

METHODOLOGY NOTE

PANTAU KUASA

1. Introduction

Pantau Kuasa is a platform that provides insights to the public on the governance of Federal Statutory Bodies (FSBs) and Government-Linked Companies (GLCs) in Malaysia, specifically on the appointment of directors to the board. This platform serves as an avenue where the public are able to get information on political appointments made in both Federal Statutory Bodies and Government-Linked Companies by consolidating data and information from various sources and showcasing those appointments in the form of easily-comprehensible visualisation. Pantau Kuasa utilises publicly available data and information from various sources to come up with a dataset consisting of appointments made in 134 Federal Statutory Bodies and Government-Linked Companies from different administrations, namely during the tenures of the 6th Prime Minister onwards (Najib Razak, Mahathir Mohamad, Muhyiddin Yassin, Ismail Sabri, and Anwar Ibrahim).

Ultimately, through the usage of Pantau Kuasa, the aim of this platform is intended to equip the public with information to hold the government accountable, particularly in the management of public bodies and to inform the public on the importance of ensuring independent and accountable board governance in Federal Statutory Bodies and Government-Linked Companies.

2. Political appointments

“Political appointment” is a widely used term to describe the appointment of a politically affiliated individual into public office. The practice and use of the term political appointments differs in other countries. In the US, “political appointment” also refers to “presidential appointment” where the power of the President to nominate Cabinet Secretaries or deputies, the heads of agencies, and ambassadors. Critical leadership positions require the nominee to undergo Senate confirmation hearings prior to being approved to the position. In the UK, the procedure for appointments undergoes an open application and bureaucratized vetting process, hence these are “public appointments” rather than “political appointments”.

Definition of political appointment in Pantau Kuasa

Pantau Kuasa defines political appointment broadly as an appointment of a politically affiliated individual to a board of Statutory Body or a Government Linked Company. An

individual is a political appointee who sits on the Board while also having the following affiliations:

- Federal Ministers and Deputy Ministers, whose tenure is contemporaneous with their appointment to a board
- Legislative representatives, whose tenure in the legislature is contemporaneous with their appointment to a board. This includes members of the Dewan Rakyat, members of the Dewan Negara (Senators), and members of the state legislative assemblies (ADUN)
- Political party leaders, including current contemporaneous members of advisory committees, central committees or branch leaders (i.e. ketua bahagian).
- Losing candidates of a recent general or state election (who would be contemporaneous elected representatives if they had won)
- Members of Parliament from the previous General Election (was a sitting MP within five years prior to the appointment)

Other criteria and notes on the definition of political appointments used for the data:

1. For statutory bodies, the Pantau Kuasa dataset does not distinguish persons who are appointed by virtue of their office in the statutory body's law. Ex officio political appointees are still considered to hold a political office and therefore cannot be considered independent directors of the board.
2. Political secretaries or key senior staff of elected representatives and party leaders of subregional units (eg state branches) are also considered as political appointments, though IDEAS no longer actively collects this information. To enhance the accuracy and inclusiveness of the listings, members of the public and website users are encouraged to contribute their knowledge of potential politically affiliated board members through our feedback channel (admin@pantaukuasa.com).
3. **The political appointee is identified as appointed under a Prime Minister's tenure if his/her appointment term starts in between the date the PM is sworn into office and the date the PM resigns.** If his/her appointment continues into another PM's tenure, it is not counted again under the subsequent PM unless there is evidence of reappointment.

PM6: 01/2015 to 05/2018

PM7:05/2018 - 03/2020

PM8: 03/2020 - 08/2021

PM9: 08/2021 to 11/2022

PM10: 11/2022 to now

4. **For political appointees who change parties in the middle of a PM's tenure, the party banner under which they were appointed would be considered the relevant affiliation, for data comparison purposes.**

3. Qualification of data collection process and legal disclaimer

The data is provided to show the political affiliations of individuals on the boards of FSBs and GLCs. The data in no way indicates any wrongdoing or illegality of the individuals mentioned. Political appointment data is provided to the public as a means of monitoring the influence of political leadership on these entities and thereby keeping the government and boards responsible for the entities' performance.

In 2023, the process for collecting the data was changed from manual background searches of directors to a comparison of directors against a consolidated list of political affiliates. Efforts were made to ensure that in both processes, the research captures as wide a range of political appointees as possible (see Section 5). However, the list of data can be considered highly indicative, but not necessarily exhaustive. **Comparison between the tenure of the tenth Prime Minister (Anwar Ibrahim) and other tenures would be considered indicative as certain positions such as special advisors, minor party positions or subregional party positions are no longer captured.**

The database remains open to feedback on political appointments not previously captured, or errors in the data, to be reported to the contact email provided on the website.

4. Selection of Federal Statutory Bodies and Government-Linked Companies For Pantau Kuasa 2023

4.1 Federal Statutory Bodies

Definition and explanation of Federal Statutory Bodies

Federal Statutory Bodies can be defined as any body corporate, irrespective of the name by which it is known, that is incorporated pursuant to the provisions of federal law and is a public authority or an agency of the Government of Malaysia but does not include a local authority and a body corporate that is incorporated under the Companies Act 1965¹. Similar to a company, a Federal Statutory Body is a separate entity that has the power to administrate, sue and be sued in its own name, sign contracts, own, buy and hold assets.

¹ Statutory Bodies (Accounts and Annual Reports Act) 1980 [Act 240]

The relevance in tracking political appointments in Federal Statutory Bodies is due to their nature as public entities that serve a specific function mandated in their incorporation act, such as having a regulatory role, policy objectives such as research and education, social provision, or economic activity such as public utilities, and business enterprise².

