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LEADERSHIP  
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# PERDANA 20 MAGAZINE 17

A Perdana Leadership Foundation publication



## DIALOGUE

**The nature of  
leadership in our  
digital future**

## ARTICLE

**Islamic banking:  
The original  
idea**

## BOOKS

**All about  
Malaysia's  
economic plans**

## INFOLIT

**Students  
brush up on  
history at PLF**



**MESSAGE FROM**  
**TAN SRI AZMAN HASHIM,**  
**CHAIRMAN, BOARD OF TRUSTEES,**  
**PERDANA LEADERSHIP FOUNDATION**

At the time I write this, Malaysians are still on tenterhooks as to when the next elections will be held - will it be in March, or April, or after Hari Raya? Your guess is as good as mine!

But the positive thing about upcoming elections is the interest it stirs in national policies, particularly economic policies, with writers and analysts providing numbers and opinions on the past, present, and future of the Malaysian economy. Not many Malaysians appreciate Malaysia's extensive economic plans. Since 1956, when the First Malaya Plan was formulated, our nation has faithfully adhered to the five-year economic planning model, and added to it longer-term policy frameworks such as the Outline Perspective Plans and the New Economic Model. While plans are subject to change, and ours are no exception, Malaysia's economic plans have served us well in guiding major policies as well as setting big-picture directions and targets.

Will five-year economic plans still be as relevant in a decade's time?

It's difficult to say. Technology has increased the rate of change, and shorter planning horizons may be the order of the day as our data-crunching and analytical abilities increase. But even if the definitions of "long-term" and "medium-term" change, a nation will still need to rely on plans and projections, and for these, past data are necessary references.

To aid researchers and policy planners, Perdana Leadership Foundation has gathered together data for all of the nation's economic plans, beginning from the First Malaya Plan of 1956 under the leadership of Tunku Abdul Rahman Putra Al-Haj, our Bapa Kemerdekaan, right

up to the present 11th Malaysia Plan, under Prime Minister Dato' Sri Najib Tun Razak. The information is housed under our Visual Timeline Series that's available for free on our website.

PLF also engaged with other leaders to add to our repository of knowledge. One such leader is former Minister, Tan Sri Leo Moggie, and our conversation with him is now published in a book, simply titled "A Conversation with Tan Sri Leo Moggie". I encourage Malaysians to read this slim volume for a wider appreciation of Sarawak politics and what the Malaysian political landscape was like in the 60s and 70s. We will continue to publish transcripts under our Oral History series, and three upcoming ones will be our conversations with Tan Sri Rafidah Aziz, Tan Sri Arshad Ayub, and Tan Sri Ambrin Buang.

Our resident fellows, too, have completed their work and we can look forward to reading up on Islamic Banking policies as well as Malay views of the West by Professor Dr Abdul Ghafar Ismail and Professor Dato' Dr Ahmad Murad Merican, respectively.

As of December 2017, our Perdana Library holdings number more than half a million digitised records, with more than half of them available online, consisting of speeches of our past Prime Ministers, book excerpts, and news clippings, as well as 11,000 physical titles. We build this archive with an eye to the future, with the hope that the archive we are building will also serve as a useful resource for present and potential leaders of the country.

I leave you to enjoy this issue of Perdana Magazine, and invite you to connect with PLF via social media, our website, and our lakeside enclave in Putrajaya.

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## ● VISITS



Students and teachers from SMK Undang Rembau, Negeri Sembilan, with Tun Dr Mahathir Mohamad and Tun Dr Siti Hasmah Hj Mohd Ali



## PLF WELCOMES MORE THAN 1,000 VISITORS IN 2017

Perdana Leadership Foundation received more than a thousand visitors from local and international organisations, government agencies, libraries, universities, and schools, in 2017. The visitors toured the foundation, and explored our library's physical and digital collections, as well as viewed the displays in our exhibition area. Our librarians also briefed visitors on the digital archiving work we have undertaken since 2005 - our digital archives now hold more than 250,000 documents, and continues to grow.

