yang mereka *design*.

Akan tetapi ada beberapa kelemahan yang saya lihat Yang Berhormat. Kurikulum yang sama digunakan walaupun industri telah melebar, walaupun caruman telah melebar. Saya mengambil contoh katakan, katalah dia memberi kursus yang berbentuk *general*, *general course*, *ethics*, *etiquette* dan sebagainya, macam mana hendak jawab telefon, *how to approach* – hendak dapat kontrak, *how to approach* pihak-pihak lain dan sebagainya contohnya.

Sebenarnya apabila selepas Mac 2021, apabila pencarum telah diperluaskan yang meliputi industri-industri berteknologi tinggi yang ada kemahiran dan sebagainya macam *medical*, macam *engineer* ini sudah terlalu umum, tidak mengikut keperluan *industry need*.

Jadi saya berpandangan seharusnya HRD Corp melihat apa sebenarnya keperluan industri dalam teknologi misalnya. Satu contoh misalnya katakan hospital swasta mencarum, mereka sebenarnya bukan pekerja bawahan ini, mereka ada *high-level* punya pekerja yang perlu dilatih dalam konteks *medical*, bukan dalam konteks *general*.

Jadi, kita boleh bayangkan duit yang bilion ini dilatih untuk *general* yang tidak boleh meningkatkan produktiviti dalam industri-industri yang tertentu. Itu satu pembaziran pada negara saya fikir. Ini perlu dilihat secara khusus oleh HRD Corp.

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Okay next. Okey, Yang Berhormat ini ialah aktiviti yang mereka laksanakan dan ada dua sumber. Satu levi, satu bukan levi. Kalau kita lihat tujuan kursus yang menggunakan wang levi untuk *reskill*, *upskill* pekerja yang membayar levi. Tapi, yang geran kerajaan dan *forfeitures* levi ataupun *unutilized levy*, mereka gunakan dan mereka yang dilatih ialah individu pekerja yang dipilih oleh *training provider*. Perbezaannya banyak. Sekiranya menggunakan levi, pelatih ialah dari majikan. Sekiranya bukan wang levi, pelatihnya ialah disediakan oleh *training providers*.

Jadi dalam PENJANA yang lepas saya fikir mungkin *training providers* akan memberi beberapa nama yang saya fikir mungkin tak sesuai pun untuk menjalani latihan tersebut dan ini juga satu pembaziran.

Kemudian yang kedua penentuan jenis kursus latihan. Wang levi ditentukan oleh majikan dan yang wang yang bukan levi ditentukan oleh *training provider*. Pelantikan *training providers* yang menggunakan levi, majikan yang tentukan *training provider* yang *hat* mana yang mereka nak pilih, yang menggunakan bukan levi ialah HRD Corp akan pilih. Siapa-siapa yang akan menjadi *training provider*.

Dari segi peserta pula, bagi levi ditentukan oleh majikan. Bagi yang bukan levi ditentukan oleh *training providers*. Maknanya, *training providers* bawa sekali *proposal* dengan jumlah peserta untuk mendapatkan *job* daripada HRD Corp.

Kelima, kaedah bayaran kepada *training providers*. Ini pun satu hal juga. Kalau kita tengok, kalau levi ketat sikit. 100 peratus kena bayar selepas kursus selesai. Tapi, kalau kita lihat bukan levi, dia bayar 30 *percent* dahulu pendahuluan kepada *training providers* dan 70 peratus setelah selesai kursus.

Next. Lawatan Inspektorat HRD Corp. Bagi levi majikan bersama inspektorat melawat kursus. Bagi bukan levi, *training providers* bersama inspektorat. Struktur kos bagi levi mempunyai struktur kos dan kaedah bayaran yang teratur. Program umum dibayar RM6,000 satu *group*. Satu *group* maknanya RM6,000. Bagi industri spesifik, program dibayar RM8,000 satu *group*. Tapi, bagi geran kerajaan, RM5,000 *per pax*, per kepala, RM5,000. Ini berlaku semasa COVID-19 dahulu. Banyak berlaku ini. Di antara RM3,000 ke RM5,000 lah. Maksimum 5,000, Yang Berhormat. Tempoh kursus menggunakan levi dua ke tujuh hari dan bagi yang bukan levi tiga ke lima hari.

