



PERDANA MAGAZINE

2010-2011

Vision 2020: Can We Achieve It?

CEO Forum 2010
International Peace
Conference
Knowledge Economy
Roundtable
Balanced Scorecard
for Library
Educating Young
Malaysians
Public Governance
Roundtable
Tun Dr Mahathir
and the West





Message from Tan Sri Dato' Seri Azman Hashim

Chairman of the Board of Trustees
Perdana Leadership Foundation

THE YEAR 2010 SAW MALAYSIA PULLING OUT OF THE 2008/2009 GLOBAL FINANCIAL crisis, with a Transformation Plan that aims to catapult the nation to fully developed nation status by 2020. Perdana Leadership Foundation contributed to the dialogue and discussion of this transformation agenda, and of Vision 2020, by holding our second CEO event, the CEO Forum 2010, themed, "Approaching 2020: Malaysia's Decade for Growth?"

In this Forum, there were various panels on the issues concerning our required evolution from an industrial economy to a knowledge-driven one, including a session hosted by our "Minister of Transformation", YB Dato' Sri Idris Jala, the CEO of PEMANDU, the agency tasked with the unenviable task of driving Malaysia's transformation. We also had the privilege of dialogue with our fourth Prime Minister and the architect of Vision 2020, YABhg Tun Dr. Mahathir Mohamad, who as always framed Vision 2020 within the larger context of the world and gave us his frank opinion of whether or not Malaysia will achieve its Vision 2020 goals, set thirty years ago.

Of course, dialogues and discussions are not enough, and the real key in successful transformation is the implementation. From my corporate experience, changing mindsets is the most difficult change of any transformation plan. Malaysians need to "transform" themselves to cope with the globalised world and the tougher competition that we, as a country and as individuals, face today. In my speech at the Forum, I emphasised the need to raise Malaysians' proficiency in English to boost our competitiveness as a nation without de-emphasising the use of Bahasa Malaysia as the National Language. I am repeating it here and will add that we as a nation cannot afford to handicap ourselves in the face of global competition. I sincerely hope that good-thinking Malaysians will speak out on this as it affects the future of our children and grandchildren.

Malaysia's future is the reason for the Foundation's existence. Yes, we mine the past but we do it to serve as a guide for us in fashioning the future. To date, the Perdana Library has built up an extensive resource of the leadership history of this country, almost four hundred thousand records as I write this, and we sincerely hope that more Malaysians will tap on our materials to learn more about the policies and strategies that have been pursued by this country, and to develop fresh perspectives on the past to illuminate the future. The leadership baton is one that has to be passed. I believe that it is the responsibility and duty of the present and past leaders of the country to nurture and develop good, caring, responsible and ethical leaders of tomorrow. Perdana's role is to facilitate this process.

There is a lot more that the Foundation wants to do to encourage scholarship, research and active dialogue on the subject of leadership. We have been fortunate to have had the support of our Founding Trustees in setting up this Foundation. Their continuing support with the additional support of GLCs and corporations are helping us to fund our programmes and continue with our archiving initiatives. This support enables the Foundation to play a more active role in generational knowledge-sharing and I thank all our Trustees, major donors and other supporters for their contributions to the Foundation.

I also congratulate the team at Perdana Leadership Foundation under the leadership of Tan Sri Nik Mohamed Nik Yaacob for their achievements and wish them every success for the coming years.

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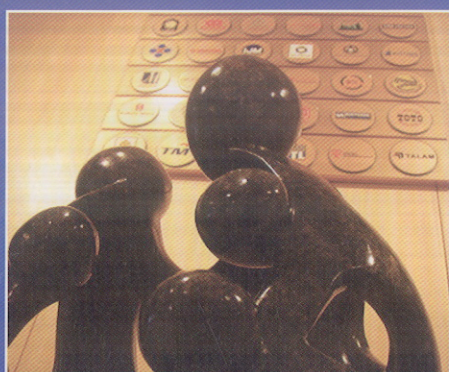
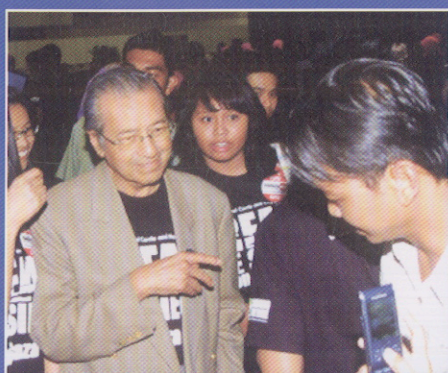
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More Than 1,000 People Visited PLF in 2010

MORE THAN 1,500 VISITORS FROM LOCAL AND INTERNATIONAL organisations, government agencies, academic institutions, libraries as well as primary and secondary schools visited Perdana Leadership Foundation in 2010 to explore the Perdana Library's physical collection as well as to get acquainted with our digitised materials. The visitors were also invited to observe firsthand the archiving and indexing process of the digital materials.

We welcome walk-in visitors on Tuesdays and group visits via appointments. To arrange for a group tour, please contact En. Adnan Haris (Tel: 03-88858940/email: adnan@perdana.org.my)



Left: American Council of Young Political Leaders (ACYPL) with Tun Dr. Siti Hasmah – 14 December 2010

Below: Visit from 10th African Business Leaders Forum – 21 July 2010



MTCP International Course on Library Management for Librarians – 9 July 2010

Buka Puasa with Tun Dr. Mahathir & Tun Dr. Siti Hasmah

THE HONORARY PRESIDENT OF PERDANA LEADERSHIP FOUNDATION, Tun Dr. Mahathir Mohamad and Tun Dr. Siti Hasmah Mohd Ali were the Guests of Honour at a Majlis Buka Puasa hosted by Perdana Leadership Foundation on 7 September 2010. More than 150 guests attended the event which started with a 'buka puasa' (breaking of fast) session followed by Maghrib, Isya' and Terawih prayers and ended with 'Moreh' (supper).



All smiles with Tun Dr. Siti



The former First Lady's table



Dato' Sri Che' Khalib & Tan Sri Azman Mokhtar were among the guests



Tun Dr. Mahathir with members of PLF's and PGPF's Board



Tan Sri Azman bantering with Tun Dr Mahathir



A Treasure Trove of History and Anecdotes: The Late Tan Sri Saleha Hj Md Ali

AFFECTIONATELY KNOWN AS 'KAKAK' among her family members and close friends, the late **Tan Sri Saleha Mohd Ali** recalled with amusement that the former President of South Africa, Mr. Nelson Mandela also called her 'Kakak' despite being told by her brother-in-law, Tun Dr. Mahathir Mohamad, that 'Kakak' meant 'big sister' in Malay.

This was one of the anecdotes Tan Sri Saleha shared on 3 March 2010 during the Perdana Leadership Foundation Oral History interview, a collaborative effort with the Institute of Dr. Mahathir's Thoughts of Universiti Utara Malaysia.

The amiable octogenarian on that day recounted her childhood and school years, her time studying in England, her career as the Selangor State Welfare Officer in the 1950s, and her family (she is the elder sister of the wife of the country's fourth Prime Minister) and their achievements.

Born on 9 January 1923, Tan Sri Saleha was the third child of thirteen siblings and the eldest daughter of Haji Mohd Ali bin Taib and Hajah Siti Khadijah binti Haji Ahmad. She received her early education at Sekolah Melayu Klang in Selangor and St. Mary's School in Kuala Lumpur. Before she enrolled at the London School of Economics to study Economics and Social Science, she

was trained as a teacher and taught in Malaya before World War II broke out.

Tan Sri Saleha contributed her services in various public, social and welfare organisations including as a member of the State of the Selangor Legislative Council between 1950 and 1952, the Selangor Public Service Commission between 1960 and 1970, the National Council of Religious Affairs

Tan Sri Saleha recalled her first encounter with Tun Dr. Mahathir Mohamad, whom she met before Tun Dr. Siti Hasmah did. At the time, he was a young entrepreneur selling Malay "kueh" (desserts) for extra pocket money to help his family, she reminisced. Her love and affection for her younger sister and brother-in-law were apparent throughout the interview. She spoke highly of Tun Dr. Mahathir, and complimented his ability to listen to other people's ideas.

When asked about her younger sister, Tun Dr. Siti Hasmah Mohd Ali, Tan Sri Saleha described her as friendly and loving and declared that was how Tun Dr. Mahathir Mohamad fell in love with her.

The Oral History team left Tan Sri Saleha's PJ home, charmed by her hospitality and warmth.

The interview was conducted by Prof. Dr. Abdul Rahman Abdul Aziz, Prof. Madya Dr. Mustapa Kassim, Prof. Madya Dr. Abdul Halim Ahmad and Prof. Madya Shafee Saad of UUM. The Foundation will transcribe and publish the interview transcript as part of its Oral History Series.

Note: Tan Sri Saleha Mohd Ali passed away on Monday, 21st March 2011 at the Kuala Lumpur Hospital after suffering from advanced uterine cancer.



Tan Sri Saleha sharing her stories

Malaysia since 1974 and the National Welfare Council Malaysia. She also helped set up the National Council of Women's Organisations (NCWO). At the time of her passing, she was the President of the Institute of Management Consultants, Malaysia and Chairman of the Board of Governors of Genting Highlands College. She was also adviser to the Asian Strategy and Leadership Institute Malaysia (ASLI) and the Malaysian Strategic Research Centre (MSRC).

Educating Young Malaysians Today to Become Good Leaders of Tomorrow

ON THE 30TH OF JUNE 2010, THE Perdana Leadership Foundation was privileged to host the Deputy Prime Minister and Minister of Education, **Tan Sri Muhyiddin Yassin** who delivered the keynote address “The Role of Education in Leadership Development” at the eleventh Perdana Discourse Series. The programme started at 10.45am with the welcoming address by Perdana Leadership Foundation’s Board of Trustees Chairman, **Tan Sri Dato’ Sri Azman Hashim**, followed by the introduction of the speaker by the Vice Chancellor of Universiti Teknologi MARA, **Prof. Dato’ Ir Dr. Sahol Hamid Abu Bakar**.

Among the key points of Tan Sri Muhyiddin’s speech were:

- Malaysia needs capable, effective and visionary leaders who will rise to realise the goals of the nation.
- The success of a nation depends on the collective will of the people to



Avid students at the Discourse

work hand in hand for the realisation of a collective goal.

- Education is a conduit through which leaders are born and is a holistic process of developing the right capabilities in each and every individual
- With the guidance of the National Education Philosophy, Malaysia needs to re-evaluate its curriculum and the way learning institutions assess student’s progress and achievements

- Future leaders must have a good grasp of events and trends happening around the world and must be able to analyse information to make decisions.
- Curriculum from primary to tertiary level must encourage learning that goes beyond mere memorisation and comprehension of facts.
- The need to impart future leaders with the right values and ethics is important as such a leader will lead wisely.



The panel session in full swing

A Memorandum of Understanding (MoU) was signed after the keynote speech between Perdana Leadership Foundation and Universiti Teknologi MARA. Perdana Leadership Foundation’s Executive Director, **Tan Sri Nik Mohamed Nik Yaacob** and Vice Chancellor of Universiti Teknologi MARA, **Prof. Dato’ Ir Dr. Sahol Hamid Abu Bakar**, represented their institutions to formalise the second round of collaboration in three areas; research, digital archiving and the Perdana Discourse Series. The MoU signing ceremony marked the end of the first half of the



Tan Sri Nik, Tan Sri Azman and Dato' Ir Dr. Sahol



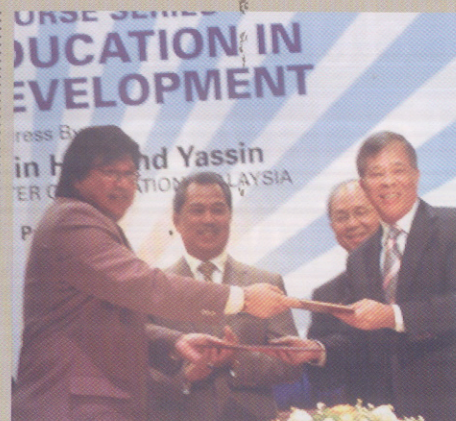
The Deputy Prime Minister giving his speech



Prof. Dr. Murad Merican



Datin Freida Pilus



Exchanging of the MoU

Discourse.

A panel session was held after the keynote address and featured three distinguished panelists: **Tan Sri Datuk Arshad Ayub**, Pro Chancellor of UiTM, **Datin Freida Mohd Pilus**, the founder of Cempaka Group of Schools and **Professor Dr. Ahmad Murad Merican**, the Perdana Leadership Foundation Honorary President Resident Fellow as well as **Puan Zuraidah Haji Musib** of PRIMAKARYA Media Communications and Consultancy who moderated the session.

Tan Sri Datuk Arshad gave the audience a few examples of leaders whose leadership abilities helped the nation gain independence from the British and urged the younger generation to emulate their leadership skills.

"In our own land, we should never be tired of reminding ourselves of the conviction, principles and sacrifices of our founding fathers, like Tunku Abdul

Rahman, who were effective in forging a nation, through the trials and tribulations of the communist insurgency, the colonist intrigues to maintain their interests here and extremists on both sides of the communal divide. It is a tribute to the leadership of Tunku Abdul Rahman who together with leaders like Tun Abdul Razak, Tun Tan Siew Sin, Tun Dr. Ismail, Tun Sambathan and several other ministers such as Tan Sri Khir Johari, struck the right and appropriate note of balance in the 'Merdeka Contract' (what is now termed the Social Contract), and essentially enshrined in our Constitution as expressing both the spirit and later, the character of our nation."

Professor Murad defined the purpose of education as giving tools for people to learn, a toolbox with value. As a proponent of the subject of Future Studies to be taught in schools and universities, he believed the subject would develop the culture of critical, constructive and long-

term thinking. "In both universities and schools, we are not taught to be critical and when we are critical we are labelled as subversive instead. This again has to change. If Malaysians do not become more critical, we'll never think; because being critical is not anti-government. So, schools and universities must teach their students to be critical as everybody must be critical. But that does not mean that we are subversive. This is how we have to develop as a society," said Professor Murad.

Datin Freida Pilus meanwhile shared her story on how she first started her school. "Women are the core mentors and educators in the family. And when we educate a woman, we educate a family. Since families make up a nation, therefore it is important to educate a girl. I started Cempaka Group of School about twenty-seven years ago for my own sons. I could not get my kids to school early because you could only go to school at six [years old] plus. And I wanted my eldest son to go to school early because he could read at the age of three. So I thought I could do a better job. I then started a school but it was not meant to be a business," said Datin Freida.

The dialogue session dealt with a host of issues related to the subject. These along with the keynote and panel presentations are compiled in a monograph that is available for sale at the Perdana Leadership Foundation.

Quality Higher Education for More Malaysians



PLF Trustee, Tan Sri Krishnan Tan, sharing views with young politicians from the US

INCREASING OPPORTUNITIES FOR enrolment to higher learning institutions, the quality of courses in universities and the national higher education strategic plans were among issues that were discussed during the Perdana Discourse Series, themed, “Higher Education in Malaysia: Increasing Access and Quality” that was held on 14th of December 2010 at the Foundation. The twelfth installment of the Perdana Discourse was jointly organised by Perdana Leadership Foundation and Universiti Teknologi MARA and sponsored by PROTON.

The Foundation’s Trustee, **Tan Sri Krishnan Tan**, welcomed the partici-

pants and briefed them on the Foundation’s digitisation initiatives and accomplishments. **Associate Professor Dr. Zaini Abdullah**, Deputy Vice Chancellor (Research and Innovation) of UiTM then narrated UiTM’s involvement in creating educational opportunities for Malaysians. More than two hundred audience comprising University Vice Chancellors, government officials, university students and representatives from the private sectors attended the Discourse to listen to the keynote speech by the Minister of Higher Education in Malaysia, **YB Dato’ Mohamed Khaled Nordin** as well as the panel discussion on the topic.

