

## PAN BORNEO HIGHWAY: IMPACT TOWARDS NATIONAL SECURITY OF SARAWAK, MALAYSIA

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### Abstract

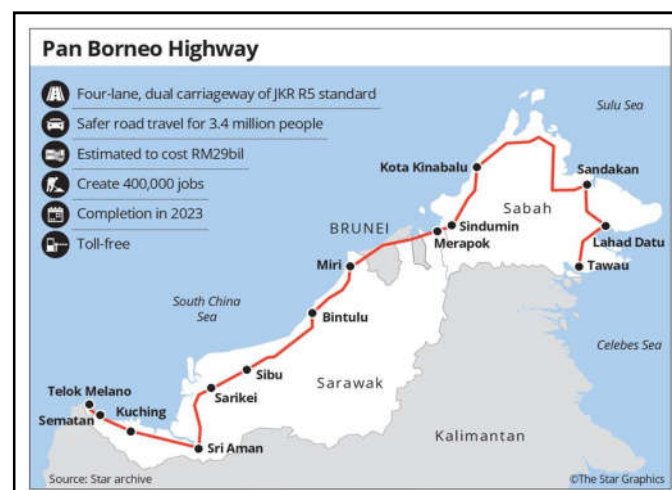
The Pan Borneo Highway will pass through vast areas, which will require future development and security initiative to make the roadway safe and prosper for development. The objectives of this research are 1) To examine the potential development and security related issues on the establishment of the Pan Borneo Highway, 2) To study the adaptation and measures both on the development and security of the area established by the Pan Borneo Highway, 3) To analyse the potential implication on social, cultural, economic, and security issues. This research used qualitative approach. The data collected from primary and Secondary sources. The findings of this research are 1) The Pan Borneo Highway project does provide an important impact towards the state economic growth by creating more job opportunity, increase more local sellers and vendors and also lessen the time taken from one place to another, 2) The mega project is able to bring Sarawak to another stage of development, which the resources inside can be utilise to its extreme. Consequently, the well-being of the people will be increased as well as an opening of the job vacancies for locals in Sarawak and 3) The connection of intra-state in East Malaysia can be enhanced. The long-term benefit on this mega-project is able to generate a positive impact to the state government and local people in term of political, economy, social/culture and technology. Besides the addition to being able to present a positive outcome from the development of this highway, it may allocate a negative influence especially on the perspective of life and society.

**Keywords:** National Security, Malaysia, Sarawak, Security, The Pan Borneo Highway.

### INTRODUCTION

The former Prime Minister, Datuk Seri Najib Tun Abdul Razak in Bintulu on 31st March 2015, officially launched the Pan Borneo Highway. The initial construction work stretches for 43 km from Nyabau to Bakun where it marks the kick-off project for the Pan Borneo Highway, which started from the Sarawak highway development (Pan Borneo, 2015). It all started in the 1970 where the idea of improving the road connectivity across Sabah and Sarawak came in which led to the cooperation between the governments of Brunei and Kalimantan, Indonesia. The trilateral agreement witnessed the idea of constructing a coastline highway of Borneo, which was then formally known as the Pan Borneo Highway. With a prospect of boosting the development landscape in Sarawak particularly, expected to be completed by 2023, the 1,060 km stretches from Telok Melano to Merapok (Pan Borneo, 2017). With the concept of toll-free providing a four lanes dual carriageway, this project is expected to be the main line for transporting goods in both Sabah and Sarawak which significantly will be the main player in boosting up the economy along the areas it pass through. Reminiscing the success of security and development which was introduced in 1970s by Tun Abdul Razak, the Pan Borneo Highway Project in Sarawak can be considered as another similar approach by the government in this new era. Therefore, it is essential to balance the development in each area for them to clearly understand the positive impacts of Pan Borneo Highway project in the 'same language' since Sarawak comprised of various different type of ethnic and culture. This balanced development will obtain their support to the government and make the people believe in the project. After that the mobility aspect will be gained within the public and it is a must in order to initiate the element of neutralization.