Yang Berhormat, kesimpulan daripada pembentangan carta ini, saya ada melihat bahawa ketirisan besar kemungkinan berlaku di peringkat yang bukan menggunakan wang levi, yang menggunakan levi ini nampaknya lebih tersusun sikitlah. Tapi, yang bukan menggunakan wang levi seperti *forfeiture levi*, seperti geran kerajaan. Kalau dahulu waktu COVID, PENJANA. Ada duit banyak, ratusan juta. Ini di bahagian yang kedua ini, Yang Berhormat. Okey *next*.

Tuan Sim Tze Tzin [Ahli PAC]: Pengerusi, kalau saya boleh tanya bahawa peraturan ini untuk *forfeiture levi* itu ditentukan oleh siapa? Adakah *Board* membuat keputusan? Pernah dibentangkan kepada *Board* untuk mendapatkan kelulusan ke? Peraturan untuk semua ini.

Datuk Rosli bin Yaakub [HRD Corp]: Sepanjang saya dalam *Board*, tidak pernah, YB. Tapi mungkin yang lain-lain saya ingat mungkin tahu *kut* dari segi asal usul. Datuk Grace mungkin tahu.

Datuk Chia Hui Yen [HRD Corp]: Saya pernah terima pembentangan levi kepada *unutilized levy* ialah masa 2020 sahaja. 2020 Mac April. Tapi, selepas itu saya tak pernah ada siapa-siapa hantar kepada *Board* untuk dapatkan *approval*.

Tuan Sim Tze Tzin [Ahli PAC]: Pada pendapat KSU, Datuk Rosli, Datuk Grace dan Datuk Ariff, adakah ini sesuatu program yang ada berlaku ketirisan atau ada isu *governance* di kawasan untuk *forfeiture levi* ini?

Dato' Sri Khairul Dzaimie bin Daud [Kementerian Sumber Manusia]: Yang Berhormat, Jabatan Audit Negara sekarang sedang menjalankan audit ke atas HRDC dan audit ini akan diselesaikan di dalam bulan April. Jadi, saya tidak boleh menjawab sama ada terdapat ketirisan atau tidak, bergantunglah kepada Laporan daripada Ketua Audit Negara nanti. Terima kasih, Yang Berhormat.

Tuan Haji Azli bin Yusof [Ahli PAC]: Datuk Rosli, nak tanya tentang kalau kursus yang dilaksanakan atau *training* yang dilaksanakan pada masa COVID, sudah tentulah dia berbentuk *online* kan? Maknanya, kalau *online* ini berbanding dengan kos biasa ini jauhlah lebih murah dari segi kos sebab tidak melibatkan penginapan, makanan dan sebagainya. Apa pendapat Datuk?

Datuk Rosli bin Yaakub [HRD Corp]: Mungkin Datuk Ariff boleh bagi pandangan ikut ini ya, YB.

Datuk Ariff Farhan Doss [HRD Corp]: YB, masa COVID dulu, memang banyak kursus telah ditawarkan di atas talian tetapi pada masa itu pengurusan membuat keputusan tidak akan ada perbezaan antara kursus atas talian dan kursus *face to face*. Ini kerana kelonggaran diberi pada *training provider*. Ada yang ingin menunggu sehingga dibenarkan membuat *face to face* dan ada yang membuat *blended*. Ada yang macam dalam lima hari, dua hari dia buat atas talian, tiga hari dia buat *face to face* bila dibenarkan. Sebab itu kita tidak mengenakan sebarang perbezaan antara caj yang dikenakanlah antara atas talian atau bukan talian.

Berbalik kepada soalan Yang Berhormat sebelum ini tentang ketirisan, kalau kita lihat pembentangan oleh Datuk Rosli tadi, memang kalau kita ikutkan sistem *levi* itu dia lebih teratur kerana majikan sendiri yang memilih kursus yang dia hendak buat dan dia sendiri yang akan memilih pekerja yang memerlukan latihan.