The highlight of the event was the keynote address by **Dato’ Seri Mohamed Khaled Nordin**, delivered by the Deputy Secretary General (Development) of the Ministry of Higher Education, **Dato’ Rohani Abdullah**, who elaborated on the initiatives that the Ministry had taken to revamp the higher education sector in Malaysia which include increasing intakes into universities for greater access and equity as well as offering more financial options to students (for example, PTPTN). Dato’ Rohani then briefed the audience on the Ministry’s National Higher Education Strategic Plan that targets 50% enrolment into universities by 2020 as



Dato' Rohani Abdullah



Dr. Fauziah and Datuk Dr. Hamzah Kassim



Dato' Rohani with Dr. Zaini

compared with 40% in 2010.

Following the keynote address was a discussion session with panelists **Datuk Dr. Hamzah Kassim**, the National Economic Advisory Council member, **Professor Dato' Dr. Ibrahim Ahmad Bajunid**, Deputy President of INTI International University, **Professor Dr. Fauziah Md. Taib**, Deputy Director of the National Higher Education Research Institute and **Professor Dr. Hazman Shah Abdullah**, the Tan Sri Dato' Sri Dr. Teh Hong Piow Resident Fellow for Perdana Leadership Foundation. **Puan Zuraidah Haji Musib** of the PRIMA-KARYA Media Communications and Consultancy was the moderator for the session.

The first speaker, Datuk Dr. Hamzah Kassim spoke of the need to connect the higher education sector with the demands of the labour market. The dynamics of the labour market (labour market reforms, re-

ducing and increasing of labour demand as well as labour market forecast) are factors that higher education institutions need to consider when designing programme courses and syllabus to cater to market demands in Malaysia.

Professor Dato' Ibrahim enunciated the role of the private education sector's contribution to Malaysian economic growth. RM4 billion were collected from foreign students who studied in private universities every year and Malaysia has been positioned as the 11th most popular education hub among international students, he stressed. But he also criticised Malaysia's poor implementation record when he said, "Malaysia is very good at planning where powerful ideas are turned into policies. However, it is the problem of implementation, will, passion and commitment that have made our policies impossible to achieve".

Professor Hazman explained that

access requires capacity and the quality standards of an institution was measured by its capacity to teach and further research. He also said that although both Malaysia and Hong Kong were on similar levels in terms of access to tertiary education, the per capita income in HK was almost double compared with Malaysia's.

The last speaker, Professor Fauziah, raised interesting facts based on her conducted research. For example, in the study of widening access to tertiary education in Malaysia, casual observation suggested that many male students were not interested to pursue tertiary education, but would later on regret their decision to quit their studies.

It was an interesting and fruitful event, marred only by the absence of the Minister of Higher Education, Dato' Khaled Nordin, who would have been able to shed light on many more aspects of higher education in Malaysia.



Dr. Ibrahim Ahmad Bajunid and fellow panelists

Perdana Leadership Foundation Honours Thinkquest Contest 2010 Winners

THREE SCHOOLS WERE ANNOUNCED AS winners of the **National Level Educational Project Contest 2010** at a prize-giving ceremony held at the Perdana Leadership Foundation on 23rd June 2010. Organised by Perdana Leadership Foundation and Oracle Educational Foundation with the support of the Education Technology Division, Ministry of Education, this contest was opened from 1 February to 30 April 2010 and received 100 entries from Malaysian schools from all over the country. They were divided into 3 categories: Primary School, Lower Secondary and Upper Secondary Schools. The students, with guidance from their teachers, created and designed web-based learning modules using Oracle's Thinkquest platform, themed, "Learning from Malaysian Leadership and History."

More than 100 people consisting of students, teachers, parents and representatives from the Education Ministry and Oracle filled up the auditorium to witness the announcement of the contest winners. The fourth Prime Minister of Malaysia and also the Honorary President of Perdana Leadership Foundation, **Tun Dr. Mahathir Mohamad** was the

Guest of Honour at the prize-giving ceremony. Also present were Perdana Leadership Foundation's Executive Director, **Tan Sri Nik Mohamed Nik Yaacob**, PLF Board of Trustee member and Chairman of Binapuri, **Senator Tan Sri Datuk Tee Hock Seng**, Oracle Education Foundation Board of Trustee member, **Mr. Kevin Walsh**, and **Datin Dr. Fowzia Osman** who represented the Ministry of Education.

The programme began with a welcome address by Tan Sri Nik Mohamed Nik Yaacob who said, "In designing this national level educational project contest with Oracle Education Foundation and the Ministry of Education, Perdana Leadership Foundation sought to elicit interest from young Malaysians in the history of their own country and the lives of our leaders. The team environment is also a great opportunity for the students to learn real-world skills like collaboration, team work, communications and group leadership." Following the welcome address was the Judges' Statement, presented by **Puan Haznah Hamzah** of



Tun Dr. Mahathir, Oracle representatives and judges

the Kolej Islam Sultan Alam Shah, Klang.

Winning teams and their coaches from **Sekolah Kebangsaan Jasin**, **Sekolah Menengah Abdullah Munshi** and **Kolej Tunku Khursiah** received RM2,500 in cash, trophies and books from the Foundation's Honorary President, Tun Dr. Mahathir Mohamad, for their online narratives on Malaysian Leadership and History. The full list of contest winners is available on the Perdana website.

During his speech, Tun Dr. Mahathir praised the winners on their efforts to narrate Malaysian history and reminded students on the importance of learning from the past. He recalled that some Japanese once thought it was unnecessary for him to study their country's mistakes

during several crises until he told them that Malaysia needed to learn from those mistakes in order to avoid them.

He later received a memento from Mr. Kevin Walsh as a token of appreciation for his presence as well as words of advice.



Lower Secondary School winners

Upper Secondary School winners

At the Launch of Perdana Leadership Foundation – MPH Essay Competition 2010



The Press asking questions of the speakers

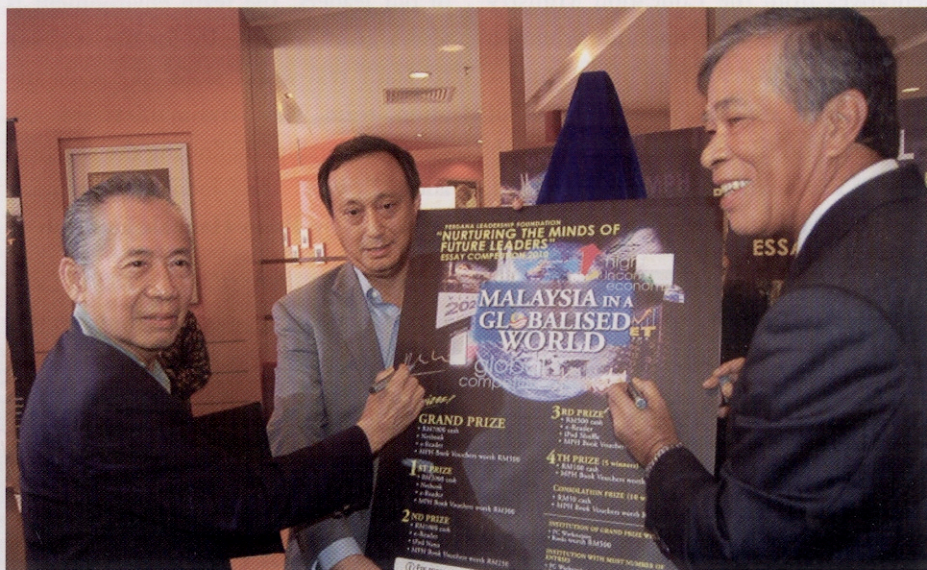
this time on: Global Competitiveness, High-Income Nation, and Vision 2020.

Emeritus Professor Tan Sri Dato' Dr. Khoo Kay Kim, who has been a judge for the competition for the past installments, expressed his hope of receiving more and higher quality entries from the young adults. Dato' Ng of MPH Group said that the competition is in line with MPH's aims to encourage young writing talents within the country. The competition closed in October 2010. Prizes up for grabs included a RM7,000 cash prize, E-Readers, Netbooks, and MPH book vouchers.

THE PERDANA LEADERSHIP Foundation-MPH "Nurturing the Minds of Future Leaders" Essay Competition 2010 was officially launched on the 21st of May 2010 at the MPH Megastore in 1Utama. Attended by Press and Youth NGOs, the launch was officiated by the Executive Director of the Perdana Leadership Foundation, **Tan Sri Nik Mohamed Nik Yaacob**; the CEO of MPH Group, **Dato' Ng Tieh Chuan** and the Chief Judge of the Competition, Emeritus Professor **Tan Sri Dato' Dr. Khoo Kay Kim**.

Tan Sri Nik Mohamed explained the objectives of the competition: to encourage solid research into current topics affecting Malaysia, and reward good writing. The competition is also a way for the Foundation to reach out to younger Malaysians, and learn more about the views and opinions of Malaysian youth,

THE OBJECTIVES OF THE COMPETITION: TO ENCOURAGE SOLID RESEARCH INTO CURRENT TOPICS AFFECTING MALAYSIA, AND REWARD GOOD WRITING.



Prof. Dr. Khoo, Dato' Ng and Tan Sri Nik unveiling the competition poster

Young Malaysians Learn More About Globalisation and Get to Sharpen Writing Skills

IN CONJUNCTION WITH THE ESSAY Competition, Perdana Leadership Foundation and MPH organised a series of Forums with Malaysian universities and Public Talks on writing.

The UCSI Forum "Nurturing the Minds of Future Leaders", 12th August 2010

At UCSI, the speakers were **Ms. Zarina Nalla**, Founder and COO of International Institute of Advanced Islamic Studies (IAIS), **Mr. Wan Mohamed Firdaus Wan Mohd Fuad**, Special Assistant to the Chairman of Iskandar Development Corporation and **Ms. Zarina Abu Bakar**, General Manager of Perdana Leadership Foundation. The speakers commented on the Malaysian economy, the environment in schools and universities pertaining to leadership development as well as the culture in this country where young people are frequently instructed to follow the opinions and decisions of older people instead of being allowed to form their own opinions. All agreed that youth need to be



At the UCSI Forum

more empowered to think and act for themselves, and that the culture of fear in the country needs to be dispelled. **Dr. Robert Bong**, Vice-Chancellor of UCSI, was also in attendance.

The UPSI Forum "Malaysia Dalam Dunia Globalisasi", 25th August 2010

The speakers of this Forum were Emeritus

Professor Tan Sri Dato' Dr. Khoo Kay Kim who advised the 200-strong crowd at UPSI that you need to "know yourself in order to sell yourself". In other words, for Malaysians to successfully market the country abroad, we need to delve deep into our history. Emeritus Professor Tan Sri Dato' Dr. Khoo Kay Kim was joined by **Professor Dr. Abdul Jumaat Mahajar** of the Faculty of Management and Economics, UPSI and **Professor Dr. Rajendran Nagappan**, Director of the Aminuddin Baki Center for Global Education, UPSI. **Emeritus Professor Dato' Dr. Yusof Hasan**, Research Fellow of the Aminuddin Baki Center for Global Education was the moderator for the Forum. The panel discussed globalisation and its impact, the importance of critical thinking for the 21st century and beyond, and – not a surprise as an eminent historian was present – the need to thoroughly know the history of the country.



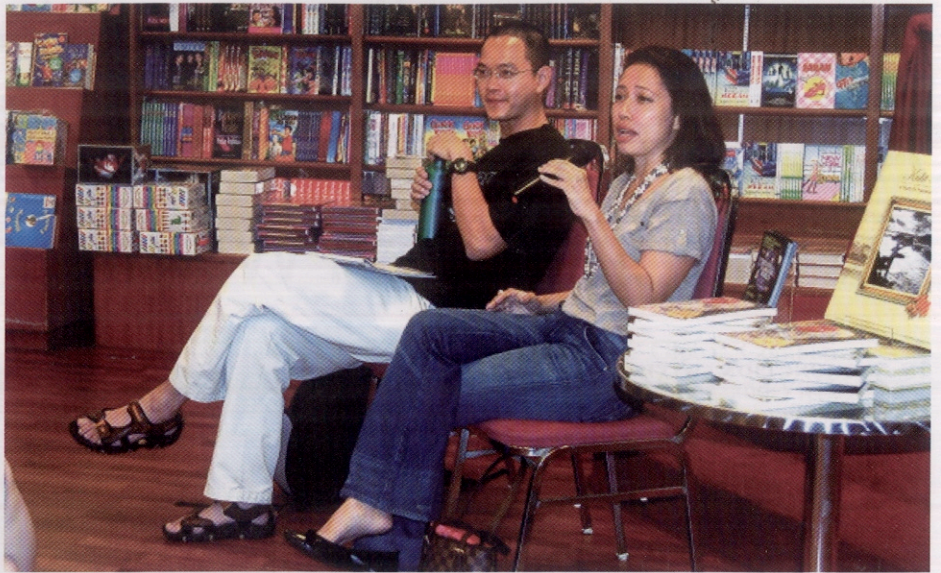
Dr. Jumaat and fellow speakers

The UPM Forum “Malaysia in a Globalised World: Courage to Think Beyond”, 21st September 2010

“Malaysia in a Globalised World: Courage to Think Beyond” was the theme for the Essay Competition Forum 2010 that was held on 21st September 2010 at Universiti Putra Malaysia. The emphasis was on “courage” with all speakers exhorting students to have the courage to think for themselves, make decisions and to act upon their decisions. Courage is also about accepting defeat but not giving in to it, and trying again. Speakers at the Forum were: **Professor Dr. Ahmad Murad Merican**, the Perdana Leadership Foundation Honorary President Resident Fellow, **Associate Professor Dr. Azahari Ismail** of the Faculty of Educational Studies, UPM, and **Professor Dr. Rosli Salleh** of the Faculty of Economics and Management, UPM.

The Sunway University College Forum “Malaysia in A Globalised World: A Forum for Greater Understanding”, 24th September 2010

At the Sunway Forum, global competitiveness, high income economy and Vision 2020 took centre stage as speakers **Olivia Tan Swee Leng**, Australian Degree Programme Law lecturer, Sunway University College, **Mr. Tan Seng Lee**, representing Sunway University College School of Business and **Datuk A. Kadir Jasin**, Editor-in-Chief, Berita Publishing, held forth on these topics for the benefit of the attendees. The discussion was moderated by **Associate Professor Dr. Foo Yin Fah**, the Head of School of Business, Sunway University College. Olivia highlighted Malaysia’s global competitiveness ranking while Mr. Tan Seng Lee stressed on the need to combat corruption. Datuk Kadir Jasin, as the final speaker, spoke on Vision 2020 and reminded everyone that Malaysia is still a promising country in terms of growth.



Dr. Ong Kian Ming and Dina Zaman on writing



At the Sunway Forum



Lydia Teh on ice-cubes and writing

Young Writers Talk About Writing

To encourage young Malaysians to write and to highlight the joys as well as the pains of writing, Perdana Leadership Foundation and MPH also organised a series of **Public Talks on Writing**. These one-hour talks featured writers and bloggers such as **Dina Zaman** (author of “I am Muslim” and The Malaysian Insider columnist), **Dr. Ong Kian Ming** (UCSI Lecturer and contributor to Malaysiakini),

Lydia Teh (author of “Honk! If You Are Malaysian” and other books), **Amir Muhammad** (filmmaker and author of “Rojak” and other books), **Daniel Chandranayagan** (columnist with The Sun and editor of The CSR Digest), **Alexandra Wong** (freelance writer), and **Dr. Murad Merican** (our Honorary President Resident Fellow and author of “Blinded by the Lights: Journalism and Communications Studies in Malaysia since 1971”).

Winners Feted at Essay Competition Prizegiving

150 YOUNG MALAYSIANS BETWEEN THE ages of 18 and 25 vied for the Grand Prize in Perdana Leadership Foundation – MPH “Nurturing the Minds of Future Leaders” Essay Competition between May and October 2010. They wrote on “Vision 2020”, “Global Competitiveness” and “A High-Income Nation” as part of the competition’s theme, “Malaysia in a Globalised World”.

