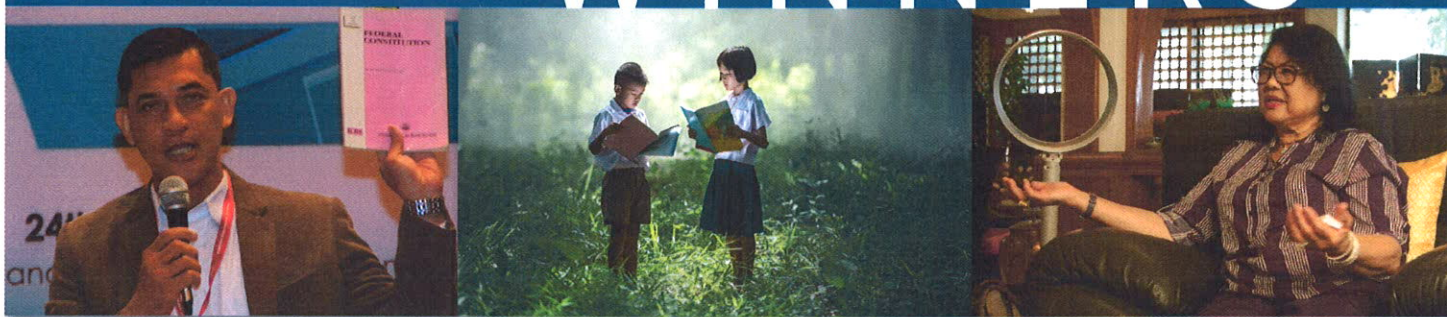


PERDANA MAGAZINE 2016

A PUBLICATION OF THE PERDANA LEADERSHIP FOUNDATION



CELEBRATING OUR CONTEST WINNERS



DISCOURSE

Has the federation model worked well for Malaysia?

ARTICLE

Battling apathy & ignorance for a prosperous Malaysia

ORAL HISTORY:

Young people are Malaysia's saving grace:
Tan Sri Rafidah Aziz

TAN SRI ARSHAD AYUB ON ITM AND HIGHER EDUCATION • YOUNG MALAYSIANS
SOAK UP HISTORY AT PLF • VISITS 2016 • PLF PUBLICATIONS

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Message From Tan Sri Azman Hashim, Chairman, Board of Trustees, Perdana Leadership Foundation

“The challenge for youth in the 21st century is to try to throw off the baggage of history. The youth of the 21st century must think of themselves as true citizens of the world. They must forget colour and creed and notions of superiority or inferiority. They must think of equality not in terms of material wealth alone but in being all members of the same human race.”

The quote above is from a speech given by Tun Dr. Mahathir Mohamad in Waseda University, Japan, in 1997. It remains relevant today, if not more so.

With more than half of our population made up of people under 35, Malaysia can consider itself as a young country. Our youth is our advantage. This will not always be the case. Our demographics will change and experts say that by 2040, our population pyramid will start to invert. Like many other developed nations, including Japan, older people will outnumber our youth. To prepare ourselves for that inevitability, we need to fortify our economy, upskill our workforce, improve social cohesion, strengthen our institutions, revisit and if necessary, rework, our education system. This requires a strong vision of where we wish to be in a few decades' time and the principles we need to uphold to reach that destination. It requires good leadership.

There are many definitions of what good leadership is, and it is up to the young people themselves to define what good leadership means to them.

We received many interesting answers when we asked young Malaysians to respond with essays and stories to the theme of “Leadership” for our writing contest with Maybank Foundation. More than 4,000 young Malaysians responded through fiction, essays and photos. The responses are illuminating and the winning entries will be published this year. It was our most successful contest and I thank Maybank Foundation for agreeing to be our sponsor and co-organiser. As always, the Foundation organises this contest to encourage greater reflection and articulation on issues, and I believe

the contest made the participants think harder about certain themes.

I hope the young contestants realise that present and future successes depend on effort, and that where a nation is concerned, we build upon the work of previous leaders. There are always lessons to be learnt from those who have “been there, done that”. Our Foundation is predicated on the idea of learning from history and nowhere is this more evident than in our Oral History programme. In 2016, we conversed with Tan Sri Rafidah Aziz, arguably Malaysia's best-known Minister of International Trade and Industry. We were also lucky enough to have conversations with Tan Sri Arshad Ayub, the former Director of Institut Teknologi MARA, who holds very pragmatic views on education.

Our Perdana Discourse Series facilitates knowledge-sharing between Malaysian leaders and young people. In August 2016, at our 20th Perdana Discourse Series, none other than the fourth Prime Minister of Malaysia, Tun Dr. Mahathir Mohamad explained why federalism works in Malaysia and what's made Malaysia so unique among all countries that have opted for this system of government. As always, Tun successfully shed light on a complex topic, enabling us to understand the issue from a historical as well as political perspective.

Our efforts to make materials on Malaysian leadership and history easily accessible continue. As our archives grow (we now have more than half a million digitised titles), so will our efforts to draw some connections among them. We have connected the dots for the lives of our former Prime Ministers and the events leading up to our Independence as a nation. Simple as they seem to be, they should not be overlooked in the insight that they can provide for those keen to learn more about Malaysia.

The narrative about our country – even of its past – is constantly evolving, and we, as Malaysians, should play our part to ensure that the narrative is positive and meaningful.

Perdana Leadership Foundation

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Assistant Editors

Nurul Humaira Kamarulzaman
Mohammad Faridzuan Abd Rahman

Contributors

Sri Fitriaty Mohd Kenali
Nur Faizah Kasim
Maizatun Kartini Kamarudin
Adnan Haris
Suriyana Mohd Noor

Layout & Design

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I Graphix Solutions
9-1, Grd Floor, Jin Wangsa Delima 2A,
Section 5, Bandar Baru Wangsa Maju,
53300 Kuala Lumpur, Malaysia.

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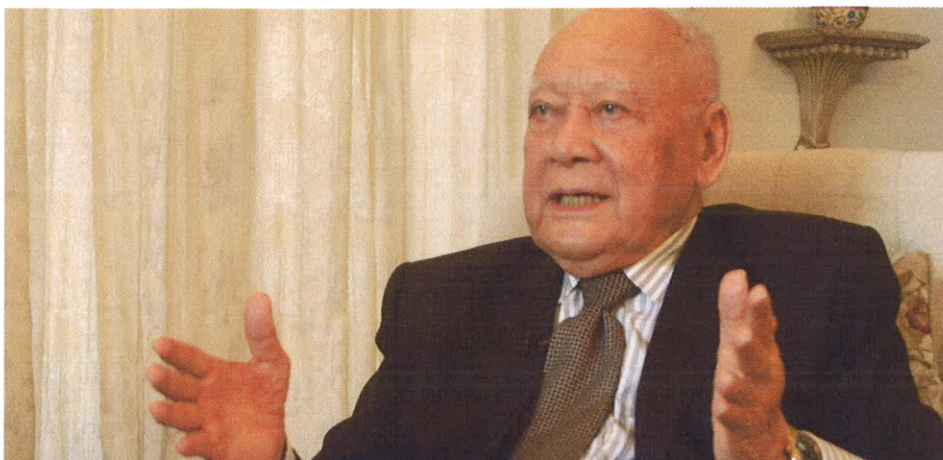
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VISITS 2016

More than 1,000 visitors toured PLF in 2016

Perdana Leadership Foundation received more than a thousand visitors from all over the world in 2016. Visitors from local and international organisations, government agencies, libraries, universities and schools toured the foundation and explored our library's physical and digital collections. Some of our visitors also learnt about our digitising and indexing process at the Foundation.

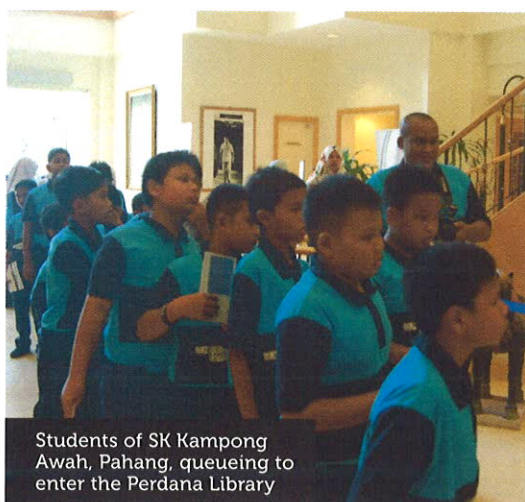
Perdana Leadership Foundation is located in Precinct 8, Putrajaya and our Perdana Library is open to the public on weekdays from 8.30 am to 5.30 pm. For more information about group visits, please contact our Librarian, Encik Adnan Haris at **03-88858940** or e-mail plfcomms@perdana.org.my. We welcome group visits on weekdays via appointments - do contact us two weeks before your planned visit.



Young students from Al Zahra Indonesia Primary School, keen to learn more about Malaysian history



Students from SMK Dato' Undang Haji Adnan Kota, Negeri Sembilan, at our main lobby



Students of SK Kampong Awah, Pahang, queueing to enter the Perdana Library



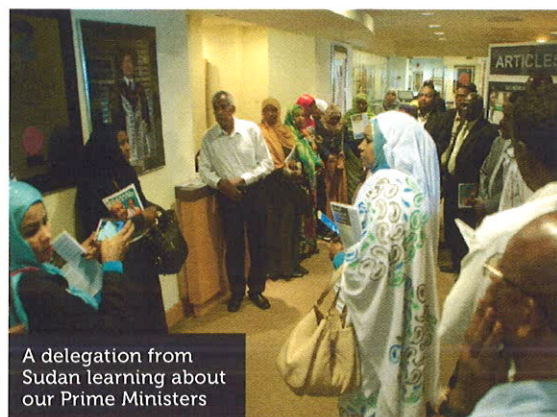
Library Science students from UiTM Puncak Perdana learning about our digitisation process



In 2016, PLF received 1,072 visitors from 26 schools, universities and organisations



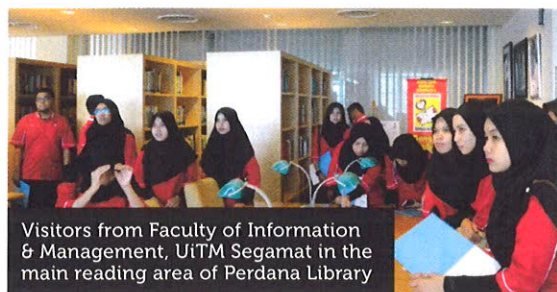
Puan Zarina Abu Bakar, PLF General Manager, with delegates from Saudi Arabia



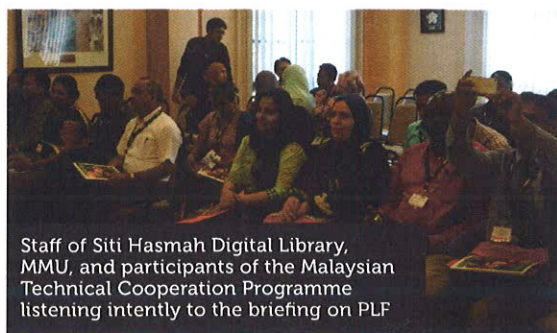
A delegation from Sudan learning about our Prime Ministers



Visitors from Sekretariat Pencegahan Rasuah, Universiti Malaysia Sabah, with the beautiful Putrajaya Lake in the background



Visitors from Faculty of Information & Management, UiTM Segamat in the main reading area of Perdana Library