Selection of Federal Statutory Bodies

In the previous round of research and tracking in 2021, the numbers of Federal Statutory Bodies consisted of 134 entities which were based on the 2018 Auditor General's report (*Laporan Ketua Audit Negara: Pengesahan Penyata Kewangan dan Pengauditan Pematuhan Agensi Persekutuan 2018*). For the upcoming update in 2023, the Federal Statutory Bodies will consist of 135 entities which is based on the 2020 Auditor General's report (*Laporan Ketua Audit Negara: Penyata Kewangan dan Pengauditan Pematuhan Agensi Persekutuan 2020*), which is the latest available report at time of research (1 October 2023). The changes in the number of Federal Statutory Bodies are due to removal of Agensi Inovasi Malaysia (AIM) and Lembaga Pelabuhan Johor - Tanjung Pelepas (LP Johor-Tg Pelepas) and the insertion of Kumpulan Wang Persaraan (KWAP) in the 2020 Auditor General's report.

In addition to the Federal Statutory Bodies, the Ministry of Finance Incorporated (MoF .Inc) was also included in the selection of FSBs. MoF .Inc is included due to its role as a holding entity on behalf of the government, and purpose of investments such that it is the controlling entity of many subsidiaries which are GLCs and one GLIC (Khazanah Nasional Berhad). Established under the Minister of Finance (Incorporation) Act 1957, the purpose of its investments activities are³:

- To bridge the market gap where the private sector gives less Investment priority, mainly due to huge initial investment costs and high market barriers.
- To provide social services to the public such as public transportation and utilities services.
- To stimulate economic growth by investing in strategic sectors such as technological research and development.
- To attract local and foreign investors to invest in specific areas such as biotechnology, information technology and communication.

² PA 3.1 Garis Panduan Untuk Penyediaan Dan Pembentangan Laporan Tahunan Dan Penyata Kewangan Badan Berkanun Persekutuan

³ Ministry of Finance (n.d). FAQ 1. What is the Minister of Finance (Incorporated). *Ministry of Finance*. <https://www.mof.gov.my/portal/pdf/bahagian/gic/faq-en.pdf>

Based on the 2020 Auditor General's report, the list of Federal Statutory Bodies for the expansion of Pantau Kuasa 2023 are as follows:

No.	List of Federal Statutory Bodies	FSBs
1	Suruhanjaya Hak Asasi Manusia Malaysia	SUHAKAM
2	Lembaga Kemajuan Tanah Persekutuan	FELDA
3	Lembaga Tabung Haji	TH
4	Majlis Agama Islam Wilayah Persekutuan	MAIWP
5	Majlis Pembangunan Wilayah Ekonomi Pantai Timur	ECERDC
6	Pihak Berkuasa Pelaksanaan Koridor Utara	NCIA
7	Pihak Berkuasa Wilayah Pembangunan Iskandar	IRDA
8	Suruhanjaya Integriti Agensi Penguatkuasaan	EAIC
9	Bank Negara Malaysia	BNM
10	Bank Simpanan Nasional	BSN
11	Institut Akauntan Malaysia	MIA
12	Perbadanan Insurans Deposit Malaysia	PIDM
13	Yayasan Tun Razak	YTR
14	Kumpulan Wang Persaraan (Diperbadankan)	KWAP
15	Kumpulan Wang Simpanan Pekerja	KWSP
16	Lembaga Hasil Dalam Negeri Malaysia	LHDNM
17	Lembaga Pembangunan Langkawi	LADA
18	Lembaga Pembiayaan Perumahan Sektor Awam	LPPSA
19	Lembaga Penilai, Pentaksir, Ejen Harta Tanah dan Pengurus Harta	LPPEH
20	Lembaga Perkhidmatan Kewangan Labuan	LABUAN FSA
21	Lembaga Totalisator Malaysia	LTM
22	Perbadanan Hal Ehwal Bekas Angkatan Tentera	PERHEBAT
23	Perbadanan Perwira Harta Malaysia	PPHM
24	Perwira Niaga Malaysia	PERNAMA
25	Lembaga Tabung Angkatan Tentera	LTAT
26	Dewan Bahasa dan Pustaka	DBP
27	Majlis Peperiksaan Malaysia	MPM
28	Yayasan Guru Tun Hussein Onn / Kumpulan Wang Simpanan Guru	YGTHO/KWSG
29	Agensi Kelayakan Malaysia	MQA
30	Universiti Kebangsaan Malaysia	UKM
31	Universiti Malaya	UM

