

Perdana
Discourse Series
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Perdana Discourse Series
Social Reengineering
Discourse Series
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Jointly organised by



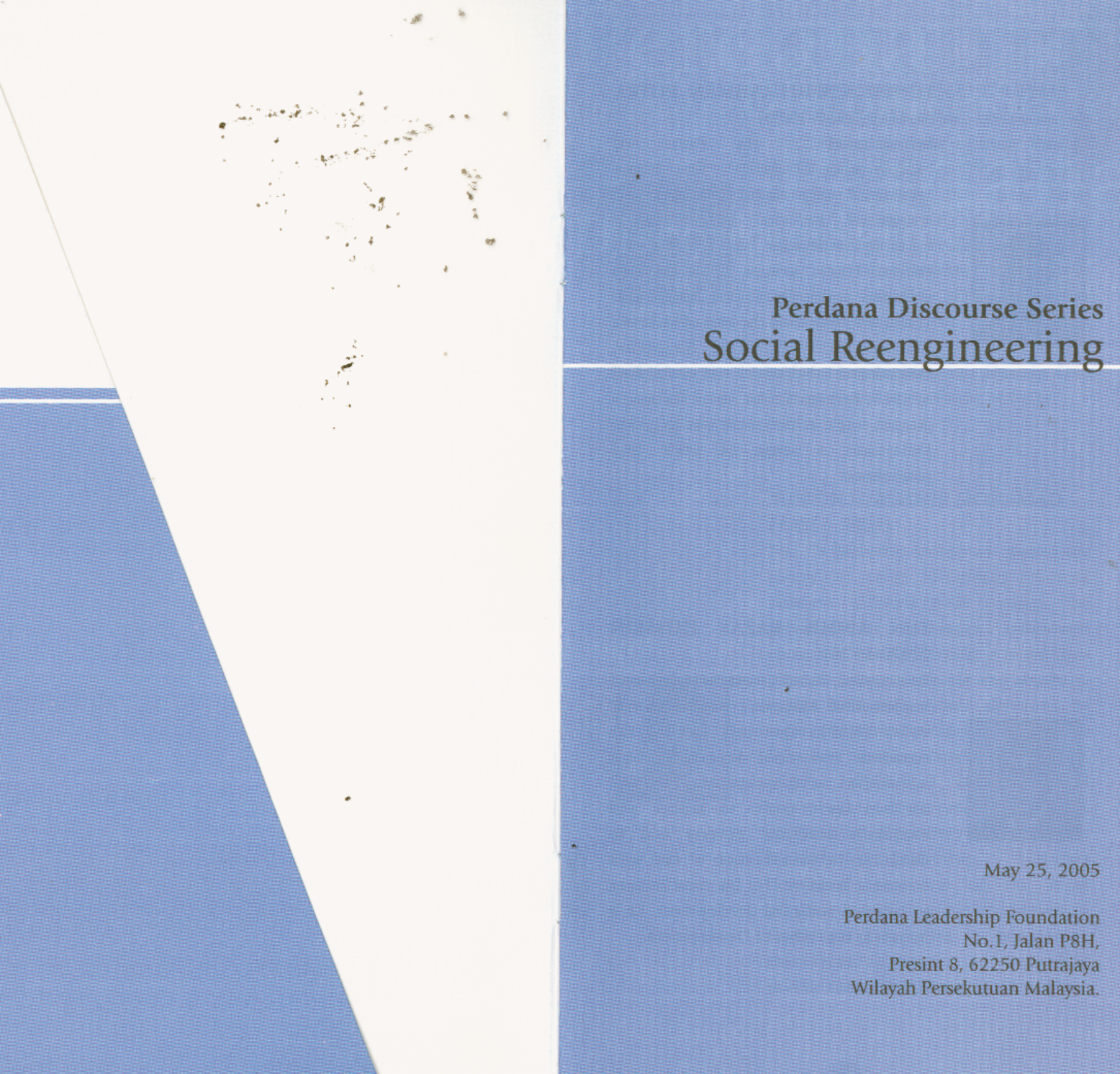
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Perdana Discourse Series
Social Reengineering

May 25, 2005

Perdana Leadership Foundation
No.1, Jalan P8H,
Presint 8, 62250 Putrajaya
Wilayah Persekutuan Malaysia.



TUNKU ABDUL RAHMAN PUTRA AL-HAJ (1957-1970)

Remembered as the Father of Independence, Malaysia's first Prime Minister, Tunku Abdul Rahman had recognized the vital importance of fostering cooperation among Malaysia's various ethnic groups as a way to overcome political problems. It was also Tunku who proposed the idea of Malaysia - a federation of Malaya, Singapore, Sarawak and Sabah which was established in 1963. Perhaps Tunku Abdul Rahman's greatest single achievement was in giving Malaysians a sense of pride and nationhood.