This neutralization aspect is more towards the security forces such as military, police and other related agency that should be aligned with the development plan to provide necessary protection and security to the people. The Pan Borneo Highway is believed to be the future contribution toward Sarawak development plan. However, there are no related social, political and economic factors to make it a reality. Additionally, the existence of this highway will open doors to various Non-Traditional Threats as it provides passage within Sarawak and Sabah including Brunei and Indonesia. Moreover, the highway will past through vast area which will require future development and security initiative to make the highway safer and prosperous for development. Therefore, this paper will focus on the study of the prospect for growth in development plan and how it will open the avenue for increasing security challenges.



Source: The Star (2018)

MAP 1.1. The extent of the Pan Borneo Highway

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With land routes along the coastal areas of both states, it is the biggest and high aspiration project for Malaysia. Toll-free and offers 4 lanes, the JKR R5 replaces the current two-lane single carriageway which allows up to 110 km/h speed limit (The Star, 2018). Initial idea of a single road that connects Sarawak to Sabah through Brunei instigated in the 1960's under the name of Trans Borneo Highway. Henceforth, agreement by Sabah and Sarawak State government along with Federal Government of Malaysia, Indonesia and Brunei was established to build a coastal highway for the world's third largest island (Amarjit Kaur, 1998). In 2015, construction works were officially launched in Bintulu, Sarawak (Borneo Post, 2015) and then was followed by Sabah State Government in 2016 (Free Malaysia Today, 2016). With an estimated cost of RM 29 billion covering 1,089 km from Telok Melano to Merapok and ten taking off again another 1,236 kilometres trip in Sabah, it will be equipped with modern facilities namely rest and service areas, laybys, pedestrian bridges, and interchanges (The Edge Market, 2018). In Sabah the highway from Sindanum to Tawau will be divided into three phases, which are Tamparuli to Ranau, Kemanis to Keningau and ends in Tawau. The original project does not include Telok Melano which is a small fishing village close to the Indonesian border with no proper roads. The nearest town to Telok Melano is Sematan. For that reason, a 32.7 kilometres road connecting from Telok Melano to Sematan was added in the project, which cost an additional fund up to RM 580 million (The Star, 2018). The late Sarawak Chief Minister Tan Sri Adenan Satem requested it and this additional project gave a safer road network for approximately 3.74 million people in Sematan and Telok Melano (The Star, 2018).

**Benefit from the development of pan Borneo highway**

Similar to North South Highway, it is expected that Pan Borneo Highway will bring positive augmented effects to Sabah and Sarawak with its completion in 2023 (Bernama, 2020). Projection of eightfold increment is expected especially in the tourism sector, infrastructure development and logistics since that it will certainly give reachability to the hard to reach areas before this (The Star, 2018). Local business for instance lodging rentals, local product and handicraft vendors and also sightseeing services will definitely benefit from this project (Baru B, 2019). Apart from tourism, this project is considered as the pillar for the public transport by providing enhanced and better journey experience for its users by reducing the time taken by half. With lesser time taken to deliver goods and better reachability into the rural area, the Pan Borneo Highway will improve connectivity and productivity for local transportation service provider business. The repercussion will result in a lower transportation cost thus offering lower priced products and better services for the rural areas.

Apart from the economic benefits, this project already created some 400,000 working opportunities for both participating states (The Star, 2018) which consists of local engineers and local contractors which the offset benefit of this mega project will give them the precious experience in managing and handling such project (The Borneo Post, 2017). With the state allowing only local Sabah and Sarawak Bumiputra contractors to partake in the mega project, it ensures the locals will benefit from the project thus assuring their stable position in business. A total of RM 500 million capital resource is established to cater for the credit guarantees and to financially support

Bumiputra companies who is taking part in the project (The Borneo Post, 2017).