32	Universiti Malaysia Kelantan	UMK
33	Universiti Malaysia Sabah	UMS
34	Universiti Malaysia Pahang	UMP
35	Universiti Malaysia Terengganu	UMT
36	Universiti Putra Malaysia	UPM
37	Universiti Sains Islam Malaysia	USIM
38	Universiti Sains Malaysia	USM
39	Universiti Sultan Zainal Abidin	UniSZA
40	Universiti Teknikal Malaysia Melaka	UTem
41	Universiti Teknologi Malaysia	UTM
42	Universiti Tun Hussein Onn Malaysia	UTHM
43	Universiti Utara Malaysia	UUM
44	Perbadanan Tabung Pendidikan Tinggi Nasional	PTPTN
45	Pusat Perubatan Universiti Malaya	PPUM
46	Universiti Malaysia Perlis	UNIMAP
47	Universiti Malaysia Sarawak	UNIMAS
48	Universiti Pendidikan Sultan Idris	UPSI
49	Universiti Pertahanan Nasional Malaysia	UPNM
50	Universiti Teknologi Mara	UiTM
51	Yayasan Tunku Abdul Rahman	YTAR
52	Lembaga Kemajuan Wilayah Kedah	KEDA
53	Lembaga Kemajuan Johor Tenggara	KEJORA
54	Lembaga Kemajuan Kelantan Selatan	KESEDAR
55	Lembaga Kemajuan Terengganu Tengah	KETENGAH
56	Lembaga Kemajuan Wilayah Pulau Pinang	PERDA
57	Majlis Amanah Rakyat	MARA
58	Pihak Berkuasa Kemajuan Pekebun Kecil Perusahaan Getah	RISDA
59	Yayasan Pelajaran MARA	YPM
60	Perbadanan Pengurusan Sisa Pepejal dan Pembersihan Awam	SWCORP
61	Perbadanan PR1MA Malaysia	PR1MA
62	Lembaga Pelabuhan Johor	LP JOHOR
63	Lembaga Pelabuhan Kelang	LPK
64	Lembaga Pelabuhan Kemaman	LP KEMAMAN
65	Lembaga Pelabuhan Kuantan	LP KUANTAN
66	Lembaga Pelabuhan Melaka	LPM
67	Suruhanjaya Penerbangan Malaysia	MAVCOM

68	Institut Penyelidikan Keselamatan Jalan Raya Malaysia	MIROS
69	Lembaga Pelabuhan Bintulu	LP BINTULU
70	Lembaga Pelabuhan Labuan	LP LABUAN
71	Perbadanan Aset Keretapi	RAC
72	Pihak Berkuasa Penerbangan Awam Malaysia	CAAM
73	Suruhanjaya Pelabuhan Pulau Pinang	SPPP
74	Suruhanjaya Pelabuhan Pulau Pinang - Teluk Ewa	SPPP TELUK EWA
75	Lembaga Teknologis Malaysia	MBOT
76	Perbadanan Tabung Pembangunan Kemahiran	PTPK
77	Pertubuhan Keselamatan Sosial	PERKESO
78	Lembaga Kemajuan Pertanian Kemubu	KADA
79	Lembaga Pertubuhan Peladang	LPP
80	Lembaga Kemajuan Ikan Malaysia	LKIM
81	Institut Penyelidikan dan Kemajuan Pertanian Malaysia	MARDI
82	Lembaga Kemajuan Pertanian Muda	MADA
83	Lembaga Pemasaran Pertanian Persekutuan	FAMA
84	Yayasan Pelajaran Persatuan Peladang dan Pertubuhan Peladang Mada	YP MADA
85	Lembaga Perindustrian Nanas Malaysia	LPNM
86	Institut Penyelidikan Pembangunan Belia Malaysia	IYRES
87	Institut Sukan Negara	ISN
88	Majlis Sukan Negara Malaysia	MSN
89	Perbadanan Padang Golf Subang	PPGS
90	Perbadanan Stadium Malaysia	PSM
91	Institut Koperasi Malaysia	IKM
92	Perbadanan Perusahaan Kecil dan Sederhana Malaysia	SME CORP
93	Suruhanjaya Koperasi Malaysia	SKM
94	Institut Penyelidikan Perhutanan Malaysia	FRIM
95	Lembaga (Penyelidikan dan Kemajuan) Perusahaan Timah	LEMBAGA TIMAH
96	Lembaga Ahli Geologi Malaysia	BoG
97	Lembaga Jurukur Tanah Malaysia	LJT
98	Pihak Berkuasa Pembangunan Tenaga Lestari Malaysia	SEDA
99	Suruhanjaya Tenaga	ST
100	Lembaga Arkitek Malaysia	LAM

101	Lembaga Jurutera Malaysia	LJM
102	Lembaga Juruukur Bahan Malaysia	LJBM
103	Lembaga Lebuhraya Malaysia	LLM
104	Lembaga Pembangunan Industri Pembinaan Malaysia	CIDB
105	Lembaga Lada Malaysia	MPB
106	Lembaga Minyak Sawit Malaysia	MPOB
107	LGM Properties Corporation	LGMPC
108	Lembaga Getah Malaysia	LGM
109	Lembaga Kenaf dan Tembakau Negara	LKTN
110	Lembaga Koko Malaysia	LKM
111	Lembaga Perindustrian Kayu Malaysia	MTIB
112	Akademi Sains Malaysia	ASM
113	Majlis Sukan Wilayah Persekutuan	MSWP
114	Perbadanan Pembangunan Kampong Bharu	PKB
115	Perbadanan Labuan	PL
116	Perbadanan Putrajaya	PPj
117	Perbadanan Pembangunan Perdagangan Luar Malaysia	MATRADE
118	Perbadanan Produktiviti Malaysia	MPC
119	Lembaga Pembangunan Pelaburan Malaysia	MIDA
120	Akademi Seni Budaya dan Warisan Kebangsaan	ASWARA
121	Lembaga Pembangunan Seni Visual Negara	LPSVN
122	Perbadanan Kemajuan Kraftangan Malaysia	KRAFTANGAN
123	Lembaga Penggalakan Pelancongan Malaysia	LPPM
124	Perbadanan Harta Intelek Malaysia	MY IPO
125	Suruhanjaya Syarikat Malaysia	SSM
126	Suruhanjaya Persaingan Malaysia	MYCC
127	Lembaga Promosi Kesihatan Malaysia	MYSIHAT
128	Pihak Berkuasa Peranti Perubatan	MDA
129	Majlis Perubatan Malaysia	MMC
130	Pertubuhan Berita Nasional Malaysia	BERNAMA
131	Perbadanan Kemajuan Filem Nasional Malaysia	FINAS
132	Suruhanjaya Perkhidmatan Air Negara	SPAN
133	Lembaga Penduduk dan Pembangunan Keluarga	LPPKN
134	Lembaga Wakaf Hindu Negeri Pulau Pinang	WAKAF HINDU

Table 1: List of Federal Statutory Bodies

4.2 Government-Linked Companies

Definition and explanation of Government-Linked Companies

Government-Linked Companies (GLCs) are defined as companies that have primary commercial objectives and where the Malaysian government has a direct controlling stake through equity ownership⁴. The government is able to exercise its ownership by utilising entities such as Federal Statutory Bodies or Government-Linked Investment Companies (GLICs) or GLCs by acquiring a majority stake in the selected entities.