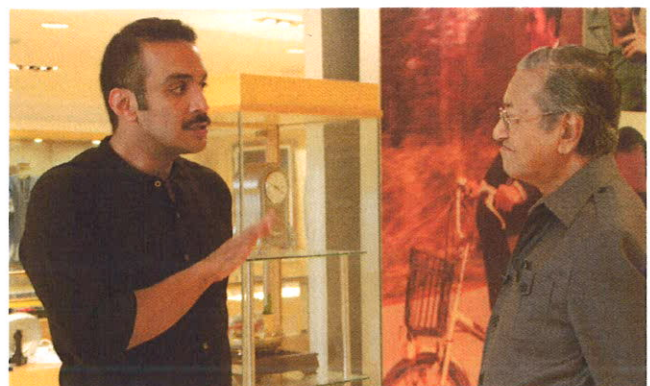
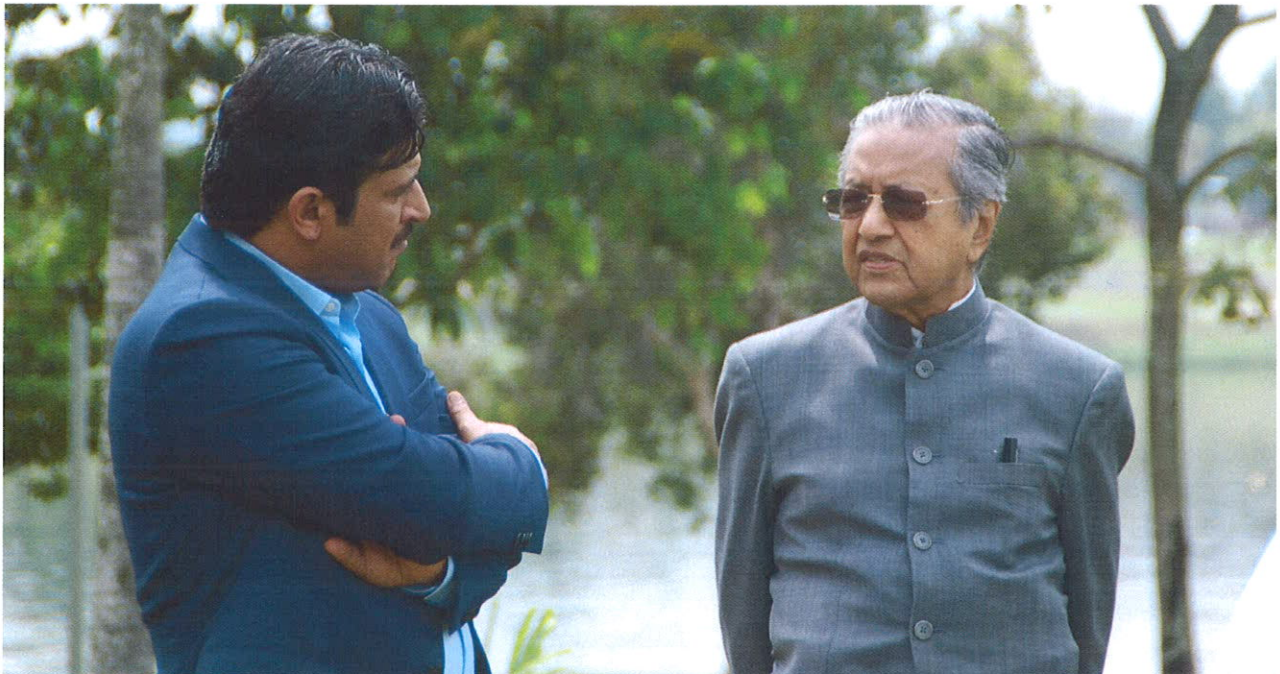


Staff of Siti Hasmah Digital Library, MMU, and participants of the Malaysian Technical Cooperation Programme listening intently to the briefing on PLF

Tun Dr. Mahathir Mohamad: Still busy at 91

Our Honorary President, Tun Dr

Mahathir Mohamad, was as busy as ever in 2016, despite turning 91 years old in July. Tun's views are still sought for, on subjects that include economics, national unity, leadership, Malaysian history, international affairs and - of course - politics. In between his own programmes, he hosted Perdana Leadership Foundation's Buka Puasa in June. In October, he was interviewed by Al Jazeera Arabic and Piston Kuwait with the Foundation's grounds as the backdrop to the video-recorded segments.





Biographies of our PMs, infographics-style

We've built a sizeable archive since our inception in 2003, and among the top priorities of our archive-building are the biographies of Malaysian Prime Ministers, from Tunku Abdul Rahman to Tun Abdullah Ahmad Badawi.

We knew them as our Prime Ministers but their lives began long before they took their oath to serve as the head of our government. What were their childhood like? Who were their parents? How did they get involved in politics? Where did they work before they became politicians?

We've already published their biographies as a Visual Timeline, accessible for free at <http://www.perdana.org.my/pms-of-malaysia/visual-timeline>. But we realise that some of you may wish to download these timelines or share them with friends. As such, we've created a more condensed version of their biographies and present them in infographics, accessible here: <http://www.perdana.org.my/pms-of-malaysia/biography-infographics>

We shall be improving on these timelines, adding photos and links to make them more useful. Have a look or drop us a line and let us know (plfcomms@perdana.org.my) what you'd like to see in future infographics.



Tun Abdul Razak Dato' Hussein (1922 - 1976)


1922 Tun Abdul Razak was born on 11th March 1922 in Pulau Keladi, Pekan, Pahang. He was the first child of Dato' Hussein Mohd Taib and Fatimah Hj. Daud. Growing up, he was raised by his grandfather as his father was posted far away from home.

1928 Tun Abdul Razak started his early education at the age of six. From primary one to four, he attended an attap-roofed school about 4 km away from his house, and would walk to school everyday, barefoot.

1934 Tun Abdul Razak was selected by the Resident of Pahang to attend the Malay College at Kuala Kangsar, Perak. He was a bright student and passed his school certificate exams after only four and a half years. He became the school's Head Boy and gained school colours for hockey, squash and tennis.



Tun Abdul Razak in the Malay College
(Source: PLF Library)





Tunku Abdul Rahman Putra Al-Haj (1903 - 1990)

1903 Tunku Abdul Rahman, the seventh prince of Sultan Abdul Hamid Shah, was born in Alor Setar on 8th February 1903

1909 Tunku had his early education in Sekolah Rendah Melayu in Jalan Baharu before attending the Government English School (later to be known as Sultan Abdul Hamid College) two years later, the state's only English school then. The headmaster of the school from 1908-1910 was Mohamad Iskandar, father of Malaysia's fourth Prime Minister, Tun Dr. Mahathir Mohamad.

1913 Tunku moved to Bangkok with his eldest brother, Tunku Yusuf, who served in the Royal Thai Military Forces. There, Tunku attended Debsirin High School. Tunku Yusuf was killed by bandits two years later.






Tun Dr. Mahathir bin Mohamad (1925 -)

1925 Tun Dr. Mahathir was born on 10th July 1925 in Kg Seberang Perak, Alor Setar, Kedah, Malaysia.

1931 He attended Sekolah Melayu Seberang Perak for his primary education. Two years later, Tun Mahathir entered a government English School, later known as Kolej Sultan Abdul Hamid.

1941 The Japanese invaded Malaya and Tun Mahathir's education was interrupted as schools were closed. Tun attended a Japanese school, the Nippon Gakko, only briefly and left to sell rice and curry at a government office canteen then later at Pekan Babu where he sold nicker water, banana fritters



Tun Mahathir's home in Kedah
(Source: PLF Library)

Tun Dr. Mahathir sheds light on the history and current state of federal-state relations in Malaysia at the Perdana Discourse Series



(L to R): Dr. Azeem Fazwan Ahmad Farouk (USM), Dato' Dr. Ahmad Murad Merican (USM), Tuan Abdul Rahim Sinwan (MLA), Dr. Shamrahayu Abdul Aziz (IIUM)

On 24th of August 2016, Tun Dr Mahathir Mohamad, the fourth Prime Minister of Malaysia and Honorary President of Perdana Leadership Foundation, delivered a keynote address on federal-state relations at the 20th Perdana Discourse Series themed "The Federal & the States: Federal-State Relations in Malaysia", organised by the Perdana Leadership Foundation. Tun Dr Mahathir Mohamad started his keynote address by going through the history of Malaysia.

"Malaysia is a federation of states and each State has its own Sultan. The country, however, could not have nine rulers. That was a problem Tunku Abdul Rahman, Malaysia's first Prime Minister, solved by creating the position



of the “Yang Di-Pertuan Agong”, the constitutional monarch of the nation. The Council of Rulers agreed on the position being rotated every five years among the State Sultans. It was a unique arrangement, and one that perfectly reflects the relationship and collaboration between federal and state governments,” Tun explained.

He continued, “When the Malay states became independent in 1957, it became independent as a federation. The administration of a federation is far more complex than that of a union. There has to be a division of power between the states and the central government. This was worked out well by people who were quite knowledgeable about the administrations of the Malay states. Some of the former British civil servants understood the sensitivities of the



EXCERPTS OF PANELLISTS' DIALOGUE

Associate Professor Dr. Azeem Fazwan Ahmad Farouk

Director, Centre for Policy Research and International Studies, USM

“In order to talk about federalism, one has to understand what we mean by federalism. Federalism essentially refers to governmental systems whereby there is a clear division of power between the centre and the constituent parts. These constituent parts are referred to by provinces, cantons (in Switzerland) and in our case, states. It has been discussed in many academic journals that federalism as a concept is fairly new. It is claimed that it was invented by the Americans, that before the United States of America, there was no federalism.

If we look at the history of the US we can then understand why the Founding Fathers chose federalism as a new form of government for the thirteen colonies. One of the primary reasons was because the Americans had a huge distrust of power. So by choosing federalism, they could ensure that the central government would remain weak. Having said that, we need to understand that there are also different theories on how to conceptualise federal-state relations.”

Associate Professor Dr. Shamrahayu Abdul Aziz

Lecturer, IIUM

“When I read the constitution, I found that there are two different treatments given to the Semenanjung Tanah Melayu states compared with Sabah and Sarawak. When we formed the Federation of Malay States in 1957, there was no formal negotiation between the states and the federation in terms of the power they wish to retain. But when we formed Malaysia in 1963, Sabah and Sarawak made many requests. These are stated in the 18- and 20-Point Agreements (Perjanjian 20 Perkara Sabah & Perjanjian 18 Perkara Sarawak), of which some of the points have been included in the constitution.

Therefore the constitution will be the ultimate reference. We have a written constitution. It is the supreme law of the land. What does it mean? It is the final reference and it is also an agreement between the states forming the federation. If we have any dispute, we have to go back to the constitution. When it comes to federal-state relations, there is a specific provision under Part 6 of the constitution. Part 6 contains 8 chapters which describe the relationship between the federal and the state government.”



rulers and their states. They figured out how to bring the states together in a federation while allowing the states to retain some of its identity and the power of the Sultans. Eventually, of course, this became part of the written constitution."

Tun pointed out that the federation model has worked well for Malaysia: "Malaysia can congratulate itself because it has made the federation model work despite having nine Sultans plus one *Yang Di-Pertua Agong* and despite states having to share their wealth and power. Malaysia has developed well, in some cases better than unitary states which gained Independence after the war, and could be the model for other states. There are many countries that are divided into districts or provinces and each may have their own head such as the governor of provinces in Japan, but they are still unitary in terms of systems of

Tuan Abdul Rahim Sinwan

Vice President, Muslim Lawyers Association

"When the federation was proposed, the Sultans wanted certain terms to be complied with, and these terms became the basic structure of the Constitution. They dealt with: 1) the religion of Islam; 2) the preservation of the monarchy as an institution, 3) the land belonging to the states, 4) the Malay language or Bahasa Melayu and 5) Malay customs and practices.