Development & upgrading of the proposed Pan Borneo Highway in Sarawak							
NO.	WPC NO.	ID	LENGTH (KM)	DURATION (MONTHS)	CONTRACTORS	AWARD DATE	CONTRACT SUM (RM MIL)
1	WPC 01	TMS	32.77	39	Samling Resources Sdn Bhd	Sept 30, 2015	580
2	WPC 02	SSM	95.4	51	Samling Resources Sdn Bhd	July 25, 2016	2,112.8
3	WPC 03	SPJ	75.0	48	Zecon Kimlun JV Consortium Sdn Bhd	March 10, 2016	1,385.7
4	WPC 04	PJS	89.4	51	Nalm Gamuda (NAGA) JV Sdn Bhd	July 25, 2016	1,567.2
5	WPC 05	SSA	67.9	45	ENDAYA - TRC - PK JV Sdn Bhd	July 25, 2016	1,310.8
6	WPC 06	SAB	64.5	47	PPESW BPSB JV Sdn Bhd	July 25, 2016	1,358.8
7	WPC 07	BSK	75.97	51	HSL DMIA JV Sdn Bhd	March 16, 2016	1,635.4
8	WPC 08	SKB	63.2	48	Musyati Mudajaya JV Sdn Bhd	July 25, 2016	1,325.5
9	WPC 09	ABJ	64.4	51	KKBWCT Joint Venture Sdn Bhd	July 25, 2016	1,289.0
10	WPC 10	BJT	77.2	51	Pekerjaan Plasau Konkerit Sdn Bhd	July 25, 2016	1,725.8
11	WPC 11	TPL	79.9	48	Konsortium KPE Sdn Bhd	July 25, 2016	1,825.2
Total length (km)			786.41				16,116.6

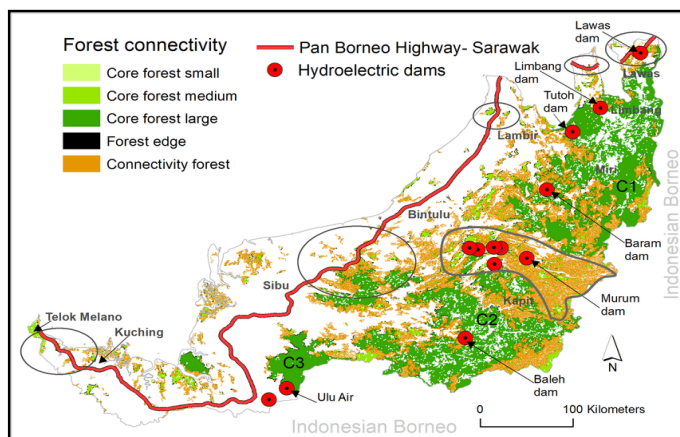
Source: Barrock (2019)

**Figure 2.2. Companies involved with Pan Borneo Highway Project**

By allowing local contractors and bumiputra employers to participate, it automatically increases job opportunities within local industries. Nevertheless, local citizens in both states enjoy a significant job opportunity regardless in the construction sector or selling local products in their respective area. In fact, job unemployment rate had decreased since this project had been launched and furthermore it helped the economic growth for both states. For instance in Sarawak, the first phase has already generated 11 work packages which majority of the job scope involves the federal road upgrade from an existing two into four lanes (Lebuhraya Borneo Utara, 2019). For Sabah, RM 12.8 billion worth of sub-project consisting 35 different packages to construct roads from Sindumin all the way to Tawau through Sipitang, with seven packages already completed in December 2017 (Mohd Izham, 2018). The completion of the mega project is to support the oil and gas economic sector which is substantial for Sabah economic growth.

**Security issues of the development of pan Borneo highway**

Higher chances for criminal activity to occur such as illegal immigrants in the construction sector due to illegal immigrants can be paid with a lower salary compared to the local people. Furthermore, smuggling and human trafficking activities might be slightly increased due to better road access for the smugglers and traffickers to sneak in their items and services.



Source: Alamgir et al (2020)

**Figure 2.3. Forest Connectivity Along Pan Borneo Highway in Sarawak**

Other than non-traditional threat or criminal activities, environmental security also occurs due to Borneo being among the largest island. With Borneo having the biggest multiple varieties of flora and fauna and massive carbon capacity, the forest serves as an important factor in balancing the ecosystem for the population in the region especially the indigenous community (The Borneo Project, 2016). With the construction of the highway and hydroelectric dams, definitely it will negatively affect the integrity, biodiversity and ecosystem services which most of the cases remained largely unreported. A total of 32 protected areas will be affected by the said projects together with threatened species vital habitats. Most of the 13 hydroelectric dam projects will collectively impact approximately 1.7 million hectares of forest in Sarawak. Therefore, the dark side of both developments will add additional carbon pollution in the area. In addition to that, with the dams constructed on steep slopes within high rainfall areas, undeniably the activities of the community downstream will be affected drastically, which eventually will jeopardize their sustainability of that particular community in the long run (Alamgir *et al.*, 2020). In order to overcome the security challenges and issues, in conjunction with the development of Pan Borneo Highway, civil agencies and military forces are to be deployed and act as a deterring force for this issue. Several local authorities such as the Customs and Immigration Department are to be deployed in specific areas in order to control and reduce the criminal activities. Furthermore, police should be involved in some hot spot areas and routes that is being used by both Indonesian and Malaysian citizen in transporting their goods and services. By deploying the military, police and local authorities in helping to diminish the crime rate, it will further enhance state economy through purchasing goods and services in a lawful and proper manner.