In 2023 (Phase 3.0), Pantau Kuasa expanded to include GLCs. The prevalence of GLCs as economic operators on behalf of the state has a direct impact on the daily lives of citizens as well as on the competitiveness of the rest of the economy. In international terms, GLCs as well as the FSBs that participate in the economy are known as state-owned enterprises (SOEs). The OECD Guiding Principles on the Corporate Governance of State-owned Enterprises 2015 maintains that best practice for such entities means appointing independent boards and avoiding conflict of interest, including avoiding political interests⁵.

Selection of Government-Linked Companies

The GLCs that will be used in the 2023 expansion are the subsidiaries of different Federal Statutory Bodies. Information on these GLCs were extracted from the 2019 annual reports of FSBs by referring to the 'Notes to the Financial Statements', whereas for MoF .Inc, it was based from a document published online in 2020 by the Ministry of Finance⁶. Based on our initial assessment, there are an estimated 283 companies that were clustered together as subsidiaries owned by different FSBs and MoF .Inc. of which, 210 companies are owned by 61 different FSBs and 71 owned by the MoF .Inc. The list of Government-Linked Companies are as follows:

FSB	Subsidiaries
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⁴ <https://www.pcg.gov.my/faqs>

⁵ OECD. (2015). OECD Guidelines on Corporate Governance of State-Owned Enterprises, 2015 Edition. OECD Publishing, Preface < <http://dx.doi.org/10.1787/9789264244160-en>>

⁶ <https://www.mof.gov.my/portal/pdf/bahagian/gic/faq-en.pdf>

Ministry of Finance Incorporated (MoF .Inc)	1Malaysia Development Berhad
	Actius Terra Global Holdings Sdn Bhd
	AES Solutions Sdn Bhd
	Amanah Raya Berhad(ARB)
	Aset Tanah Nasional Bhd
	Assets Global Network Sdn Bhd
	Astronautic Technology (M) Sdn Bhd (ATSB)
	Bank Pembangunan Malaysia Berhad
	Bank Pertanian Malaysia (Agrobank)
	Cradle Fund Sdn Bhd
	Cyberview Sdn Bhd
	DanaInfra Nasional Berhad
	Danajamin Nasional Bhd
	Export-Import Bank of Malaysia Berhad (EXIM Bank)
	FELCRA Berhad
	GovCo Holdings Berhad
	Halal Industry Development Corporation Sdn Bhd (HDC)
	IJN Holdings Sdn Bhd
	Indah Water Konsortium Sdn Bhd (IWK)
	Inno Bio Ventures Sdn Bhd (IBV)
	Institut Terjemahan dan Buku Malaysia Bhd (ITBM)
	Jambatan Kedua Sdn Bhd (JKSB)
	JKP Sdn Bhd
	K.L. International Airport Bhd (KLIAB)
	Keretapi Tanah Melayu Berhad (KTMB)
	Khazanah Nasional Berhad
	Kumpulan Modal Perdana Sdn Bhd (KMP)
	Malaysia Debt Ventures Berhad (MDV)
	Malaysia Development Holding Sdn Bhd
	Malaysia Digital Economy Corporation Sdn Bhd (MDeC)
	Malaysia Kuwaiti Investment Corporation Sdn Bhd (MKIC)
	Malaysia Rail Link Sdn Bhd
	Malaysia Sukuk Global Bhd
	Malaysian Bioeconomy Development Corporation Sdn Bhd
	Malaysian Sovereign Sukuk Sdn Bhd
	Malaysian Venture Capital Management Bhd (MAVCAP)
	Mass Rapid Transit Corporation Sdn Bhd (MRT)
	MIMOS Berhad
	MKD Aman Makmur Sdn Bhd

	Mutiara Smart Sdn Bhd
	MyCreative Ventures Sdn. Bhd.
	MyHSR Corporation Sdn Bhd
	PBLT Sdn Bhd
	Pembinaan PFI Sdn Bhd
	Pengurusan Aset Air Berhad (PAAB)
	Pengurusan Danaharta Nasional Berhad
	Perbadanan Nasional Berhad (PNS)
	Perwaja Terengganu Sdn Bhd
	Petroleum Nasional Berhad (PETRONAS)
	Piramid Pertama Sdn Bhd
	Prasarana Malaysia Berhad
	Prokhas Sdn Bhd
	Pyrotechnical Managers Holding Sdn Bhd
	Rangkaian Hotel Seri Malaysia Sdn Bhd
	SDE Solutions Sdn Bhd
	Sepang International Circuit Sdn Bhd (SIC)
	SIRIM Berhad
	Small Medium Enterprise Development Bank Malaysia Berhad (SME Bank)
	South Side Jewel Sdn Bhd
	SRC International Sdn Bhd
	Suria Strategic Energy Resources Sdn Bhd
	Syarikat Jaminan Kredit Perumahan Berhad
	Syarikat Jaminan Pembiayaan Perniagaan Berhad
	Syarikat Perumahan Negara Bhd (SPNB)
	Syarikat Tanah & Harta Sdn Bhd
	Technology Park Malaysia Corporation Sdn Bhd (TPM)
	Transit Acquirer Sdn Bhd
	Turus Pesawat Sdn Bhd
	UDA Holdings Bhd
	Urusharta Jamaah Sdn Bhd
	Wakala Global Sukuk Berhad
Majlis Amanah Rakyat (MARA)	Asia Aerotechnic Sdn Bhd
	British Malaysia Institute Sdn Bhd
	F.I.T. Center Sdn Bhd
	Giatmara Sdn Bhd
	Glocal Link (M) Sdn Bhd
	Harta Prima Realities Sdn Bhd
	Institut Infotech MARA Sdn Bhd
	Kayu Sedia Sdn Bhd