Would amending the Constitution affect the rights of the Raja-raja Melayu? It's not easy to say. We do not have a Constitutional Court like in Indonesia and Thailand. What we have is the Federal Court. The legislative's duty is to legislate the law; the court's is to interpret the law. Laws which have been promulgated may sometimes be challenged. The challenge will be mounted in the Federal Court which will make the decision whether the law is constitutional or otherwise. That is the position in Malaysia."

Professor Dato' Dr. Ahmad Murad Merican (Moderator)

"In fact, constitutional literacy is very important for every citizen. The least read document by Malaysian citizens (with the exception of the police and lawyers) must be the Federal Constitution! I remember in 1957 before we got independent, Kelantan and Penang had problems joining the Federation of Malaya. I speculated that Penang would secede from Malaysia one day. If that happens, then we'd need passports to go to Penang!

Although Tun pointed out that secession is against the constitution, it is an unwritten agreement. There are provisions on changing borders (but not on secession). I would like to mention that Dr. Shamrahayu's latest book, "Kontrak Sosial : Perlembagaan Persekutuan 1957 Pengikat Jati Diri Bangsa Malaysia Merdeka", contains original documents from the Public Record Office of Kew Gardens, and is a good complement to our understanding of the federal constitution."



The central government has much more power under a unitary state. The relationship between the federal government and the states in Malaysia is not completely without problems, but generally the problems are resolved and there is no animosity or antagonism between them

government. The central government has much more power under a unitary state. The relationship between the federal government and the states in Malaysia is not completely without problems, but generally the problems are resolved and there is no animosity or antagonism between them."

Following an active Question and Answer session with Tun, a panel discussion was held, moderated by Professor Dato' Dr. Ahmad Murad Merican, the Foundation's Resident Fellow and Faculty Member of the Centre for Policy Research and International Studies (CENPRIS), USM. Panellists were Associate Professor Dr Shamrahayu Abdul Aziz, Senior Lecturer at the International Islamic University of Malaysia; Associate Professor Dr Azeem Fazwan Ahmad



Farouk, CENPRIS Director, USM; and Tuan Abdul Rahim Sinwan, Vice-President of the Muslim Lawyers Association. Some of the topics discussed during the panel session were the role of agencies at state and national levels, legal and

jurisdiction issues, and the political relationship between the states and the federal government.

More than 150 people consisting of students, academics, NGO representatives, media, and members of the public, attended the discourse.



Reflections on **Federal – State Relations in Malaysia**

by Dr. Azeem Fazwan Ahmad Farouk, Director, Centre for Policy Research and International Studies, USM

The politics of federalism as practised in Malaysia has not received the kind of attention it deserves. Even when scholars had written on federalism in Malaysia, they had failed to reach a consensus on how to characterise it. Holzhausen (1974), for example, has claimed that Malaysia is a “flawed federation” and Loh (2010) is of the opinion that Malaysia’s federalism is “very centralised”. While the nature of federalism in Malaysia remains contested, scholars agree that Malaysia is not a true federation because the federal government holds too much power and dominates the political system to such an extent whereby it can determine the survival of the constituent states.

The only natural resource under federal government jurisdiction is petroleum.



Be that as it may, there are necessary requisites within the Malaysian constitution for the country to be labelled as a federal polity. It goes without saying that the division of powers and sphere of competencies in the Malaysian constitution does not imply absolute equality of powers.

In the Malaysian context, the 1957 constitution was deliberately put together to facilitate national administration. The Ninth Schedule of the Federal Constitution spells out the distribution of legislative power and responsibilities between the federal and state governments. The federal government is given jurisdiction over subjects of a general nature. External affairs, defence, internal security, civil & criminal law & the administration of justice, federal citizenship and naturalisation, federal government machinery, finance, trade, commerce, and industry, shipping, navigation, and fishery,

communication, transport, health, education, and federal works, and power are under federal jurisdiction. On the contrary, the functions vested with the state governments include land, local government, local public services, licensing theatres and cinemas, state public works, state government machinery, state holidays, and turtles and riverine fishery. Islamic laws and customs as well as other native laws and customs in Sabah and Sarawak are vested with the state governments. The concurrent list covers social welfare, scholarships, town and country planning, drainage and irrigation, housing, culture and sports, and public health (Mohd Salleh bin Abbas, 1978; Loh 2009).

As land is a state matter, land-based property taxation has been handled by state administrations. **The only natural resource under federal government jurisdiction is petroleum.** Under the Petroleum Development Act (PDA)

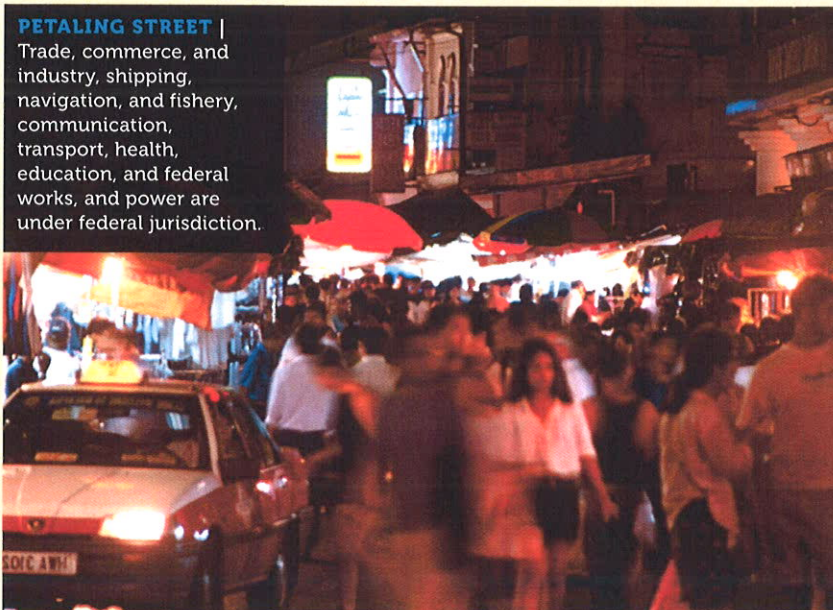
1974, all states give up their rights to petroleum resources found within their states. Ownership and control of petroleum and gas are transferred to the federal-owned company Petronas. Petronas is given the responsibility to exploit and mine oil and gas in the country and is required to pay the state and federal governments 5% royalty each. Petronas receives 49% whereas the producer company receives the remaining 41% of the gross value of petroleum production. In addition, the federal government taxes producer companies (Sarawak Shell, Sabah Shell or Esso). Only Sarawak, Terengganu, Sabah, and Kelantan have petroleum resources. It should be pointed out that should petroleum resources be located beyond the state's three-mile territorial waters, the federal government can choose to deny this royalty to the state government.

The result is a very uneven distribution of revenue and therein financial resources between the federal and state governments.

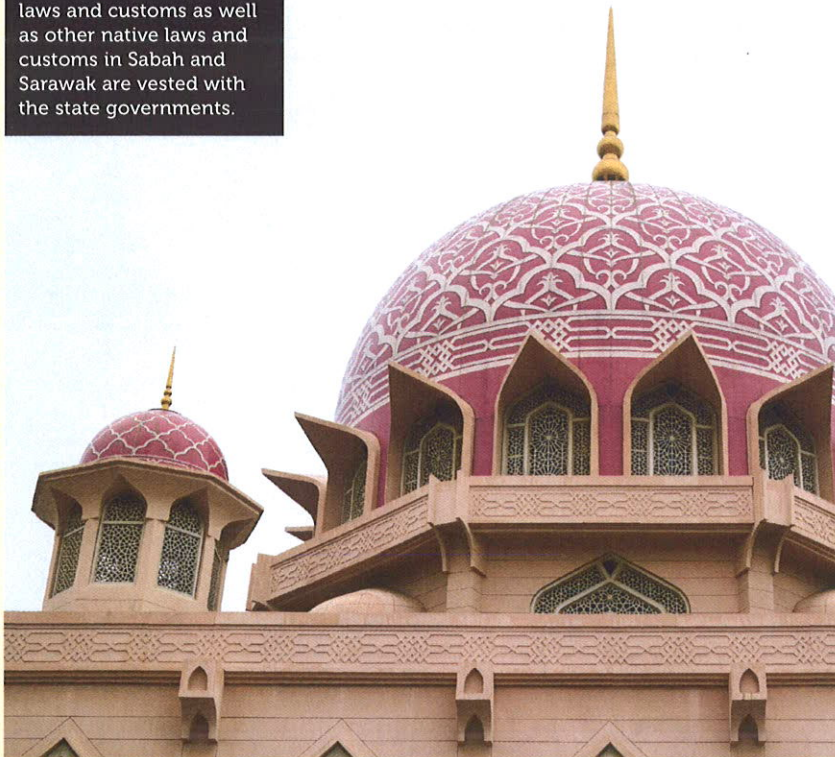
The federal government is required to provide two major grants to the state governments, namely the capitation grant, based on the state population size, and the state road grant, for maintenance of roads. It should be noted that the federal government has sole jurisdiction and discretion over the disbursement of all development funds, on which the Ninth and Tenth Schedules are silent (Jomo and Wee Chong Hui, 2014). At any rate, the federal government can, technically speaking, deny development funds to the state governments. For example,

PETALING STREET |

Trade, commerce, and industry, shipping, navigation, and fishery, communication, transport, health, education, and federal works, and power are under federal jurisdiction.



MASJID PUTRA | Islamic laws and customs as well as other native laws and customs in Sabah and Sarawak are vested with the state governments.



The new balance of federal-state relations has allowed the BN-led states of Sabah and Sarawak to press for decentralisation of decision-making, increased development allocations, and a greater say in determining local issues.

in the states that are controlled by the opposition, development funds are currently channelled through the State Development Offices, which are answerable to the Implementation Co-ordination Unit of the Prime Minister's Department. The result is a very uneven distribution of revenue and therein financial resources between the federal and state governments.

The federal bias in the constitutional design, and the domination of a single political party

at the centre ostensibly means that a centralised federation in Malaysia is inevitable. This has often led to an acrimonious relationship between federal and state governments especially when the state government is controlled by a different party. There have been, for example, several disputes over petroleum royalties over the years.

Most Malaysian oil is offshore of Terengganu, while most gas is off the shores of Sabah and Sarawak. In the 1990 election campaign, the Sabah

Chief Minister called for oil royalties to the state to be increased to 50 per cent. There have been renewed calls to increase oil royalties to Sabah after the March 2008 election, as MPs from Sabah and Sarawak accounted for 54 of the 126 BN MPs after the election, and BN could not form the ruling coalition without the Sabah and Sarawak MPs. Sabah and Sarawak BN MPs continue to form the majority in the ruling coalition after the May 2013 general election. Recognising their new importance in the post-2008 election scenario, the Sabah and Sarawak BN have pressed their demands.

The episodes highlighted above demonstrate that federal-state relations in Malaysia is still evolving.

The new balance of federal-state relations has allowed the BN-led states of Sabah and Sarawak to press for decentralisation of decision-making, increased development allocations, and a greater say in determining local issues. Overall, assigning more revenue to state governments would be appropriate for meaningful decentralisation of a federation.

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MAYBANK FOUNDATION-PERDANA LEADERSHIP

Celebrating young Malaysian writers and photographers at the prize-giving of our Writing & Photo Contest

The Perdana Leadership Foundation

kick-started the year 2016 with a bang; the long-awaited and anticipated Prize Giving Ceremony for the Maybank Foundation-Perdana Leadership Foundation Writing & Photo Contest was held on 27th January 2016. The ceremony opened with a welcome remark by **Tan Sri Dato' Megat Zaharuddin Megat Mohd Nor**, Director and Chairman of Maybank, and Chairman of Maybank Foundation.

