

**One of Selangor's headaches is illegal SMEs (Small and Medium Enterprises), which create jobs. What do you plan to do about this? – Alex Fernandez (Bandar Sri Damansara, Petaling Jaya)**

**Khalid:** We have a special executive councillor for resolving the problems of illegal factories. I'm not closing them down. I'm trying to work with them, to make them follow us. The existence of illegal factories is due to corrupt practices.

I know business is competitive and every sen counts but doing business illegally is not right.

**You're familiar with Government-Linked Companies (GLCs). But the rest of your executive councillors are greenhorns. Do you feel that you have to carry the whole weight? – Zulkifli Hj Dollah (Shah Alam, Selangor)**

**Khalid:** You never know, they learn very fast! But the whole idea is teamwork and we have to get the administration, political partners and professional community to be together with us with the view that we can work together to develop.

The good thing about Selangor, as opposed to other states, is that it has funding and resources. Other states may have the ideas but they do not have the resources.

**Many people do not realise that agriculture is a big part of Selangor. What is your policy on that? – Choong Jin (Petaling Jaya)**

**Khalid:** We want to modernise it. There is a person in charge of agricultural modernisation and natural resources management but we are not talking about agriculture as just planting. We are talking about the total logistics of the product. When these are the issues, it's more than just planting and we need capital input like transportation, packaging and international market, and so on. If Selangor wants to be in the forefront of agricultural products, it must have the logistics to say that fresh fruits or food they grow will reach consumers even as far as London within eight to 12 hours.

**The new governments of Selangor, Perak and Penang talk about integrity and new commitment. But critics always say new brooms sweep clean. What do you have to say about that? – Bernard Chan (Section 17, Petaling Jaya)**

**Khalid:** The test of integrity is time. It is not what you see. It is all in the bits that you do. For example, I learned when I was managing PNB, I was working under Tun Ismail Ali, and only after five years of working with him, he said I could be trusted. So it's time tested. I thought I was

quite good from the start but it took him five years to recognise that.

But it's a habit. Once you acquire the habit, you can do it. You have to train to discipline yourself to say this thing is not for you. It's for somebody else. But all this also depends on how you see yourself. For some people, check and balance, and audit reduce the temptation.

Even if I ask all my executive councillors and government servants to swear by the book, I'm not sure if that will solve the problem. For example, the Australian and New Zealand governments, they are developed. They may not swear by the book but their corporate governance and integrity are very high.

**Selangor has a large number of GLCs and some of them have been making massive losses. Have you gone through any of the companies and what are your plans for them? – Pauline Lim (Subang Jaya, Selangor)**

**Khalid:** I've gone through, for example, the Selangor State Government Corporation under Mentri Besar Incorporated, I think they have turned around. On whether they can be internationally competitive, I think not yet. But they have turned around. The fortunate part of it is they have a lot of land reserve they can utilise.

But on the product side, they are not yet in the forefront. My conclusion is we will sustain the GLCs to a certain level but we believe that Government should not be too much into business or there is conflict of interest.

#### **ENVIRONMENT**

**What is your plan to preserve green areas in Selangor? – Choong Mee Fatt (Petaling Jaya)**

**Khalid:** I'm looking at the percentage of green lungs we have. It's more than just maintaining green lungs. They provide us with catchment areas. I think it is imperative for the state government to be careful. If we open up without taking care of green lungs, you not only destroy the green areas but also the most important item, which is water. And that is going to be very costly in the future.

**Kota Damansara is one of the main areas with environmental issues. What is the state government's commitment to preserving the place? – Jennifer Phuah See Mei (Bandar Utama, Petaling Jaya)**

**Khalid:** We thought areas that have been gazetted should not be reopened. We will make it a rule to have a public debate and forum if any development has to take place. So the public will be involved in making

decisions. Especially so if people were to buy areas near the green lung, then the price of the purchase includes the price of the green lung. When you destroy the green lung, you destroy the rights of the people living around the area. It is called property right.

In certain countries, they have certain regulations. They have to inform those involved because when the people bought it, they have taken that part of the price into consideration.

**For state and council projects, you have the freedom to ensure that there is a proper open tender system. Would you do that? – Mohamad Nordin Mahmood (Subang Jaya, Selangor)**

**Khalid:** Yeah, but only to certain size because sometimes if you have open tender for everything, then the bureaucracy will creep in on you. For example, in the corporate world, there is a certain size where you don't need to worry about the tender system because you roughly know the bill of quantity and all that. If you want to repair a pothole and then you have a tender system, it will take six months. So you have to know the size. We have to balance the tender. But if it's a RM40mil project, then you must go through the process. – **Transcribed by Elizabeth Looi.**