	Kolej Poly-Tech MARA Sdn Bhd
	Malaysia France Institute Sdn Bhd
	MARA Aerospace & Technologies Sdn Bhd
	MARA Corporation Sdn Bhd
	MARA Excellent Ventures Sdn Bhd
	MARA Incorporated Sdn Bhd
	MARA Liner Sdn Bhd
	Masmara Travel & Tours Sdn Bhd
	Pelaburan MARA Berhad
	Pusat Pembangunan Reka Bentuk Sdn Bhd
	Rural Capital Sdn Bhd
	Technology Park Malaysia College Sdn Bhd
	Unimara Sdn Bhd
	Universiti Teknikal MARA Sdn Bhd
	Yayasan Pelajaran MARA
Lembaga Tabung Haji (LTH)	Abraj Management Sdn. Bhd.
	Abraj Sdn. Bhd.
	BIMB Holdings Bhd
	CCM Fertilizers Sdn. Bhd.
	Deru Semangat Sdn. Bhd.
	LTH Property Investment (L) Inc
	Premia Cards Sdn. Bhd.
	Sigma Entity Sdn. Bhd
	TH Alam Management Sdn. Bhd.
	TH Estates (Holdings) Sdn. Bhd.
	TH Hotel & Residence Sdn. Bhd
	TH Indo Industries Sdn. Bhd.
	TH Indopalms Sdn. Bhd.
	TH Marine Holding (L) Inc.
	TH Marine Sdn. Bhd.
	TH Plantations Berhad
	TH Properties Sdn. Bhd.
	Theta Edge Berhad
	Trurich Resources Sdn. Bhd.
Kumpulan Wang Simpanan Pekerja (KWSP)	Affordable Homes Sdn Bhd
	Alpha Real Estate Investment Trust
	Common Icon Sdn Bhd
	Ekuiti Merdu Sdn Bhd
	Kwasa Land Sdn Bhd
	Kwasa Logistics Sdn Bhd
	Kwasa Properties Sdn Bhd

	Kwasa Utama Sdn Bhd
	Malaysia Building Society Berhad
	Naungan Sentosa Sdn Bhd
	Pinggiran Ventures Sdn Bhd
	PPNK – Harta Sdn Bhd
	Rashid Hussain Berhad
	Symphony Insight Sdn Bhd
	Tanjung Wibawa Sdn Bhd
	Yarra Development Holdings (Australia) Sdn Bhd
	YTR Harta Sdn Bhd
Pihak Berkuasa Kemajuan Pekebun Kecil Perusahaan Getah (RISDA)	Permodalan RISDA Berhad (PRB)
	PRB Grid Technology Solution Sdn Bhd
	Protac Insurance Brokers Sdn Bhd
	RISDA Agro Sdn Bhd
	RISDA Bina Sdn Bhd
	RISDA Estates Sdn Bhd (RISDA ESTATES)
	RISDA Fleet Sdn Bhd
	RISDA Holdings Sdn Bhd (RISDA HOLDINGS)
	RISDA Livestock Sdn Bhd
	RISDA Plantation Sdn Bhd
	RISDA Security and Services Sdn Bhd (RSS)
	RISDA Semaian dan Lanskap Sdn Bhd (RSSB)
	RISDA Venture Sdn Bhd
	University College of Agroscience Malaysia (UCAM)
	Yayasan RISDA
Lembaga Kemajuan Tanah Persekutuan (FELDA)	Dataran Aras Sdn. Bhd.
	Felda Asset Holdings Company Sdn. Bhd.
	Felda Caviartive Sdn. Bhd.
	Felda Herbal Corporation Sdn. Bhd
	Felda Investment Corporation Sdn. Bhd.
	Felda Korea Malaysia Sdn. Bhd.
	Felda Middle East Sdn. Bhd.
	Felda Technoplant Sdn. Bhd.
	Felda Uralkali Sdn. Bhd.
	FIC Properties Sdn. Bhd.
	FIC UK Properties Sdn. Bhd.
	Global Settlers Sdn. Bhd.
	Grand Borneo Hotel Sdn. Bhd.
Kumpulan Wang Persaraan (KWAP)	Capsquare Tower Sdn Bhd
	Harta Integra Berkat Sdn Bhd