issues such as the environmental security and food security seem to give minimum effect towards the security challenges.

### Criticism on the development of pan Borneo highway

Sarawak filled with various ethnics and indigenous groups which majority of them occupy the forestland as the settlement area. Thus, the launch of the Pan Borneo Highway mega project will give a significant impact on their well-being and also their social life. According to Aiken (2016), the global and national investors are interested in the areas and resources that are occupied by the indigenous communities, which provide a potential benefit to the government reserves. Hence, it clearly explained that the acceptance and adaptation of this group are vital in the built up for the Pan Borneo Highway Project. Even though this mega project provides a vast potential to boost the economy in Sabah and Sarawak, the human factor should not be neglected because the local citizens in both states are known to appreciate the value of having a piece of land for them to live in and for it to be used for cultural activities such as hunting and agricultural activities. These groups of local or populous are occupying the majority of land in the development area especially in developing the Pan Borneo Highway.

The local politicians believed that the Pan Borneo Highway Project is a game-changer in terms of development in Sarawak while the people are sceptical on it (Kanyakumari, 2019). The primary concern for Sarawakian is the possibility of the state government to lose the autonomous power to the federal government. They worry that it would jeopardize their rights as locals and lose they privileges on the native land as what had happened on previous negotiations. On the other hand, some of Sarawakian sees the issue of autonomy overplayed by some non-government organizations and groups in order to gain rights on their native land such as the Sarawak For Sarawak Activist. They believe as long as Immigration Autonomy remains in the state authority, there will be no issue of independence by federal government (Kanyakumari, 2019). The other issue that arises from the Sarawakian view is the development will never be done according to the pace and preference of the people. It is because, when the government wants to pursue the development project, it needs to acquire the land. Then the locals and indigenous ethnic is doubtful that they will adequately be compensated or relocated to a new resettlement area. In regards to this issue, the case of the construction of Murum Dam in 2008 should be a suitable lesson towards this issue. The Penan ethnic claimed that they were never adequately compensated due to the loss of their native lands, which they believe it was worth more than a billion ringgit (SUHAKAM, 2009).



Source: MK PMTTD (2018)

**Figure 2.4. ICQS and Military Camps along Sarawak/Kalimantan Border**

Pan Borneo Highway project does provide an important impact towards the state economic growth by creating more job opportunity, increase more local sellers and vendors and also lessen the time taken from one place to another. However, due to some factors, it will increase the non-traditional threat such as illegal immigrant, human trafficking, smuggling goods and other criminal activities. Therefore, a good counter measure must be implemented in order to minimize the risk of non-traditional threat towards the economy and social good of local people. Furthermore, this mega project seems to provide more positive impact rather than a negative one towards the economic security on both states. Other minimal security

The environmental security issue is also a main problem towards the locals in regard to this project. According to Adam Wernick, "roads, especially in the tropics, can be very damaging ecologically". His opinion is logical since we need to sacrifice some portion of Borneo Rainforest for the project to take place. Forest Department of Sarawak supported the idea as they have been informed that the mega project poses a threat to the forest in terms of loss towards forest resources, original slope retainer loss and also the the fact that it cuts through the wildlife parks (Forest Department Sarawak, 2020). The locals are also sceptical with the security issues in Sarawak related to the development project because it leads to the porous border issue which allow illegal activities such as

smuggling, human trafficking and also the transportation of the illicit immigrant to Sarawak. According to the Royal Malaysian Police, there were 32 cases occurred at the border districts in 2019 related to murder, armed robbery, human trafficking and smuggling (Aun, 2020). Besides, the influx of illegal immigrants is a potential factor in robbing the job opportunities from the locals since their pay is much lower compared to the local citizens. These gave employers the chance to take an extra earning when it comes to manpower. It is proven by the Immigration Department of Sarawak, from 153,500 of foreign workers in Sarawak, about 2,975 of it is illegal immigrants from 2019 statistics (Mehuen, 2020). These numbers showed that the mega project is the primary factor for the foreigners to come into Sarawak either legally or otherwise due to the job opportunities they provide. On the other hand, the government should consider the relocation of Indonesia capital city to Kalimantan as it will beneficially affect the migration of Indonesia citizen to Kalimantan.