The ceremony then proceeded to a speech by the first guest speaker, **Jonathan Yabut**, winner of The Apprentice Asia Season 1. He shared his experience during his time in The Apprentice and likened the show to a (really long) job interview.

He then shared his big tip on being successful: "After having been part of The Apprentice Asia and working with Tan Sri Tony Fernandes, I realised that success also requires knowing when and how to say no. Humanity and research tells us that scientifically a person can

accomplish one or two things at the same time. Trying to accomplish so many things in your life will only make you weaker because you will be spreading yourself too thin. Trying to become too many things will get you nowhere. This is where the media is wrong. The media tells us that we can become Taylor Swift, Mark Zuckerberg, and Mahatma Gandhi all at the same time. But really, we need to focus on one big thing, make a good name for ourselves out of it and work hard on it for many years."

Next to take the spotlight was our nation's own super-talented artist, **Red Hong Yi**. Born and raised in Kota Kinabalu, Red always dreamed of becoming an artist. She shared her struggles with the audience, as well as videos of her artwork which utilises many different mediums, including flowers, celery sticks, chopsticks and coffee stains!¹

¹ Red's videos can be viewed on her YouTube channel (<https://www.youtube.com/user/ohiseeRED/videos>)



WINNING PHOTO | 13-17 age group



WINNING PHOTO | 18-21 age group

"The hardest part of creativity is not in coming up with an original idea. The hardest part is to make something happen despite your fears and doubts. I still have fear and doubt in me, even though I have created these bodies of work. The secret to creativity is, instead of running away from it, welcoming that fear and doing it anyway. So go out there and make something happen today!" Red urged the audience.

PRIZE WINNERS' DINNER

We organised a super-special prize winners' dinner before the prize-giving ceremony with the top three winners of all categories of the contest. The catch was this: while they knew they were in the top three, they did not know the final placing. So no one knew who the 1st prize winners were!

The dinner took place at the prestigious Berjaya Times Square Convention Centre. The CEO of Maybank Foundation, **Encik Shahril Azuar Jimin**, and the Executive Director of Perdana Leadership Foundation, **Tan Sri Nik Mohamed Nik Yaacob**, delivered the opening remarks, both eschewing formality for some welcome doses of light humour. Also in attendance at the event were the trustee of Maybank Foundation, **Datuk Seri Paduka Marina Mahathir**, contest judges, and representatives from The New Straits Times Press and MPH.

Guests of honour were our Malaysian-born international artist, **Red Hong-Yi**, and The Apprentice Asia 2013 winner, **Jonathan Yabut**. After dinner, tokens of appreciation were presented to all judges and contest partners before the highlight of the evening began: a dialogue session hosted by Malaysian sports commentator and columnist **Ben Ibrahim**, where both Red and Jonathan shared their journey as artist and young business leader, respectively.



MP FOUNDATION WRITING & PHOTO CONTEST

The highlight of the ceremony however, was when Tun Dr. Mahathir bin Mohamad arrived to award prizes to the winners of the contest. The winners got to bring home cash and prizes ranging from Macbooks, DSLR cameras, iPads, Amazon Kindle and more. Not only that, but the first prize winners won books and money for their school or university as well. Prizes were sponsored by Maybank and book vouchers by MPH.

To close the event, Tun Dr. Mahathir bin Mohamad, delivered a speech in which he stressed the importance of being competitive.

"We live in a world that is competitive. We need to excel and show our capabilities. When there is a contest, there is an opportunity to



Happy winners with Tun Mahathir, En. Shahril (second from left), Tan Sri Megat Zaharudin (second from right), Tan Sri Nik Mohamed (right)

improve your abilities in order to win. Of course, some will win and some will lose, but that is part of life. Life is never always on the up; there are times when we are down and the

main thing about being down is to get up and try again. I am quite sure that you will always be trying throughout your life to win. A country that is full of winners will be a winning and successful country. In the world, we also see a lot of competition; between countries, people, individuals, and groups. The main incentive is to try and do better than others."

As the master of ceremony (and one of the contest's judges), TV presenter Ben Ibrahim made sure that everyone in the crowd was entertained.

At the tea banquet that followed, guests were treated to a surprise appearance by Malaysian astronaut, Datuk Dr. Sheikh Muszaphar Shukor, who delivered a talk on his space experience.



A group photo at the prize winners' dinner

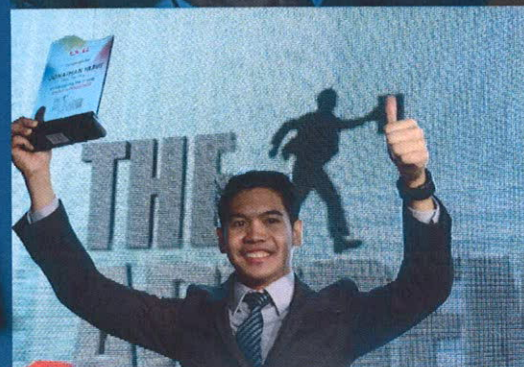
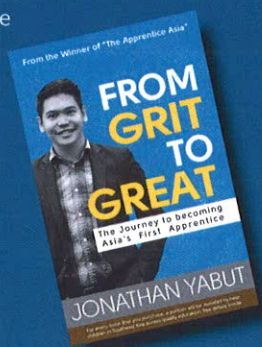


Wefie time!

LEFT TO RIGHT | Red Hong Yi, Ben Ibrahim & Jonathan Yabut

Advice from Jonathan Yabut

"I realised when I was younger, I wanted to become everything. I wanted to become a lawyer, doctor, painter, and the next singer in the Philippines. But one day when I was a 17 year-old freshman at the University of Philippines, I touched my right breast and found a big lump there. My mother thought it was a pimple but it was actually a cyst. I clearly remember what the doctor said: "Jonathan, it's a cyst and we have to take it out because it could be breast cancer. We have to find out whether it's benign or malignant." That was the scariest time of my life. I kept asking myself, "Why, of all people, should I be the one bearing this kind of problem?" Thankfully, the cyst was benign - this is why I'm here, sharing this lesson with all of you. That experience made me realise that sometimes, you have to make that one big leap. If you want something so bad, you have to strike while the iron is still hot because you never know when the clock will stop ticking for you. You may be laughing today, but tomorrow you may be dead. I hope that all of you realise that there is a certain point in your life when you have to make that one decision and say, "I'm going to commit to this and I'm going to get it right." That's what makes successful people successful."



CONGRATULATIONS TO ALL OUR WINNERS

FICTION WRITING, 13 – 17 YEARS OLD:

- 1st Place** : Chin Yoki, Sri Cempaka International School
2nd Place : Siti Azren Fazyani Binti Mohd Faisal, SMK Membakut II
3rd Place : Jacey Hen Hue Tyng, SMK Seri Bintang Utara



FICTION WRITING, 18 – 21 YEARS OLD:

- 1st Place** : Abigail Shannon Chua, Kolej Yayasan Saad International School
2nd Place : Adhlin Fadhlin Binti Hazran, UiTM Shah Alam
3rd Place : Kirenraj A/L Rajendran, SMK Penang Free



NON-FICTION WRITING, 13 – 17 YEARS OLD:

- 1st Place** : Rachel Ng Qian Ying, KLC Resource Centre
2nd Place : Sindhiya Devi A/P Anbananthan, SMK Perempuan Methodist Ipoh
3rd Place : Mohamad Azri Bin Ismail, SMK Dato Biji Wangsa



NON-FICTION WRITING, 18 – 21 YEARS OLD:

- 1st Place** : Nur Afiah Dalili Binti Mohd Fadzil, CFS IIUM
2nd Place : Ahmad Hariz Bin Ahmad Hilmi, CFS IIUM
3rd Place : Nur Amirah Binti Md Nor, CFS IIUM



Advice from Red Hong-Yi

"Looking back now, and after talking to so many creatives, that feeling of fear is central to creativity because our work is personal. When you create something, a piece of art, or an essay, when you put it out there, you are essentially telling people that, "Here, I made this. What do you think?" That power is given to them. They will look at it, and they will choose to respond and react in their own way. But that is the only way to truly share our work with the world. And it will make all the difference.



At the time, I was gripped with fear and kept asking myself, "What do I do now? Do I delete my account, or do I continue?" Fear is powerful because if you have fear, you will stop being creative. Fear keeps businesses from ever happening. Fear keeps the books and blogs remain unwritten. Fear silences ideas. And the worst thing about fear is that it makes us want to be comfortable, safe and not challenge the status quo. At that point in time, I thought, "Okay, this year I will not give in to fear and will go ahead despite them." So I continued making art."

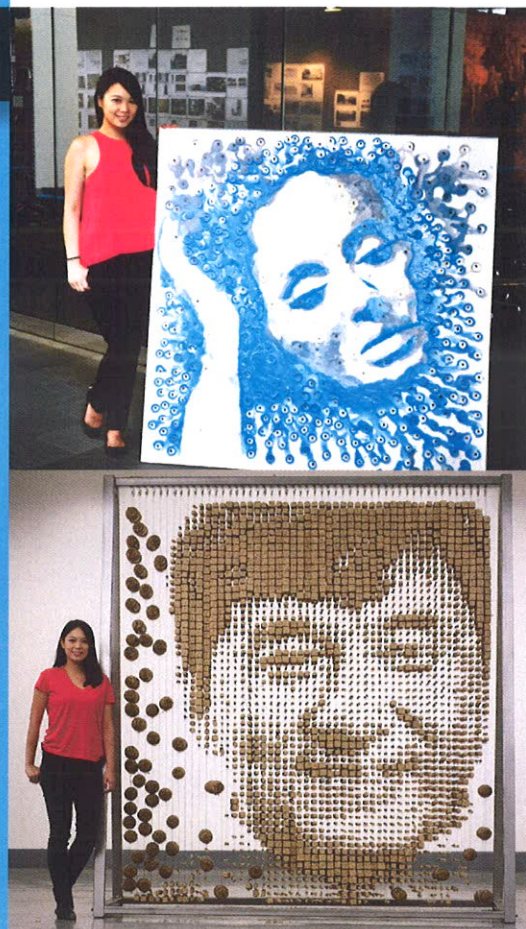


PHOTO ESSAY, 13 – 17 YEARS OLD:

- 1st Place : Aiman Husaini Bin Abdul Karim, Malay College Kuala Kangsar
- 2nd Place : Ramabarathi A/P Ramasamy, SMK Seri Bintang Utara
- 3rd Place : Nur Hanis Hidayah Binti Mazelan, Tunku Kurshiah College



PHOTO ESSAY, 18 – 21 YEARS OLD:

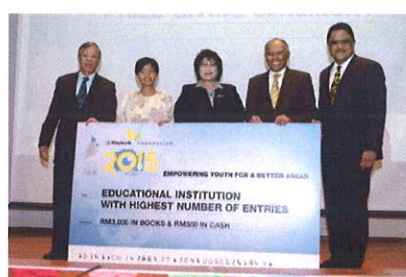
- 1st Place : Nur Amanina Binti Abd Kadir, CFS IIUM
- 2nd Place : Chew Jern Ken, Amsterdam University of Applied Sciences
- 3rd Place : Muhammad Zulfadhli Bin Mohd Zin, Universiti Teknologi Malaysia



INSTITUTION WITH THE HIGHEST ENTRIES:

- Photo Essay : SMK Kangkar Pulai, Johor
- Fiction Essay : Tunku Kurshiah College, Negeri Sembilan
- Non-Fiction : Tunku Kurshiah College, Negeri Sembilan

*The complete list of winners is on the website: www.maybankperdanacontest.com



SCENES FROM THE CONTEST PRIZE-GIVING 2016





Young Malaysians are the saving grace of the country:

Tan Sri Rafidah Aziz

Perdana Leadership Foundation had the chance to converse with Malaysia's longest-serving Minister of International Trade and Industry, Tan Sri Rafidah Aziz, as part of our Oral History programme. Once dubbed "Rapid Fire Rafidah" for her quick verbal responses, Tan Sri was incredibly patient with us as we got her to recall the past. The conversation was conducted in Tan Sri's home, a warm sanctuary filled with artefacts from her travels abroad, and in that interview, Tan Sri shared with us her thoughts on life, work – past and current, and her views on Malaysia. Along the way, we also found out about the values and attitude that drive her.