**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. PLF welcomes group visits on weekdays via appointments. To arrange for a group tour, please contact our Librarian, Encik Adnan Haris, at 03-88858940 or e-mail [library@perdana.org.my](mailto:library@perdana.org.my).**



Students of Pahang in P



Delegates of the American Council of Young Political Leaders meeting Tun Dr Mahathir Mohamad





Students and teachers from Sekolah Sri Seremban, Negeri Sembilan



Visitors from the School of Architecture & Built Environment, UCSI University, framed by the beautiful Putrajaya Lake



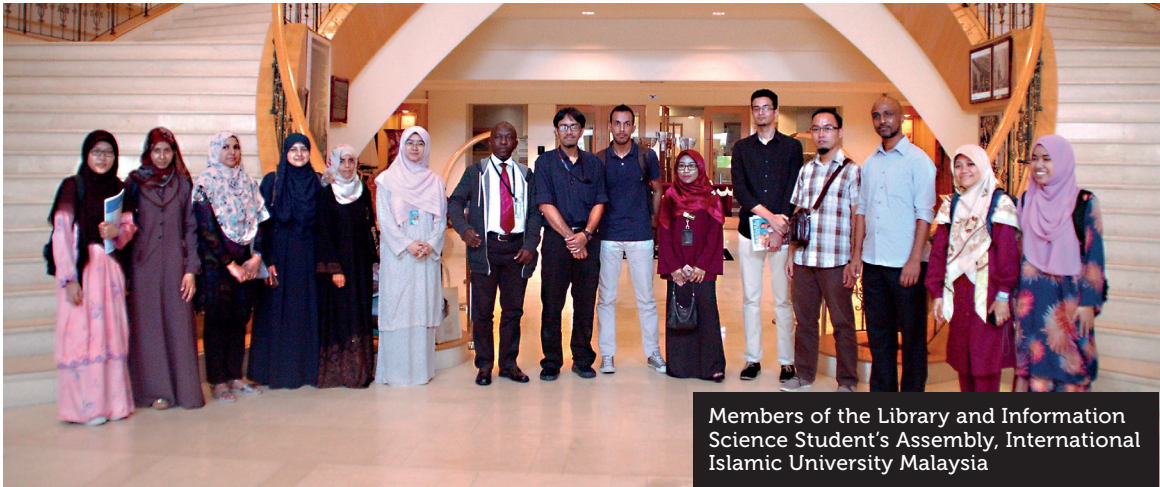
Jawdah Group and Sudanese delegates getting a quick lesson on Malaysian history



Delegates from Sudan learning about PLF



Students of SK Felda Mempaga 1, looking in Perdana Library



Members of the Library and Information Science Student's Assembly, International Islamic University Malaysia



Students of the Faculty of Ushuluddin, University of Darussalam Gontor, Ponorogo, East Java