**Development and security measures**

Security matter is the primary concern in the development of the mega project in Sarawak recently. As a vast state, Sarawak is vulnerable to various threats, either traditional or non-traditional threats. According to Sarawak Police, there are two types of internal threats that should be concerned namely Existential Threat (ideology) and Perceived Threat (current situation). Both threats causes environmental damages and social costs. For example, in 23<sup>rd</sup> October 2013, the blockades by the local people in Sarawak successfully stopped the progress on the Baram Dam construction in Miri for more than 500 days (Aun, 2020). This incident showed that the acceptance and adaption of Sarawakian are vital to ensure the success of the Pan Borneo Project. To ensure the security of Sarawak, the government took various initiatives vis-a-vis to allow the citizen gain a win-win situation. This includes the deployment of respected agencies to curb any threats that comes from land borders or sea borders. Despite that, the multilateral cooperation and approach with the neighbouring countries were also able to reduce the threats. Respected agencies that played their roles to ensure the security of Sarawak as follows:

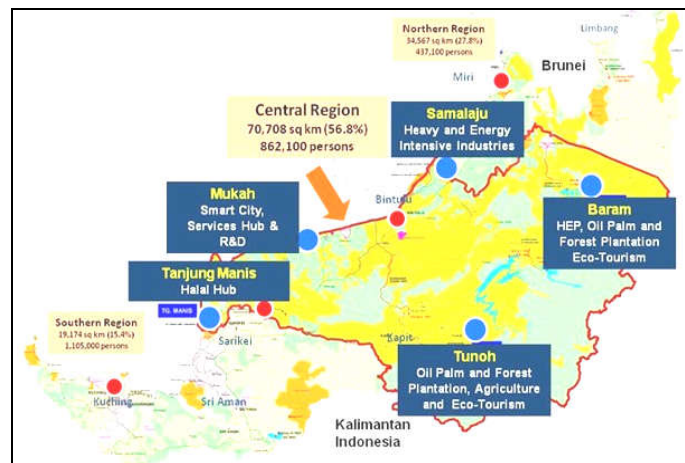
**Table 1. Agencies and their roles**

Malaysian Armed Forces	Conducting operations at the border under the command of 1 <sup>st</sup> Infantry Division (1 Div). The operations conducted such as OP KERIS PARANG, OP JAGAKAWAN, OP TAHAN and OP AWAS generally to defend Sarawak from external threats.
Royal Malaysian Police (RMP)	The primary role of the police force is to maintain the internal law and order to obtain internal security. Sarawak Contingent has almost 8,000 personnel operating under 28 District Headquarters. Meaning to say, the police manpower is sufficient to provide the protection internally in Sarawak.
Malaysian Maritime Enforcement Agency (MMEA)	Focusing on the security of the coastal area of Sarawak with the vast area almost 239,605 square kilometres to prevent threats from the sea.
Immigration Department of Sarawak	Conduct of Ops Suluk (in Miri) and Op Bolos (border entry) focusing on illegal immigrants and also covering on the foreign fisherman on the riverfront.

Source: Illustrate by Author (2020)

The development needs the assurance of security and in the case of Sarawak, the government applied the strategy with the signing of the bilateral agreement with neighbouring states to

meet the challenges of the existing threats, especially along the border to gain the confidence among the people. The most popular agreement was the Brunei-Indonesia-Malaysia-Philippines East ASEAN Growth Area (BIMP-EAGA), which originated in 1994 (Salleh, 2018). This cooperation has given a positive result to the Pan Borneo Highway project and other mega project in Sarawak such as Sarawak Corridor of Renewable Energy (SCORE) since 2008 and also Sarawak Socio-Economic Transformation Plan (SITP).