Tetapi, yang menggunakan *forfeiture levi* dengan geran kerajaan ini, sering kali disalahgunakan kerana di luar sana sudah ada satu *market*. Ada syarikat yang ditubuhkan hanya untuk jual nama peserta sahaja. So, nama peserta yang sama dijual kepada berbagai penyedia latihan.

So, sebab itu ada banyak kes di mana satu individu itu belajar buat kek empat kali setahun tapi tak pernah mula perniagaan. Dia didorong untuk pergi kursus latihan ini sebab dia dapat elaun, RM600 untuk hadir lima hari program. So, dia bukan nak pergi belajar tapi dia nak RM600 itu. So, sebab itu kita dapati peserta yang sama, berulang kali menghadiri kursus yang sama.

Tapi, saya rasa ini bukan salah penyedia latihan sebab dia tidak tahu nama yang diberi pada dia oleh syarikat tersebut, juga diberi kepada beberapa syarikat yang lain. Tetapi, bila kita — pada pengakhiran skim masa PENJANA dulu, apabila kita hantar laporan kepada LAKSANA, iaitu Unit Penguatkuasaan di bawah Pejabat Perdana Menteri, kita dapati banyak nama-nama yang berulang untuk kursus yang sama.

So ada banyak kelemahan dari segi penggunaan ini sebab 30 percent, 30 peratus dibayar sebelum kursus bermula. Kita juga ada banyak kes di mana penyedia latihan akhirnya tidak membuat kursus tetapi 30 peratus itu pun agak sukar untuk kita dapat balik.

So, jumlahnya agak besar juga, agak membimbangkan di mana banyak kursus yang tidak dijalankan, 30 peratus itu tidak dipulangkan kepada kita. 30 peratus ini juga merupakan peluang untuk ketirisan dan rasuah berlaku sebab akan ada banyak *broker* di luar sana yang akan menyatakan mereka boleh bantu mendapatkan kelulusan untuk projek HRD Corp jika bayaran dibuat kerana mereka kenal pegawai-pegawai tertentu dalam HRD Corp dan mereka akan minta *upfront*, *upfront*. So, penyedia latihan ini pun terpaksa dapat duit *upfront*-lah. Kalau tidak dia tidak boleh nak dapatkan kelulusan projek.

So, kalau tanya saya, saya terlibat dalam tiga tahun lebih pengurusan di HRD Corp ini, saya lebih banyak melihat ketirisan, pembaziran, rasuah melalui geran kerajaan, *forfeitures* ini daripada levi. Terima kasih.

Tuan Sim Tze Tzin [Ahli PAC]: Datuk Ariff, bolehkah saya tanya berapakah jumlah geran kerajaan dan *forfeiture* levi yang telah diguna pakai dalam beberapa tahun lalulah untuk program-program seperti ini, jumlahnya?

Datuk Ariff Farhan Doss [HRD Corp]: Saya beri contoh jumlah yang diguna pakai pada tahun 2022, ia nya berlaku sebulan sebelum pilihan raya umum. Saya diperuntukkan RM70 juta untuk diguna pakai untuk meluluskan semua program sebelum pilihan raya umum, sebulan sebelum.

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Dr. Hajah Halimah Ali [Ahli PAC]: *You mean* geran yang di bawah inilah, kolum ini, geran kerajaan *forfeiture* itu, RM70 juta?

Datuk Ariff Farhan Doss [HRD Corp]: *Forfeiture – forfeiture levy.*

Dr. Hajah Halimah Ali [Ahli PAC]: *Only that?*

Datuk Ariff Farhan Doss [HRD Corp]: *Yes.*

Tuan Sim Tze Tzin [Ahli PAC]: Dalam satu bulan you kena habiskan RM70 juta?

Datuk Ariff Farhan Doss [HRD Corp]: Yes. Dia punya *approval*. Dia punya kursus mungkin ambil lima, enam bulan, tak kisahlah. Akan tetapi yang kita kena luluskan adalah dalam sebulan itu RM70 juta.

Dr. Hajah Halimah Ali [Ahli PAC]: Habis tak, habis tak...

Datuk Ariff Farhan Doss [HRD Corp]: Habis.