The interviewers for this dialogue were Professor Dr. Mohd Shahwahid bin

Haji Othman, Professor of Economics at Universiti Putra Malaysia, and Associate Professor Dr. Normaz Wana binti Ismail, Associate Professor of Economics at Universiti Putra Malaysia.

The following are excerpts from the conversation. The full dialogue will be published in book form, with audio excerpts on our website.

DR. MOHD SHAHWAHID

You earned a degree in Economics from Universiti Malaya (UM) then became the first Malay woman to obtain a Master's degree in that subject.

TAN SRI RAFIDAH AZIZ

Well, there were very few Malays who studied Economics at the time! Malays didn't really like to study Economics, especially amongst the women. I

became the cover girl of Wanita¹ and many other magazines when I got my Masters in Economics but instead of feeling celebrated, I felt sad and depressed. Do you know why?

It's because students from other ethnic groups had already achieved PhDs, yet we (Malays) only had our first female Master's degree graduate in Economics. We were far behind. My benchmark weren't the Malays but other ethnic groups. I thought it was depressing that Malays had only one female Master's graduate at that time.

This is why I feel that we must never lower our standards. Nowadays, I tell people not to be content with small achievements. I learnt at quite a young age that we must always set higher standards and benchmarks. Our achievements must be benchmarked

¹ A popular women's magazine in Malaysia



against the best so that we can aim higher and be the best everywhere. It is only when we aim high that we can find out where our shortcomings are, and where we can improve ourselves. Then we can be truly excited at our achievements.

This is what drives me in my work: so that Malaysia can be on par with, if not better than, the best nations on the international level.

DR. MOHD SHAHWAHID

Were you the only Malay lecturer in Economics then?

TAN SRI RAFIDAH AZIZ

I was the only Malay lecturer for some time, and that was before I was thirty years old. By the age of thirty, I was appointed as a member of both the University Senate and Dewan Negara.

Then, I was appointed as a member of the University's Selection Committee where I interviewed professors who were my father's age for jobs! They might have thought at first that I was a secretary, before discovering I was one of the panellists who would interview them! I was in that position for about three years before I joined the government. It was a big responsibility but I never allowed things to get to my head. I was only doing my job. People might have seen me as someone who was too young, but I did not see myself the same way.

DR. NORMAZ

From the academic sector, you moved into politics. You rose very quickly through the ranks. Your first position was as Wanita UMNO EXCO in 1972,

and four years later, you were the country's youngest Senator. What attracted you to politics?

TAN SRI RAFIDAH AZIZ

I started my political participation at a very young age. I was with the National Council of Women's Organisations (NCWO) before I joined Wanita UMNO. In the NCWO, I was working with Tun Fatimah² who was the NCWO President and Wanita UMNO Chief.

Without my knowledge, Tun Fatimah appointed me to the Economics Bureau of Wanita UMNO. I was surprised but I thanked Tun Fatimah and accepted the offer. Later, Tun Razak appointed me to be a member of UMNO's Economics

2 The late Tun Fatimah Hashim, Head of Kaum Ibu Malaya, later known as Wanita UMNO, the women's wing of UMNO (United Malay National Organisation). She was Wanita leader from 1956 until 1972.

Bureau. In 1974, Tun Razak appointed me as Senator and a year later, I was nominated to contest for a post in the Supreme Council and won a seat. I was an UMNO Supreme Council member from 1975 until my retirement from politics in 2013.

DR. MOHD SHAHWAHID

During your tenure as the Minister of International Trade, Malaysia became the 20th largest trading nation in the world and the world's largest exporter of semiconductors. What was the role of MITI in helping to facilitate Malaysia's trade?

TAN SRI RAFIDAH AZIZ

Market opening was one thing, removing trade barriers was another. But the most important factor is the

competitiveness of our products and services. There is no point getting into somebody's market with a lousy, high-priced and low-quality product. No one will buy our products. Even if the market is not duty free, if we are cost competitive, that tax element should not really matter. You have to be competitive in the context of the market in which you are operating. Today, as you know, margins are becoming smaller. Therefore, efficiency of production, quality, and integrity of services and products are demanded by an increasing number of consumers. Consumers do not mind paying a higher price for products that are of good quality.

Everything eventually will have to be translated into sales. If you cannot translate a trade agreement to sales,

it would be a waste of time. Thus, for MITI, it was also important for us to help the private sector become more competitive. We helped them with market intelligence and valuable market research information.

I believe we need to return to the function of helping the private sector boost their competitiveness in the regional and global markets.

DR. MOHD SHAHWAHID

There were a lot of rumours saying Malaysia sometimes lost in (trade) negotiations because of our officials.

TAN SRI RAFIDAH AZIZ

I had experiences where officials from other ministries failed us, because they were not proficient in English or didn't attend the negotiations, perhaps because they didn't understand what was going on. There was nobody manning the fort. When politicians are too busy "politicking", their own staff will be disorganised, and work will be neglected. Corruption may take place when no one is paying attention. This is a problem in today's world. It is human failures that cause systems to fail.

I once had the opportunity to work with (the late) David Marshall³. I represented Malaysia as head of delegation at the UN's Decade of Development Conference in Copenhagen, while David Marshall headed the Singaporean delegation. David Marshall was a brilliant lawyer. I knew that I could depend on him on the legal aspects of the UN documents, and as Malaysia did not bring a lawyer, I worked with him. I spent about a week in Copenhagen and learnt quite a bit from him. It was something I never imagined – sitting down together with David Marshall to discuss important issues.

He was very professional, and never once brought in politics. That is also where I learnt to depoliticise things. Not everything should be political;



LEFT TO RIGHT | Dr. Mohd Shahwahid Othman (UPM), Dr. Normaz Ismail (UPM), Tan Sri Rafidah Aziz, Puan Zarina Abu Bakar (PLF)

There is no point getting into somebody's market with a lousy, high-priced and low-quality product. No one will buy our products. Even if the market is not duty free, if we are cost competitive, that tax element should not really matter. You have to be competitive in the context of the market in which you are operating... If you cannot translate a trade agreement to sales, it would be a waste of time.

³ The first Chief Minister of Singapore (1955 – 1956)



Young people must right now be informed about their own responsibility, to make sure that wherever they are placed, whatever position they hold, whether they are in the public or private sector, they must subscribe first of all to high standards of integrity, accountability, and sense of responsibility. Secondly, they must put national interests before self-interest. There is no point in being self-important in a country with problems. If our country has gone to the dogs, there is no pride in that.

education, religion, and healthcare, for example, should remain free of politics. When people start being political, there would inevitably be a hidden agenda. Unfortunately, in Malaysia, everything is politicised, and it is getting worse.

DR. MOHD SHAHWAHID

You served for a very long time in the Cabinet. Can you comment on the Prime Ministers who you worked with?

TAN SRI RAFIDAH AZIZ

I served three Prime Ministers: Tun Hussein, Tun Mahathir and Tun Abdullah. My work with Tun Abdul Razak was mainly at UMNO-level.

They all contributed in their own way to the country. Personalities have got nothing to do with their performance. They all were able to perform well because they had good teams in the Cabinet and government backing them, along with government officers who were dedicated, and understood what public service is all about.

DR. MOHD SHAHWAHID

What do you believe is Malaysia's greatest strength?

TAN SRI RAFIDAH AZIZ

It lies in our young population who have not yet experienced the bitterness of May 13, who have not yet

experienced terrorism, bad recessions and so on. They have entered the world during an era when everything is good. These young people must right now be informed about their own responsibility, to make sure that wherever they are placed, whatever position they hold, whether they are in the public or private sector, they must subscribe first of all to high standards of integrity, accountability, and sense of responsibility. Secondly, they must put national interests before self-interest. There is no point in being self-important in a country with problems. If our country has gone to the dogs, there is no pride in that.

If we can nurture the younger generation to go into politics with the right core values, they can improve whatever is wrong with this country especially as they are enabled by technology. Unless we nurture our young well, the country will slide.

So let's return to the culture where we always give our best, and place public interest above self-interest. The young must understand that it's now their turn (to lead). While the elders are making a mess of the country, they should learn of the causes and possible remedies. They should also not repeat the same mess that their predecessors made. Let the young people be the saving grace for this country.

Battling Apathy and Ignorance for a Prosperous Malaysia

By Anas Alam Faizli



Slightly over 200 years ago, Napoleon Bonaparte said, "I fear four hostile newspapers than a thousand bayonets." Napoleon Bonaparte was an emperor and a military genius of his time. He faced impossible odds during his military conquests. He had fought 25,000 Ottomans with 6,000 French troops in Egypt and had also confronted the combined armies of Austria and Russia in Austerlitz. His empire stretched from Spain, Northern Africa to the borders of Russia. Yet, despite all that, he feared editors.

Why?

Because editors can control and influence ideas, words and debates. He feared domestic dissent. He wanted full control. He even said that, "I want to create an educational body that will steer the way the French people think!" Napoleon went on to establish public schools in an effort to further craft and

dictate how the French would think and act. What Napoleon did through public schools was effective but he undermined and put a stop to human creativity and intellectualism. The same concept was later adopted by the French, as far west as the Americans, and eventually by the whole world.

FREEDOM OF EXPRESSION TOWARDS CRITICAL THINKING

Are Malaysians being dictated and controlled on how to think and act, too? Do we, as a moderate and progressive nation, understand the meaning of freedom, justice and democracy?

I believe we need to think, question and engage first, in order to understand the purpose of certain jurisdictions, rulings or systems. Safe platforms that encourage intellectual discourse and allow Malaysians to think out of the box, beyond definitions from schools, societal norms and the government, should be put in place.

On the surface, this may seem like encouragement to partake in unnecessary rebellious activities threatening public safety. But consider the reverse psychology and unintended moral hazard that prevails; it is often when oppressed that people side with the opposite, even when the opposing side may not be the most ideal.

The younger generation especially,

will easily be influenced by any idea, regardless of its validity, purely because it is against the mainstream. This is not healthy. **We need to liberalise intellectual discussions and arguments.** The marginalised and the oppressed should be given room for dialogue and debate. Ideas should be contested in the public sphere.

Evidence has shown that liberalising ideas and thoughts sparked Britain's Industrial Revolution. Malaysia, too, should embrace "Enlightenment" beyond superficial prosperity, through critical thinking. The industrial revolution and the great age of invention could only have happened when people were given the freedom to think for themselves. Only then can humans achieve the impossible where even the sky was no limit and even the moon was within reach.

We need to liberalise intellectual discussions and arguments

A STORY OF SOCIAL MOBILITY THROUGH EDUCATION

My grandfather was a testimony to how education can uplift generational social mobility. He hailed from Telok Panglima Garang, located far from the bustling city of Kuala Lumpur. In his formative years, he did best in his school and was offered a scholarship by the British Resident at that time. He completed his studies then with the Victoria Institution, and became a journalist working with the newspaper *Majlis*.