After a meticulous and lengthy adjudication process by a panel of judges led by **Professor Emeritus Tan Sri Dr. Khoo Kay Kim, Tan Sri Hashim Makaruddin** and **Dato’ Hardev Kaur**, the winners of the Perdana Leadership Foundation – MPH “Nurturing the Minds of Future Leaders” Essay Competition 2010 were unveiled at the prizegiving on the 4th of May 2011 at Perdana Leadership Foundation.

Eric Lee Vui Loong from HELP University College won the grand prize of RM7,000 in cash, a netbook, an e-reader and MPH book vouchers worth RM500, **Koh Aun Qi** from University of Sydney, Australia won the first prize of RM2,000 in cash, a netbook, an e-book reader and RM300 in MPH book voucher; **Calvin Lee Eng Siong** from Sunway University College won the

second prize of RM1,000 in cash, an e-book reader, an iPod Nano and RM250 in book vouchers while **Chua Jack Yune** from HELP University College won the third prize of RM500 in cash, an e-book reader, an iPod Shuffle and RM200 in book vouchers.

Thanks to Eric’s win, his institution, HELP University College, was awarded with a computer workstation (desktop computer and a printer-scanner) and books worth RM500. Universiti Kuala Lumpur (UniKL) also won a computer workstation and RM500 worth of books for sending in the most number of entries.

Perdana Leadership Foundation’s Honorary President and the fourth Prime Minister of Malaysia, **Tun Dr. Mahathir Mohamad**, and his wife **Tun Dr. Siti Hasmah Binti Haji Mohd Ali** were the Guests of Honour at the event. **Tan Sri Dato’ Azman Hashim**, the Chairman of the Board of Trustees, Perdana Leadership Foundation, delivered the welcoming address and in his speech, he encouraged young Malaysians to improve their command of the English language.

“In the private sector, Malaysians lacking proficiency in the English lan-



“What makes a good follower?”

At the essay competition, the Guest of Honour, Tun Dr. Mahathir Mohamad chose the occasion to remind the audience that followers are just as important as leaders. “A leader becomes a leader because there are people supporting them. Followers who are also voters must be quite knowledgeable in order for the country to remain prosperous. Followers must be intelligent and they must understand what they do when they choose their leaders.”

“Some followers tend to become fanatics and will vote irrespective of the candidates. This is because they think that they can get something out of (the selection of leader), despite not knowing if the candidates are corrupt to begin with. In my tenure, many people have often asked me ‘What makes a great leader?’. Not once has anyone asked me ‘What makes a good follower?’”

He warned, “The quality of followers leads to the quality of the leader. If followers are corrupt, uneducated, fanatical and abusive, the leaders will turn out as bad. In a democracy, the number of votes matters and bad leaders will create a bad government. There will definitely be a high price for us all to pay, when followers make the wrong choices.”



Tun Dr. Mahathir, Tun Dr. Siti, Tan Sri Azman, Tan Sri Nik, Dato’ Ng and the lucky winners!



Tun Dr. Siti, Dato' Ng with the schools and orphanages

guage are severely handicapped. They will find it difficult to get jobs, promotions, advancement and be treated more like second class citizens," he said. For this year's essay competition, he was pleased to see that most of the entries were written in English, with reference material cited also in the English language.

Professor Emeritus Tan Sri Dr. Khoo Kay Kim shared the judges' thoughts on the entries. "The judges found that the quality of the submissions for this year's competition has improved somewhat, especially in terms of command of the English language, but was still wanting in aspects of critical analysis and origin-

ality." Tan Sri Dr. Khoo Kay Kim expressed his disappointment at the lack of response from public universities.

Book donations by MPH to five schools and five orphanages also took place before the essay competition prize-giving with Tun Dr. Siti Hasmah presenting the contributions. Each of the selected schools and orphanages received RM5,000 worth of books from the book chain.

The bi-ennial essay competition is organised by Perdana Leadership Foundation and MPH and is in its third run since 2006. Prize sponsors are **DRB-Hicom** and **MPH Bookstores**. The next writing competition will be held in 2012.

KL Kids Challenged on Research and Presentation Skills

THEMED, "BANGSA BERILMU Teras 1Malaysia", Program Galakan Membaca 2010 was successfully organised by the Perdana Leadership Foundation and the National Library of Malaysia on 30 March 2010, at the National Library in Kuala Lumpur. This is the third time the Foundation is organising the reading encouragement programme and the first time the National Library of Malaysia is PLF's collaborative partner.

After a welcome address by the Director-General of the National Library, **Dato' Raslin bin Abu Bakar**, the 40 students from **SMK Maxwell**, **SMK Bandar Baru Sentul**, **SMK Seri Titivangsa** and **SMK Seri Ampang**, four selected schools in Kuala Lumpur that the National Library had selected for the programme, learnt from the Librarians the techniques of using the Library's OPAC system. They were then divided



Tun Dr. Siti, Dato' Raslin, Puan Zarina, and SMK Seri Titivangsa

into four groups and were given the topic, *"Apakah yang anda fahami mengenai konsep 1Malaysia serta peranan dan sumbangan Perdana Menteri Malaysia dalam memupuk perpaduan kaum di kalangan rakyat Malaysia?"* for their group discussions and research. The students used the facilities available at the National Library as well as online materials from Perdana Leadership Foundation for their presentations.

In the afternoon, the students presented their ideas to the judges: **Puan Zarina Abu Bakar**, General Manager of

Perdana Leadership Foundation, **Prof. Dr. Abdul Ghafar Ismail**, AmBank Group Resident Fellow at Perdana Leadership Foundation and **Puan Norma Abdul**

Rahman of the National Library. It was a close call among the schools, who each demonstrated strengths in research, writing, creativity and presentation, but the winner was **SMK Seri Titivangsa**. The best speaker, **Mohd Asrol**, also came from **SMK Seri Titivangsa**.

At the Closing Ceremony, the Guest of Honour, **Tun Dr. Siti Hasmah Mohd Ali** emphasised the importance of reading, to stimulate minds and also to think of new ways to solve problems. She also peppered her speech with amusing anecdotes of the fourth Prime Minister, Tun Dr. Mahathir Mohamad, and his voracious reading habits, informing everyone that Tun Dr. Mahathir was a Librarian in school and used his position as Librarian to feed his reading appetite.

Tun Dr. Siti Hasmah closed the event by presenting the gifts and certificates to the winners.

'Program Galakan Membaca' with Seremban Schools

PERDANA LEADERSHIP FOUNDATION and National Library of Malaysia welcomed 80 students from Kolej Tunku Kurshiah in Seremban on the 2nd of October 2010 for a Program Galakan Membaca, themed, "Bangsa Berilmu Teras 1Malaysia". Divided into two tiers and several groups, the students had to research and present their thoughts on various challenging titles: 13 Mei 1969 & Darurat, Wawasan 2020, Penubuhan Malaysia & Pemisahan Singapura daripada Malaysia, and Dasar Ekonomi Baru (DEB). Librarians guided and briefed the students on research skills as well as information organisation skills.



TKC girls and teachers at Perdana Leadership Foundation

After all the hard slog through mounds of material, the girls reassembled to present their findings to their peers and the judges. Group 3 which tackled

the 13th May 1969 event won over the judges with their convincing presentation while the Best Presenter was **Nor Anisah Sulaiman** of Form 3C.

ON THE 9TH OF APRIL 2011, THE Perdana Leadership Foundation and the National Library of Malaysia once again welcomed bright young Malaysians, this time from four Seremban schools: **Tunku Kurshiah College, Sek. Men. Agama Persekutuan Labu, Sek. Men. Sains Tuanku Munawir, and Sek. Dato' Abdul Razak**. After a tour of the foundation and opening speeches, the students were divided into groups and assigned topics for research and presentation: The Government System & Administration in Malaysia, Malaysia and International Relations, Nation



SMAP Labu students brainstorming



The happy winners

Building and the Malayan Union. In a departure from earlier programmes, the students were required to present in English. After some delightfully innovative presentations from the students – including a mock TV talk-show which entertained all present –

Sekolah Menengah Agama Persekutuan Labu emerged as the winner with **Tunku Kurshiah College** bagging the 1st Runner-Up title. TKC-ian **Nur Hafizah Saffian** walked home with the Best Presenter award.

Malaysia Needs New Growth Strategy to Achieve Vision 2020 Goals: Tun Dr. Mahathir



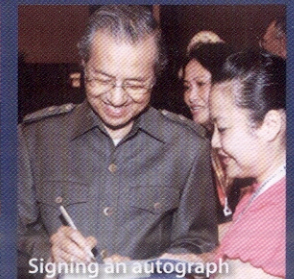
Tun Dr. Mahathir and Dato' Sri Idris



On the way to the ballroom



A delegate from abroad



Signing an autograph

WILL WE ACHIEVE THE GOALS OF Vision 2020, in the year 2020? Probably not, said none other than the architect of Vision 2020 himself, **Tun Dr. Mahathir Mohamad**. Speaking at Perdana Leadership Foundation's CEO Forum 2010 on the 29th of September, the fourth Prime Minister of Malaysia very frankly expressed his doubts about Malaysia's ability to hit the targets of Vision 2020, due to the economic crises that have hit the nation (1997/98 and 2008) in the two decades since the Vision was unveiled (Vision 2020 was first announced in 1991, see sidebar on page 19).

The thirty-year goal was articulated "because we feel we must have a target before we aim at anything," said Tun Dr. Mahathir. He lightly joked that Vision 2020 set thirty-year targets "so that those who drafted this Vision would no longer be around". The goals of the Vision

document (there were nine, see sidebar on page 19) is to become a fully-developed economy by the year 2020. However, Tun Dr. Mahathir stressed that Malaysia aspired to be a fully developed economy "in its own mould" and thus the standards of development may differ from the norm. What is clear is that the nation needs to have grown economically by 7% a year from 1991 to 2020 to achieve developed economy status and a per capita income of US\$16,000 a year, and the two economic crises have put paid to that targeted growth rate. As such, it may take longer to achieve the economic goals of Vision 2020, Tun said.

Development, however, is not just in terms of per capita income. The nation's education and industrial sectors also need to grow alongside the growth in income, and Tun reminded the audience that a growth in per capita income by

itself would also mean that Malaysia would be a high-cost nation. This in turn implies a higher cost of living and should be accompanied by a higher quality of life.

Tun Dr. Mahathir emphasised the need for the government to change strategy to focus on stimulating Domestic Direct Investments (DDI) instead of courting Foreign Direct Investments (FDI). He acknowledged that FDIs helped the country to grow in the '80s and '90s, and pointed out that Malaysia welcomed foreign investments long before the rest of the region warmed up to the idea of giving foreigners a stake in their (newly independent) economies. Now, the situation is different. Malaysia has to compete with countries like Vietnam and China to attract foreign investments, and as these countries able to offer labour and other resources at

significantly lower costs, it is getting harder for Malaysia to remain a more attractive “low-resource-cost” destination.

For the present and future, economic growth for Malaysia must come from within, with knowledge-based industries the growth accelerator for the nation, Tun said. Malaysia must not remain “addicted” to FDIs as a source of growth because a continued reliance on FDIs will hamper the realization of Vision 2020.

On Bangsa Malaysia, the fourth Prime Minister was more pessimistic. He explained that he had envisioned in 1991 that economic progress and general prosperity would be able to overcome race-based mindsets and concerns. However, talks of racial rights, privileges and opportunities abound in the country today, attributed partly, in Tun’s opinion, to Malaysia’s more modest economic progress, and partly also to the fact that the government is not as “strong” as it used to be, and as such, can be easily taken advantage of and pressured by racial-interest groups.

During the Question and Answer session, Tun elaborated on leadership and corruption – stating that Malaysia was in danger of having this moral turpitude move from “under the table” (a crime that needs to be hidden) to “above the table” (where corruption is accepted as the norm), unless the leadership takes strong action against graft.

On the more general subject of leadership, the former Prime Minister cited the example of China, which could have experienced an economic boom decades earlier had it not been for the myopic stance taken by its leader Mao Tse Tung. It took another strong leader, Deng Xiao Ping, to realise that China’s economy needs to open up to the world, and that decision resulted in China’s current economic growth. Thus, leaders play a very important role in determining

a nation’s growth and progress, and good leaders are those with a vision for the future as well as the dedication and will to see that vision through.

A fitting close to the Question and Answer session were the remarks by the Minister in the Prime Minister’s Department and CEO of PEMANDU, Dato’ Sri Idris Jala, who agreed with Tun Dr. Mahathir’s statement on the importance of DDIs. He pointed out that the government’s Economic Transformation Plan (ETP) allocates 73% of all investments to come from the domestic sector,

while only high-quality FDIs would be solicited.

Tun Dr. Mahathir added that an audit of Malaysia’s industrial capacity is urgently needed. This will aid the government in identifying areas that need the greatest government assistance and stimuli, crucial for a successful DDI strategy.

The session concluded with the statesman reiterating his view that the goals of Vision 2020 are unlikely to be reached unless a new strategy emphasising DDIs is in place.

FOR THE PRESENT AND FUTURE, ECONOMIC GROWTH FOR MALAYSIA MUST COME FROM WITHIN, WITH KNOWLEDGE-BASED INDUSTRIES THE GROWTH ACCELERATOR FOR THE NATION

VISION 2020 was first presented by Prime Minister Tun Dr. Mahathir Mohamad to the Malaysian Business Council in 1991. Originally titled, “The Way Forward”, the vision document articulated Malaysia’s goals to become a fully developed nation by the year 2020 by sustaining growth at 7% per annum and initiating structural changes in the economy as well as within the manufacturing sectors. In order to achieve the goals, the document outlined nine key challenges:

- ◎ **CHALLENGE 1:** Establishing a united Malaysian nation made up of one Bangsa Malaysia.
- ◎ **CHALLENGE 2:** Creating a psychologically liberated, secure and developed Malaysian society.
- ◎ **CHALLENGE 3:** Fostering and developing a mature democratic society.
- ◎ **CHALLENGE 4:** Establishing a fully moral and ethical society.
- ◎ **CHALLENGE 5:** Establishing a matured liberal and tolerant society.
- ◎ **CHALLENGE 6:** Establishing a scientific and progressive society.
- ◎ **CHALLENGE 7:** Establishing a fully caring society.
- ◎ **CHALLENGE 8:** Ensuring an economically just society, in which there is a fair and equitable distribution of the wealth of the nation.
- ◎ **CHALLENGE 9:** Establishing a prosperous society with an economy that is fully competitive, dynamic, robust and resilient.

Source: www.wawasan2020.com; Economic Planning Unit (EPU)

Politics Too Pervasive in Malaysia: Tan Sri Dato' Seri Azman Hashim

VISION 2020 WAS NOT JUST ABOUT economic goals but is also about, to quote Tun Dr. Mahathir Mohamad, 'social justice, political stability, system of government, quality of life, social and spiritual values, national pride and confidence,' " so said **Tan Sri Dato' Seri Azman Hashim**, Chairman, Board of Trustees, Perdana Leadership Foundation, in his opening remarks to the delegates of the Perdana Leadership Foundation's CEO Forum 2010.

The Chairman proceeded to outline the three factors he felt are holding Malaysia back from success: lack of proficiency in English, corruption and



Tan Sri Azman at the rostrum

the widespread politicisation of issues. "What is more worrying," he said, "is the politicising of race and religion, with both of these being used as political

gamecards to win favour within political parties and with certain segments of the public. In these cases, those with extreme views are often the ones with the loudest voices, while moderate Malaysians remain the "silent majority".

He also lamented the fact that the question he is asked most by investors is no longer on the country's economic outlook but "What are the prospects of political stability and sustainability of our racial and religious harmony?"

Tan Sri, however, expressed hope that the government would ensure, through its policies, that the factors impeding growth would be addressed.