Dr. Hajah Halimah Ali [Ahli PAC]: ...RM70 juta?

Datuk Ariff Farhan Doss [HRD Corp]: Habis. Habis, habis.

Dr. Hajah Halimah Ali [Ahli PAC]: [Ketawa]

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *All right* Datuk, boleh teruskan.

Datuk Rosli bin Yaakub [HRD Corp]: Terima kasih Yang Berhormat. *Next*. Yang Berhormat, ini gambaran kasar berkaitan dengan levi yang dipungut. Dia bermula dengan levi. Levi dipungut melalui peruntukan di bawah seksyen 14 dan 15 – levi dipungut. Kemudian, levi yang tidak digunakan diistilahkan sebagai *unutilised levy* iaitu baki wang levi yang tak digunakan sepenuhnya oleh majikan dalam tempoh yang ditentukan.

Kemudian bawah itu pula, ada pula *forfeiture fund* ya, iaitu baki wang levi yang tidak dituntut oleh majikan dalam tempoh yang tertentu yang ditentukan oleh lembaga di bawah seksyen 25. Ini seperti *you* tak pakai kita ambil duit ini. Itu konsep *forfeiture fund* ya. Okey, *next*. Ini satu simulasi, Yang Berhormat. Satu simulasi sahaja bagaimana wang levi boleh menjadi *unutilised levy* ya.

Setiap orang pekerja mencarum 0.1 peratus daripada jumlah terimaan gaji, mereka mencarum ya. Ini andaian. Andaian ini hampir berlaku dalam *market*-lah. Satu majikan mempunyai 11 pekerja sebab syarat dia 10 pekerja ke atas dia kena carum. Satu majikan mempunyai 11 orang pekerja dan caruman bulanan sebanyak RM200 ke RM300 sebulan. Ini bermakna caruman setahun antara RM2,400 ke RM3,600 setahun. Maknanya tahun itu tak boleh buat kursus. Syarat buat kursus ialah RM6,000 per *group* tadi yang saya tunjuk tadi. Maknanya ini akan tak digunakan. Okey, *next year* pula macam mana.

Kos latihan sebanyak RM6,000 bagi kursus selama lima hari. Ini bermakna majikan tersebut tidak dapat menuntut levi bagi melaksanakan latihan pada tahun kedua atau mungkin tahun ketiga sebab duit itu tak cukup jumlah dia. Jadi, adakah caruman tersebut dikategorikan sebagai *unutilised levy* walhal dia sebenarnya tak cukup nak pakai. Sebenarnya tak cukup untuk melaksanakan kursus pun. Jadi, di peringkat HRD Corp adakah ini sebagai *unutilised* ataupun bagaimana?

Jadi yang ini isunya, antara isu yang saya nampak berlaku dalam HRD Corp Yang Berhormat, kalau mereka katakan mereka tetapkan selepas dua tahun jadi

forfeiture. So, yang ada 11 pekerja selama-lamanya tak dapat kursus, akan jadi *forfeiture*-lah. Jadi formula ini kena ubah, formula ini kena ubah di peringkat HRD Corp. Bagaimana mereka yang mencarum sedikit ini boleh juga mendapat kursus ataupun memberi manfaat kepada pekerja-pekerja mereka.

Okey, *next*. Okey Yang Berhormat, saya bukan sahaja mengemukakan isu tetapi saya juga ingin mengesyorkan penambahbaikan tata kelola kepada HRD Corp. Pertama, cadangan agar HRD Corp ditukar dari syarikat CLBG kepada sebuah badan berkanun persekutuan bagi meningkatkan tata kelola dan *good governance* kerana; satu, penubuhannya – kenapa badan berkanun ya. Penubuhannya diluluskan oleh Parlimen.

Kedua, dia ada membentangkan laporan tahun penyata kewangan di Parlimen berdasarkan Akta Badan Berkanun (Akaun dan Laporan Tahunan) 1980 [Akta 240]. Dia wajib bentang ke Parlimen, jadi di situ ada *checks and balances* ya. Bukan sahaja di peringkat HRD Corp sahaja tetapi Parlimen juga mengetahui kedudukan kewangan badan ini.