Growing up, I always remember how he emphasised education and awareness as key for a great human civilisation. He worked hard and made sure all his children and by extent, his grandchildren, managed to complete tertiary education. I remember how he told me he had no regrets as all his grandchildren are well educated.

Many have written on how Malaysia should escape the clutch and trap of the middle income. We have

been stuck as a middle income nation since 1996. The only way forward is through education. The history of First World nations have time and time again shown us how powerful education is in founding civilisations and uplifting societies' quality of life.

An inclusive educational system helps in bringing about inclusive socio-economic results

HONOURING ATOK

When I embarked on my doctorate journey, it was my hope that I could create awareness and contribute to society through my thesis and articles. The first piece of article produced during research became part of a book entitled "Rich Malaysia, Poor Malaysians".

The book provided the public with insight into the day-to-day operations of Petronas as the country's largest cash cow and how Petronas contributed to Malaysia's growth. I then continued to write on the socio-economic realities of Malaysia, particularly education and volunteering. I tried to spell out benefits accrued from education; the dangers of the middle income trap; widening income inequality and the ensuing social upheaval. Most importantly, I wanted to stress how **an inclusive educational system helps in bringing about inclusive socio-economic results,** thereby helping to alleviate poverty and increase the nation's well-being. The argument is finalised with the call for policy makers to adopt a "One Graduate One Household" target.

In sum, education is one of, if not the only, most important solution to all the problems that we are facing today. My war will not be against a thousand bayonets. My war will be against the lack of education and awareness. I strongly believe that only through education will Malaysia prosper. I

strongly believe that education is an enabler to solving if not all, most of our socio-economic woes in the country. True education teaches us to think, not to blindly obey.

CREATING AWARENESS TOGETHER

One can only do so much yet here I am, with my ideas. However, this will only gather steam if many individuals group together for all Malaysians.

If we allow thinking to flourish, it will turn into dividends for our small sovereign nation, still grappling to understand the true meaning of growth, modernity and human development. If we keep suppressing opinions and fail to encourage thought, Malaysians will be left divided and haphazardly finding meaning amidst

If we allow thinking to flourish, it will turn into dividends for our small sovereign nation

global external influences. Thoughts have not only fuelled revolutions and counter-establishment movements, but have also shaped academia, society and influenced leadership, policy-making, and ultimately mankind's general livelihood.

As a developing nation, Malaysia is approaching the last but toughest hurdle in achieving wealth and prosperity: becoming a knowledge-based society, driven by intellectuals and thinkers. Read, understand, think and take action!

Let's inculcate a reading and critical thinking culture among Malaysians, promote a love for knowledge, and strive for a better, prosperous Malaysia.

ANAS ALAM FAIZLI holds a doctorate in Business Administration. He is an oil and gas professional, a concerned Malaysian and is the author of *Rich Malaysia, Poor Malaysians*. He tweets at @aafaizli

ITM was flexible on entry but did not compromise on outcomes: Tan Sri Arshad Ayub



One can very well imagine the fear Tan Sri Arshad Ayub must have struck in students as he strode through the campus of ITM¹ (Institut Teknologi MARA or MARA Institute of Technology), the higher education institution he helped to establish, and helmed for a decade, from 1965 to 1975. Anecdotes abound of young Malays scattering from teh tarik stalls and

1 In 1999, ITM was conferred university status and is now known as Universiti Teknologi MARA or UiTM. Tan Sri Arshad is one of its Pro-Chancellors

hastily stubbing out cigarettes at the sight of this stern Director.

At almost ninety years old now, Tan Sri Dato' Seri Utama Arshad Ayub, former director of ITM, can still intimidate but once the Perdana Magazine team got him talking, his down to earth nature became evident, as did his passion for education. Presented below are excerpts from our almost six-hour conversation with him in 2016, led by Professor Dr. Mohd Shahwahid Haji Othman, Professor of Economics, Universiti Putra Malaysia.

The full dialogue will be published in book form. The audio

excerpts are already available online through our website, www.perdana.org.my/perdana-podcast.

FAMILY BACKGROUND

"I was born about 88 years ago, on 15 November 1928. For the early years of my life, including my school years at a Malay school, I lived as a *kampung* boy at Parit Keroma, Muar which is about three and a half miles from town. Our life was not bad; we had enough to eat, at least before the (Second World) War. My parents were rubber tappers but we had a house in which we lived with my grandmother and three of my cousins.

We were a family of five children. The troubles started during the Japanese occupation of Malaya in 1942. Before that, I was in a Malay school, about one and a half miles from home. We walked to school barefooted. The school at the time was more of a longhouse with classes for standards one through four separated only by blackboards. Hence, what students in one class listened to, the other students could also hear."

LIFE DURING THE JAPANESE OCCUPATION

"During the Japanese Occupation, my family suffered tremendously because no one wanted to buy rubber. We had two acres of land, but by the time I sat for my exam in December 1948, we were left with only one acre of land. My mother sold one acre to support us. During that time, too, I had to help an uncle by pedalling his trishaw, and another distant uncle by running his bullock cart for extra money. I also sold firewood. It was a tough job. We had to cut down rubber trees, saw the wood, and then sell them.

I also worked as a forest labourer. There was one advantage to that work, and it wasn't money as the so-called "banana note²" had no value. The advantage was that we received about three gallons (27 kg) worth of rice. We used about half of that to barter for other necessities."

THE ROLE OF EDUCATION IN MALAYSIA

"When we look at education, what is our purpose? To produce balanced people who are aware of their environment. We should know our Negaraku (national anthem), our citizenship rights, and our constitution while at the same time be accommodating towards each other. Malaysia's population consists of a number of races and states, so the first thing that the education system must acknowledge as important is our multi-racial, multi-state, multi-religious, and multi-cultural nature.

² Japanese government-issued currency

"When we look at education, what is our purpose? To produce balanced people who are aware of their environment. We should know our Negaraku (national anthem), our citizenship rights, and our constitution while at the same time be accommodating towards each other."



Respect for one another is the most important basis of education and should be instilled from an early stage, as early as kindergarten. Language also helps us unite. Every Malaysian citizen should be fluent in Bahasa Malaysia."

ITM'S MISSION TO PRODUCE MALAY PROFESSIONALS

"There was a gap between industry and the university. We had the University of Malaya but it was academic; the majority of its graduates, with the exception of Medicine and Engineering graduates, would become Malay civil servants, not professionals. At the same time, Majlis Amanah Rakyat (MARA) was encouraging Bumiputera to be more active in business.

ITM already had some experience preparing students to sit for the ACCS (Association of Chartered Corporate

Secretaries) exams. We then enrolled students in the Association of Chartered Certified Accountants (ACCA) course as it would prepare them for external or internal auditing jobs. ITM was the first to introduce professional accounting in Malaysia through the ACCA certification. I received an award from ACCA in the UK in recognition of contributions to the field of accounting. In ITM, ACCA is jokingly referred to as *Anak Cucu Cicit Arshad* (Arshad's children, grandchildren and great grand-children)!

In the early days, we offered Diploma courses first, then Advanced Diplomas which the government eventually recognised as being equivalent to a degree-level "Pass". The industry didn't require the recognition. It was more for the Malays who were interested to join the Malaysian Civil Service. At the time, only the University



Dr. Mohd Shahwahid sharing a joke with Tan Sri Arshad Ayub

of Malaya was qualified to conduct their own degree programme.

That was the beginning of ITM. In those days, we produced maybe hundreds of graduates, but today we produce thousands. The number of students (UiTM) today is 160,000. Recently, I gave away Master's scrolls to more than two thousand students."

ITM'S ENTRY REQUIREMENTS

"We were flexible on entry (to ITM) but didn't compromise on outcomes. The qualifications for entering ITM were varied. Some students had grade one³, many more had grades two or three. There were even those who did not receive any grade! We gave them

³ This refers to SPM (Malaysian Certificate of Education) grades. SPM is a mandatory national examination for Malaysian students in their final year of secondary school.

leeway. If the requirements stated they must have a credit in Mathematics and English, we gave them the opportunity to earn credits in Mathematics and English. We nurtured the students so that when they left ITM with a Diploma or Advanced Diploma, they would have met the necessary standards. Where professional certificates were concerned, the standards were set by international institutions. If you reached the standards set by these international bodies, then you were already excellent.

ITM was a way to give opportunities (to Malays). I was given many opportunities (in life), and so it was only fair that I gave opportunities to those who needed it as much as I did. If you still didn't make it after all the opportunities and second chances, then the problem is with yourself."

ITM'S MEDIUM OF INSTRUCTION

"ITM's medium of instruction was English. I refused to change it to Bahasa Malaysia, even though some people labelled me a traitor. I kept in mind that ITM students were sitting for overseas examinations. Industry jobs also required either English or Mandarin. I think ITM graduates were welcomed by the industry in those days because of their English proficiency."

AUKU (UNIVERSITY STUDENTS' ACT)

"In those days, students demonstrated a lot. In fact, they even demonstrated against me." I was very hard on them in terms of discipline. I didn't allow my students to have long hair, wear tight pants, or smoke cigarettes. About four thousand students went to the Dean and demanded that I be fired. What was I supposed to do? Well, I

spoke to the students and suggested they send their student council (representatives) for a discussion. With twenty people instead of four thousand at the meeting, there was less enmity, more understanding. I conceded on some points, stood firm on others.

Looking at AUKU, it does seem that students have no freedom of speech. But freedom of speech should be confined within the boundaries of the law. In any university, we are educating students to think. At times, their thoughts may not coincide with those in authority. This is fine as long as they do no harm.

Sometimes, people do not understand that there are consequences to every action. Our responsibility is to stop doing more harm to an already bad situation and instead do everything that we can to fix the problem. If you want to express yourself, go directly to the person in charge. As more and more people come out to voice their opinions (in public), I worry that things would only get worse."

MALAYSIAN UNIVERSITIES AND INTERNATIONAL RANKINGS

"The rankings are a necessary evil. If Malaysia wants to be an international hub of education, we have to attain a certain standard. If I were an international student, I would look for universities with higher rankings. I would be very worried if the rankings get worse from year to year.

When it comes to international comparisons, we must bear in mind that Singapore has only six public universities whereas we have twenty one. We have five research universities in the country; UPM (Universiti Putra Malaysia), UM (University of Malaya), USM (Universiti Sains Malaysia), UKM (Universiti Kebangsaan Malaysia), and UTM (Universiti Teknologi Malaysia) while Singapore has only two. If I'm the Singapore government, I would make sure my two top universities become number one.

This, however, should not be our



Perdana Magazine editors with Tan Sri

I understand what poverty is, and I understand what failure is. If you want to stop being a failure, you have to overcome obstacles. You never stop trying, no matter how many times you fail.

excuse. We should ask whether our universities have enough resources. If the universities do not have enough resources due to reduced funding, then it becomes more difficult for them to maintain or improve their benchmark. This is a very critical and important issue. Research requires funds. The universities, with the help of the Ministry of Education, have to look for money for research.

We have a very good system of education but the test is in the implementation. Universities have to deliver education passionately, earnestly, truthfully and ethically."

GRADUATE UNEMPLOYMENT

"Graduates can always get a job, but it's whether the job is consistent with your qualification and your desire. The most dangerous scenario is when you have the qualifications but you cannot land a job.