TUN ABDUL RAZAK HUSSEIN (1970-1976)

Tun Abdul Razak masterminded and implemented Malaysia's New Economic Policy (NEP), vigorously tackling the economic and social disparities which had fuelled racial antagonism. The NEP set two basic goals: to reduce and eventually eradicate poverty and to eliminate the identification of race with economic function. For his contributions to national and rural development, he is known as the Father of Development.



TUN HUSSEIN ONN (1976-1981)

Tun Hussein Onn was renowned for emphasizing the issue of unity through policies aimed at rectifying economic imbalances among the races. These included the launching of the National Unit Trust Scheme. He also dedicated his tenure as Prime Minister to creating a culture of discipline, purpose, integrity and government. For his efforts at promoting goodwill among the country's various communities, Tun Hussein Onn is remembered as the Father of Unity.



TUN DR MAHATHIR MOHAMAD (1981 - 2003)

Tun Dr Mahathir Mohamad opened the country to foreign investment, reformed taxation, reduced trade barriers, the privation of numerous state-owned enterprise, besides creating a world-class physical infrastructure. He also sought to bridge Malaysia's ethnic divisions by increasing general prosperity. In 1991, he launched the New Development Policy, which emphasized industrial and commercial development and the elimination of poverty. Under Tun Dr. Mahathir's leadership, Malaysia developed into one of the most prosperous and dynamic economies in Southeast Asia, with a burgeoning manufacturing sector, an expanding middle class and enhanced quality of life.



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Foreword by
Y.Bhg Tan Sri Dato' Azman Hashim
Chairman, Board of Trustees,
Perdana Leadership Foundation

We would like to wish a warm Selamat Datang to discussants, participants and guests to the Perdana Leadership Foundation and to the second in a sequence of events under the Perdana Discourse Series which debuted on 23 August, 2004.

The Discourse Series will be part of a string of activities featured at the Foundation. It is our hope that regular hosting of such intellectual discourses on topics that are uniquely Malaysian will help identify modes pertinent to resolving issues related to nation building and the development of a progressive society.

On behalf of the Board of Trustees, we would like to express our sincere appreciation to Y.A.Bhg Tun Dr. Mahathir Mohamad for agreeing to share his views on the topic of Social Re-engineering.

This series will not be possible without the support of various individuals and organizations, especially PROTON who kindly sponsored this event.

We wish everyone a rewarding discourse series, the outcome of which, we hope, will enhance efforts at effecting a better Malaysia for all.



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Foreword by
YBhg Dato' Seri Professor Dr. Ibrahim Abu Shah
Vice Chancellor
Universiti Teknologi Mara (UiTM)

The Perdana Discourse Series on the thoughts of Malaysian Prime Ministers is a collaborative effort between InKA, UiTM and Perdana Leadership Foundation (PLF). The series aims to initiate discussions among scholars, concerned public and future leaders on issues regarding nation building. We are very honoured to have our esteemed former Prime Minister, a man of vision who has contributed much towards the country's continual development, Tun Dr. Mahathir Mohamad, to present his views on Social Reengineering in this second discourse series.

Some of the issues that will be discussed will cover areas on the history of the world, region, the country, race relations, the complexities involving diverse ethnic communities, factors that have affected the political transformation of the nation, changes in the socioeconomic conditions and changes in political identity. Through discussions on these issues, we hope the younger generation will be more exposed to the significant aspects of the nation's history and how some of these events have marked the critical junctures which have brought us to where we are today; an advanced, dynamic and modern society among developing nations.

A monograph of the discussions will also be published. The document will encapsulate the nation's idea of Social Reengineering, her vision and mission as well as illustrate the way in which they relate to the present state of our nation in trying to prepare us to face challenges like globalisation and the Internetworking.

I would like to extend my heartiest congratulations to the organisers, InKA and PLF, for their efforts in making these discourse series a success. I would also like to thank PROTON Bhd for sponsoring the series and all discussants and participants for their willingness to share thoughts and ideas.

Working Definition of Perdana Discourse Series

It is a one-day semi-structured communication platform where a prominent presenter will speak to selected clusters of audience on a pre-determined topic addressing its definition and tracing issues like policies, strategies and possible models used during the tenure of the past prime ministers, in addition to achievements accomplished throughout each of the four premierships. Discussions and issues arising from the discourse will be duly documented and mapped to form a tentative draft model of systematic connectivity incorporating strong elements vis-à-vis the issues addressed.