Ketiga, kuasa meminjam. Kalau – macam PERKESO dia dah ada meminjam. PERKESO ialah badan berkanun, dia akan datang ke MOF. Kuasa meminjam adalah berdasarkan Akta Badan Berkanun (Kuasa Meminjam) 1999 [Akta 598].

Pelaburan. Pelaburan perlu diluluskan oleh Menteri bertanggungjawab dan Menteri Kewangan berdasarkan Akta Tubuh masing-masing. Ini kita boleh letakkan dalam Akta Tubuh yang baharu. Kebanyakan badan berkanun yang menguruskan dana dan mereka perlu kelulusan menteri mereka dan Menteri Kewangan untuk buat pelaburan ya. Akan tetapi dalam HRD Corp ini habis sampai kepada Panel Pelaburan sahaja, tidak ke mana-mana ya. Jadi, tidak ada *checks and balances* dalam pelaburan. Jadi, ini baiknya badan berkanun berbanding dengan syarikat CLBG.

Syarikat CLBG ini tak sesuai YB; untuk uruskan RM30 juta, RM20 juta bolehlah. Ini bilion. Bilion; banyak. Jadi memang kena tukar daripada CLBG kepada badan berkanun.

Kedua, Jemaah Menteri telah membuat keputusan pada 23 November 2018 telah menetapkan; satu, supaya Pengerusi Lembaga Pengarah Syarikat Induk, Badan Berkanun Persekutuan (BBP) tidak dibenarkan untuk menjadi pengerusi anak-anak syarikat dan juga pengerusi jawatankuasa di peringkat lembaga pengarah. Bukan sahaja keputusan Kabinet tetapi MOF ada mengeluarkan Prinsip Tadbir Urus Baik bagi Syarikat Pelaburan Berkaitan Kerajaan Kementerian Kewangan pada 15 April 2022. Juga tidak membenarkan pengerusi menjadi pengerusi kepada jawatankuasa. Akan tetapi dalam kes HRD Corp, pengerusi *board* menjadi Pengerusi Lembaga Panel Pelaburan.

Dr. Hajah Halimah Ali [Ahli PAC]: Datuk Wira, yang nombor empat tadi, (iv) tadi. Nak *confirm*-kan balik. Pelaburan perlu diluluskan oleh Menteri bertanggungjawab dan/atau – atau “dan” sahaja? Menteri Kewangan.

Datuk Rosli bin Yaakub [HRD Corp]: “Dan”, wajib.

Dr. Hajah Halimah Ali [Ahli PAC]: “Dan”, dua-dua. Mesti diluluskan dua-dua.

Datuk Rosli bin Yaakub [HRD Corp]: Ya.

Dr. Hajah Halimah Ali [Ahli PAC]: Kalau seorang sahaja lulus, tak boleh?

Datuk Rosli bin Yaakub [HRD Corp]: Tak boleh.

Dr. Hajah Halimah Ali [Ahli PAC]: Okey.

Datuk Rosli bin Yaakub [HRD Corp]: Ini...

Beberapa Ahli: Ini cadangan.

Datuk Rosli bin Yaakub [HRD Corp]: Yang Berhormat, ini cadangan Yang Berhormat.

Dr. Hajah Halimah Ali [Ahli PAC]: Yalah, yalah. Itu yang saya nak apa itu. Kita nak syorkan itu.

Datuk Rosli bin Yaakub [HRD Corp]: Yang Berhormat, ini saya ambil *good governance* dalam syarikat yang menguruskan dana. Saya mengambil contoh misalnya KWAP, EPF. Dia perlu mendapat kelulusan Menteri Kewangan. Di Menteri Kewangan ini bukan di peringkat itu sahaja, di peringkat pegawai kita akan buat analisis dan akan memberi cadangan ke Menteri, itu proses dia. Bukan satu perkara yang agak mudah lah.

