

## A MEETING IN MINIATURE OF THE U.N.

### THE "SOUL" OF DEVELOPMENT LIES DEEPLY IN ALL OUR HEARTS

*Delegates from thirteen countries, from Africa, from the Middle East and from Asia, heard Tun Abdul Razak describe the ingredients vital for promoting material development which is "the very foundation of security". He was speaking at the opening of the Second Seminar on Development from 22nd June to 30th June, 1967.*

This gathering to-day looks like a *meeting in miniature* of the United Nations, and, although here today, we are not a meeting of the U.N. Security Council, we are, nevertheless, an international meeting, *concerned with security*, because the subject which you are going to deal with in this Seminar, *Development*, is in fact, the very *foundation of security*.

By getting together and exchanging views and ideas, and discussing how we can implement sound development planning, is a step forward towards greater *security*, because development, in its *true sense*, gives our people security for the future, security from poverty, security in relation to better health, education and a better way of life, and hence a higher standard of living.

These really are the aims of any nation's development programme!

Perhaps, I should explain why my government set up a centre for development studies, and decided to hold, from time to time, seminars on development, to which are invited distinguished participants from all countries, not only in this region of South-East Asia, but also from Africa and the Middle East.

Malaysia has been independent from colonial rule for the last 10 years, and during these 10 years, my government has tried its best, within its own capabilities, to use all our energies, both mental and physical, and to use all our resources, both natural and financial, towards developing Malaysia to the highest possible standard that we can achieve, so that our people will live a happy and contented life, with a higher standard of living than ever before, in a happier and more secure home, than they enjoyed in the past.

And we believe, that this strengthening of our economy, this increase in output of our energies, this raising of our standard of living is, apart from all the other benefits, is also an *investment*

towards the security of our *sovereignty* as an independent nation; because the seeds of subversion *do not easily germinate* and take *root* in a nation which is going forward on the path of progress; the seeds of subversion, particularly, when sown by Communists, thrive *on more barren ground in a nation* which is going backwards.

Therefore, having evolved our own planned development in Malaysia; having evolved our philosophy which motivated these plans: and having evolved our own techniques as to how we can translate our plans from paper into action, and from action into worthwhile economic projects, we thought that you our friends, whether you come from Africa, or from the Middle East, or from Asia, would like, from time to time, to come here to Kuala Lumpur, and spend a few days discussing our mutual aims in the field of national economic development; exchange ideas and state clearly our problems, so that we here in Malaysia, can learn from your experience, and that you, on the other hand, can see for yourselves, what we are trying to do: what we have done; and what we intend to do.

Therefore, by this very healthy, free and frank discussion in this Seminar on Development, our minds will be renewed, and refreshed, and the net result will be. *we hope*, that the "soul" of development which lies deeply in all our hearts, will be stimulated and encouraged to more agile thought and greater effort towards the task we all have in common, that of developing our own country and pushing it along the path of progress. Let us discuss and define this word "progress", and how we are going to achieve it

As I see in my own mind, the whole process of progressing as a nation, falls into very clear categories. Firstly, one must have a Plan, and the methods of making a sound national economic plan are well established, and there is, throughout the world, a tremendous amount of expertise available on economic planning. So, therefore, it is not difficult to devise a 5-Year or 6-Year Development Plan for a country, but, having made a Plan, based on facts, figures and economic projections, then *three questions must be asked and must be answered*.

Firstly, *funds* must be raised to finance projects; secondly, *techniques* must be evolved to ensure the day-to-day implementation of the development plan, and thirdly, perhaps, more important than funds, *emotions* must be *aroused and concentrated* to ensure

that the maximum effort on everyone's part is so stimulated and channelled into one unanimous national effort in the direction of development.

How do we do this? The answer to this question. I hope will be the focal point of this international forum on Development. Let me put it this way; let us take the working of the human-body. For a human-being to achieve results, whether it be the physical effort of winning a gold medal at the Olympics or the mental effort of obtaining an academic doctorate.

Such effort requires, the secretion of "Adrenaline" from the adrenal glands which give both mind and body a boosting charge which supplies the fuel, the fire and the power necessary for a perfect performance. This is the law of nature, which no one can change or dispute.

Let us, therefore, examine this fundamental law of nature in relation to development. "What is the adrenaline of development."