	KWAP Managed Investment Trust
	KWAP Managed Investment Trust 2
	KWAP Managed Investment Trust 3
	KWAP Managed Investment Trust 4
	KWEST Sdn Bhd
	Prima Ekuiti (UK) Limited
	Prima Harta (Jersey) Unit Trust
	Prima Harta 2 (Jersey) Unit Trust
	Prima Harta 3 (Lux) S.á.r.l
	Prima Harta 4 (Jersey) Unit Trust
Majlis Agama Islam Wilayah Persekutuan (MAIWP)	Harta Suci Sdn. Bhd.
	Hospital Pusrawi Sdn. Bhd.
	Institut Profesional Baitulmal Sdn. Bhd.
	Kolej Sains Perubatan Antarabangsa PUSRAWI Sdn.Bhd.
	MAIWP Dagang Sdn. Bhd.
	MAIWP Healthcare
	Pusat Wakaf MAIWP Sdn. Bhd.
Lembaga Kemajuan Terengganu Tengah (KETENGAH)	Ketengah Perwira Sdn Bhd (KPSB)
	Ketengah Properties Sdn Bhd (KPROSB)
	Kolej Ketengah Sdn Bhd (KKSB)
	Kuari Pondok Limau Sdn Bhd (KPLSB)
	Kuari Terengganu Tengah Sdn Bhd (KTTSB)
	Nikaniaga Travel & Tours Sdn Bhd (NNTTSB)
	Surada Jaya Sdn Bhd (SJSB)
Lembaga Tabung Angkatan Tentera (LTAT)	Boustead Holdings Berhad
	Irat Properties Sdn Bhd
	Perbadanan Hal Ehwal Bekas Angkatan Tentera
	Perbadanan Perwira Harta Malaysia
	Perwira Niaga Malaysia
	Power Cables Malaysia Sdn Bhd
Pertubuhan Berita Nasional Malaysia (BERNAMA)	Bernamea Berhad
	Bernamea News Channel Sdn Bhd
	Digital Media Broadcasting Services Sdn Bhd
	Trips 4u Travel & Tours Sdn Bhd
	Uxera Sdn Bhd
Perbadanan Insurans Deposit Malaysia (PIDM)	The Federal Asset Management Agency of Malaysia Berhad
	The Federal Commercial Bank of Malaysia Berhad
	The Federal Islamic Bank of Malaysia Berhad
	The Federal Takaful Corporation of Malaysia Berhad

	The National PIDM Insurance Corporation of Malaysia Berhad
Lembaga Pembangunan Industri Pembinaan Malaysia (CIDB)	CIDB e-Construct Services Sdn. Bhd CIDB Holdings Sdn. Bhd. (CIDBH) Construction Labour Exchange Centre Berhad (CLAB) Construction Research Institute of Malaysia (CREAM)
Lembaga Pelabuhan Melaka (LPM)	Northport (Malaysia) Bhd Port Klang Free Zone Sdn Bhd Segamat Inland Port Sdn Bhd Westports Malaysia Sdn Bhd
Lembaga Kemajuan Wilayah Kedah (KEDA)	KEDA Agrobiz Sdn. Bhd. KEDA Holdings Sdn. Bhd. KEDA Properties and Management Sdn. Bhd. KEDA Resort and Holidays Sdn. Bhd.
Lembaga Kemajuan Kelantan Selatan (KESEDAR)	KESEDAR Dagang Sdn. Bhd. KESEDAR Holdings Sdn. Bhd KESEDAR Hotel Travel & Tours Sdn. Bhd. KESEDAR Perkilangan Sdn. Bhd.
Universiti Teknologi Malaysia (UTM)	Uni-Technologies Sdn Bhd UTM Holdings Sdn Bhd UTM Technology Innovation Management Sdn Bhd
Lembaga Pembangunan Langkawi (LADA)	International Eagle Resources (IER) Lada Eco Tourism Sdn. Bhd. (LETSB) Panorama Langkawi Sdn. Bhd. (PLSB)
Lembaga Kemajuan Johor Tenggara (KEJORA)	Kejora Agro Sdn. Bhd. (KASB) Kejora Hospitality & Services Sdn. Bhd. (KHSSB) Kejora Land Development Sdn. Bhd. (KLDSB)
Lembaga Kemajuan Ikan Malaysia (LKIM)	Blue Ocean Fisheries Sdn. Bhd. (BOFSB) Majuikan Sdn. Bhd. (MSB) Melia Evolusi Sdn Bhd
Lembaga Getah Malaysia (LGM)	Elgem Technology Ltd. LGM properties corporation (LGMPC) Tun Abdul Razak Research Centre (TARRC)
Universiti Malaysia Pahang (UMP)	UMP Advanced Education Sdn Bhd UMP Holdings Sdn Bhd
Universiti Kebangsaan Malaysia (UKM)	UKM Holdings Sdn Bhd UKM Technology Sdn Bhd
Pihak Berkuasa Wilayah Pembangunan Iskandar (IRDA)	My Iskandar Sdn. Bhd. Prisma Harta Sdn Bhd