Okey. Bagi (ii). Ini keputusan Kabinet 20 November 2018. Ketetapan bahawa ex-officio syarikat seperti Ketua Pegawai Eksekutif, Pengarah Urusan, Ketua Pegawai Kewangan dan Ketua Pegawai Operasi tidak dilantik sebagai Lembaga Pengarah Syarikat Induk ataupun Badan Berkanun. Dalam kes ini, Ketua Eksekutif ialah Lembaga Pengarah, Ketua Eksekutif ialah Panel Pelaburan. Tidak wajar. *At least* dia kena keluar daripada Panel Pelaburan. Tak boleh berada dalam Panel Pelaburan.

Ketiga, *next*. Menambah baik proses pelaburan. Pada masa sekarang dan mengikut seksyen 27 Akta 612, Panel Pelaburan diberi kebebasan seperti diperuntukkan dalam akta untuk mengadakan pelaburan. Sewajarnya setiap pelaburan perlu melalui Menteri bertanggungjawab dengan kelulusan Menteri Kewangan. Contoh, di dalam Akta Kumpulan Wang Persaraan 2007 [Akta 662]; dalam Akta Ibu Kota Persekutuan 1960 – DBKL ya, [Akta 190]; Akta Bank Simpanan Nasional 1974 [Akta 146]; Akta Perbadanan Labuan 2001 [Akta 609]; Akta Lembaga Pembiayaan Perumahan dan Sektor Awam 2015 (LPPSA) [Akta 767]; Akta Lembaga

Getah Malaysia (Perbadanan) 1996. Ini sebahagiannya, YB. Akan tetapi yang sebahagiannya ada dalam ini yang mengatakan bahawa pelaburan yang dibuat oleh badan berkanun perlu datang kepada Kementerian Kewangan untuk kelulusan. Ini ialah *checks and balances* yang harus berlaku di dalam pelaburan.

Keempat, cadangan jawatan Setiausaha Syarikat hendaklah diasingkan dengan Penasihat Undang-undang di dalam HRD Corp. Di dalam HRD Corp ia merupakan orang yang sama. Ini perlu diasingkan kerana beban tugas dan sebagainya dan mungkin tak sempat pun melihat akta. Akta mengatakan bila lembaga mohon untuk bentang kepada *board* pelaburan kena bentang tetapi dia tafsirkan "*Oh, tak ada, tak dinyatakan dalam akta*". Ini mungkin antara sebab dia sibuklah *kut*. Kelima...

Dr. Hajah Halimah Ali [Ahli PAC]: *Conflict of interest kut*, bukan sibuk.

Datuk Rosli bin Yaakub [HRD Corp]: *[Ketawa]* Kelima, program-program latihan hendaklah memenuhi keperluan industri dan pasaran ekonomi semasa. Oleh itu program dan kandungan latihan perlu kajian secara berkala.

Keenam, perlu ada usaha yang bersungguh-sungguh bagi memastikan semua majikan menggunakan wang levi secara optimum. Ini bagi memastikan dana yang tidak digunakan (*unutilised fund*) dapat dikurangkan. Sekiranya terdapat juga lebihan wang levi, SOP yang jelas bagi penggunaannya perlu diwujudkan.

Ketujuh, perlu ada SOP yang jelas bagi pelaksanaan program latihan yang tidak menggunakan wang levi. Ini cadangan penambahbaikan saya Yang Berhormat ke atas tata kelola HRD Corp. Saya buka kepada Yang Berhormat, terima kasih.

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Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Terima kasih Datuk Rosli. Bila ada syor penambahan penambahbaikan itu baik dan juga ada kalau perkara yang PAC boleh lihat ia boleh diambil ini dan masuk dalam pelaporan, kita boleh ambil. Jadi, saya buka untuk ini— saya nampak saya punya naib pengerusi ini dah *standby* nak tanyakan soalan, Kluang.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Terima kasih Datuk Wira Pengerusi. Jadi, saya ada satu soalan susulan dari maklum balas Datuk Grace tadi kerana nyatakan bahawa hanya sekali sahaja dibentangkan dalam Mesyuarat Ahli Lembaga Pengarah iaitu untuk menggunakan *unutilized fund*, *unutilized levy*. Jadi, saya baca minit itu betul iaitu minit bertarikh 20 April 2020 ada buat keputusan untuk Pakej Rangsangan Latihan, *Matching Grant with MOF RM60 million to be allocated from unutilized levy*. Was it the one you mean?