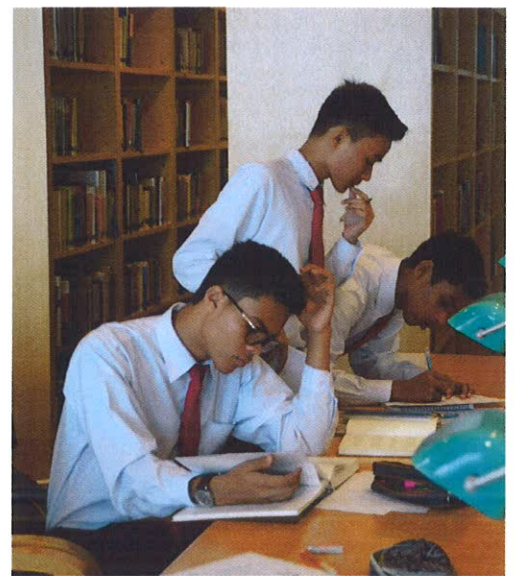
My view is this: first, we have too many universities in the country. There are those who disagree with me but I believe that a third of the students in university now do not belong there. They should be in a technical or vocational college, pursuing TVET (Technical and Vocational Education and Training). The problem is that everybody wants to go to university.

Secondly, unemployment also arises when people are not professionally qualified. For example, we have graduates with degrees in accountancy who don't go beyond their degree. They don't sit for their professional accountancy course, such as MIPA (Malaysian Institute of Public Accountant), CPA Australia, CIMA, and ACCA. The same goes for those with a degree in business. They should seek professional accreditation by the Chartered Insurance Institute, Chartered Institute of Transport, Institute of Marketing and so on. To me, a Master's is still inadequate without professional training and qualification. If you're professionally qualified, you can most certainly get a job."

PERSONAL ETHOS

"Everyone's life path is different. Not many people have to go through what I went through. I suffered poverty, health issues and family bereavement. Those will always be in the back of my mind. If you are doing well today, always remember your past. I am the son of a rubber tapper. My family suffered a lot because we were poor. I understand what poverty is, and I understand what failure is. If you want to stop being a failure, you have to overcome obstacles. You never stop trying, no matter how many times you fail. As long as you get up again, the future is always bright. Never give up."

More than 100 students and teachers soak up history at PLF



In 2016, Perdana Leadership Foundation (PLF) welcomed more than a hundred students and teachers to its building in Putrajaya as part of its Information Literacy series. In the series, secondary school students are divided into groups with each group being assigned different questions on

Malaysian history. Under the guide of PLF librarians as facilitators, each group then searches through our books, journals, newspaper clippings as well as digital articles for relevant materials related to their question. Each group then has to present their findings to a panel of judges, and

prizes are awarded for best group as well as best individual presenter.

It's all conducted in a fun and engaging way, and every student walks home with a prize (or two)!

In April, we hosted young Malaysians from Sekolah Dato' Abdul Razak (SDAR), Sekolah Seri Puteri



APRIL WINNERS

Best Team: Sekolah Dato' Abdul Razak (SDAR)
Best Presenter: Firdaus Ab Aziz (SDAR)

MAY WINNERS

Best Team: Team "Tun Abdul Razak" (PEYAKIN)
Best Presenter: Ms Nur Zafeera Bt Sham (SMK Setia Alam)

AUGUST WINNERS

Best Team: Sekolah Menengah Sains Banting
Best Presenter: Muhammad Imran Mohd Azlan (SMS Banting)

(SSP) and Kolej Tunku Kurshiah (TKC), while in August, students from three Sekolah Menengah Sains: Alam Shah, Seri Puteri and Banting, converged at PLF. Under-privileged kids were not forgotten and in May, we organised the programme for around forty students and teachers

of Persatuan Anak-anak Yatim/ Miskin Klang, Selangor (PEYAKIN).

The judges for the three Information Literacy series were: Puan Fatimah Abu Bakar of Petronas Leadership Centre, Mr. Johan Irwan Kamarozaman of Leap Academy, Puan Fatimah Ilyani Jamhari of Rajes Hisham

Rahim & Gopal Associates, and our very own Puan Zarina Abu Bakar.

The Information Literacy series is lead-coordinated by librarians Puan Suriyana Mohd Noor and Puan Afza Rosmi Sami. If your school is interested to be a part of the programme, let us know at plfcomms@perdana.org.my.

Fun and learning with underprivileged kids in Kajang

On 28th August 2016, the Perdana Leadership Foundation (PLF) organised a Corporate Social Responsibility (CSR) Information Literacy programme at Pusat Jagaan Kanak-kanak Yatim/Miskin Rukaiyah*, a privately-run, registered orphanage at Sg Merab, Kajang. Around 20 children and teenagers, from the age of five to seventeen, participated in the programme which was coordinated by PLF Librarian, Puan Afza Rosmi binti Sami.

The day began with a Zumba session led by Library Assistant, Lina Nabilah. The 20-minute exercise broke the ice for the activities that followed: a historical quiz, an information hunt, spelling bee, and arts and crafts. The kids were divided into groups according to their age and each group had its own set of games and contests.

The prize-giving ceremony was officiated by Puan Zarina Abu Bakar, the Foundation's General Manager. Each child went home with a prize (or more!) so there were plenty of smiling faces all around. The Foundation also donated books to the orphanage's mini library and, to help the orphanage celebrate the upcoming Eid al-Adha, donated a cow. This was the Foundation's third CSR-Information Literacy event, and as always, it proved to be a fun learning experience for the programme's young participants as well as for staff of PLF.

* Pusat Jagaan Kanak-kanak Yatim/Miskin Rukaiyah*, No. 17, Lot 3283, Simpang MPI, Sungai Merab Luar, 43000 Kajang, Selangor,





RESIDENT PROFILES

ADIK SITI HANISAH

Age: 12 • School: SK Sungai Merab Luar

Her own parents sent Siti Hanisah to Pusat Jagaan Kanak-kanak Yatim/Miskin Rukaiyah about a year ago, because they could not afford to care for her. They were poor and living on the streets. Her father was a recovering drug addict and alcoholic and her mother worked as a masseuse. "I'm much closer to my father," she confided, "He comes to visit me often." She has two siblings – one of them is at another orphanage in Kajang while the other lives with her grandmother.

Despite their circumstance, or perhaps because of them, Siti's parents realised the importance of education for their daughter's future. That was the main reason they sent her to the orphanage – so that she would get an education. Siti attends school regularly now and the donations of generous individuals to the Rukaiyah centre pays for her, and the other students', uniforms, fees and books.

Siti is determined not to let poverty become a barrier between her and her ambition: to become a good teacher.



ADIK SITI AISYAH

Age: 15 • School: SMK Dato' Abu Bakar Baginda

Aisyah ran away from home when she was eleven years old, unable to bear the constant emotional and verbal abuse of her father and stepmother. She lived with her aunt and uncle in KL for around three weeks before they sent her to Pusat Jagaan Kanak-Kanak Yatim / Miskin Rukaiyah.

Her real parents divorced when Aisyah was just a little girl, and both of them seemed to have moved on to new relationships and families. Her siblings are with her mother. During the school holidays, Aisyah would stay with her aunt and uncle, though occasionally she would visit her mother and father.

Aisyah has pretty much settled down into the routine at Rukaiyah. She has friends at the centre and at school. When she grows up, she says, she would like to become a police officer.



ADIK NURUL HIDAYAH

Age: 17 • School: SMK Dato' Abu Bakar Baginda

Nurul Hidayah was born in Bangsar, Kuala Lumpur. Before she came to Pusat Jagaan Kanak-Kanak Yatim / Miskin Rukaiyah four years ago, she lived with her parents at Pantai Dalam, KL. "My family is poor," she says. "My father works as a security guard and my mother works several part-time jobs to help make ends meet. They sent me to this place so that my education can continue."

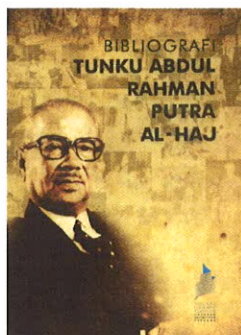
Nurul Hidayah is the fifth of six siblings. Her eldest sibling is 24 years old and jobless. The second sibling ran away from home, and has not contacted the family. A brother is in Nilai Kolej while another is in a religious school (*sekolah pondok*) in Thailand. Her youngest brother is with her at Rukaiyah. During school holidays, she would return to her parents and help out at home.

Nurul Hidayah is grateful that her education and living cost are fully funded by the orphanage. She doesn't know yet what she wants to do beyond school but she hopes to be able to help support her family.



BOOKS FOR SALE AT PERDANA LEADERSHIP FOUNDATION

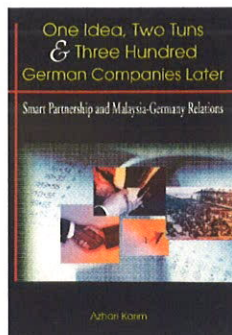
Perdana Leadership Foundation publishes and sells a range of books on leadership, history and national issues. The books can be purchased directly from the foundation by contacting Ms Nabilah Rozali (03-8885 8961/nabilah@perdana.org.my) or Datin Latifah Ismail (03-8885 8942/latifah@perdana.org.my). A selection of the books available are:



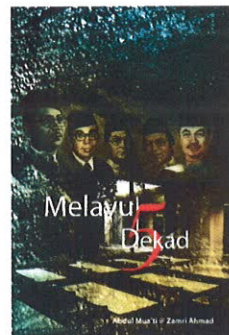
Title: Bibliografi Tunku Abdul Rahman Putra Al-Haj
Price: RM 35.00



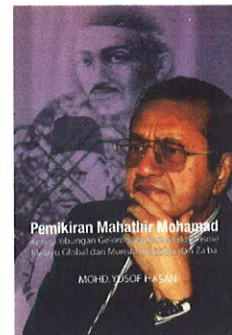
Title: Bibliografi Tun Abdullah Haji Ahmad Badawi
Price: RM 35.00



Title: One Idea, Two Tuns & Three Hundred German Companies Later
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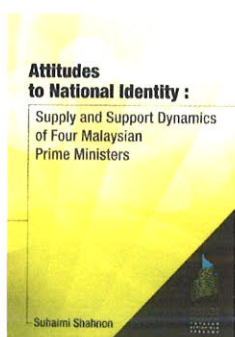
Title: Melayu 5 Dekad
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Title: Pemikiran Mahathir Mohamad
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Title: Bibliografi Tun Abdul Razak Hussein
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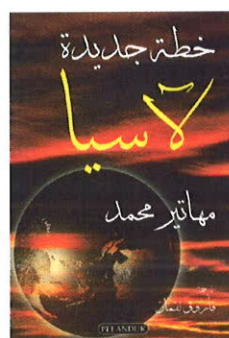


Title: Attitudes to National Identity: Supply and Support Dynamics of Four Malaysian Prime Ministers
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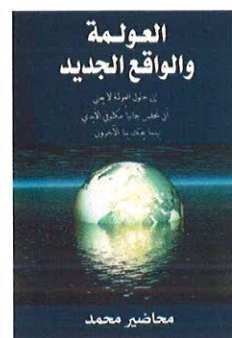


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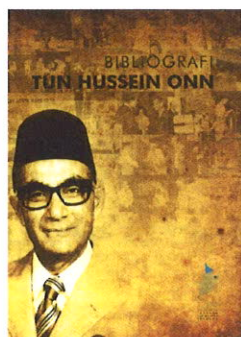
BOOKS BY TUN DR. MAHATHIR MOHAMAD:



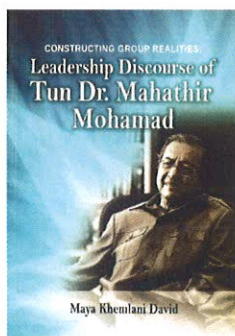
Title: The New Deal of Asia (Arabic)
Price:
Hard Cover RM 50.00
Paperback RM 30.00