Perbadanan Kemajuan Kraftangan Malaysia (KRAFTANGAN)	Kraf Holdings Sdn. Bhd. Syarikat Pemasaran Karyaneka Sdn. Bhd.
Lembaga Perindustrian Kayu Malaysia (MTIB)	CTCS Worldwide Sdn. Bhd. Forest Plantation Development Sdn. Bhd. (FPDSB)
Lembaga Pemasaran Pertanian Persekutuan (FAMA)	FAMA Corporation Sdn. Bhd. Mykopiesatu Sdn. Bhd. (MKSB)
Lembaga Kemajuan Pertanian Muda (MADA)	Syarikat Perindustrian dan Perniagaan MADA (SPPI). Syarikat Perniagaan Peladang MADA Sdn. Bhd.
Lembaga Kemajuan Pertanian Kemubu (KADA)	Syarikat Kilang Padi PPK/SKATA (KADA) Sdn. Bhd. Syarikat Perniagaan Peladang KADA (SPPK) Sdn. Bhd.
Bank Simpanan Nasional (BSN)	Permodalan Bsn Berhad Prudential Bsn Takaful Berhad
Agensi Inovasi Malaysia (AIM)	Innocorp Ventures Sdn. Bhd Platcom Ventures Sdn. Bhd
Yayasan Pelajaran Persatuan Peladang dan Pertubuhan Peladang Muda (YP MADA)	Syarikat Perindustian dan Perniagaan MADA
Universiti Utara Malaysia (UUM)	Uniutama Management Holdings Sdn Bhd
Universiti Tun Hussein Onn Malaysia (UTHM)	UTHM Holdings Berhad
Universiti Teknologi Mara (UiTM)	UiTM Holdings Berhad
Universiti Teknikal Malaysia Melaka (UTEM)	UTEM Holdings Berhad
Universiti Sultan Zainal Abidin (UNISZA)	Unisza Holdings Berhad
Universiti Sains Malaysia (USM)	Usains Holding Berhad
Universiti Sains Islam Malaysia (USIM)	USIM Tjjarah Holdings Sdn Bhd
Universiti Putra Malaysia (UPM)	UPM Holdings Sdn Bhd
Universiti Pertahanan Nasional Malaysia (UPNM)	UPNM Holdings Sdn Bhd
Universiti Pendidikan Sultan Idris (UPSI)	UPSI Holdings Sdn Bhd
Universiti Malaysia Terengganu (UMT)	UMT Jaya Holdings Sdn Bhd
Universiti Malaysia Sarawak (UNIMAS)	UNIMAS Holdings Sdn Bhd
Universiti Malaysia Sabah (UMS)	UMS Investment Holdings Sdn Bhd
Universiti Malaysia Perlis (UNIMAP)	UniMAP Holdings Sdn Bhd
Universiti Malaysia Kelantan (UMK)	UMK Business Ventures Sdn Bhd
Universiti Malaya (UM)	UM Holdings Sdn Bhd
Perbadanan Putrajaya (PPj)	Putrajaya Leisures and Service (PULSE) Group Sdn Bhd
Perbadanan Perwira Harta Malaysia (PPHM)	Pembinaan Perwira Harta Sdn Bhd
Perbadanan Perumahan Rakyat 1Malaysia (PR1MA)	PR1MA Communications Sdn Bhd
Perbadanan Labuan (PL)	Labuan Halal Hub Sdn Bhd
Lembaga Perkhidmatan Kewangan Labuan (LABUAN FSA)	LabuanFSA Incorporated Sdn Bhd

Lembaga Penduduk dan Pembangunan Keluarga Negara (LPPKN)	Family Wellbeing Sdn Bhd (FWSB)
Lembaga Pelabuhan Kelang (LPK)	Port Klang Free Zone
Lembaga Minyak Sawit Malaysia (MPOB)	Palm Oil Research and Technical Services Institute of MPOB (PORTSIM)
Lembaga Lada Malaysia (MPB)	Saraspice Sdn Bhd
Lembaga Koko Malaysia (KOKO)	MCB Cocoa Biotechnology Research Centre
Lembaga Kemajuan Wilayah Pulau Pinang (PERDA)	PERDA Ventures Incorporated (PVI) Sdn Bhd
Lembaga Hasil Dalam Negeri Malaysia (LHDNM)	Yayasan LHDNM
Institut Penyelidikan Perhutanan Malaysia (FRIM)	FRIM Incorporated Sdn. Bhd.
Institut Penyelidikan dan Kemajuan Pertanian Malaysia (MARDI)	MARDI Corporation Sdn Bhd
Institut Koperasi Malaysia (IKM)	MQM Global Holdings Sdn. Bhd

Table 2.0: List of Federal Statutory Bodies and Their Subsidiaries

4. Time period for Pantau Kuasa research and tracking.

As mentioned previously, Pantau Kuasa initially tracks political appointments in 135 Federal Statutory Bodies across different administrations and underwent expansion in 2022 to include Ismail Sabri's administration. In 2023, the platform will be expanded to include Anwar Ibrahim's administration alongside appointments in Government-Linked Companies covering current and previous administrations. The time frame of data collection, research, and coverage are as follows:

Pantau Kuasa	Duration	Coverage	Research and Data Collection Cut-off
Pantau Kuasa 1.0	2020-2021	135 Federal Statutory Bodies (2018 Auditor General's Report) <ul style="list-style-type: none"> ● Najib Razak (2015-2018) ● Mahathir Mohamad (2018-2020) ● Muhyiddin Yassin (2020-2021) 	September 2021
Pantau Kuasa 2.0	January - June 2022	135 Federal Statutory Bodies <ul style="list-style-type: none"> ● Updating Muhyiddin Yassin's Appointments 	29 July 2022

		(2021) <ul style="list-style-type: none"> ● Ismail Sabri (2021-2022) 	
Pantau Kuasa 3.0	September - December 2023	134 Federal Statutory Bodies (2020 Auditor General's Report) <ul style="list-style-type: none"> ● Updating Ismail Sabri's Appointments (2022) ● Anwar Ibrahim (2022 - current) 283 Government-Linked Companies	30 September 2023

Table 3.0: Pantau Kuasa Research Overview and Tracking

5. Pantau Kuasa Research and Data Collection Process

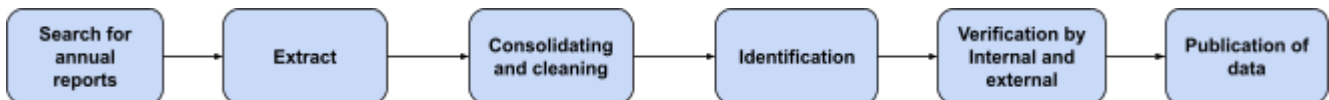


Figure 1.0 Pantau Kuasa Research and Data Collection Process

In general, the process involved in the research and data collection for Pantau Kuasa involves a multi-step process. The process includes, gathering and extraction, verification of data and information, and publication of data on our website.