## ● HONORARY PRESIDENT'S OFFICE



## TUN DR MAHATHIR MOHAMAD TURNS 92

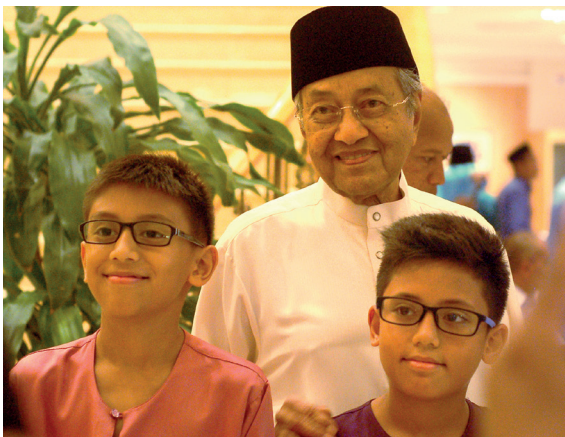
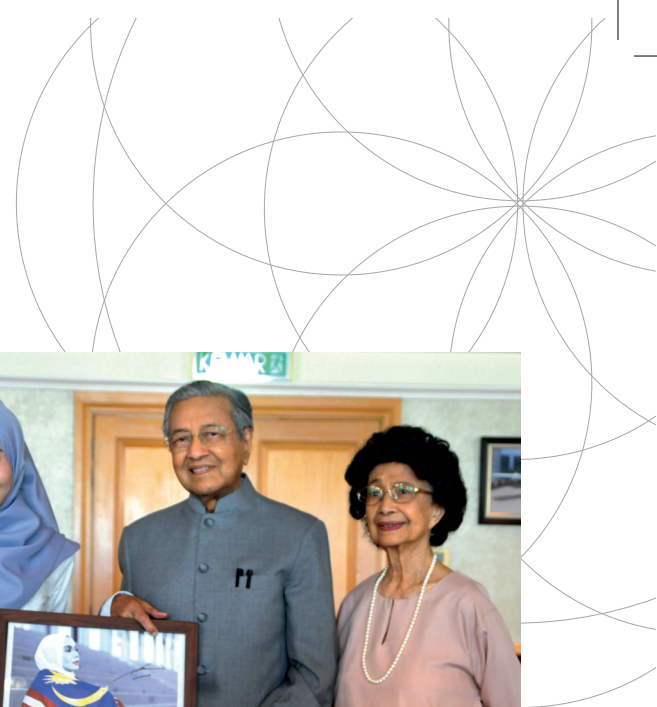
Our Honorary President turned 92 in 2017, and current as well as former staff of Perdana Leadership Foundation gathered together in July to celebrate Tun Dr Mahathir's birthday, as well as that of Tun Dr Siti Hasmah Hj Mohd Ali.

Turning 92 has not slowed Tun down. If anything, he seems more energised! The winners of our Merdeka Photo Contest found out for themselves just how spry Tun Mahathir still is when he granted them a meeting in October to honour their win in the contest. Tun Siti graciously joined the meeting and medical student Ms Khairunnisa binti Izahar had a long chat with one of the country's earliest Malay women doctors.

In early Ramadhan, Tun Dr Mahathir and Tun Dr Siti Hasmah hosted the PLF Buka Puasa for around 250 guests, and in September, Al-Jazeera conducted an intensive week-long interview with Tun Dr Mahathir to gather his thoughts on the economy, nation-building, leadership, and politics.











# MALAYA, MALAYSIA IN 'THE ECONOMIST'

By Datuk Dr A Murad Merican

On Sept 21, 1963, the London-based weekly *The Economist* heralded the birth of "...the brave new state, born on Monday". The periodical had anticipated that "the most serious threat to Malaysia will, of course, come from within — from internal jealousies, racial suspicions and mistrust, and from "political and economic tension". If there is any consolation, the writer of

"Malaysia: Brave New State" concluded that all federations were a gamble and Malaysia was no exception.

The article further argued that "Singapore would otherwise have succumbed to communism, and that the Borneo territories could not have survived independently and separately, still seems valid to east Asia". The

*Economist* was largely favourable in their coverage of events leading to independent Malaya and towards the formation of Malaysia.

It has been said that the journalist is a contemporary historian. On Aug 31, 1957, an article in the periodical began as such: "Malaya's sovereignty is thus a milestone both on its own road and



## **To the British official mind, Malaya was a project for decolonisation that, if “rightly guided”, the progress toward self government would be achieved.**

so that of Asia. But what of the road ahead?” Describing the new nation-state as a new beginning “as well as an end”, what follows would affect the much wider circle of “the free nations of Asia. And of the circle outside Asia that hopes they will remain free”.

These representations of Malaya and Malaysia, were, however, made within the framework of superiority and power — the (colonial) dominance over other peoples and cultures, and indeed, a patronising attitude.

