

**SUGGESTED SPEECH FOR Y.A.B DEPUTY PRIME MINISTER  
TO DISTRICT OFFICERS, HEADS OF DEPARTMENTS,  
MEMBERS OF STATE ASSEMBLY, MEMBERS OF PARLIAMENT,  
JOHORE, AT STATE OPERATIONS ROOM,  
JOHORE ON 3RD JUNE 1967**

Yang Berhormat Dato' Menteri Besar, Yang Berhormat Wakil-wakil Rakyat, Dato'-Dato', Tuan-tuan sekalian.

I am very happy to be here with you today in Johore, and I am grateful for this opportunity to talk to all of you gathered in this Dewan, because you are in fact the *main spring* of the Johore Government.

We have here, the Executive Council of the State, Members of the elected Government, and also the officers of government who are responsible for implementing the policy of the elected government, the Alliance government of Johore.

A arrived half an hour ago at Tengah Airstrip.

I never, if I can help it, travel in a plane with only *one* engine; I don't feel secure. The *more* engines the aeroplane has, the safer and more secure I feel, because the *more* the engines, the more the *thrust*, the *drive* and the power!

This principle should also apply to a country like ours which is a *Federation*, and if you compare it to an aeroplane, we have not just *one* engine to propel the policies of the government, policies of development and *policies* for *progress*; we have 14 engines, if you regard Federal Government as one engine and every State Government as a separate *boosting charge* with *14 engines* helping us on the way to *progress*.

Even although an aeroplane may have several engines, that in itself does not guarantee that it can rise to great heights.

The important thing to achieve speed and power is that each and every engine must be perfectly tuned in unison, because if one engine is out of step with another, the chances are that the aeroplane may crash.

So it is, with this Federal form of government which we have adopted and practice in Malaysia.

As Malaysia flies on its way to progress and prosperity, we have got to make sure that all *our engines*, in other words, all our State governments are perfectly in tune with each other and the central engine, the Federal Government, and the purpose at his present time of my visits to each State is to first and foremost adjust the timing and

tuning so that with speed and efficiency and with dynamic power, we can get Malaysia into orbit, and reach the altitude of success higher even than our hopes.

If, therefore, Malaysia is *really going to progress*, we must not only streamline the Central Government, but also, ensure that each component part of our Federation, *each State Government* is also streamlined and *up-dated* to shoulder the task of tackling the problems which face us on the path of progress, and be able to give our people the best service within our ability.

After the ending of the emergency in 1960, when we had got rid of the threat of militant terrorist Communism in our country, I launched our Development Programme, you will remember that the first Directive on Development which is clearly stated in the first page of the Red Book, and I quote -

"From Plans - One Aim - One Policy -  
One Plan - One Team - One Heart -  
To Results".

Now, I will be frank with you; I feel that in some States this policy of One Aim, One Team and One Heart is not really being correctly applied and I feel very strongly that unless each component part of government, whether it be Federal or State, does not work together as a team toward *our common cause*, we will fail!

Are we going fail?

I am determined that we in Malaysia *will* succeed in all our aims; but the first *secret of success* lies in you, both elected members of the Johore Government and members of the civil service.

That secret is, closer co-operation, closer loyalty to each other, closer loyalty to our policies, to our plans, and a concerted *determination* to work together in the common cause of implementing what we have set out to achieve.

In other words, to raise the standard of our *individual actions* above personality, above personal gain, and apply ourselves and our energies to the *unselfish* task of producing results and a progressive Malaysia.

To achieve results; to achieve the aim of development we have set ourselves; to reach the standard of progress and prosperity which we so dearly desire; Malaysia, will *not advance*, unless and until, both the elected members of government, and government's own officers, learn the lesson of *working together* towards the *common aim* and putting that aim *above* personal gain, *above* personality and *above* petty difficulties and differences which beset us from time to time!

This, Gentlemen, is my message today.

This is not only a message to Johore; it is a message to every State in the Federation, including my own State of Pahang, that the time has

come in our stage of National development where we have to focus *all our time* and *all our energy*, both mental and physical, on the "key principle" of greater productivity!

We have got to produce more; we have got to produce results and every unspent ounce of energy must go into this *common cause* and must not be wasted on efforts to achieve personal position or personal gain; our energies must be concentrated into team-works, each one of us, whatever our position in the strata of government, whether we be elected by the people or whether we be appointed by the Public Service Commission, must realise that we here, here and now, with *one task*, and one task only, or working together to achieve our national aims and to do the utmost for our people and for our country.