Datuk Chia Hui Yen [HRD Corp]: Yes.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Okey. Tetapi, jadi dalam mesyuarat seterusnya bertarikh 19 Mei 2020, Pengerusi ketika itu Datuk Nelson *requested that Puan Wang Yoon produced a report on customer engagement activities with employers whose levies are due to be forfeited and report at every Board meeting. Was it carried out in subsequent meetings?*

Datuk Chia Hui Yen [HRD Corp]: No.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Okey. Jadi, walaupun dalam minit mesyuarat yang bertarikh pada 18 Jun tahun yang sama juga sebenarnya pun ada nyatakan, *"The Board approved to reclassified the unutilized fund of RM9 million as unutilized levy and directed Puan Erina to make necessary changes to account to reflect approval, bla, bla, bla and updated."* Actually, it still stated that the management team needed to report in every meeting but it was not done so?

Datuk Chia Hui Yen [HRD Corp]: Yes. It was not done.

Puan Wong Shu Qi [Naib Pengerusi PAC]: Okay. Alright.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey. Ada apa soalan lain?

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: *[Bercakap tanpa menggunakan pembesar suara] Investment panel...*

Dr. Hajah Halimah Ali [Ahli PAC]: Last sahaja. Maknanya, kalau saya boleh faham apa yang di bentang oleh Datuk Rosli tadi. *You want to minimize unutilized fund.* Maknanya, kalau ikut katakan semua majikan— memastikan semua majikan ya? Maknanya *there's no minimum* kah apa kah, semuanya kena ada latihan *because* dia menyumbang pada levi itu.

Datuk Rosli bin Yaakub [HRD Corp]: Dia akan mengurangkan wang baki levi itulah kalau dia buat latihan.

Dr. Hajah Halimah Ali [Ahli PAC]: Juga, ada ROI dia hendak menyumbang itu, kan? Kalau tak *what for* dia nak...

Datuk Rosli bin Yaakub [HRD Corp]: Tak faham YB.

Dr. Hajah Halimah Ali [Ahli PAC]: Tak. Semuanya *modern* 11 dia kena mencarum, bukan mencarum. Kena bayar dekat sini kan?

Datuk Rosli bin Yaakub [HRD Corp]: Betul.

Dr. Hajah Halimah Ali [Ahli PAC]: *And then*, kalau selama inilah kalau kita tengok banyak lagi yang tidak buat, tidak pakai langsung dia punya yang levi itu yang diberikan.

Datuk Rosli bin Yaakub [HRD Corp]: Kalau, buka itu slaid lima. Slaid lima. Lima, lagi satu yang ini. *[Sambil menunjukkan senaskhah dokumen]*

Dr. Hajah Halimah Ali [Ahli PAC]: Sebab, kita nak faham majikan yang tidak puas hati.

Datuk Rosli bin Yaakub [HRD Corp]: Ini Yang Berhormat, ini dibentangkan oleh Ketua Eksekutif pada 28 Mac 2023. Ini bukan saya punya *figure*. Ini yang dibentangkan kepada *board*. Saya ambil slaid ini dan saya masukkan semula dan saya tak ubah apa-apa pun. Cuma, saya tambah tahun 1993 itu saya tambah, yang RM55 juta itu. Saya dapat daripada penyata tahunan ya.

Okey, kalau saya lihat daripada ini, kalau lihat YB, saya ambil tahun 2021 cukup. 2021 *levy collection* ialah RM847.9 juta. Tetapi, *levy disbursement* RM268.5 juta. Ini *figure* yang diberi oleh mereka ini. Saya tak ubah pun. Jadi, maknanya hanya digunakan 31.6 *percent*. Maknanya, lebih kurang ada 68 *percent* tak terpakai. Jadi, seharusnya HRD Corp perlu bersungguh-sungguh, perlu usahakan supaya semua majikan pergi *claim*. Pergi buat latihan. Sebab, ini akan efek kepada produktiviti dan juga ekonomi negara.