"Competitiveness, Innovation and the Future of the Malaysian Economy" debated at Plenary

THE PLENARY SESSION FEATURED FIVE panelists: Moderator **Dato' Dr. Mahani Zainal Abidin** of ISIS; **Datuk Badlisham Ghazali** of MDeC; **Tengku Dato' Zafrul Tengku Aziz** of Maybank Investment Bank; **Andrew Chan** of PricewaterhouseCoopers; and **Dr. Nung Sari** of Khazanah (Dr. Nung Sari replaced Tan Sri Azman Mokhtar who could not make it due to illness). The plenary speakers elaborated on the topic, "Competitiveness, Innovation and the Future of the Malaysian Economy".

Each panelist elaborated on their own areas of expertise: Tengku Dato' Zafrul emphasised the importance of human capital growth and development, and highlighted the need for Malaysian salaries as well as education system to be

on par with international standards.

Dr. Nung Sari agreed with Tengku Dato' Zafrul, and said that creativity couldn't be forced. It had to come from a positive and nurturing environment; unfortunately, the Asian culture often inhi-



The panelists of the Plenary Session

bits dissenting opinions and views.

Datuk Badlisham informed the audience of MDeC's role in encouraging innovation, after he helped the audience distinguish between invention (where new creations are the result) and inno-

vation (which are improvements over existing products and work processes).

Mr. Andrew Chan took the contrarian view and argued that instead of policies focusing on innovation, which he illustrated had no conclusive significant impact on economic growth (measured by GDP per capita), Malaysia should focus on building livable cities. These cities, he said, would create environments that nurture creativity and knowledge sharing, as well as address urban transportation

problems and security issues. Successful cities would attract top talent, who would in turn encourage the birth of new businesses and the relocation of 21st-century high-growth industries to Malaysia.

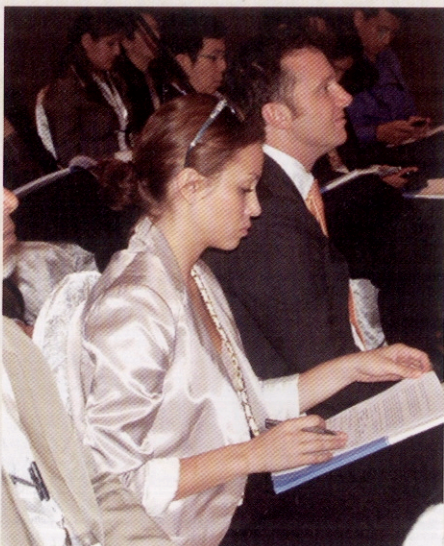
SESSION 1:

Biotechnology – A Catalyst for Growth and Innovation?

THERE HAVE BEEN A LOT OF ATTENTION, incentives and hope placed upon one sector of the Malaysian economy: Biotechnology. This is one of the sectors that is expected to spearhead research and development growth in this nation and spawn new, innovative businesses in the hot new area of health and genomics.

Is this sector performing up to expectations? Industry stalwarts **Dato' Iskandar Mizal Mahmood**, CEO, Malaysian Biotechnology Corporation Sdn Bhd, **Datuk Dr. Abd. Shukor Abd. Rahman**, Director General, Malaysian Agricultural Research and Development Institute (MARDI) and **Professor Dato' Dr. Mohamed Isa Abd Majid**, Director General, Malaysian Institute of Pharmaceuticals And Nutraceuticals (iPHARM) gave their views, under the guidance of Moderator **Tan Sri Datuk Dr. Yusof Basiron**, the CEO of the Malaysian Palm Oil Council.

Dato' Iskandar Mizal was the first to speak, providing the audience with a useful primer on the Biotechnology



A section of the audience



Datuk Dr. Abdul Shukor



Dato' Iskandar Mizal



Prof. Dato' Dr. Mohamed Isa

BIOTECHNOLOGY SECTOR HAS BEEN PERFORMING WELL AND IS POISED FOR EVEN GREATER ACHIEVEMENTS IN THE COMING YEARS.

Master Plan and its implementation from 2006-2020. He emphasised the role of innovation in addressing the global challenges of today, such as climate change and food sustainability, fuel scarcity and cost of healthcare, and reiterated that innovation is crucial for a nation's competitiveness over the coming decade. According to Dato' Iskandar, Malaysia's biotechnology sector has been performing well and is poised for even greater achievements in the coming years.

Dato' Dr. Abdul Shukor then spoke about the impact of biotechnology on agricultural development. MARDI, he said, collaborates with the Biotechnology Corporation to speed up the country's progress in biotech. MARDI is a key player in the setting up of a reference centre in the country for biotechnology.

The third panelist, Professor Dato' Dr. Mohamed Isa, spoke about iPHARM's plans to focus on herbal products and human capacity development. He reminded the audience of the importance of formulating a regulatory framework to support the nation's core biotechnology sectors.

The Q & A session brought out other issues, such as the scarcity of human resources for the biotech sector, and the challenges involved in growing the talent pool for the biotech industry. This remains one of the key challenges of the industry specifically, and also of Malaysia's scientific and research community in general. It remains to be seen whether the government's transformation plans will attract the brains needed to spur the country's economic growth in the knowledge area.

SESSION 2:

Fuelling Malaysia's Services Sector – Health, Tourism and Education

MALAYSIA'S SERVICES SECTOR IS ONE of the key sectors of growth for the Malaysian economy, with an estimated annual growth rate of 7.2%. Three of the most active industries within this sector are healthcare, tourism and education.

In this session, panelists **Tan Sri Dr. Sulaiman Mahbob**, Chairman, Malaysian Investment Development Authority (MIDA) gave a very comprehensive overview of the services sector, **Datin Professor Ir. Dr. Siti Hamisah Tapsir**, Deputy Director General (Private Institution Sector), Ministry of Higher Education outlined the government's efforts to boost the tertiary education sector in Malaysia while **Dato' Dr. Jacob Thomas**, President of the Association of Private Hospitals of Malaysia (APHM) highlighted the latest



The panelists of Session 2

health technologies available in Malaysia. **Puan Zuraidah Haji Musib**, CEO of Primakarya Media and Communications Consultancy moderated the lively session.

During the session, Tan Sri Dr. Sulaiman also emphasised that Malaysia's immigration policies need to be liberalised in compliance with international standards and regulations, and to attract foreign investments. Where education is concerned, Datin Hamisah pointed out that Malaysia is already on the map as an

international higher education provider but the industry's revenue is relatively low despite being ranked eleventh among top education destinations by international students.

By the year 2020, she said, Malaysia should be ranked 6th, and to achieve this target, the Ministry will work closely with private higher

learning institutions and government agencies like the Immigration Department. Dato' Dr Jacob meanwhile, elucidated a few interesting facts about the private health industry in Malaysia; for example, the fact that the majority of foreign patients choose Malaysia for their medical treatments based on referrals or 'word of mouth'. Hence, in 2009, Malaysia Healthcare Travel Council was established to develop and promote Malaysian health industry and healthcare travel around the world.

SESSION 3:

Marketing to the Net Generation

TARGETING YOUTH IN MARKETING campaigns is becoming more and more of a business concern and this was evident in the large number of people who attended Session 3 "Marketing to the Net Generation". **Datin Sunita Rajakumar** of Artisan Encipta moderated the panel which consisted of **Mr. Khailee Ng**, CEO and Founder of YouthAsia, **Mr. Aimi Aizal Nasharuddin**, Executive Chairman of SKALI and **Mr. Malek Ali**, CEO of BFM 89.9.

Befitting the session's topic, the youngest member of the panel, Khailee,



Mr. Aimi Aizal giving his views on Internet advertising

spoke first. Khailee said that 65% of the Malaysian population is under the age of 35, and for this segment of the population, the Internet is their second home. Businesses keen to reach out to the young will have to include the Internet as one of their advertising and marketing mediums. It is also important to create an integrated marketing campaign that combines online and offline strategies to capture the attention of the youth.

Aimi of Skali then discussed the effectiveness of advertising brands on the Internet, and compared and contrasted their reach as well as strategies. Ads via social networks are more effective with youth because of their deep use and reliance on social media. Aimi also spoke of the pervasiveness and increasing necessity of technology, and how new frontiers such as social media are changing how we interact and communicate.

Malek of BFM stressed that businesses focusing on youth marketing can utilise the Internet and radio medium successfully. Word of mouth is also important, and particularly effective among youth who will leverage on their social media network to promote brands that they love.

Contemplating Retirement: A reflective, humorous luncheon speech

So what is retirement all about? Not just golf and soap operas, at least not according to Tan Sri Wan Azmi Wan Hamzah, the luncheon speaker at the Perdana Leadership Foundation's CEO Forum 2010. The "lapsed" chartered accountant regaled the audience with humorous anecdotes on retirement, ensuring that, however one regards retirement, one would have been thoroughly tickled and entertained by the speech.



Tan Sri Wan Azmi, on retirement

As Tan Sri said in his speech, "For most people, retirement happens predictably and in leisurely fashion – when the mandatory retirement age written into the terms of employment, your personal use-by-date, comes by. On the fateful day, everybody in the office tries to be nice to you including, and most particularly, the ones to whom you have been less than generous with promotions, financial rewards, compliments or impressions. There is afternoon tea with cakes and biscuits. Along comes some company big-wig (it's always somebody a bit bigger than yourself in the organizational scheme of things, and if you are The Big One, then the non-executive chairman is woken up, dressed, talcum-powdered and wheeled out for your Big Last Day), to say very flattering and pleasant things, all quite untrue of course, and gives you a gold watch or a potted orchid to take home with a broadsheet-sized farewell card recording everybody's scribbled best wishes. They accompany you to the door, leaving you with the distinct feeling that they expect you to go straight home and never come back, and to make the journey between workplace and final resting place not a prolonged one, never mind your planned stops at the golf club and/or the surau in between."

The full speech is available on our website, www.perdana.org.my

SESSION 4:

Managing Creativity & Innovation in an Organisation

DATO' DR. KAMAL JIT SINGH, CEO OF the Special Innovation Unit at the Prime Minister's Office (UNIK), moderated a panel who consisted of Mr. Adzhar Ibrahim, the Regional Head of People, Air Asia Berhad, Mr. John R. Ryan, the President of the Center for Creative Leadership, and Mr. Ananth Lazarus, the Managing Director of Microsoft Malaysia.

Adzhar elaborated on some of the innovations that his CEO, Dato' Tony Fernandez, had brought to work in AirAsia. He also added that companies need to recognise the creative and innovative minds within their organisations and leverage on their ideas and enthusiasm. John Ryan spoke about his company's research findings on creativity, innovation and leadership, where the



The panelists of Session 4

company researched leadership through literally hundreds of organisations around the globe for over 40 years. Last but certainly not least, Ananth highlighted the importance of research and development, and told the audience that Microsoft invests US\$9.5 billion every year on R&D.

SNAPSHOTS OF THE CEO FORUM 2010



SESSION 5:

What Makes a Corporation Exceptional?



CEOs from Nestlé, Symphony House and Westports

MODERATED BY TAN SRI WAN AZMI Wan Hamzah, the session on what makes a corporation exceptional was an interesting dialogue session with three very experienced corporate figures: **Dato' Azman Yahya**, CEO of Symphony House; **Mr. Peter Vogt**, Managing Director of Nestle Malaysia Berhad and **Tan Sri Datuk G. Gnanalingam**, Executive Chairman, Westports (M) Sdn Bhd.

Dato' Azman Yahya kicked off the session, explaining what he believed to be key characteristics of exceptional corporations: solid financial performance, stellar corporate governance and strong leadership. He shared some of his experience in developing Symphony Group to be one of the most successful firms in delivering services and implementing customised solutions for organisations across the Asia Pacific, US and Europe. One of the key ingredients of success is, "know thyself": each company must be aware of its own strengths and weaknesses, and needs to thoroughly understand their own economic model as

this will point the way to more appropriate and successful strategies.

Tan Sri Datuk G. Gnanalingam stressed the importance of human capital in driving corporations to success. Westports regards its staff as one big family, and teamwork is emphasised throughout the organisation. This extraordinary teamwork led Westports to win 25 awards so far, including the Port of the New Millenium Award (2000).

For Mr. Peter Vogt, People are also Nestle's asset as part of their 5P philosophy: People, Purpose, Priorities, Processes and Passion. Innovation is the driving force behind their vision and performance. He added that throughout the world, Nestle had unique R&D capabilities generated by one Research Centre (NRC), 23 R&D Centers and 280 Application Groups, combined with 200 R&D projects with universities and research institutes. Additionally, Nestle's "Open Innovation" model allows the company to leverage the R&D capabilities of their major suppliers.



SESSION 6:

Leadership Development in Organisations – Are We Paying Only Lip Service to This?



Leadership development is alive and well in the panelists' companies

AFTERNOON SESSIONS ARE ALWAYS the toughest ones in terms of sustaining interest, but this session was instead one of the liveliest. **Mr. Shah Hakim Zain**, CEO, Scomi Group Bhd, **Mr. Azman Ismail**, Managing Director, Shell Trading Malaysia Ltd, **Dato' Sri Che Khalib Mohamad Noh**, President & CEO, Tenaga Nasional Berhad and **Ms. Yasmin Aladad Khan**, Senior Vice President, South-East Asia, DHL Express were the panelists at this session, with **Mr. Roberto Galeotti** of Leaderonomics moderating.

Shah Hakim began the session by explaining the initiatives of Scomi Group to widen its talent pool, for example, through its leadership development pro-

grammes. Scomi spends as much as international multi-nationals on talent growth, and after the experience of 2008/2009 whereby high oil prices pushed up recruitment costs, particularly of external experts, Scomi revamped its talent development and recruitment programme to build and leverage on its talent pool.

Che Khalib revealed TNB's Leadership Potential Assessment programme which evaluates promising executives on these factors; leadership promise, balance of values and results, personal development orientation, mastery of complexity and the employee's current performance. TNB's approach to handle talent management are not limited only

to managerial aspects, Che Khalib stressed, but also to allow for dual career paths that enable those with technical expertise to be exposed to managerial responsibility.

Azman Ismail of Shell highlighted Shell's approach in identifying talents through their leadership development programme which combines Shell's global perspectives with local knowledge. Shell also challenges high potential staff via "virtual leadership" whereby the staff manage a cross-country team to achieve results.

Yasmin Khan of DHL meanwhile elaborated on an example of good leadership: DHL's Asia Pacific Management Board, in forecasting an economic slowdown, made some changes within DHL to save on costs and cut expenditure. While these moves were not popular, they were successfully implemented, and it was due to these changes that DHL survived the economic crisis with minimal impact on revenue and profits.



Members of the audience

Economic Transformation Programme: Driving the Nation Towards Vision 2020

NKEA, NKRA, GTP, ETP, AND EPP are just some of the new acronyms that Malaysians have come to know and understand. The creator of these – not the acronyms – but the very ambitious plans that they represent is **Dato' Sri Idris Jala**, Minister in the Prime Minister's Department and CEO of PEMANDU, someone who is very familiar with corporate and strategic planning, and more importantly, with transformation programmes. At the Perdana Leadership Foundation's CEO Forum 2010, Dato' Sri, who has 23 years of experience in Shell under his belt, outlined the government's Economic Transformation Programme, designed to take the nation to fully developed, high-income status by the year 2020.

Dato' Sri reminded the audience that the average growth rate of Malaysia over 25 years has been 7%, but it has been a journey of valleys and peaks over the 25-year period, with events such as the dotcom bust, 9-11 and the financial crisis significantly affecting growth. On our deficits, according to a chart by the Boston Consulting Group, Malaysia has been



Khailee Ng posing a question

gradually moving out of the "safe zone" over the years 1997-2009, so the nation must be vigilant and take steps to prevent the country from reaching unsustainable deficit levels, ala Greece.