In the discourse series, we will use a basic model to describe the thoughts of our past leaders under the premise that thinking style has an influence over the attitude of a leader, which will then influence his or her behaviour and performance. Hence, the Perdana Discourse Series will focus on the three constructs, namely the attitude, behaviour and performance of past leaders during their tenure as the Prime Minister of Malaysia.

Performance of these leaders will be detailed via cross-impact analysis of numerous key policies introduced during their respective premiership. Each presenter will be invited to reiterate, list and illustrate several key decisions of the four leaders linked to the topic of discourse, one of which is by looking at, noting, and describing various policies introduced during each of the four premierships.

Each presenter will be allowed time to discuss the pros and cons of each policy initiated via critical junctures (e.g. the Independence, the separation on Singapore from Malaysia, the 31st May Racial Riot, the NEP, the Vision 2020, the Economic Crises, Terrorism etc). It will be followed by a moderated discussion session by experts from the related fields and from representatives of future leaders. Finally, a break-up group session will be deliberating further on the issue to resolute on three aspects: the past, the present and future of the issue concerned. Those statements will later be presented to the whole group as a closing remark for the discourse session.

Objectives of Perdana Discourse Series

1. To offer a platform for research on thoughts of the past four Malaysian prime ministers
2. To allow knowledge sharing on the leadership style of the country's statesmen
3. To map the continuity of thoughts of past leaders

Discourse Output

Anticipated output will be:

1. Joint publication of monographs between InKA and PLF
2. Action Research
3. A visual Map[®] of the connectivity and continuity of thoughts of Malaysia's past leaders on all issues discussed.
4. An array of critical junctures experienced by Malaysia during the tenure of the past four Prime Ministers.
5. A book on consolidated issues
6. A web portal (Digital Memory of past Prime Ministers of Malaysia) on related issues.

Some Points on Social Reengineering

- Reengineering is about change that is fundamental and radical. It is about "starting over". Hammer & Champy (1993) defines reengineering as "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed."
- Social reform requires changes in the nature of the state itself. Raj Upreti (2004) defined social reform as referring to radical change in existing administrative, regulatory and political frameworks to ensure representation of a pluralistic society in decision-making and governance processes that address the root cause of on-going conflict and that establish lasting peace.
- Therefore, social re-engineering is a continuous event or process of improvement within a society in view of a perceived improvement in their quality of life: a continuous process of catching-up with the issues as they happen. It requires diligent education and re-education of people, keeping them updated of the changes to the system, threats to its stability, and required operational procedures. Hence, there must exist a person or a group of people (normally those in power or about to be in-power) that master-mind, plan and execute the agenda in order to fulfill pre-determined objectives normally thought to benefit some or all members within a society. Social re-engineering does not happen naturally or it is not a self-organising event. There must be some elements of intervention associated with it. It has a motive, it has a designer, it has one or several architects, and it definitely has a bunch of executor and followers.
- Society is now being challenged by the advent of information-based development. The need to network has never been pressing as compared to earlier years. Now the advancement of the Internet (plus all the technology that comes with it) is becoming the social network enabler. The limit on Internet accessibility redefines new clusters of haves and have-nots of digital divide. Failing to grasp the shift will make any intervention efforts to advance society fruitless.
- Some examples from history of various attempts on Social Reengineering: Russia, when it converted from a monarchy to a (communist) socialist government in 1916; the Germans, due to their defeat in the WWI, had put a lot of pressure on society that later resulted in the Nazi regime trying to reengineer the Germans to become a super race; South Africa experienced a form of social reengineering when apartheid was imposed; Cuba has experienced structured social reengineering out of pressure and threats from outside.

- Malaysia's experience on social reengineering falls into two parts: pre-independence and post independence. Pre-independence social reengineering was more a colonial intervention; the colonialists implemented a policy that divided labor geographically by race. Social reengineering in Malaysia after Independence or after 1970 was a structured attempt by the government to improve the socio-economic status of the nation through the five year development plan i.e.
 - i) the proclamation of Rukun Negara and the National Economic Policy (NEP) for the period from 1970 to 1990,
 - ii) the National Development Policy for the period from 1991 to 2000 and
 - iii) the National Vision Policy (2001-2010).