I do not want to define the defects in detail that exist in the running of any State Government because you already know what I am talking about.

But, let this be *a day of resolve*, and let us determine, to go back to my aeroplane, not only must the engine of the Federal Government run smoothly, but *also* the engine of every State Government must get into tune and *run in harmony* so that we can pick up speed and power to raise Malaysia to the standard of living and the standard of development which we have set out to achieve in our First Malaysia Development Plan.

Let me remind all of you, each individual person here today. "We are not rivals in power - we are *"partners in progress"*, and if we do not develop this partnership to the full - there will be *no* progress.

Our progress depends on the successful implementation of our present First Malaysia Development Plan.

This year, the ration of funds in Development is in the region of \$796 million. Out of this, we have a committed expenditure of \$110 million for Defence, Which may rise to \$130 million.

Let me explain first our Defence expenditure.

It is a necessary expenditure, rather like taking out an Insurance Policy which we trust will never be needed, but it is an "insurance" which we can never forgive ourselves for foregoing in the event of a catastrophe! It is an insurance for "security because without national security we have no hope of development.

The remaining fund available in our national budget this year are sufficient to implement the projects set out in the year 1967 part of our Five Year Plan.

Let me, however, for a moment go back to 1966.

As you know, in our main Development Plan, we have many *long term*, large projects such as *land schemes* like the Jengka Triangle; a massive \$200 million Project like the Kuala Muda Irrigation

Scheme and many other massive projects which, in the long term, will eventually bring economic prosperity to our people.

But the philosophy of Development Planning of the Alliance Government includes *not only* viable economic projects on a *large* scale, but also includes bringing to the door of every Kampong house, the *minor* but *necessary* needs to help improve the standard of living, and way of life, of every ordinary man in every kampong.

These needs are both economic, social and cultural, it may be a mosque, it may be a temple, it may be a road, bridge or well!

This means, that the philosophy of the Alliance Government is not only to have a Malaysia Development Plan, but *to have a Plan with a Plan*, and this is spelt out in the philosophy of our RED Book.

People ask me why the book is Red. Red stands not only for the colour Red, but is also means Rural Economic Development.

So, therefore, the Alliance Government does not only have a large basic plan, but also, in parallel with sound economic planning on a broad base, a plan for smaller and immediate projects in every kampong to fulfil the immediate needs of the rural people.

This brings me back to 1966!

Last year, on my visits to Johore, I approved no less than \$1.4 million to satisfy these minor important needs, and I am most sorry to say that although I approved this money on the spot without delay, something has gone wrong with the machinery of development administration in your State, because these projects were not implemented in 1966, and the money had been lying idle, unspent, and the people, our people, who were supposed to gain some prosperity from these minor projects have not done so because of some form of *blockage* in the system of administration of your State.

I hope that this will never happen again, and I hope that when I approve money, you, both members of the elected government and officers of the administration, will so galvanise the machinery of the development process, that plans for future development, both minor and major, will be put into action without *even one day's delay!*

The time has come in our present phase of development that the Alliance Government is determined, as it has always been, to produce immediate and quick results in all field of development.

As an elected government, we depend for the application of our policies, on officers who are already serving in either State or Federal government service, but if these officers cannot respond to the *call of action*, cannot act quickly to implement our plans, and the policy of our elected government, then *the time has come* for us to take more drastic measures and replace them with others who are more dynamic, and more active, and who will be able *to serve our people with more dedication and drive!*

Our future progress and future prosperity depend on the *continued abundant use of our natural resources*, and our greatest resources, apart from tin, iron ore and rubber, lies in the *development of our land*, and yet, the slowest and the most out-dated machine in our way of government, is the machinery of *land* administration which is still tainted with colonial methods.

Let me tell you a story.

The other day I visited a Land Office, and the flag on the flag staff was flying at half mast. I wondered who had died, and then I realised after I had inspected the Land Office, why, so appropriately the flag was flying at half mast. No particular V.I.P. had died, but everyone inside the Land Office was *half dead*, and it was a very apt symbol of flag outside a Land Office flying at half mast!

We have got to do something to speed up, to up-date, and to bring into line, in keeping with a progressive nation, the tempo and efficiency of work in our Land Officers, not only in the State of Johore, but in every State and in every District in the whole of Malaysia.

We have a tremendous amount of untapped natural resources in our land, but unless and until we speed up the tempo of Land administration, these resources are going to lie dormant and the progress of our country will be retarded.