The Q&A session saw Dato' Sri being quizzed on the importance of English in the nation's transformation programme. Dato' Sri's stance is that English is not essential for Malaysia to achieve high-income status by the year 2020, and he cited the examples of Japan and Korea which developed their economies without relying on the English language. The quality of education, he stressed, is more important than the language, and quality of education is emphasised in the ETP. His response on English was in direct contrast with that

of the Chairman of the Perdana Leadership Foundation's Board of Trustees, Tan Sri Dato' Seri Azman Hashim, who had earlier said in his opening address that English is one of the key ingredients of success for Malaysia to attain high-income status by the year 2020.

The English language debate continues!

**ENGLISH IS NOT
ESSENTIAL FOR
MALAYSIA TO
ACHIEVE HIGH-
INCOME STATUS
BY THE YEAR 2020**



Dato' Sri Idris Jala elaborating on the ETP

Malaysia as a Bridge in the Knowledge Divide

THE FOUNDATION HOSTED SEVEN members of the **New Club of Paris** on the 14th of June 2010 for a joint Roundtable on the Knowledge Economy. Given the government's current goal of transforming Malaysia's economy into a fully developed knowledge economy by the year 2020, the Foundation's Roundtable was timely, coinciding before the second part of the New Economic Model was unveiled. The Roundtable's discussion became even more meaningful with the presence of **Tun Dr Mahathir Mohamad**, the Foundation's Honorary President and the Fourth Prime Minister of Malaysia, who moderated most of the day's sessions.

Around thirty-five people from industry and government attended the by-invitation-only Roundtable. **Dato' Mustapa Mohamed**, the Minister of International Trade and Industry, attended briefly in the morning. Other attendees included: **Dato' Dr. Mahani Zainal Abidin**, CEO of ISIS, **Dr. Danny Quah**, Professor of Economics, London School of Economics, **Professor Datuk Dr. Osman Bakar**, Emeritus Professor of Universiti Malaya and Deputy CEO

of the International Institute of Advanced Islamic Studies, **Professor Dr. Mahendhiran Nair**, Professor of Econometrics, Monash University Malaysia, **Datuk Mohd Badlisham Ghazali**, CEO of Multimedia Development Corporation, **Tan Sri Munir Abdul Majid**, Chairman of Malaysia Airlines, and **Dato' Syed Zainal Abidin Syed Mohamed Tahir**, CEO of Proton Berhad.

PEOPLE NEED TO BE ABLE TO EXPRESS THEMSELVES FREELY BECAUSE INNOVATION IS BASED ON PEOPLE AND THEIR CAPABILITIES, WHICH IS A QUESTION OF DEMOCRACY.

With Tun Dr. Mahathir as the moderator, the Roundtable debated and presented many aspects of a Knowledge Economy, including: Knowledge-based Development Strategies, Fundamentals of a Knowledge and Innovation Society, Issues, prospects and challenges in Malaysia's transformation towards a knowledge-based society, Malaysia's 2020 Perspective, Japan's Innovation

Policy, Knowledge Politics and Knowledge Networks and Markets.

In his opening remarks, Tun Dr. Mahathir Mohamad said, *"As the Japanese did with Western knowledge, and as the Finns emerged by working in Swedish factories, in Malaysia we need to learn how to make use of knowledge and apply it to drive progress; we need to find ways to use physical capital."*

The members of the New Club of Paris and the Malaysian participants presented their views, including:

Jean-Eric Aubert, Former Lead Specialist, World Bank and OECD: "Countries not fully successful on KE (Knowledge Economy) have tended to focus on only one or two pillars, notably ICT, seen wrongly as the unique foundation of the knowledge society, confused with the information society."

Dr. Pirjo Stahle, University of Turku, Finland: "When moving to an innovation economy, it is not only a question of industrial change but also that of mentality and operational culture. People need to be able to express



Dr. Leif Edvinsson



Roundtable speakers with Tun Dr. Mahathir



Dr. Pirjo Stahle

themselves freely because innovation is based on people and their capabilities, which is a question of democracy. Education supports individual and societal development, and therefore the role of education in any major change is important fundamental change is needed in Malaysia to reach the targets that the country has stated to itself."

Dato' Dr. Mahani Zainal Abidin, CEO, ISIS Malaysia: "Currently, Malaysia spends about 25% of its total budget on education and a large part of this is for the higher education sector. Our institutions of higher learning are heavily tilted towards universities and there are few institutes of applied technology. This gap in the national skill set is a serious handicap. In every circle of development and prototyping, technical staff, working on the shop floor or in the software house, will ideally take the concept from the University-trained designer and bring it to fruition."



Datuk Shahril, Dato' Mustapa and Tun Dr. Mahathir



Tun Dr. Mahathir with Eduardo Rath Fingerl

Professor Dr. Ahmed Bonfour, University Paris-Sud: "Main structural weaknesses (of Malaysia) are: low innovation capacities (measured by R&D spending/GDP), domestic patents dominated by foreign residents, a small number of people engaged in research, strong bureaucracy and low leveraging of (Malaysia's) societal variety (diversity)."

Professor Gunter Koch, General Secretary, The New Club of Paris:

"One conclusion of the 10th Malaysia Plan is that it contains dozens of excellent concepts, "stratagems" and policy measures, but it lacks the explicit notion of a knowledge policy based on explicit knowledge politics."

The full report of the Roundtable has been presented to the Prime Minister of Malaysia for his consideration of the relevant points. The Foundation is working with MPH Publications to publish the proceedings.

Malaysian Public Service Needs More Awareness and Education on Public Governance

HOW DO YOU DEFINE PUBLIC governance and is there a need for a code of public governance in Malaysia? These are the main issues discussed at the inaugural **Roundtable on the Code of Public Governance** organised by Perdana Leadership Foundation and Majlis Profesor Negara (Governance, Law and Public Management Cluster) on the 17th of February 2011 at Perdana Leadership Foundation.

The Roundtable was in response to the government's various transformation efforts. Both Perdana Leadership Foundation and Majlis Profesor Negara believe that the government's transformation initiatives need to be supported by clear guidelines, rules and regulations to ensure efficiency, innovation, quality, accountability, integrity and public participation. While the various government Ministries and Agencies do own a Code of Public Governance or a Code of Ethics, these codes are not uniform and do not necessarily permeate to the work culture in the various departments and institutions.

The Roundtable had the full support of the Chief Secretary to the Government, **Tan Sri Sidek Hassan**, who delivered the keynote speech "**Not For A Few Good Men – The System Is Ours**" for the opening. In his speech, Tan Sri Sidek reminded the audience that government exists to serve the needs of the public. Hence, it is the duty of governments to ensure that those needs are served efficiently, effectively and fairly by way of clear processes and structures. The system of governance that is needed should then



Tan Sri Megat leading his breakout group

safeguard and preserve humanity, and sanctify shared human values that cut across ideological differences. A Code of Public Governance, if one is to be implemented, should then mirror all aspects of societal culture in articulating expectations on trust, transparency, accountability and integrity.

At the next session, "**The Legal Framework for Public Accountability**", the first speaker, **Prof. Emeritus Datuk Dr. Shad Saleem Faruqi**, Professor of Law, University Teknologi Mara (UiTM), explained that accountability means having to answer for, or render account of, the way in which one carries out one's official tasks and that when acts of the administration affect individual rights or interests, accountability requires that appropriate compensation be given to the victim of illegal action or maladmini-

stration. Professor Dr. Shad then outlined the various important elements of accountability.

The second speaker, **Tan Sri Dato' Seri Haji Megat Najmuddin Datuk Seri Dr. Haji Megat Khas**, President of the Malaysia Institute for Corporate Governance (MICG), then gave his speech, "The Transformability of the Culture of Corporate Governance into Public Sector", in which he stressed that the public sector needs to change in order to improve public perception towards the sector. He acknowledged, however, that cultural resistance would be very high. Given the nature of bureaucracies where "follow the leader" is very much entrenched, Tan Sri recommended a top-down approach in transforming the culture in government. This means that the leaders in government, either of



Another breakout session in full swing

Ministries, Agencies or Departments, need to be convinced of the need for a code of governance, and the necessity to implement this code throughout their organisations. Tan Sri Megat reminded the audience that governance is not just about rules, regulations, accountability, structure and framework, but is also about attitudes, values and behaviours.

Tan Sri outlined the Kotter Model in implementing change and effecting cultural shift:

1. Establish a sense of urgency
2. Form a powerful, guiding coalition/ leadership team to drive change
3. Create a shared vision and strategy
4. Communicate vision
5. Empower others to act
6. Generate short term wins
7. Change improvement checkpoints and
8. Institutionalise new approaches.

The Roundtable then broke up into separate sessions. In one session, "**Rakyat's Perception on Governance in the Public Service**", Session Chair **Dr. Farish Ahmad-Noor** of the Nanyang Institute of Technology, and his group, concluded that the biggest enemies of good governance are Indifference, Complacency and Lack of Political Will. The group put forward the view that the above are caused by parents who do not raise awareness of governance; an education

system that doesn't communicate the ideas of governance; and the individual's own values and behaviour which could negatively change over time. If a Code was implemented, the group decided that it has to be driven from the top, with proper values imbedded in the Code, and with an oversight body appointed to monitor adoption of, and adherence to the Code.

The session on "**Industry's Views on the Need for a Code of Public Governance**" was chaired by Tan Sri Dato' Seri Haji Megat Najmuddin Datuk Seri Dr. Haji Megat Khas. Members of the group were unanimous in that the public sector needed a code of governance equal in weight to the corporate governance regulations that govern the corporate sector. The Chair then articulated that the two bases of good governance are: Integrity: it was accepted that the integrity has to be driven from the top and integrity is drawn from values; Reward and punishment: as "carrots" and "sticks" to encourage adherence to the code and demonstrate to the public that deviations from the code, especially when the deviations are to the detriment of public interest, will be punished.

In another session, "**The Justification of Having the Code for Public Governance**", Session Chair **Tan Sri Ambrin**

Buang, Auditor-General of Malaysia, remarked that in Malaysia, any lack of governance is more often than not a lack of enforcement rather than a lack of enactments of laws. He conceded that laws related to public governance are "scattered" but also expressed concern that an overall Code of Public Governance would create a new "monster" instead of addressing the real problems of governance.

The audience in his session deliberated over the issue, with some feeling a Code was necessary while others responding that enforcement rather than an overall Code was needed. As time did not allow for lengthy debates and discussions, the session adjourned with the conclusion that the matters brought up by Tan Sri as well as other members of the session would need to be discussed and studied further before policy recommendations can be made.

All of the above were presented in the closing plenary session, where the Chairs of the respective session also added in their own perspectives. Dr. Farish emphasised once more the need to educate the public on what "public governance" is and why it is necessary; Tan Sri Ambrin stressed that enforcement of codes is the biggest problem, not the lack of codes itself, while Tan Sri Megat Najmuddin reminded the audience on the success of the code of corporate governance in improving business conduct in Malaysia so that shareholders would not be shortchanged.

The Roundtable in the end highlighted the myriad issues that still need to be debated and discussed on the matter of public governance. What is clear is that there is a need for much more awareness of public governance in Malaysia, as well as education for the public on what codes and laws already exist to ensure that the government serves the best interest of the public at all times.

The Legal Framework for Public Accountability

Excerpted from a paper by Professor Emeritus Dr. Shad Saleem Faruqi, Professor of Law, Universiti Teknologi MARA. Presented at the Perdana Leadership Foundation – Majlis Profesor Negara Roundtable on Public Governance, 17th February 2011.

INTRODUCTION

COMMENTATORS OFTEN DISTINGUISH between “responsibility” (by which they mean ethical and normative restraints) and “accountability” (by which they mean answerability to some normative agency). Others distinguish between “control” (which is *ex ante*, i.e. before a decision is made) and “Accountability” (which is *ex post facto* i.e. after a decision is taken).

I will avoid debate on these semantic issues. For purpose of this talk I propose the following description: “Accountability (or Answerability) refers to the liability or obligation attaching to those invested with public powers or duties. Accountability’s primary ingredient is an obligation to explain and justify decisions made or actions taken”. **Accountability means having to answer for, or render account of, the way in which one carries out one’s official tasks.** The essence of accountability is discharging one’s responsibility at all times in accordance with established ethical norms, values and laws, and being willing to submit oneself to public scrutiny of every aspect of one’s conduct.

When acts of the administration affect individual rights or interests, accountability requires that appropriate compensation be given to the victim of illegal action or maladministration. Here accountability overlaps with the redress of grievances. Accountability can be individual or collective, explicit or implicit, positive or

negative. It may refer to acts of commission or mission. It may involve responsibility for powers or for duties.

ENFORCING ACCOUNTABILITY

CONTROLLING THE GOVERNMENT without crippling it is one of the foremost challenges of constitutional and administrative law. To prevent untrammelled exercise of power, a number of constitutional models, control mechanisms and institutions have been devised which divide and disperse governmental authority and seek to prevent tyranny.

FUNDAMENTAL RIGHTS, ESPECIALLY FREE SPEECH AND RIGHT TO ASSEMBLY AND ASSOCIATION ARE GUARANTEED IN DEMOCRATIC CONSTITUTIONS.

Supreme Constitutions: In most countries the apparatus of control and accountability rests on the written and supreme constitution. The Constitution supplies legal and political restraints upon the exercise of all state powers. Fundamental rights, especially free speech and right to assembly and association are guaranteed in democratic constitutions.

Check and balance: In the “check and balance” model of the Constitution of the United States, the executive, the legislature and the judiciary are institutionally separated. The powers of one organ are meant to check and balance

the powers of the others.

Responsible Government: In the system of “parliamentary government” in the United Kingdom, the executive is made an integral part of Parliament and is required to be answerable, responsible and accountable to Parliament on day-to-day basis. Answerability to Parliament is enforced through question time, debates, parliamentary committees and service centers run by MPs.

Federal division of power: In federal systems, executive, legislative, judicial and fiscal powers are divided and dispersed amongst general and regional governments. The existence and authority of each government is constitutionally safeguarded. Pluralism is given a territorial dimension.

Diarchy: In the diarchic set-up in France and Cyprus there is a division of governmental competence between two or more authorities in the state other than on regional basis so as to prevent its concentration in the same hands.

Constitutional review: The device of judicial review of legislative and executive action, first asserted by the American Supreme Court in *Marbury v Madison* 1 Cranch 137, 21. Ed.60 (1803) enables the superior courts to use the Constitution as a touchstone on which to test every governmental action for its constitutionality.

Ultra vires and natural justice: Besides the principle of constitutionality, the doctrine of *ultra vires* and the principle of natural justice are also employed



Dr. Shad Saleem explaining the importance of public governance

by the courts to keep the administration subject to the law.

Ombudsman: The office of the Ombudsman is charged with the responsibility of investigating complaints of maladministration against government authorities.

Other Constitutional agencies: Constitutional or legislative provision for independent Auditor-Generals, Attorney-Generals, Anti-Corruption Agencies and Commissions of Enquiry are some of the other means of calling the government to account.

Electoral process: The electoral process supplies a periodic test of the government's acceptability to the people it seeks to serve.

Press freedom: Constitutional safeguards for a free media seek to ensure scrutiny of governmental action in the media. Newspapers can supply an informal, expeditious and inexpensive method for airing public grievances.

Participative process: Consultative

processes including public participation in the legislative process can serve to restrain executive and legislative exuberance. In some political systems, the devices of Referendum, Plebiscite, Petition and Initiative are available to enable the electorate to assert its wishes in the legislative field.

NO NATION IS FREE OF EXTERNAL SCRUTINY.

Extra-legal checks: Such extra-legal checks as groups and even the humble departmental "complaint box" if taken seriously, can help to protect citizens against abuse of power by public officials.

Right to Information: A Right to Information Act, as in the United States is a powerful device for ensuring openness and accountability in government. The counterpart of the Right to Information Act, the official Secrets Act, can be a hindrance to the enforcement of responsibility.