We cannot avoid noticing misinterpretations and stereotyping, and, perhaps, some doubts over the Malaya/Malaysia project resonating Whitehall’s position on the colony. One was on Tunku Abdul Rahman’s approach: “... but if the Tunku is genuinely liberal in his approach, and shows resolutions in fighting communism, he is likely to gain on balance”.

In “A Constitution for Malaya” (Feb 23, 1957), The Economist, arguing on issues of nationality and provisions to safeguard “Malayan jobs and rights in the land” had likened the “last-minute rush to Malayan independence” to “rival the Gold Coast photo-finish”.

To the British official mind, Malaya was a project for decolonisation that, if “rightly guided”, the progress toward self government would be achieved. “Local autonomy” was urgently significant for the colonial office in light of events in

neighbouring Indochina, where France was fighting a losing battle.

In its long-term objective of securing a reliable ally, the colonial mind was weary of the Tunku. In “Citizens of Tomorrow”, it reported that an unofficial delegation of Chinese associations had raised the issue of citizenship to Lennox-Boyd. They had asked that the qualification for citizenship be widened to include “many Chinese now disqualified, and recognition of Chinese and Tamil as official languages”.

Although the Tunku assured Lennox-Boyd<sup>1</sup>, the Colonial Secretary, and a complex figure who served during the decisive period of British decolonisation (1954-59), there is no evidence, according to the periodical that the Tunku “allowed himself to be swayed”.

The relationship between the colonialist and the colonised resonated in The Economist’s discourse of comparing Malaya’s problems to that of British experiences in Africa. A July 6, 1957 article described Malaya’s communalism as complicating “constitution-making as much as Africa’s tribalism”.

<sup>1</sup> Mr Alan Lennox-Boyd, National Secretary of the British Colony (1954-1959)

The article, titled “Islamic State” (and this phrase is from more than 59 years ago) stated on the right to use “Chinese or Indian languages for official purposes for the first ten years of the life of the new state disappears”. And that there is to be no review on Malay land rights, and appointments and nomination of Malays for public posts and senators.

And in “Asian Milestones” (Aug, 31 1957), The Economist evokes a tinge of nostalgia, phrasing it as “one of history’s huge wheels completes today a revolution that began centuries ago”. The birth of the sovereign federation of Malaya ends European rule on the Asian mainland. And that age began when the venturers, who had acquired trading posts, “factories” and strongholds on Asia’s coasts and offshore islands, were

**A July 6, 1957 article described Malaya’s communalism as complicating “constitution-making as much as Africa’s tribalism”.**