Pantau Kuasa 1.0 and Pantau Kuasa 2.0

The process begins by going through the annual reports of 135 Federal Statutory Bodies and extracting information on the board of directors which covers the name of the individual; date of appointment and resignation; designation; and other positions mentioned in the annual report. In cases where the annual reports are not available, alternative sources of information were used such as social media posts from relevant statutory bodies, their official websites, or media statements. All of the information extracted from the annual reports were then consolidated into a spreadsheet (refer to Figure 2.0)

A	B	C	D	E
Lembaga Lada Malaysia (MPB)				
No	Name	Designation (Director/Chairman)	Start Date	End Date
1	Dato' Henry Sum Agong	Chairman (2015)(2016)	7 July 2015	28 Jun 2016
2	Tan Sri William Mawan Ak Ikom	Chairman (2016)(2017)(2018)	16 Aug 2016	1 July 2018
3	Larry Sng Wei Shien	Chairman (2018)	31 July 2018	
4	YB Tuan Anyi Ngau	Chairman (2020)	1 July 2020	

Figure 2.0 Sample of Volunteers Working Sheet

Following the extraction and consolidation of board of directors' information, an identification process is initiated to pinpoint politicians appointed to directorship roles. This involves conducting background searches online to scrutinise each individual's affiliations with political parties (such as holding positions in a political party or a member of a political party), as well as their involvement in parliamentary or state legislative assembly contests (refer to Figure 2.0)

F	G	H	I	J	K	L	M	N
Other positions	Politician (Y/N)	Minister (Y/N)	MINISTRY	ADUN/MP	Contiguency (P)	Constituency (N)	Other Political P	Party
	Y	N		MP		Lawas		PBB
	Y	N		ADUN		Pakan	President	TERAS
	Y	N		MP	Sarawak	Julau	Central Commit	PKR
	Y	N	N/A	MP		Baram		PDP

Figure 3.0 Sample of Consolidated Working Sheet

To ensure the accuracy and reliability of the collected data, a verification stage is undertaken where IDEAS' researchers will review the identified politicians and also flag any individuals that might have been missed during the initial identification process. Any feedback and insights provided are carefully considered and necessary adjustments and improvements will be made in the information that was gathered before information is uploaded into our website.

Pantau Kuasa 3.0

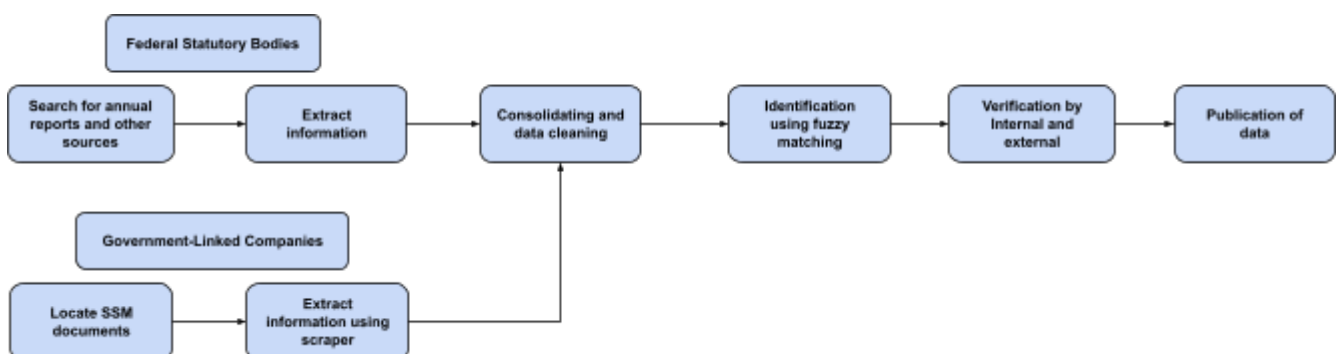


Figure 4.0: Pantau Kuasa Research Workflow

In addition to political appointments in Federal Statutory Bodies, Pantau Kuasa 3.0 extends the scope of research to identify politicians in the board of directors in Government-Linked Companies. Pantau Kuasa 3.0 utilises software that automates data extraction and fuzzy matching in the identification process, while maintaining a similar overall process compared to Pantau Kuasa 1.0 to and Pantau Kuasa 2.0.

The initial process begins by extracting information from the Companies' Commission, "Particulars of Directors and Officers". The document provides comprehensive information on both current and past directors for the past 15 years along with dates of appointments and resignation. This information was then extracted by using a data scraper that automates the process.

For Federal Statutory Bodies, as the information is more recent (from 11 or 12 months), information of the board of directors were gathered from online searches which includes, from online news articles, announcements or media statements made by the statutory bodies, and the website of the statutory bodies. The information gathered for Federal Statutory Bodies and Government-Linked Companies are consolidated into spreadsheets for data cleaning and standardisation. The cleaned data will be then cross checked against a database containing the names of politicians that were appointed as ministers, members of parliament and state legislative assemblies, and political party central committee leaders. This process was carried out by using *fuzzy logic matching*, a method to compare and match data that are approximately nearly identical, reducing the efforts needed for manual checking. The data outputs from the automated process then undergoes verification with researchers for accuracy and corrections are made for idiosyncratic or systematic issues.

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