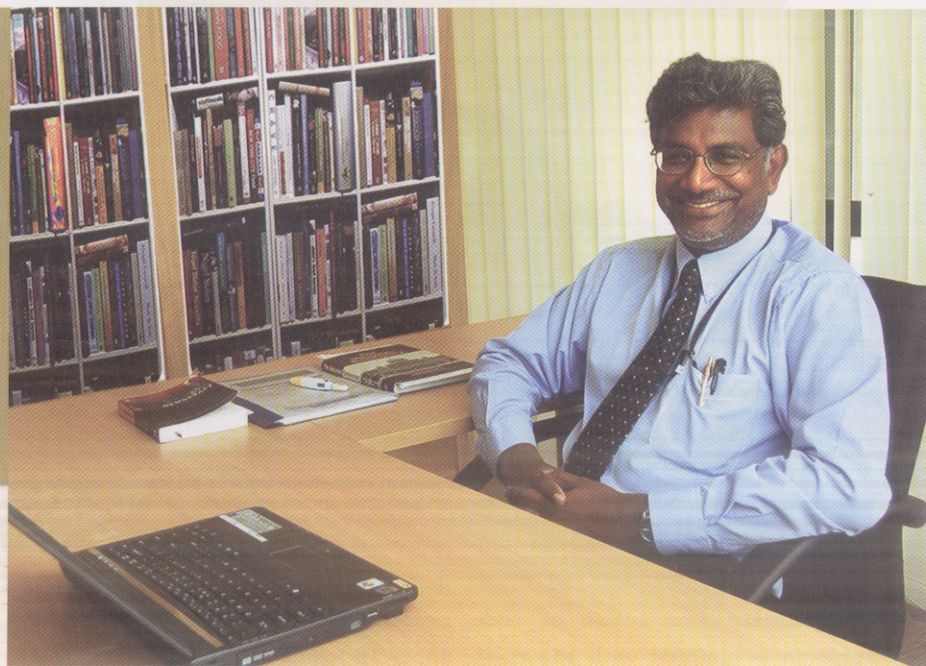
Whistle blowers: In an age of globalization, international standards are developing on issues such as human rights, good governance, free elections, corruption, access to government and environmentalism. No nation is free of external scrutiny.

Internal checks: The public services are subject to legal proceeding in the courts. In addition, the bureaucracy has devised many means of internal control. Among them: hierarchy and organisational structures, procedures, planning, programming and budgeting, management by objective, in-service training, job evaluation and internal auditing.

In sum, it is observable in the public sector. But these control mechanisms are not always operating effectively. A wide gap exists between theory and reality and promise and performance. **Institutions, principles and procedures do not always work well because a system is as good as the people who administer it.**

A Chat with Professor Hazman Shah, Tan Sri Dato' Seri Dr. Teh Hong Piow Resident Fellow

The Perdana Magazine team were given a quick tour of public sector governance, especially in terms of local council management, when they sat down with Professor Hazman Shah for a chat about his work. Professor Hazman Shah was awarded the Tan Sri Dato' Seri Dr. Teh Hong Piow Resident Fellow Award in 2009 and is conducting research on "Quality of Local Governance: A Study of Two Local Authorities in Peninsular Malaysia".



Prof. Dr Hazman in his PLF office

Can you briefly explain what your research is about?

My research stems from the following observation; since 1980's the improvement focus in the public arena has been more on the service quality and less on governance quality. The basic question has been – how can we make public agencies more efficient and effective in delivering services to the citizens?

The general answers have been to **de-bureaucratise** (make flexible), decouple (unlink service provision from policy or regulatory role), **performance orientation** (measure output, outcome and customer satisfaction) and **rationalise** (transfer to private and third sector). These outcomes have resulted in dramatic improvements in public services. Despite the service improvements the world over and at home, the public trust in government and elected officials have generally declined.

Hence the paradox, as customers, people are more satisfied now than before but as citizens, they are less trusting of the government that has performed better!

The problem is that the focus has

GOVERNMENT MUST NOT ONLY DELIVER SERVICES, IT MUST DO SO IN WAY THAT IS BASED ON PUBLIC PARTICIPATION, SUBJECT TO THE LAWS, WITH INTEGRITY, AND ACCOUNTABILITY FOR THE RESULTS.

been to improve the service quality dimension of governments with less emphasis on the governance aspects. Admittedly, the governance aspects are much more difficult to transform. This lopsided development has troubling consequences for the future of the nation. Government must not only deliver services, it must do so in way that is based on public participation, subject to the laws, with integrity, and accountability for the results. The danger is that govern-

ments are more focused on improving the delivery of services and less aggressive on improving the manner in which these improvements are brought about. Good governance is about both ends and means.

This research is to dramatise these dangerous imbalance at the local government level.

In short, my research is about examining the twin arms of public governance i.e. service quality and governance quality. Public governance operates on the basic premise that when governments observe good governance practices, the quality of services and policy making will improve. Unfortunately, we have worked on mainly one front.

Can you elaborate on the relevance of your research?

It is publicly acknowledged by the government that **public services must be improved if the overall competitiveness of the nation is to be enhanced.** Through the efforts undertaken since the 1980's, public services have seen notable, and in some cases, remarkable improvements. But the governance dimension has generally suffered through less attention and slow changes.

Corruption is still perceived to be high, integrity of public and elected officials is questioned and trust in politicians and government is low in Malaysia; accountability of public agencies is largely internal and weak externally. These symptoms show the lack of parallel development on the governance front. As consumers, Malaysians like the public service improvements but as citizens they have misgivings about the way the government goes about its business. This paradox or imbalance must be researched and debated for better understanding so that there can be greater traction on the governance related changes.

Can you let us know which local authorities (or states) you have chosen for your research, and why?

The choice of local authority is deliberate. Local authorities is the third tier of government in Malaysia, are unelected and hence, do not have a critical gov-

GOOD GOVERNANCE IS ABOUT BOTH ENDS AND MEANS.

ernance mechanism available to the state and federal governments. Local authorities continue to perceive themselves as corporations responsive to the consumers and accountable to the state (like shareholders). They have emphasised (in my mind over-emphasised) service quality and de-emphasised governance quality. This is unhealthy and does not augur well for the development of well governed local authorities. Therefore, local authorities are an excellent setting for this study.

The local authorities chosen for this study are **Johor Baru City Council** and **Kota Baru Municipal Council.** Besides being located in the extremities of Peninsula Malaysia, they are under state governments controlled by different political parties. The service-governance paradox can be studied in two different political settings.

What do you hope will be the impact or benefits of your research?

I hope the research will draw attention to the developing imbalance and compel more debate both within and without the government. Research evidence can ensure the debate is serious and not polemical. The more we juxtapose and

show the paradox, the more difficult it is to deny the imbalance. Hopefully, with the present resolve to improve the governance quality after the historic 12th national election, the study can be a further catalyst in this direction particularly at the local government level.

The social, economic and political crises that we face require government to act fast and firm. But with the decline in political legitimacy (low perceived governance quality), the government will be reluctant to move forward.

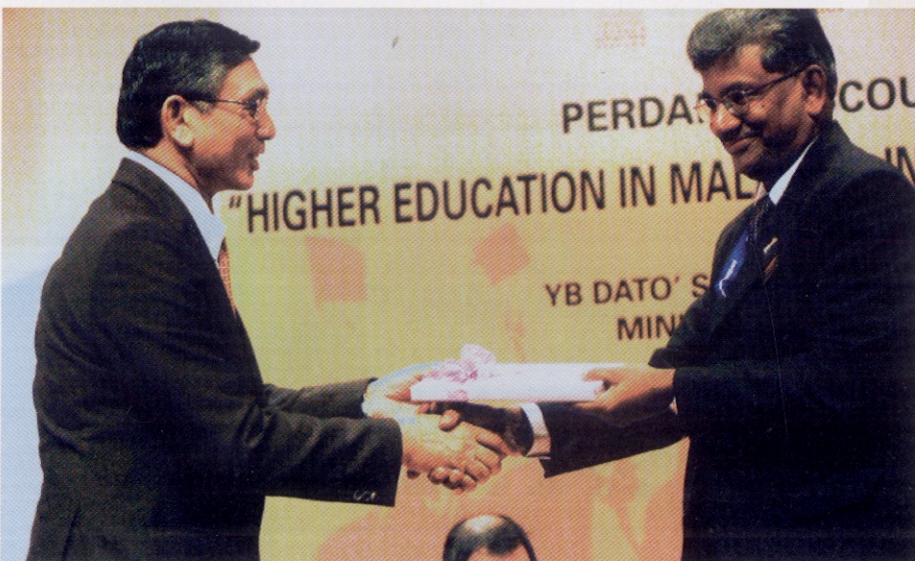
You mention in your research proposal that the government has reformed its service delivery and efficiency but that there are still challenges at local authority level. Can you elaborate on this statement?

Local authorities have improved their services but the improvements have not been uniform. Local authorities have changed little in so far as governance quality is concerned. In fact, some would argue that it has declined!

The growing urbanisation will bring more Malaysians within the ambit of local authorities and yet local authorities are not "open" to their influence and involvement. With growing education, information and knowledge among the people especially in the urban areas, local authorities cannot continue with their arms-length approaches. These challenges are faced in many urban local authorities on an almost daily basis.

Do you believe that elected local councillors will improve governance?

At present, **local authorities (LA) are government with no direct accountability to the people who pay taxes.** Their role in this level of government are limited and in many cases, rejected. Elected councillors will change this and make LAs more democratic and accountable to the local residents. LAs must learn to govern, not to rule the increasing urban and educated masses.



Prof. Dr Hazman receiving a gift from Tan Sri Krishnan Tan at the twelfth Perdana Discourse

International Scholar Explains “Money in Islam” at Seminar

MORE THAN 55 BANKERS, GOVERNMENT OFFICIALS, POST-graduate students and academicians from all over Malaysia attended a two-day workshop, entitled, “Money in Islam”, conducted by renowned international scholar Professor Masudul Alam Choudhury of Sultan Qaboos University in Muscat, Oman. This international workshop was jointly organised by the Perdana Leadership Foundation (PLF) and Universiti Kebangsaan Malaysia Graduate School of Business (UKM-GSB) on 28 and 29 April 2010, at the Foundation in Putrajaya.

The first day of the workshop started with two welcome addresses by **Professor Dr. Fauzias Mat Nor**, Dean of the UKM-GSB, and Perdana Leadership Foundation’s Executive Director, **Tan Sri Nik Mohamed Nik Yaacob**. Following those was the first session, **“Comparative Economic Methodology in the Treatment of Money, Finance and Real Economy”**, where Professor Choudhury defined the system of money and its value as well as its function as ‘generators’ to the economic sector. He also highlighted the interaction of economic elements of money, production, output, price, employment and wellbeing with the Shari’ah and Islamic worldview.

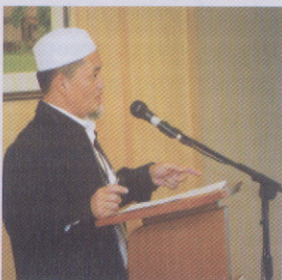
Session two, **“The future of monetary reform and the real economy: a problem of trade versus interest”**, emphasised that Malaysia’s experience with Islamic funds has soured in terms of their performance, as for example the experience with the now diminishing mudarabah (profit-sharing) and musharakah (equity participation) forms of financing. Islamic banks and finance companies have withdrawn almost completely from these principal Islamic financial instruments. These instruments are replaced by

secondary financial instruments, all of which are subject to ‘Syariah’ concerns.

Day two of the workshop on Money in Islam opened with a presentation by AmBank Group Resident Fellow for Perdana Leadership Foundation, **Professor Dr. Abdul Ghafar Ismail** on **“Money, Financial System Design and the Real Economy”**. Professor, who chairs on the Shariah committee, Citibank Berhad frequently referred to the Islamic Banking system in Malaysia, drawing lively participation from the bankers among the group. Some of the questions that were posed were on how Islamic banks can contribute to economic development of a country and the concept of wealth creation.

Prof. Choudhury’s final session was titled, **“Empirical Simulations Using the circular Causation Model Relating to Financial Flows”** and in this session, he mentioned that an easy way for Islamic banks to initiate a money and real economy complementary linkage is to finance capital and human resource development linked projects at the grassroots in which the public at large, businesses and governments would hold shares of every denomination, so as not to restrict such financing to large shareholders alone.

The two-day session was a deep, intellectual dive into the topics of money and Islamic banking, and there were some very technical issues involved as both presenters sought to present their theories in mathematical form. Needless to say, the workshop, “Money in Islam” presented the topic of money from a very different theoretical perspective on which the participants are expected to leverage in their respective roles in business and academia.



Dr. Abdul Ghafar setting the record straight on Islamic banking



Tan Sri Nik Mohamed delivering his welcome address



Dr. Masudul explaining the concept of money



A group photo to mark the end of a tough Seminar

Examining Dr. Mahathir's Views on The West Through His Writings

PERDANA LEADERSHIP FOUNDATION ORGANISED A SEMINAR titled 'Mahathir and the West', on the 20th of July 2010. The seminar was a part of ongoing research work by Perdana Leadership Foundation Honorary President Resident Fellow Professor Ahmad Murad Merican titled "Malay Attitudes towards the West: Engaging Malay Thought on European Civilisation and Modernity in Constructing Self, Nation and Identity".

During the seminar, Ahmad Murad dissected former premier Tun Dr. Mahathir Mohamad's views towards the West and examined his selected writings from 1947 to 2003.

"Tun Dr. Mahathir has always been persistent in his description about the West as he is an avid observer of the West. He is a 'student of the West' whose views towards Europe and other Western civilisations were observed by me as themes towards my future discourses," he said to the 60-odd people who attended comprising academicians, university students and members of the public.

Ahmad Murad added that Malaysians' consciousness of the West was evoked by Tun Dr. Mahathir's speech at the 54th Umno General Assembly in 2003, which he considers as the most significant speech as it was made when the former premier was still Umno president.

In a speech titled 'Future Threats', Tun Dr. Mahathir had said: "I am not anti-European or racist. It is not my wish to



Dr. Ong Kian Ming, Datuk Kadir and Prof. Dr. Murad

IT IS VERY IMPORTANT THAT WE KNOW THIS RACE AND THEIR ACTIVITIES IN THE PAST BECAUSE THEY WILL PLAY A BIG ROLE IN OUR LIFE AND OUR RACE, OUR RELIGION AND OUR COUNTRY.

create hatred for the Europeans. But it is very important that we know this race and their activities in the past because they will play a big role in our life and our race, our religion and our country. Our failure to know them will make it difficult for us to prepare and strategise for our own safety."

The seminar was followed by a discussion session featuring Berita Publishing editor-in-chief, Datuk A. Kadir Jasin and University College Sedaya International (UCSI) lecturer and political scientist Ong Kian Ming as panel speakers.

The day also marked the 63rd anniversary of Tun Dr. Mahathir's first published writing in the Straits Times – Malay Women Make Their Own Free Time – which is now available in the book *The Early Years, 1947-1972* by Tun Dr. Mahathir Mohamad, published by Berita Publishing.

Ahmad Murad's research will be completed by the end of next year. Its findings will be published in two books, one of which will be on Tun Dr. Mahathir and his views on European civilisation.

Note: The write-up above is supplemented by The Star's article (21st July 2010) on the Seminar.



Dato' Kadir delivering his points as moderator

Demystifying the Europeans: Tun Dr. Mahathir and the West

Excerpt of Seminar Paper by Prof. Dr. Murad Merican, Honorary President Resident Fellow, Perdana Leadership Foundation. Presented at the Seminar on Mahathir and the West, Perdana Leadership Foundation, Putrajaya, 20 July 2010.

THE WRITER AND THE WRITING

TUN DR. MAHATHIR'S INTEREST ON THE WEST HAS NOT always been conscious to us. Central to his premise is the history of Europe and Western civilisation. Although he talks about Asia, the Malaysian nation and the Muslims; although he had asked us to 'Buy British Last,' in the wake of looking East, Tun Dr. Mahathir has always been a student of the West. The world and the nation has misread the man, and has misread him too much.