Akhirnya, *benefit* kepada *our country*. Kalau disimpan begini, dia simpan nak ke mana? Saya pun tak tahu. Tidak pernah dibentangkan kepada *board*. Itu tujuan saya. Maknanya bila majikan mencarum, esoknya HRD Corp mesti *call*, “*You ada wang sebanyak ini. You mesti claim. Hujung tahun you ada sekian banyak, you kena claim*” ataupun keluarkan penyata kepada semua majikan setiap hujung tahun, “*Ini baki you all yang belum claim*”. Supaya tahun depan mereka boleh merancang kursus. Ini akan meningkatkan produktiviti dan ekonomi negara. Tetapi, tidak berlaku. Itu yang saya nak tekankan.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, Sik. Lepas itu...

Tuan Ahmad Tarmizi bin Sulaiman [Ahli PAC]: Saya mungkin kalau nak—rumusan sayalah ya. Adakah bersetuju dalam pembentangan Datuk Rosli tadi dan dijawab oleh Datuk Ariff bahawa HRDC tidak menumpukan sepenuhnya melaksanakan seksyen 3 seperti dalam akta tetapi lebih menumpu kepada hal lain iaitu pelaburan yang bukan menjadi prioriti kepada asas penubuhan HRDC? Adakah setuju ataupun tidak pernyataan saya ini?

Datuk Rosli bin Yaakub [HRD Corp]: Okey, Yang Berhormat saya tidak dapat mengesahkan juga. Sebabnya, lebih itu saya tak tahu ke mana. Mungkin dia melabur. Mungkin dia buat benda-benda latihan yang lain sebab tak dibentangkan kepada *board*. Saya tak boleh mengatakan bahawa saya setuju ataupun tidak tetapi apa yang saya gambarkan ialah inilah lebih wangnya dan saya tak tahu ke mana. Itu dia.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: *Alright*, terima kasih saya ucapkan kepada semua.

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Datuk Wira Pengerusi, sikit sahaja.

Datuk Ariff Farhan Doss [HRD Corp]: Mungkin...

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Dato', kita boleh sambung selepas ini. Sebab ada satu lagi. Ya, ada satu lagi prosiding. Saya rasa terima kasih saya ucapkan pada...

Dato' Wira Dr. Ku Abd Rahman bin Ku Ismail [Ahli PAC]: Datuk Wira, orang yang sama? *Ayaq pun tak dak*, apa pun *tak dak* sambung apa?

Tuan Haji Azli bin Yusof [Ahli PAC]: Datuk Wira. Datuk Ariff boleh sikit.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, Datuk Ariff okey.

Datuk Ariff Farhan Doss [HRD Corp]: Saya cuma nak memberi sedikit keterangan tentang kenapa tahun 2023 nampak macam *utilization* lebih tinggi. Ini kerana kita dah jumpa formula baharu. HRD Corp sendiri buat *event* di mana majikan boleh menghantar pekerja mereka dan membayar mengikut *levi* mereka. So, sebab itu nampak macam 2023 ada lebih banyak *utilization*. So, satu *event-event* yang dibuat oleh HRD Corp di mana kita caj dan keduanya kemasukan industri *construction* dan perbankan.

Mereka mempunyai ekosistem latihan yang jauh lebih matang dan oleh sebab, perluasan akta pada 2021 dan mereka masuk dalam sistem HRD Corp, *utilization* *levi* mereka jauh lebih tinggi dan ini kesan secara keseluruhan mengangkat dia punya median *utilization* untuk semua industri.

Datuk Wira Mas Ermieyati binti Samsudin [Pengerusi PAC]: Okey, *all right*. Jadi, saya ucapkan terima kasih kepada Yang Berbahagia Datuk Ariff Farhan Doss selaku Ketua Pegawai Operasi dan saya ucapkan bagi pihak PAC setinggi penghargaan di atas komitmen Datuk Ariff dalam prosiding ini dan kita akan meneruskan untuk prosiding kedua. Kita panggil yang lain ya.

[Mesyuarat dtempohkan pada pukul 12.27 tengah hari]



JAWATANKUASA KIRA-KIRA WANG NEGARA (PAC)

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