The following are excerpts from the UNDP Report, 2005:

- The NEP was designed to ensure that growth with equity, particularly equity between ethnic groups, would be achieved by creating new and expanded sources of wealth, hence reducing poverty. Subsequently, The National Development Policy (NDP) maintained the basic strategies of the NEP, but instead of focusing on an anti-poverty strategy, the eradication of hard-core poverty became the central agenda. Introduced was a strategy to increase the participation of Bumiputera in the modern sectors of the economy, the identification of the private sector as a driver of economic growth and income, and the use of human resource development as a primary instrument for achieving objectives of growth and distribution.
- Whereas the National Vision Policy (NVP) builds upon and maintains the efforts of the NEP and NDP, it incorporates the Vision 2020 objective of transforming Malaysia into a fully developed nation by 2020. It emphasizes the need to build a resilient and competitive nation as well as an equitable society, to ensure unity and political stability. The private sector will spearhead economic growth, while the public sector will provide the supportive environment and ensure the achievement of socio-economic objectives through developing a knowledge-based economy, emphasizing human resource development and accelerating the shift of the key economic sectors towards more efficient production processes and high value-added activities. For poverty eradication, the focus is now on Orang Asli and other Bumiputera in Sabah and Sarawak.

Keynote speaker
Y.A. Bhg Tun Dr. Mahathir Mohamad
Former Prime Minister of Malaysia

Tun Dr. Mahathir bin Mohamad was the fourth Prime Minister of Malaysia. His 22-year tenure has made him the longest serving Prime Minister. Born on 20 December 1925 in Alor Setar, Kedah, Tun Dr. Mahathir did his early and secondary education in his home town. In 1947, he gained admission into the King Edward VII College of Medicine in Singapore. Upon graduation, he joined the Malaysian government services as a Medical Officer. He left in 1957 to set up his own practice in Alor Setar. Tun Dr. Mahathir is married to a doctor, Tun Dr Siti Hasmah bt Mohd Ali, and they have seven children: Marina, Mirzan, Melinda, Mokhzani, Mukhriz, Maizura, and Mazhar.

Tun Dr. Mahathir has been active in politics since 1945. He has been a member of the United Malays Nation Organization (UMNO) since its inception in 1946. He was appointed Chairman of the Higher Education Council in 1968, Member of the Higher Education Advisory Council in 1972, Member of the University Court and University of Malaya Council, and Chairman of the National University Council in 1974. In 1973, Tun Dr. Mahathir was appointed a Senator but later stepped down in order to contest in the 1974 General Elections. Following the elections, Tun Dr. Mahathir was appointed the Minister of Education. On 16th July 1981, he was made Prime Minister

He was the man behind Malaysia's Vision 2020 that sets the sense of unified purpose and common shared values for the nation. One of his hopes was to see this country's multiracial, multiethnic society transformed into a truly Malaysian race with rich sub-culture inheritances by the second decade of the 21st century. He has charted Malaysia onto the world map where many significant world events were organized in Malaysia during his tenureship, like CHOGM, the 1998 Commonwealth Games, the APEC Summit, the NAM Summit and the 10th OIC Summit. Tun Dr. Mahathir ended his premiership on October 31st 2003 on a high-note, that he wanted the country to further her achievements in every aspect: socially, economically, politically, technologically and environmentally.

About the Organisers

Perdana Leadership Foundation

Incorporated in January 2003, the Perdana Leadership Foundation was set-up with the following objectives:

1. To research, document, disseminate and publicise the intellectual legacies of Malaysia's past Prime Ministers.
2. To elucidate and illuminate the contributions of our past Prime Ministers in the social, economic and political development of the nation.
3. To create awareness of the development process of the nation and serve as a platform for future development.
4. To be a resource centre for policies, strategies and initiatives adopted under the various prime ministers which may be used/adapted as models for the development of other nations.

The Foundation operates a physical and electronic library, Pustaka Perdana, which provides direct access to a wealth of information on Malaysia's past Prime Ministers. Pustaka Perdana collects, organizes preserves and disseminates materials by and about the past Prime Ministers and events connected to them, and outlines the policies, strategies and initiatives they adopted. It is an archive for scholarly and analytical pursuits.

The Institute of Knowledge Advancement

The Institute of Knowledge Advancement (InKA) exists to further research, education and training in systems and process development besides creating and diffusing on a wide range of areas of disciplinary convergence and across disciplines. InKA's concerns cover the institutional and governance aspects of the University as an organization as it extends to the global environment as well as areas of pertinent interests with regard to emerging paradigms and global transformations such as quality management, change management, complex systems, science and technology studies, policy studies, future studies, knowledge management, intellectual capital and cognitive science.

Since its inception in 2001, InKA has assumed the role of initiator for many of the University's strategic alliances and agenda through ideas from its team of resources made up of homegrown members of academia whose common objective is to see the University soar to greater heights in the realm of tertiary education for bumiputeras.

Four years on, InKA is still churning out ideas and initiatives to ensure that the University is aligned to current academic and scholastic requirements based on best practices and benchmarking with academic institutions the world over. The effort is made possible only with full support from UiTM's top leadership and InKA's very own team of Fellows.

Perdana Discourse Series Secretariat

(Universiti Teknologi MARA)

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