The West, the Occident and European civilisation have been instrumental in formulating Tun Dr. Mahathir's sense of self, the Malay and national identity. From the beginning Tun Dr. Mahathir Mohamad as student activist in Kedah has intellectually countered the West. And not many are aware of this. However, a useful insight on the man can be sourced from the perspective of Tun Dr. Mahathir as a writer, articulating and expressing as an informed subject about his own society.



Prof. Dr. Murad

Tun Dr. Mahathir's discourse spans

63 years now since 1947. Tun Dr. Mahathir not only writes about the Malays, Malaysian politics and society, science and technology, education, and Islam. Pertinent to this study is that he also writes about the West. In many of his later works in the form of speeches and books, Tun Dr. Mahathir has incessantly indulged on Europe and Western civilisation. Even by taking the nation for a 'Look East' Policy, Tun Dr. Mahathir has in essence engaged us with the West. And this is what we also see in *The Early Years: 1947-1972*. He told Barry Wain that his interest in politics was stirred up during the Japanese period. And he read a lot of history.

"...and I felt that the Malays seem to be fated to live under the domination of other people... they used to be under the Thais... and they had to pay tribute to China. They had to submit to the British, the Portuguese... for 450 years... I read about thirteen colonies and how they struggled for independence and how the United States emerged... this influenced me a lot."

Tun Dr. Mahathir's early writings, rather, a conventional reading of it gives the impression of the man as a progressive and modernist Malay who provides a survey and an analysis of his community in the post-War period. We find this in some of his writings in the *Straits Times* and *Sunday Times* between 1947 and 1951. This period was when Tun Dr. Mahathir was studying in Singapore. A total of 21 articles were contributed to the dailies. *The Early Years* also includes his early 1960s articles to *Intisari*, the journal of the Singapore-based Malaysian Sociological Research Institute.

Note: Dr. Murad's full paper can be requested from Perdana Leadership Foundation (perdana@perdana.org.my) or from the author himself (amuradamerican@gmail.com).

Tun Dr. Mahathir's articles in the *Straits Times* 1947-1951

- 20 July 1947 | **Malay Women make their Own Freedom**
- 26 September 1948 | **Malays and Higher Education**
- 17 October 1948 | **Malays and Higher Education: Summing up**
- 28 November 1948 | **Town Malays drop National Dress**
- 9 January 1949 | **Ronggeng is Popular**
- 23 January 1949 | **Picnic Time in the Dusun**
- 6 February 1949 | **Rains Bring Fish to 'Sawahs'**
- 24 April 1949 | **Malay - 'Modern' and Standard**
- 24 July 1949 | **Malay Housewives are Busy**
- 7 August 1949 | **The Rulers are Losing Loyalty**
- 9 October 1949 | **Rulers and Ra'ayats - Climax is Near**
- 30 October 1949 | **Malay Padi Planters need Help**
- 20 November 1949 | **Changing Malay Marriage Customs**
- 27 November 1949 | **Malay Progress and the University**
- 8 January 1950 | **Malays in South Siam Struggle On**
- 9 April 1950 | **New Thoughts on Nationality**
- 23 April 1950 | **Plight of Malay Fisherfolk**
- 9 February 1951 | **The Peninsular Malays Union**

Engaging Malay Thoughts on the European Civilisation: Professor Dr. Murad Merican

Perdana Magazine editors managed to corner the ever-busy Professor Dr. Murad Merican, PLF Honorary President Resident Fellow and also Professor at the Department of Management and Humanities, Universiti Teknologi PETRONAS for an interview of his current research work at the Foundation, "Malay Attitudes Towards the West: Engaging Malay Thought on European Civilisation and Modernity in Constructing the Self, Nation and Identity."

Q. Can you explain to the readers what 'Occidentalism' means?

To grapple with "occidentalism", we need to be engaged with its other, that is, "orientalism". We have to place it against the other side of the same coin. Edward Said's 1978 book titled *Orientalism* could also have been most aptly known as "Occidentalism". In that book, Said generally stayed away from resolving the problem of orientalism, except for stating its oppositional processes, that is, "reverse orientalism". Since then, many Malaysian scholars that I have come across have stayed away from the usage of the term "occidentalism" lest they be accused of "betraying the West". But there is no betrayal here, certainly not in the conspiratorial sense. But orientalism (and colonialism) is an exemplary total success story. A story of dominance and subjugation.

I sense that scholars in Malaysia have been taken by Buruma and Margalit's 2004 book titled *Occidentalism*. **But why fear betraying the West? Have they not**

betrayed us, as in the colonised peoples much earlier? Why must we be apologetic in defining "occidentalism"? We have to define concepts and categories ourselves as conscious subjects, not reproducing and reinforcing it in the name of de-colonialism and/or post-colonialism while still being captive minded.

To this effect, if "orientalism" refers to the ways, manners, methodologies, discourses and institutions constructed and produced the entity called "the Orient," "Occidentalism" is the binary opposite of those processes. And that refers to the constructions, corpus, discourses, images, positions and views about the West, Europe, Europeans, European civilisation, Anglo-Saxon history and society, even that of Japan and the Japanese; or that geographical

area that we call the Occident or the geocultural and geopolitical area, and domain that we call the Occidental world.

Occidentalism also refers to the engagement, criticism and response to colonialism, of colonial knowledge and about the colonial world by colonised subjects. **Simply put, Occidentalism are views of the East toward the West.** It is any production or reproduction of the non-Western world about the West both as to the discourse and to the corpus.

Q. Who pioneered the study of "Occidentalism" in Malaysia?

If we are looking for a person, one of the earliest, probably the earliest to be engaged with the West in the cultural and intellectual sense was **Abdullah bin**



Prof. Dr. Murad receiving his fellowship from Tan Sri Nik

Abdul Kadir Munsyi, and to some extent, the little known **Ahmad Rijaludin** from his *Hikayat Perintah Negeri Benggala* (circa 1800). Subsequently, in what can be seen as various forms of embrace and resistance to Europe and the West, we can identify such discourses by **Syed Syaikh al-Hady** in his various newspapers, especially al-Imam and discourses by Malay intellectuals in the 1930s and 1940s such as **Ibrahim Yaakob, Ishak haji Muhammad, Mustapha Hussein, Aziz Ishak, and Zaaba.**

In the post-colonial period, we find works producing such discourses about the West through **Syed Muhammad Naquib al-Attas, Syed Hussein Alatas, and Tun Dr. Mahathir Mohamad.** I would describe these thinkers and intellectuals as Occidentalists because they have produced significant work locating themselves and Malay society to the Occident, and at the same time constructing knowledge about the Occident and the occidental world. Also, this can be seen in Malay periodicals in the 1930's such as *Warta Malaya, Majalah Guru* and *Majlis.*

As to Occidental Studies, it is not equal to Occidentalism. Occidentalism is the outcome of Occidental Studies. Occidental Studies here refers to a field of study, perhaps under the rubric of area studies, or the study of Europe, or history; thematised under the study of civilisations; or contemporary cultures.

Occidentalism came into the nation's consciousness through Tun Dr. Mahathir's presidential speech at the UMNO general assembly in 2003. Suddenly the nation, if not the Malays, were told of the need and significance of knowing Europe and the European race for competitiveness and survival – and eventually put ourselves on equal terms with the West.

Until that time, Europe and the West

were not in our intellectual agenda. European history and civilisation were regarded as archaic and non-consumable knowledge – the terrain for the eccentric lone Malaysian scholar and intellectual. But since that speech, “Occidentalism” became a subject of awe and excitement, bringing to our intellectual shores the orientalism of Edward Said, and later that of Arab Occidentalist Hassan Hanafi.

EUROPEAN HISTORY AND CIVILISATION WERE REGARDED AS ARCHAIC AND NON-CONSUMABLE KNOWLEDGE – THE TERRAIN FOR THE ECCENTRIC LONE MALAYSIAN SCHOLAR AND INTELLECTUAL.

The spark incited by Tun Dr. Mahathir led to the idea and initiative to establish an Occidental Studies outfit – different from that of European Studies, which has earlier been established at Universiti Sains Malaysia and Universiti Malaya – in July 2003 when Universiti Kebangsaan submitted a proposal for the formation of the Institute of Occidental Studies (with its Malay acronym IKON) to the Ministry of Education. On October 1, 2003, Occidental Studies in Malaysia, through IKON, was officially established. About six weeks later on November 18, IKON organised its first event – “*Wacana Kajian Oksidental dan Penubuhan Institut Kajian Oksidental (IKON) UKM*” with speakers comprising **Professor Shamsul Amri Baharuddin, the late Professor Syed Hussein Alatas, and myself,** further setting the concept and the tone of Occidental Studies in Malaysia.

Q. How can we better understand Malay society through the perspective of Occidentalism?

My overriding interest is in the study of Origins – taking it as a field of inquiry. Much of my work probes and delves into thought and ideas, about intellectual production and scholarship, and much of it using the institutions of journalism and communication to illustrate modes of intellectual production.

Over the last two centuries, the identity of the Malay has been defined and constructed by a variety of forces. This has contributed to a universe of confusions, contradictions, and consciousness (or the lack of it), as to the conception of the Malay by the Malays themselves and also by others, so much so **the Malay now finds it difficult to defend himself, simply because the Malay has lost his sense of self, history and identity.**

It is more of how we have failed to measure the instruments of measurement on ourselves. **Instead of allowing the Occident to represent us, my study allows us to represent ourselves.** Please note that I am very cautious in espousing a “nativistic” view of things because that assumes dominance over the subject. I am talking about the pursuit of a tradition of deconstructing ourselves from the dominance of the orientalist *weltanschauung* (world views).

Our sources about ourselves come from Europe and the West. Even our history does not belong to us. But we must be cognizant that European history is part of our history. But we cannot wait for the *orang putih* to tell us what to think, how to think and when to think, and “to give us back our history”. We have to rise to the occasion and own it within the constructs of epistemology. And one way is to counter the terrain. But before that, we need to travel through it. We would not be able to comprehend Occidentalism if we are ignorant of the orientalism that has produced the entirety of our soul.

Assistant Librarians Brush Up Knowledge at 5-Day Workshop

PERDANA LEADERSHIP FOUNDATION AND THE LIBRARIANS

Association of Malaysia successfully organised a five-day workshop for assistant librarians, entitled, “**Kursus Pembantu Perpustakaan/Pusat Maklumat**” from 22nd March to 26th March 2010 at the Foundation in Putrajaya. Forty-five participants from twenty organisations from all over Malaysia attended the workshop and it was divided into seven sessions namely; ‘The types of Library and its functions and objectives’ by **Adnan Haris** of Perdana Leadership Foundation, ‘Printed and Non-printed Materials Cataloguing Process’ and ‘DDC Classification System: Determining Topic and Classification’ by **Puan Salmah Salleh**, ‘LC Classification System’ by **Puan Balqis Suja** of UIAM Library, ‘Circulation and Its Functions’ by **Encik Kamal Sujak** of MMU Library, ‘Reference System and Its Functions’ by **Encik Ahmad Munawar** of OUM Library and ‘Promoting and Marketing Libraries’ by **Encik Ibrahim Hj Mohamed**, Petronas Library.



Tun Dr. Mahathir in relaxed mode with workshop participants



A group presentation

Serious discussions taking place

Librarians Learn Marketing

HOW EFFECTIVE ARE LIBRARIANS’ MARKETING STRATEGIES?

To address this key topic, the Perdana Leadership Foundation organised a workshop from the 27th to 29th July 2010, facilitated by **Assoc. Prof. Dr. Maznah Che Ghazali** from the Faculty of Business Management Universiti Teknologi MARA.

Titled, “**Marketing and Promoting Libraries and Information Services – Building the Library Sales Force**”, the workshop attracted 66 participants from all over Malaysia, making it one of the best attended workshops to date. The three-day workshop covered topics related to building a structured framework of an effective marketing plan, best practices and business models, developing a marketing plan, and analysis of external and internal environmental factors.



A group brainstorming session

The participants enjoyed themselves during the very-hands on workshop, where they brainstormed together, discussed ideas and presented their marketing strategies. A surprise was in store for them on the second day where the Honorary President of Perdana Leadership Foundation and the Fourth Prime Minister of Malaysia, **Tun Dr. Mahathir Bin Mohamad**, consented to a photo session. After a closing session officiated by the Foundation’s Executive Director, **Tan Sri Nik Mohamed Nik Yaacob**, the participants went on a lake cruise and tour to enjoy the sights of Putrajaya.

Feedback was positive – participants felt energised about meeting the new challenges of their respective libraries and knowledge centres, and eager to implement their new marketing ideas.

Strategic Planning for Librarians and Knowledge Managers

BALANCED SCORECARD HAS BEEN COMMONLY USED FOR strategic management processes in private and government sectors and can be considered as a vital component in translating the organisational strategies into action. It is not often, however, that the Balanced Scorecard is applied to Libraries and Information Centres.

But in the workshop organised by Perdana Leadership Foundation from 23-25 November 2010, that's exactly what was taught to Librarians and Information Centre Managers – utilising the Balanced Scorecard to set strategic goals and to track progress against the targets set. Thirty participants from twenty-two organisations from all over Malaysia attended the two and a half day workshop, entitled “**Workshop on Balanced Scorecard for Libraries and Information Centres: Translating Strategy into Action**”.

The workshop began with welcoming remarks by **Puan Zarina Abu Bakar**, the General Manager of Perdana Leadership Foundation was soon followed by the Introduction to the Workshop by **Encik Azahar Mohd Noor**, the Chief Librarian of Perdana Leadership Foundation. **Ms. Jasmiza Yantee Jamaluddin**, whose expertise includes organisation's performance and human capital development, then took over as the Lead Facilitator of the Workshop.

During the first part of the Workshop, Ms. Yasmin introduced balanced scorecard strategies to the participants who were then divided into groups with specific assignments. Group members brainstormed for ideas and mined each other's experience in their group sessions. To provide additional reference, Encik Azahar Mohd Noor presented a paper, entitled, “**Libraries and Information Centres: Balanced Scorecard and Key Performance Indicators (KPIs)**” which gave the participants some information on Petronas's management approach to their knowledge centres. The participants were also provided with a list of references from the book, entitled,



A participant presenting her case on strategy

“Evaluating the Impact of Your Library” by Sharon Markless and David Streatfield.

The final day of the workshop began with four groups presenting the action plans for their libraries, and a winner selected from the four groups. The Workshop was officially closed by the Perdana Leadership Foundation's General Manager, Puan Zarina Abu Bakar who later presented the certificates of attendance to all the participants and the facilitators. The participants returned to work, enthused about the Balanced Scorecard and exacted a promise from PLF to organise a follow-up workshop on Strategy for Librarians soon.



All together at the end of the programme

Digitising the Past for the Benefit of the Future

“THE PAST WAS ANALOG. THE FUTURE IS digital. Tomorrow’s historians will glory in a largely digital historical record, which will transform the way they research, present, and even preserve the past.”

The above is excerpted from **Digital History**, a book by Daniel J. Cohen and Roy Rosenzweig that stresses on the crucial need to digitise for preservation of historical data, and sets out the practical steps to integrate history with technology.

Since 2005, Perdana Leadership Foundation has actively digitised materials related to the Prime Ministers of Malaysia. Our digitisation efforts are conducted in cooperation with the **National Archives of Malaysia** and the **National Library**. We focus on digitising the speeches of the past Prime Ministers of Malaysia and to date, have in our collection around 3,500 speeches in digital form, including over 2,000 speeches of our fourth Prime Minister

and Honorary President, Tun Dr. Mahathir Mohamad.

Our work with the National Archives and the National Library is part of our contribution to the national collection of digitised historical materials. Our most recent work was the digitisation of the personal collections of Tun Abdul Razak Hussein, the country’s second Prime Minister. More than 400 titles were transformed into digital copy from that exercise.