## ● ARTICLE

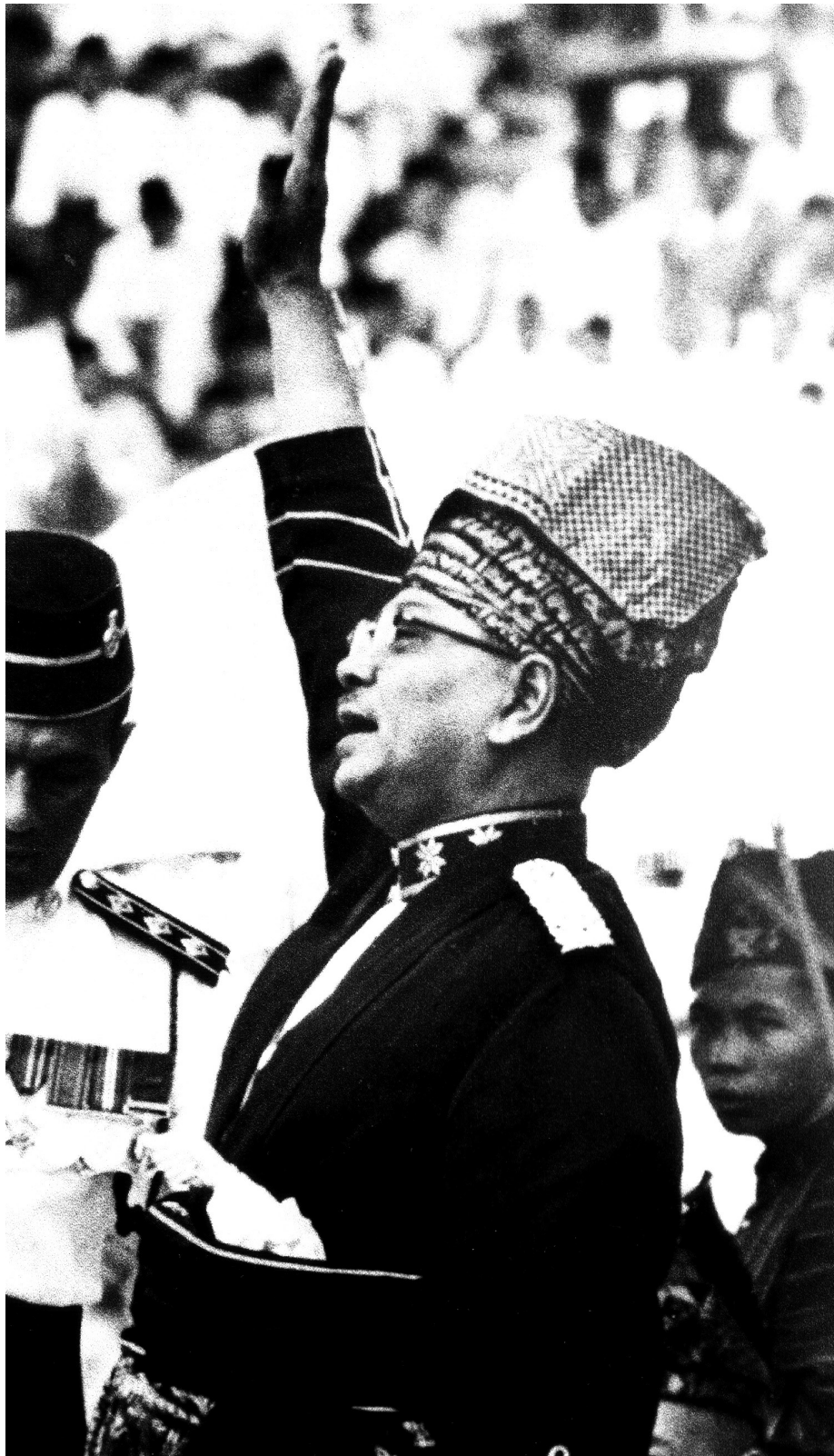
led on to take control of the great tracts of territory.

With Penang island in mind, Europeans (and the British), "long content with the mystery of the sea, embroiled in continental affairs only when these threatened their commercial interest, they assumed — sometimes eagerly, sometimes with reluctance — the new role of administrators and rulers".

The Economist admitted that "Malayan independence brings the wheel full circle". On Aug 31, it editorialised that "Britain is nevertheless handing over in Kuala Lumpur today. Nor is the ruling power yielding now to a belated upsurge of nationalist violence or accepting the de facto destruction of its authority".

If in September 1963, The Economist asserted that Malaysia was a gamble, in an earlier issue in February the same year, the periodical described the Malaysian idea as admirable. Among

**The birth of the sovereign federation of Malaya ends European rule on the Asian mainland. And that age began when the venturers, who had acquired trading posts, "factories" and strongholds on Asia's coasts and offshore islands, were led on to take control of the great tracts of territory.**



other reasons, it pointed out that "(in) British eyes — the plan had the virtue of preserving the Singapore base while allowing Whitehall to ease itself out of its colonial remnant in Borneo". Against the backdrop of constitutional arrangements for the two Borneo territories of Sarawak and North Borneo (as Sabah was known then), the story ends with this note: "...whatever reservations the peoples of British Borneo may have about the Malayan connection, it is clear that they have no taste for Indonesian rule".