Source: Economic Planning Unit of Sarawak (2020)

**Figure 3.2. Sarawak Corridor of Renewable Energy (SCORE)**

Pan Borneo Highway has brought both positive and negative impact to Sarawak. On the positive side, the mega project is able to bring Sarawak to another stage of development, which the resources inside can be utilise to its extreme. Consequently, the well-being of the people will be increased as well as an opening of the job vacancies for locals in Sarawak. Then, the connection of intra-state in East Malaysia can be enhanced. On the other hand, the negative perceptions by the local cannot be eliminated. It is concurrent with the concern of the security aspect. Hence, it is the responsibility of the government to 'win the hearts and minds' of people to support the project which will guarantee the prosperity in future.

**Implication of the pan Borneo highway**

Pan Borneo Highway project has a major effect on people and the economy growth in Sarawak. Nevertheless, the consequences of this mega-project have a positive and negative implication, which are closely linked to economic, social, cultural and political issues (Noreha, 2015). The positive effects of this project is Sarawak may have benefited over the state growth, but there are negative effects associated with life and society. Therefore, this chapter will analyse the implications of the development of the Pan Borneo Highway project on political, economy, social and cultural in Sarawak. The implications of this highway development includes the factors of local acceptance and rejection. In order to identify the level of acceptance of the construction underway, this paper uses a PEST analysis model, which will be used to analyse and identify the implications of the project on the state of Sarawak in general. The main assessment will focus on the four main factors, which are the political, economic, social/cultural, and technology. The Pan Borneo project is one of the mega project initiated by the previous government. The project stands as one of the main manifesto of the Barisan Nasional government during the thirteenth general election

(Elvin, 2018). In addition to the government's initiative to bring development to the country, this project also clearly aims to increase the confidence for Sarawak citizen towards the federal government in developing the state. It is clear that the project has reached its political goals by that time, and the people supported the government's efforts to continue the proposed mega project. Based on the reaction of the Sarawak citizen to the project, the new government established after the fourteenth general election decided to continue the development on the Pan Borneo Highway project. Construction is underway with the aim of improving infrastructure in Sarawak (BERNAMA, 2019). With this development, all the area could easily connect and the government could provide effective services to the area where previously is left behind.

The mega project undertaken by the Federal Government in collaboration with the State Government is seen to have a significant impact on Sarawak's economic growth. This mega project is seen as capable of generating rapid economic development in Sarawak (Baru, 2019). Besides, the project gives local contractors the opportunity to expand their business and is directly involved with the business chain (Abang Helmi, 2016). The government helped local contractors to grow their businesses in the early stages of construction. By 2017, 13 major local contractors were awarded contracts under the Pan Borneo Highway project (Pan Borneo, 2017). In addition to that, the project also has impacted the small-scale traders while the highway is under construction; these small traders are seen taking advantage of the opportunity to do business around construction sites. This business opportunity indirectly provides an opportunity for the local economy to grow (Roji, 2016). The small and medium sized industry (IKS) that offers benefit to the state income now could expand and market their product outside to the global market place.

The Pan Borneo highway construction project involves a large area and it involves the acquisition of land owned by the locals. This land acquisition for the project certainly has impacted the locals who have extensively lived in the area in which involves an acquisition of 820 square kilometres of land (Adenan, 2016). Therefore, to compensate for the concerns and grievances of the locals, they were given a fair compensation for their land value (Rosnah, 2015). The state government also has provided assistance by informing the affected population about their development needs and their social and cultural impact. As a result, the relationship of rural people will become better, and this project will also give a good impact on their social needs (Sidi, 2020).

This large-scale project provides new experience to local construction companies. The latest technology used in this project will provide exposure and opportunities for local companies to receive technology transfer indirectly (Abang Helmi, 2016). The indirect transfer of technology especially from developed countries involved this mega project provides the good opportunity for local construction companies to develop their business in the future. Local companies can also learn something new, such as business management and planning that involves large-scale projects. With the government promising an involvement guarantee for local companies in this project through the Bumiputra Participation Programme, it serves as the beneficial good for the local companies to enhance their capabilities to the next chapter in business environment. This programme also allocates the Skim

Jaminan Pembiayaan Perniagaan Berhad (SJPP) and Credit Guarantee Cooperation (CCC), which could assist credit for the local companies. The Pan Borneo Highway is a mega project that is provided by the previous government and continuity by the present government for the state of Borneo. It clearly offers the positive term of connectivity and beneficial growth that is suffered before. The long-term benefit on this mega-project is able to generate a positive impact to the state government and local people in term of political, economy, social/culture and technology. Besides the addition to being able to present a positive outcome from the development of this highway, it may allocate a negative influence especially on the perspective of life and society.