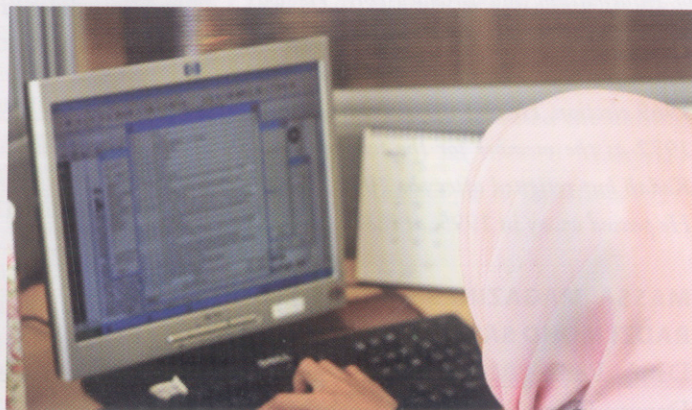
To date, Perdana Library has digitised almost 400,000 records, including rare and out of print books. The Foundation continues to invest in digitisation technology, staff, training and development to ensure the continuity of our digitisation efforts. To allow for faster and more user-friendly searches through our archives, we have also invested in the **Google Mini**. Combined with our work in processing our digital documents through Optical Character Recognition (OCR), members of Perdana Library are able to search within the digitised documents themselves, giving more specific research yields per search term.



Scanning a book for digitisation

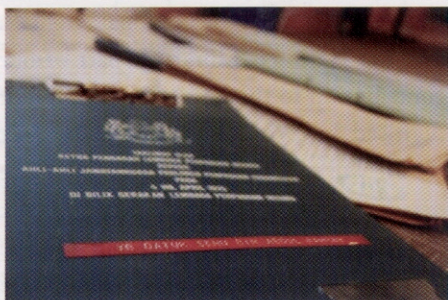


Processing a document



Indexing in Progress

Perdana Leadership Foundation Receives Generous Contributions of Books and Magazines



DOCUMENTS FROM THE LATE TAN SRI DATUK SENU'S PERSONAL COLLECTION

The Foundation received 151 documents from the personal collections of the late Tan Sri Senu Abdul Rahman in 2010, thanks to his grandson, Sufi Yusni, currently Special Officer to Tun Dr. Mahathir Mohamad. The documents are from the '60s and '70s and deal with the issues affecting Malaysia during that time, as well as UMNO and politics.

Tan Sri Datuk Senu Abdul Rahman (1919–1995) was a Malaysian politician and former federal minister and diplomat. He was elected to the Parliament of Malaysia in 1964 and became Minister of Information and Broadcasting. He was later elected as the Minister of Culture, Youth and Sports before losing his seat in the 1969 election. He re-entered Parliament in 1972 as the member for the seat of Kuala Kedah but resigned after the 1978 election. He passed away in 1995, at the age of 76.

MASSA MAGAZINES FROM DATO' RADZI MOHD SALLEH

Dato' Radzi Mohd Salleh, former Deputy Chief Secretary (Management) for the Ministry of Home Affairs, kindly



contributed his personal collection of 280 issues of MASSA magazines, dating from 1997 to 2004. The Foundation appreciates the contribution as the publisher of this current affairs magazine, Utusan Karya, ceased its publication in 2004 (issue 448) due to dwindling subscriptions.

BOOKS FROM PUSTAKA NEGERI SARAWAK

In October 2010, the Foundation received 42 books and 5 VCDs from Pustaka Negeri Sarawak. Most of the books were published in the 1980s and 1990s. The books are on the history of Kuching, Sarawak's Historical Events, Sarawak State's Bibliography and many other important Sarawak events and milestones. The contribution is part of our resource-sharing arrangement with Pustaka Negeri Sarawak (www.pustaka-sarawak.com), which is both the state's national library and archives.

Highlights from Our Library

Bibliografi Tun Hussein Onn (ISBN 9789834356941) is an updated bibliography of reference materials related to our third Prime Minister, Tun Hussein Onn. Published by Perdana Leadership Foundation, the book lists more than 1,000 references from monographs, speeches, newspapers and other sources. This bibliography is also available for sale at Perdana Leadership Foundation at RM40 each.

John Burrow's A History of Histories: Epics, Chronicles, and Inquiries from Herodotus and Thucydides to the Twentieth Century (ISBN 9780375727672) is a critical analysis of the study of the past and its implications, from ancient times to the present day.

A Doctor in the House: The Memoirs of Tun Dr Mahathir Mohamad (ISBN: 9789675997228) is an autobiography of Dr. Mahathir Mohamad who transformed Malaysia from an agricultural backwater into an industrial powerhouse. A Doctor in the House is also available for sale at Perdana Leadership Foundation at RM100 each for non-autographed copies.

Of course, we have more than 9,000 other titles in Perdana Library for our members to read or borrow. Members also get internet access to our large and growing digital collection. To become a member, please contact Adnan Haris (03-8885 8940 / adnan@perdana.org.my) or visit www.perdana.org.my for the membership form.

Breaking the Siege on Gaza: In the Spirit of Rachel Corrie and Mavi Marmara

11 JULY 2010 WITNESSED MORE THAN 500 foreign and local peace activists congregating at the Putra World Trade Centre in Kuala Lumpur for the International Conference on Palestine, 'Breaking the Siege on Gaza: In the Spirit of Rachel Corrie and Mavi Marmara', organised by the Perdana Global Peace Organisation (PGPO). The Conference condemned the 30th May 2010 Israeli military attacks against MV Mavi Marmara, which was part of the flotilla to send humanitarian aid to the besieged people of Gaza.

The conference started with an opening address by the Chairman of the Perdana Global Peace Organisation and the fourth Prime Minister of Malaysia, **Tun Dr. Mahathir Mohamad**, who criticised international inaction against the injustices suffered by the people of Palestine.

"Following the invasion of Gaza in December 2008, more than 1,400 civilians, men, women and children, in fact mainly children were slaughtered, over 20,000 homes were destroyed, schools and hospitals were levelled to the ground. Many countries pledged billions in aid, but the pledges were not translated into concrete action to alleviate the sufferings of the Palestinians in Gaza. It was hypocrisy at its very worst," he said.

The panel sessions featured eye-witness accounts, grim tales of what life



Tan Sri Muhyiddin, Tun Dr. Mahathir, Tun Dr. Siti, Datin Sri Rosmah and speakers at the end of the Forum

in Gaza is really like as well as a call to action. Speakers who participated were: former UN Assistant Secretary-General **Denis J. Halliday**, international activist on board Rachel Corrie, **Jenny Graham**, Turkish IHH's (Humanitarian Relief Fund) **Dr Hassan Huseyin Usyal** who was on board Mavi Marmara, Astro Awani journalist **Ashwad Ismail**, University of Ottawa Centre for Research on Globalisation **Professor Michel Chossudovsky**, International Trade and Industry Deputy Minister **Datuk Mukhriz Mahathir**, leader of Rachel Corrie **Derek Graham**, foreign relations officer of Gaza House of Parliament **Mohammed D. Radwan** and Emeritus Professor **Datuk Dr. Shad Saleem Faruqi**. **Datin Seri Paduka**

Rosmah Mansor, wife of Prime Minister **Datuk Seri Najib Razak**, spoke at the final session, along with Ambassador of Turkey to Malaysia **Serap Ataay**, and Deputy Head of Mission Embassy of Iran and Chief Representative of the League of Arab States Mission in New Delhi **Dr Ahmed Salem Saleh Alwasihi**.

Deputy Prime Minister **Tan Sri Muhyiddin Yassin** delivered the closing speech at which he stressed Malaysia's support for the people of Palestine.

Note: Perdana Leadership Foundation provided secretariat support for the organisation of this Conference.

Perdana Global Peace Foundation Launched!



Tun Dr. Mahathir and Tun Dr. Siti flagging off the Jelajah Keamanan cars

IN THE 22ND OF APRIL 2011, PERDANA Global Peace Foundation (PGPF) was launched to replace the six-year old PGPO with a tax-exempt foundation that delivers humanitarian aid and organises programmes in line with its “Criminalise War” objective.

The launch, held at Bangunan Yayasan Albukhary, announced two critical missions that will be taken by Perdana Global Peace Foundation. The first is “Jelajah Keamanan 2011”, a local expedition that attempts to change traditional perceptions concerning the role war plays on the global stage. Seminar sessions and the dissemination

of information is targeted at university students and youths.

Perdana Global Peace Foundation sent a mission dubbed “Spirit of Rachel Corrie 2” to break the siege on Gaza. The mission carrying constructive materials to fix the sewage system destroyed by Israeli forces returned on June 4th, led by mission leader, Mr. Matthias Chang. The mission successfully “broke the siege” against Gaza.

The launch honoured generous contributors to PGPF who each received autographed copies of Tun Dr. Mahathir Mohamad’s best selling memoir: *A Doctor in the House*. More details on www.perdana4peace.org.



Tun Dr. Mahathir officiating with the gong

PERDANA BOOKSTORE

Perdana Leadership Foundation publishes and sells a range of books on leadership, history and national issues. The books can be purchased direct from the Foundation by contacting Suhana Mat Tehor (03-8885 8968 / suhana@perdana.org.my) and Datin Latifah Ismail (03-8885 8942 / latifah@perdana.org.my). A selection of the books available are:

Books by Perdana Leadership Foundation Scholars:

CONSTRUCTING GROUP REALITIES: LEADERSHIP DISCOURSE OF TUN DR. MAHATHIR MOHAMAD
By Maya Khemlani David
RM35.00

ONE IDEA, TWO TUNS & THREE HUNDRED GERMAN COMPANIES LATER By Azhari Karim
RM35.00

PEMIKIRAN MAHATHIR MOHAMAD – KESINAMBUNGAN GELOMBANG KEINTELEKTUALISME MELAYU GLOBAL DARI MUNSHI ABDULLAH DAN ZA'BA By Mohd Yusof Hasan
RM65.00

PENGISYTIHARAN MALAYSIA SEBAGAI NEGARA ISLAM (BANTAHAN DAP dan PAS)
By R. Sivaperegasa P. Rajanthiran
RM35.00

KEWANGAN ISLAM MENYUSURI ZAMAN KEPIMPINAN PERDANA MENTERI MALAYSIA
By Noor Inayah Yaakub et al.
RM30.00

Other Books:

BIBLIOGRAFI TUN HUSSEIN ONN
RM35.00

PEACE DIVIDENDS, WAR PROFITS (Proceedings of the Perdana Global Peace Forum 2005)
RM25.00

MONOGRAPH PERDANA DISCOURSE SERIES 11/2010 THE ROLE OF EDUCATION IN LEADERSHIP DEVELOPMENT
RM 10.00

MONOGRAPH PERDANA DISCOURSE SERIES 10/2010 THE ROLE OF WOMEN AND YOUTH IN NATIONAL DEVELOPMENT
RM18.00

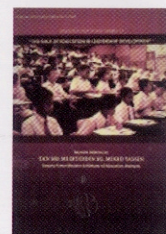
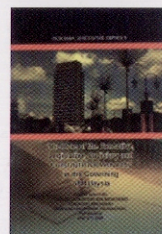
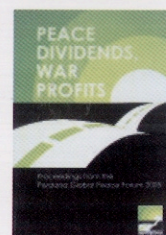
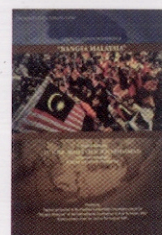
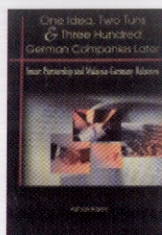
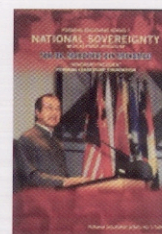
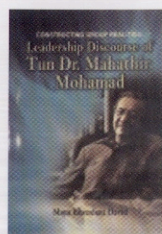
MONOGRAPH PERDANA DISCOURSE SERIES 9/2009 THE ROLE OF THE EXECUTIVE, LEGISLATIVE, JUDICIARY AND CONSTITUTIONAL MONARCHY IN THE GOVERNING OF MALAYSIA
RM18.00

MONOGRAPH PERDANA DISCOURSE SERIES 8/2008 BANGSA MALAYSIA
RM18.00

MONOGRAPH PERDANA DISCOURSE SERIES 7/2007 NATIONAL SOVEREIGNTY
RM10.00

MONOGRAPH PERDANA DISCOURSE SERIES 6/2006 MEDIA AND NATIONAL DEVELOPMENT
RM10.00

MONOGRAPH PERDANA DISCOURSE SERIES 5/2006 POSITIONING MALAYSIA IN THE INTERNATIONAL ARENA
RM10.00



MONOGRAPH PERDANA DISCOURSE SERIES 4/2006 POLITICAL STABILITY AND SUSTAINABILITY AS KEY SUCCESS FACTORS IN DEVELOPING MALAYSIA
RM10.00

SELECTED SPEECHES BY DR. MAHATHIR MOHAMAD VOLUME I
RM20.00

THE MALAYSIA CURRENCY CRISIS
RM10.00

SELECTED SPEECHES BY DR. MAHATHIR MOHAMAD VOLUME II
RM50.00

THE MALAYSIAN SYSTEM OF GOVERNMENT
RM10.00

A DOCTOR IN THE HOUSE (THE MEMOIRS OF TUN DR MAHATHIR MOHAMAD)
RM100.00

About Perdana Leadership Foundation

PERDANA LEADERSHIP FOUNDATION WAS SET UP IN 2003 WITH THE aim of preserving, developing and disseminating materials by and on Malaysia's past Prime Ministers. Believing that past leadership can yield valuable insights for future development, the Foundation's objective is to increase awareness and appreciation of Malaysia's intellectual heritage.

The Foundation's objectives are:

- To research, document, disseminate and publicise the intellectual legacies of Malaysia's past Prime Ministers.
- To elucidate and illuminate the contribution of Malaysia's past Prime Ministers in the social, economic and political development of the nation.
- To create awareness of the development process of the nation and serve as a platform for future development.
- To be a resource centre of policies, strategies and initiatives that

were adopted under Malaysia's various Prime Ministers which may be used and adapted as models for the development of other nations.

The Foundation's broader objective is to promote global understanding by providing a channel for scholars and thinkers to undertake research and idea-sharing for lasting, peaceful resolutions. The Foundation operates a physical and electronic library, the Perdana Library which provides direct access to a wealth of information on Malaysia's past Prime Ministers. The Library collects, organises, preserves and disseminates materials by and about Malaysia's national leaders and events connected to them, and outlines the policies, strategies and initiatives they adopted. Much of these materials are digitised and are made available to Perdana Library members through the Internet. Our website is at www.perdana.org.my.

The Star Foundation Donates RM100,000 to Perdana Leadership Foundation

DATUK DR MOHD AMINUDDIN MOHD Rouse, the Chairman of the Board of The Star Foundation presented a cheque for RM100,000 to Executive Director of Perdana Leadership Foundation, Tan Sri Nik Mohamed Nik Yaacob in a ceremony witnessed by PLF's Honorary President, Tun Dr. Mahathir Mohamad, on the 7th of March 2011.

The contribution is in recognition of the Foundation's efforts to archive, research and disseminate materials on the leadership history and legacies of Malaysia's Prime Ministers from the time of Independence. The Foundation

has to date has digitised more than 9 million pages of speeches, Parliamentary Hansards, journal articles, newspaper clippings and out of print books. It

works closely with the National Archives of Malaysia and the National Library of Malaysia in its archiving initiatives.

Perdana Leadership Foundation welcomes donations from private individuals, businesses and organisations in support of our quest to build a comprehensive resource centre on our Prime Ministers, national leadership and nation-building. All donations made to the Foundation are tax-deductible. For more information on contributions, please contact: Zarina Abu Bakar, General Manager, Perdana Leadership Foundation at 03-8885 8957 / zarina@perdana.org.my.



A Big Thank You!

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