**DATUK DR A MURAD MERICAN** is professor at the Centre for Policy Research and International Studies (CenPRIS), Universiti Sains Malaysia and the first recipient of the Honorary President Resident Fellowship at the Perdana Leadership Foundation. His book under PLF's Fellowship, "Revisiting Atas Angin - A Review of Rum, Ferringhi and the West in the Malay Imagination", will be published in 2018. E-mail him at [ahmadmurad@usm.my](mailto:ahmadmurad@usm.my). This article was first published in The New Straits Times on 18 September 2016.



● DIALOGUE WITH TUN MAHATHIR

# MORAL LEADERS NEEDED MORE THAN EVER IN DIGITAL AGE, SAYS TUN DR MAHATHIR

When Tun Dr Mahathir Mohamad introduced the Multimedia Super Corridor in 1995, the Internet was still in its infancy, AOL (America Online) was still a “thing”, and people paid for internet browsers (anyone remembers Netscape?). It’s doubtful that any leader at the time knew just how the internet would change the world, but what was evident was that the world had indeed changed and was entering a new era, one where information could zip around the world in seconds and where the computing power of a machine in a classroom surpassed that of a 70s mainframe.

The MSC was designed to push Malaysia into this exciting digital age, with a fibre optic backbone allowing businesses to send and receive data in milliseconds, a special economic zone stretching from Sepang to KLCC, and tax breaks to encourage entrepreneurs to set up base in Malaysia.



Has the MSC succeeded?

According to Tun Dr Mahathir Mohamad, it “has not fully failed”. The fourth Prime Minister of Malaysia, under whose tenure it was that the MSC was

introduced, was speaking at the PLF-KL Society Dialogue on “The Nature of Leadership in Our Digital Future” on the 9th of November 2017, and responded to the question posed by a member of the mostly IT-based audience with his

## ● DIALOGUE WITH TUN MAHATHIR

customary dry wit. The former premier and Honorary President of Perdana Leadership Foundation explained that while the MSC may have missed some of its loftier goals of transforming Cyberjaya into a Silicon Valley of Asia, it has been successful in its main purpose of raising awareness of the internet's commercial potential, generating new jobs in the IT industry, attracting multinationals to Malaysian shores, and spurring the growth of new sectors of business.

Certainly, for the majority of the audience who were under-35 and categorised by the dialogue's moderator, Mr Eddin Khoo, as "Dr Mahathir's children" in that they grew up in a Malaysia shaped by his policies, the thought of a world without the Internet is unfathomable. Mr Khoo, though, who heads Pusaka which seeks to preserve Malay traditional culture, furnished some needed skepticism towards technology and its oft-lauded benefits by posing a more philosophical question to Tun: Isn't technology also capable of great harm and evil?

**"It's up to you to decide whether to use technology to bomb people, or to deliver goods. It is the human character that counts. Technology is a tool, and like any other tool, whether it is harmful or beneficial depends on the people who use it."**

"Of course," was the statesman's response. "It depends on the user. There have been abuses enabled by technology. With the (binary numbers) 1 and 0, we can communicate across thousands of miles, do a lot of things, and in future, maybe even program robots to do things for us. But this technology also makes it easier for us to murder people. For example, it is now entirely possible to fly an aeroplane loaded

with bombs without a human pilot, and have the plane drop the bombs on unfortunate people. On the other hand, Amazon has used the same technology to deliver goods to people. So, it's up to you to decide whether to use technology to bomb people, or to deliver goods. It is the human character that counts. Technology is a tool, and like any other tool, whether it is harmful or beneficial depends on the people who use it." Other instances of dangers were drawn, including fake news, cyber hacking, pornography, and bitcoin theft. It was human nature, then, that defines the good or bad of technology, just as human nature has been the defining variable for the progress and regress of the world since ancient times. In short, while great changes abound, and rapidly too, the centre remains: people.