This a question, a stimulating question to which I think and hope that your Seminar could after ten days, perhaps, give a stimulating answer!

Let us be frank about this.

My responsibility, and the responsibility of all my Cabinet colleagues, is to guide the state of the nation on the shortest possible route to progress!

Leaders of any properly governed nation in the world, particularly, what we call the developing nations, are quite rightly, as I am, impatient for progress.

We have got to get things done and get them done *quickly*: and yet, the elected leaders of any country; are not the real instrument of progress; the instrument of progress is really the Civil Service which is responsible for implementing our policies and directives.

In other words, in this democratic way of life, the politicians can be compared to surgeons operating in a hospital operating theatre. You can have the best qualified surgeon in the world with the best degrees and best skills, but, nevertheless, he can make a complete hash and failure of an operation if his *scalpel* is rusty and blunt.

In the process of national development, the *scalpel* or the *knife* which cuts the path of progress is the Civil Service which must support and carry out the policy of an elected government.



How, therefore.—*and this is the question before your Seminar*—can we devise new ideas, new thinking, and new methods to ensure that the machinery for development becomes an incisive, sharp stainless steel instrument to *cut through* differences, difficulties and delays?

Our development and progress cannot be cheaply purchased; and their price must be found in what we *all forego* as well as what we all must pay!

This means that not only must we evolve and maintain a sound system of development implementation; we must also find ways and means of shedding old-fashioned, out-dated attitudes, and substitute an entirely new approach to tackle this great task of development implementation.

In the old days, when development was unheard of the structure of any civil service was based on the principle of "routine competence" but today, if we are to achieve dynamic development. routine competence is not enough; all our government officers concerned with development must acquire a new attitude of innovation, combined with the ability to lead.

In fact, the answer to development, to my mind, is contained in one word, leadership. And what is leadership? Leadership is the art of indicating a distant and inspiring goal so as to make all else see *trivial*.

In the field of battle, it is under an inspired leader that the soldier comes to regard his possible death as a mere incident; in the field of industry, it is under an inspired leader that the workman works more for producing perfection of his product rather than his pay.

In the field of development, it is inspired leadership at all levels which will maintain a focus on the national goal, rather than a focus on the pettiness of files, papers and departmental differences.

It is at the farthest end of our development programme that the breakdown of leadership is most likely to occur—at project, farm and village level.

Finally. Gentlemen, to go back to the question I asked earlier in my speech. "What is the *Adrenaline of Development?*" I personally think that it is *leadership at all levels*.

I understand that on the drug market, you can buy synthetic substitutes for "*human adrenaline*" which is prepared on a special formula in the chemical laboratories of the world on a formula

which has been patented by leading scientists in the field of chemical research.

Unfortunately, you cannot produce the "Adrenaline of Development" from test-tubes but, perhaps, your Seminar here in Kuala Lumpur can give much thought to the matter, and, after all, all of you here, distinguished leaders on development from your own countries have come to Malaysia to join in this our human laboratory on development.

Perhaps, after ten days discussion, you may be able to produce new formulae that we all seek, a formula to produce and to inject the essence of development—the adrenaline of development leadership into our development implementation machines.

Thank you.

## THE GREATEST SAFEGUARD OF OUR SOVEREIGNTY

### NATIONAL DEVELOPMENT AND DEFENCE

*A vivid account of Malaysia's Development Plan, of our techniques of implementation and of the results we have achieved was given by Tun Abdul Razak when he addressed the delegates at the opening of the Afro-Asian Seminar on National Development in Kuala Lumpur on 28th October, 1966. He warned against the "Deadly sins of bureaucracy"—the main deterrent factors—which tend to delay development."*

We in Malaysia are happy and privileged that this first Seminar on Development is held in our country. I have long felt the need for a forum such as this at which developing nations of the world could gather together to exchange ideas and experiences frankly and honestly on problems in development, on planning and techniques of implementation. All of us, the developing countries in Africa and Asia, have focussed our attention on development in the forefront of our national goal within our own national boundaries. However, I feel that the time has come for us to realise that our development efforts and our progress are not merely exclusive of each other but are inter-dependent. In the field of economic development, we have our common goal, but at the same time we have common problems and by exchanging