Title: Globalisation & The New Realities (Arabic)
Price: RM 50.00



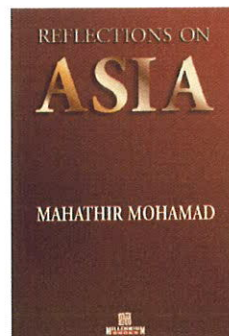
Title: Bibliografi Tun Hussein Onn
Price: RM 35.00



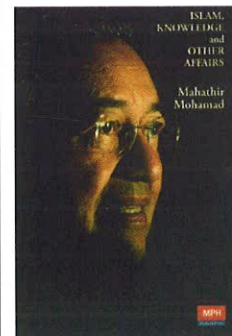
Title: Constructing Group Realities: Leadership Discourse of Tun Dr. Mahathir Mohamad
Price: RM 24.00



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Price: RM 35.00

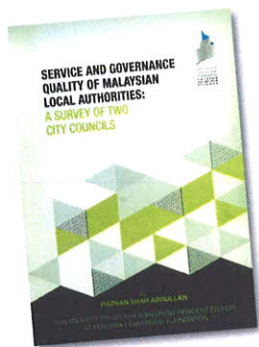


Title: Reflections on Asia
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Title: Islam, Knowledge and Other Affairs
Price: RM 50.00

Continued on page 38



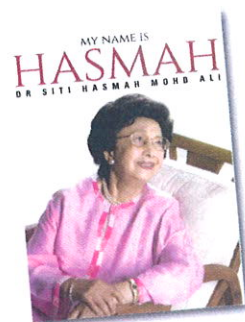
Title: Service and Governance Quality of Malaysian Local Authorities: A Survey of Two City Councils

Author: Professor Dr. Hazman Shah Abdullah

Price: RM 25.00

What is the relationship between service quality and trust at local government level? If your local council delivers high quality service, would it increase your trust in your local authorities? Well, the Tan Sri Dato' Sri Dr. Teh Hong Piow Resident Fellow at Perdana Leadership Foundation, Professor Dr. Hazman Shah Abdullah, sought to answer these questions via

extensive surveys of two local city councils: Kota Bharu and Johor Bahru. His findings are encapsulated in our latest publication, "Service and Governance Quality of Malaysian Local Authorities: A Survey of Two City Councils". The book examines the issue of local authority governance from the perspectives of Producer-Customer and Government-Citizen, and includes issues of participation, rule of law, transparency, accountability, integrity and trust.

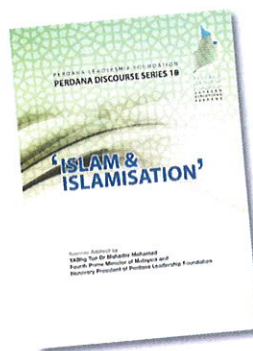


Title: My name is Hasmah

Author: Tun Dr. Siti Hasmah Hj. Mohd. Ali

Price: Price: RM80.00

Tun Dr Siti Hasmah Mohd Ali is well known as the wife of Malaysia's longest-serving Prime Minister, Tun Dr Mahathir Mohamad, and one of the country's first female Malay doctors. In "My Name is Hasmah", Tun Dr Siti Hasmah shares stories of her life, career in medicine, adventures and occasional misadventures as she travelled the world by her husband's side.



Title: 'Islam & Islamisation' Perdana Discourse Series Monograph No. 19/2016

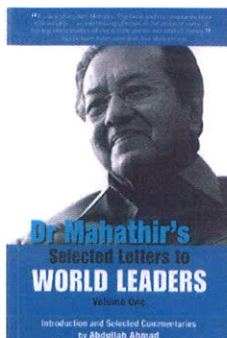
Price: RM 15.00

Viewed with suspicion and fear by non-Muslims and given multiple - often

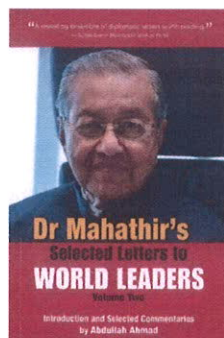
conflicting - interpretations by Muslims themselves, Islam as a religion is often misconstrued and misunderstood. Islamisation is also perceived negatively, as the imposition of a rigid social and political system on society. How can these perceptions be corrected and countered? This interesting topic was discussed at the 19th Perdana Discourse Series, "Islam and Islamisation". This book features the speeches and discussions of that discourse with fourth Prime Minister of Malaysia, YABhg Tun Dr Mahathir Mohamad, IKIM Principal Fellow Dr. Mohd Zaidi Ismail, social activist Datin Paduka Marina Mahathir, Founding CEO of International Institute of Advanced Islamic Studies (IAIS) Professor Dr Hashim Kamali, IIUM Dean Professor Ibrahim Mohamed Zain and UiTM Law Lecturer Mr. Mohd Nazim Ganti Shaari.

BOOKS FOR SALE AT PERDANA LEADERSHIP FOUNDATION cont....

BOOKS BY OTHER AUTHORS:



Title: Dr Mahathir Selected Letters to World Leaders (Volume 1)
Price: RM 47.00



Title: Dr Mahathir Selected Letters to World Leaders (Volume 2)
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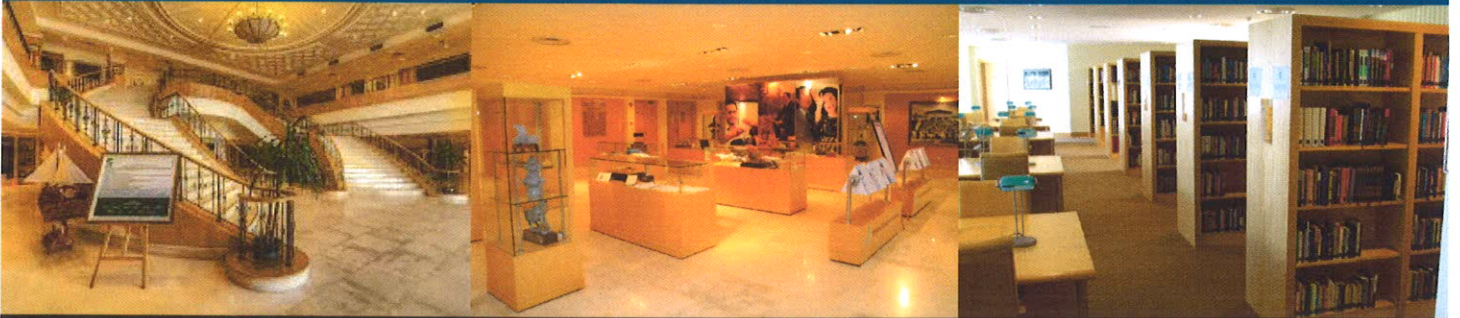
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Pen | RM3.00



PERDANA LEADERSHIP FOUNDATION

Perdana Leadership Foundation

was established 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 physical home in Precinct 8, Putrajaya, was completed in October 2003. The stately building now houses the Perdana Library, an auditorium as well as a multi-purpose hall in addition to the offices of the Foundation's Honorary President, YABhg Tun Dr. Mahathir Mohamad, and his wife, YABhg Tun Dr. Siti Hasmah Mohd. Ali.

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 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. The Foundation's objectives are:

- To research, document, disseminate and publicise the intellectual legacies of Malaysia's past Prime Ministers.
- To create awareness of the

development process of the nation and draw lessons from the nation's history to enhance future development

- To illuminate the contributions of Malaysia's past Prime Ministers in the social, economic and political development of the nation.
- 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 also has a broader objective i.e. to promote global understanding by providing a channel for scholars and thinkers to undertake research and idea-sharing for lasting, peaceful resolutions

BLUEPRINT OF MALAYSIAN SUCCESS: CALLING ALL RESEARCHERS

Perdana Leadership Foundation invites authors, writers and researchers to contribute articles for its upcoming publication, "Blueprint of Malaysian Success" scheduled to be printed at the end of 2017. The book aims to not only describe but more importantly, to also explain the policies, initiatives and/or factors that accounted for Malaysia's success. Besides identifying the major policies, initiatives and/or factors that have altered the development path of the nation, the papers in this book present a rigorous and critical quantitative and/or qualitative analysis of the benefits as well as challenges faced in their implementation or execution.

By adopting a mandatory pre- and post-intervention model, each paper or article is able to not only elucidate the efficacy of the change but also to historically trace

the advances achieved by the intervention. This model allows for a critical "before and after" examination that augurs well for the derivation of lessons learnt from the Malaysian experience. In addition, papers or articles in this book may provide a cross-country comparison to serve as a benchmark for the quantitative and/or qualitative analysis carried out by the authors/writers/researchers.

This book is envisioned to serve as a major learning resource and reference for policymakers, students, researchers, academicians, writers and the reading public in Malaysia and around the world. The significance of this book is established by Tun Dr Mahathir Mohamad's foreword in setting the tone for its content and positioning it as a critical resource and reference on Malaysian leadership and nation-building.

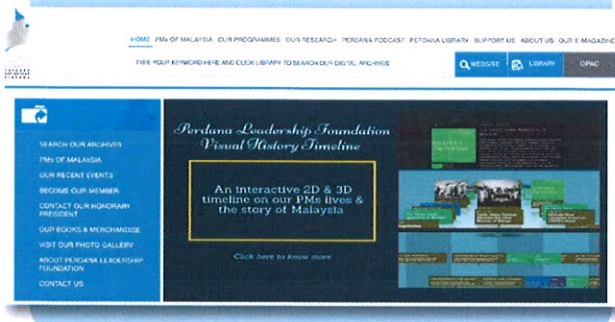
SEVERAL KEY ANALYSES WILL INCLUDE, BUT ARE NOT LIMITED TO, THE FOLLOWING THEMES

- Malaysia's brand of constitutional monarchy and parliamentary democracy
- Policies and initiatives on urban and rural development
- Educational policies and initiatives
- The New Economic Policy for social engineering and poverty eradication
- Shift of economic focus from agriculture to manufacturing
- Incorporation of Islamic values in politics, economics and society
- Buy British Last policy
- Look East policy
- 1997/98 currency crisis remedy
- Development of local automotive industry
- Heavy automotive industrialisation policy and initiatives
- Privatisation
- Malaysia Incorporated
- Shift in foreign policy
- Putrajaya
- Multimedia Super Corridor

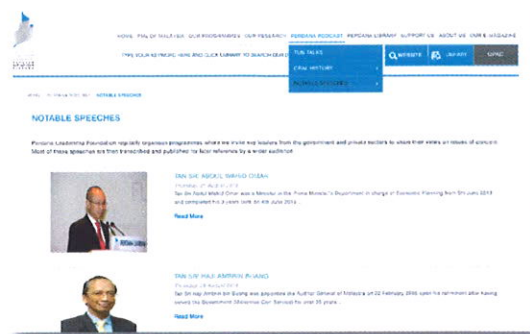
If you are interested, please e-mail editorialboard@perdana.org.my or call 03-88858960 (Puan Nurul Humaira) or 03-88858965 (Ms Maizatul Kartini). Further details are also on our website: <http://www.perdana.org.my/our-research/publications/call-for-papers>

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PERDANA PODCAST



We've expanded our range of podcasts! In addition to the **Tun Talks** series featuring **Tun Dr. Mahathir Mohamad**, we also feature short 10-minute podcasts of speeches and our conversations with **Tan Sri Ambrin Buang**, Auditor-General of Malaysia; **Tan Sri Abdul Wahid Omar**, former Minister in the Prime Minister's Department; **Tan Sri Dato' Seri Utama Arshad Ayub**, Pro-Chancellor of UiTM; **Tan Sri Leo Moggie**, Chairman of TNB; and **Datuk Dr. Mazlan Othman**, Malaysia's Astro-physicist. Visit www.perdana.org.my/perdana-podcast to listen to these podcasts.