## **Conclusion**

This research is about the analysis of the realization of Pan Borneo Highway towards generating and strengthening social-economic development and enhancing the security of Sarawak. However, there are several security and development concerns after the Pan Borneo Highway is established as it will open doors to various threats of Non-Traditional Threats, which provides passage within Sarawak and Sabah, include Brunei and Indonesia. On the other hand, this highway will pass through vast areas, which will require future development and security initiative to make the roadway safe and prosper for development. Therefore, this paper will focus on the study of the prospect growth in plan and how it will open the avenue for increasing security challenges. There are three primary objectives of this research. The Pan Borneo Highway is anticipated to bring about the same contributions as the expressway in peninsular Malaysia and will offer changes towards Sabah and Sarawak upon its completion in 2023. It is forecasted that it will give an eight-fold multiplier effect on Sarawak's economy especially in the areas of tourism, infrastructure development, and logistics. On the other side, the Pan Borneo Highway project has a significant impact on the state's economic growth. Accordingly, it helps to create more job opportunities, increase more local sellers and vendors and also reduce the time taken from one place to another. However, due to some factor, it will increase the non-traditional threat activities such as illegal immigrants, human trafficking, smuggling goods, and other criminal activities. Therefore, a good counter measure must be implemented to minimize the risk of non-traditional threats toward the economy and society of the local people. Furthermore, these mega-projects seem to give a more positive impact rather than a negative impact on the economic security to both states. Other minimal security issues such as environmental security and food security seem to give minimum effect toward the security challenges.

The Pan Borneo Highway brought both positive and negative impact to Sarawak. On the positive side, this mega project is able to bring Sarawak to another stage of development as all resources can be utilized to its maximum. Consequently, the well-being of the people will be increased and job vacancies offered toward locals in Sarawak. Then, the connection of intra-state in East Malaysia can be shortened. On the other side, the negative perceptions of the locals cannot be eliminated. It was concurrent with the concern about the security aspect. Hence, it is the responsibility of the government to 'win the hearts and minds' of the people to support the project, which will guarantee prosperity in the future. That is the proper tool to deal with the negative gain of

this project. It appeared that the Pan Borneo Highway project contains the factors of local acceptance and rejection. The first perspective on politics, the Pan Borneo project was established to reach its political goals. On the other side, this project also has a good outcome for improving infrastructure in Sarawak. With this development, all the area could easily connect, and the government could provide adequate services to the city. The second perspective on the economy, this project has a significant impact on Sarawak's economic growth. This mega project is seen as capable of generating rapid economic development in Sarawak and allows local contractors to expand their business. This business opportunity indirectly provide an opportunity for the local economy to grow as small and medium-sized industry (IKS) could expand and promote their product outside to the global market place. The third perspective on social and cultural, the Pan Borneo Highway construction project involves a large area, and it consists of the acquisition of land owned by the locals who have long lived in the area. However, the state government gave them fair compensation and informing the affected population about their development needs and their social and cultural impact. As a result, the relationship between rural people and state government becomes better and it will provide a good effect on their social needs. The last perspective on technology, this large-scale project provides a new experience for local construction companies and gave opportunities for local companies to receive technology transfer indirectly especially from developed countries involved in this mega project. Local companies can also learn something new, such as business management and planning that involves large-scale projects. This project has had a significant impact on Sarawak, both positive and negative. However, although this research finds that this project is more beneficial, this project should be reviewed and continuously improved until it reaches a success rate similar to the peninsular. Essential tools should be taken into account as part of a large project that is to "win the hearts and minds of the people," especially the people in the local area which the state government should take seriously. This tool may be the key to unlock a success gate for this country in the future, which has been successfully guaranteed by the highly successful KESBAN strategy.

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