Sometimes I get the impression that the Civil service, whether it be State or Federal, is regarded as a charitable organisation merely to supply the Pay and Pension to the officers serving in it.

This is not the spirit of the new Malaysia.

We have no time, neither can we afford it, to carry "passengers" on our path to progress.

The time has come to shed any out-dated colonial methods which persist in any part of our government structure, in any individual officer, who is not pulling his weight to implement the policies of our elected government; he must be removed from his post if he is found *unfit, and unable* to serve our people and to implement our development plans with the speed of action which we must *achieve, to survive*.

In the development of any country, development goes by phase, and we have passed through the Merdeka phase, and we have passed through the Emergency phase, have passed through the Confrontation phase, and at this very moment we are in the phase of stock-taking, and we have got to take *stock of ourselves* and every aspect of our development.

We have finished our "Merdeka Honeymoon" and we have got to face facts.

Expenditure on Defence has gone up and the price of rubber has gone down!

So, therefore, if we are to continue with a dynamic development programme, the key-note of development from today onwards, must have the main emphasis on *productivity*.

When I talk of productivity, I talk not only productivity in pioneer industries, in tin mines, in rubber estates, but I also talk of every single area of government administration, in government departments *everywhere*.

I have got a reputation everytime I open my mouth, I scold people, but this is *necessary if we are to progress*.

Although we are a modern and progressive nation, Land administration is still at what I call "Colonial stand-still".

Our new Land Code and our system of Land administration, the Torrens system, is as good as any other system that can be evolved by modern methods.

So, therefore, I continually ask what is wrong with our Land Administration System?

As I have just said, it is certainly not our system which is outdated, it is as modern as any system of Land administration can be.

It is the officers who are administering the system who are outdated, and we, as a progressive nation *cannot* tolerate any more *out-dated officers*, sitting with *out-dated* thoughts and out-dated attitudes.

I have given considerable thought to the inefficiency of our land administration and I have made a diagnosis on its defects.

Why are the public complaining all the time.

Why do I get inundated with petitions from land applicants waiting outside my house saying that they cannot get land? What is the reason that they cannot get even a reply to their land application?

As I have said, I am convinced that the system of land alienation is correct, and, in any case, one does not change horses in mid-stream, and we will not change the system, but, *what must be changed is the attitude of mind* of officers at all levels, who are responsible for land administration.

It breaks my heart to visit land offices, as I have recently been doing, and feel the death hand of colonialism still lurking in the desks, cup-boards and files of our land administration.

To see Collectors and Assistant Collectors sitting there with the same attitude, with the same old colonial Civil Service style, which I thought that we have already thrown overboard, and shed since Merdeka!

Sitting patiently outside the land offices are our people to whom the granting of a few acres of land is vital for their life and their livelihood, *and yet to* see these applications dealt with no sense of

urgency, no sense of human feeling and no attitude of dynamic efficiency, really breaks my heart.

Land administration is a State matter! As a Federal Minister I have no direct control!

But, what is the defect in our land administration today?

The defect, according to my diagnosis, is a lack of leadership.

Leadership, is not something confined to Cabinet, to the State Executive Council.

Leadership must permeate right down from Division I officers to the lowest Division of our civil service, and I would like to see, particularly in the case of State Secretaries, State Development Officers and District Officers, the ability, not so much to work themselves, but to make other people work; the ability to move around and find out what is *slowing up the machinery of government*.

More contact with the public; more sense of urgency in serving the common, ordinary man.

How often in any State, does the District Officer walk out from his office and talk to the applicants sitting outside on the benches at the Land Office and ask him his problem, and then push his requests with a definite sense of urgency, unless the Collector of Land Revenue shows a sense of urgency, neither the Assistant Collectors, Settlement Officer, or tracers will feel any urgency in approving land quickly.

Our people must be given a fair chance for a fair living, and land which they wish to have approved must be dealt with quickly; it is in most cases, a matter of life and death to them.

I want to see some new *life*, new *blood* and new energy infused into our land administration. This is a State responsibility.

This can only be achieved by leadership!

All Menteri-menteri Besar, State Secretaries, Commissioner of Lands and District Officers must so adjust themselves to a new attitude of leadership.

I have talked to you for quite a long time.

Talk, in itself, will not make Malaysia progress.

But, I sincerely hope, Gentlemen, that the message that I have tried to convey in my speech today, will give you a formula for action towards greater progress in the development administration of our country; we have got to develop to survive.

And now we must adjourn to the next item of my programme, which to me is the most important aspect of my visit to Johore, a briefing in the development Operations Room.