

"REFORM AND SERVE" THE NATION

WHY THE FLAG WAS FLYING AT HALF MAST AT THIS LAND OFFICE

A concerted determination to work together in the common cause of implementing what we have set out to achieve can only be brought about by sincerity, unselfishness and an earnest desire to reform and serve. This observation was made by Tun Razak at the State Operations Room in Johore on the 3rd of July, 1967, when he laid bare, in no uncertain manner, his unhappy reactions to what was taking place in most Government Offices. Those present included Members of Parliament, State Assemblymen, and heads of Government Departments.

If 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, the first Directive on Development was 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."*

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 work together as a team towards *our common cause*, we will fail!

Are we going to fail? We in Malaysia *will* and must 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. e

To raise the standard of our *individual actions* above personality, above personal gain, we must apply ourselves and our energies to the *unselfish* task of producing results and a progressive Malaysia. We need to achieve results; to achieve the aims 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!

Time has come in our stage of national development where we have to focus all *our rime* 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 on team-work, whatever our position in the strata of government. Whether we are elected by the people or appointed by the Public Service Commission, we must realise that we have, here and now, *one task*. and one task only, i.e., working together to achieve our national aims and to do the utmost for our people and for our country.

Let this be a day of resolve and let us determine 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, "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 S7% million. Out of this, we have a committed expenditure of SI 10 million for Defence, which may rise to S130 million. 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.

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, a bridge or a well! j

The philosophy of the Alliance Government is not only to have a Malaysia Envelopment 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 it also means Rural Economic Development. The Alliance Government docs 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.

Last year. on my visits to Johore. / approved no less than \$L4 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 suppled to gain some prosperity from these minor projects have not done so because of some form of blockage in the system administration j of your State. / hope thai this will never happen again. and hope that when / 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 actum without even one day's delay!

The time has come in our present phase of development that the Alliance Government is determined to produce immediate and quick results in all fields 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 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.

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. 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 a 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 Offices, 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 earn "passengers" on our path to progress. The time has come to shed all 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 phases, and we have passed through the Merdeka phase, and we have passed through the Emergency phase, we 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!

If we are to continue with our development programme, the key-note of development from today onwards, must have the main emphasis on *productivity*. When I talk of productivity, 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*.

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. What is wrong with our land administration system? It is certainly not our system which is out-dated, for it is as modern as any system of Land administration can be. It is the officers who are administering the system who are out-dated. 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 applications?

I am convinced that the system of land alienation is correct. 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, and feel the death hand of colonialism still lurking in the desks, cupboards and files of our land administration.

I am distressed 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 *sloping up the machinery of government*.

There should be 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 Officers, 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 *blcxxi* and new *energy* infused into our land administration. This is a State responsibility. This can only be achieved by leadership! All Mentri2 Besar. State Secretaries. Commissioner of Lands and District Officers must so adjust themselves to a new attitude of leadership.

I sincerely hope, 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.