Given the centrality of human nature in the use of technology, Tun stressed on the importance of moral character in the cyber-age. Moral education is key to any education curriculum, he emphasized, and leaders in particular need to adhere to high moral codes.





Expounding on the topic of leadership in response to a question, Tun said that the essence of leadership is the ability to act in the interests of the people you lead, instead of making your own interests the guide. In this respect, Tun reminded the audience that at times, a leader needs to make hard decisions for the benefit of his or her people, even when these decisions are unpopular.

The internet has also changed the communications landscape of leaders, with social media now enabling two-way communication on a daily, if not hourly basis. "We see more and more politicians and leaders becoming more involved and interactive with their followers on social media. Expect this to be the norm in the near future," Tun said, citing the example of Mr Donald Trump and his heavy use of Twitter.

**"By 2050, the world population may be 14 billion people. Serving 14 billion people requires ingenuity."**

Mr Khoo put forward the concern of machines replacing humans - by 2070, up to half of the human workforce will be replaced by machines. Will this lead to the dystopia that authors such as Mary Shelley and Aldous Huxley have written about? What is the future of humans in a situation like this?

"One thing is certain: the population of the world will increase," Tun responded. "By 2050, the world population may be 14 billion people. Serving 14 billion people requires ingenuity. It is for scientists to think of ways to feed 14 billion people. Science will help us, but at the same time, the world will become very crowded. Hence, science must not



**"The essence of leadership is the ability to act in the interests of the people you lead, instead of making your own interests the guide."**

only solve the supply position but also control population growth by regulating the reproductive process. I believe family planning will become even more important in future. For example, China used to permit one family to have only one child. Now they have increased that limit to two children per family. With the new limit, they will be producing 34 million additional people a year. There may not be enough space for everyone! So, scientists will have to tackle these issues and come out with solutions. Even if our world population doesn't explode, we'd still need to produce more food and provide more habitable space for people in the future."

The dialogue segued into artificial intelligence, and an audience member put forward an intriguing premise: Could AI eventually replace humans in crafting policies and governing the country? Tun Mahathir responded by asking whether the citizens of any country are willing to be governed by an AI instead of humans. Also, he pointed out, AI is not completely free of human error as programmers are human and may, whether deliberately or not, introduce their own biases and personal agenda, into AI. As a parallel, Tun reminded the audience of the flawed systems of government

throughout the world, despite mankind's thousands of years of experience. Man has still not been able to develop a perfect governing system, Tun said, while acknowledging that democracy remains the "best" in that it is the least flawed.

The dialogue ended after almost two hours, when Mr Khoo threw in a final question to the guest speaker. It was a question that had been burning in his mind for quite some time, he confessed.

"Have you ever wished that you had been the leader of a far bigger and more powerful country than Malaysia?" he asked.

The fourth Prime Minister laughed. "(Given the challenges) I'm lucky Malaysia isn't a bigger country!"

That seemed an enigmatic close to a dialogue that was lively, diverse, and - we hope - insightful.

**NOTE: Perdana Leadership Foundation will publish the transcript of the dialogue in 2018**



## DIALOGUE WITH TUN MAHATHIR









# ISLAMIC BANKING: THE ORIGINAL IDEA

**By Dr Abdul Ghafar Ismail, Recipient of the AmBank Group Resident Fellowship at Perdana Leadership Foundation**

**T**he point that there is more to Islamic banking than the mere abolition of interest was strongly driven home by M. Umer Chapra in his book "Towards a Just Monetary System". He envisaged Islamic banks whose nature, outlook, and operations could be distinctly different from those of conventional banks.

Besides the outlawing of *riba* (interest), he considered it essential that Islamic banks should, since they handle public

funds, serve the public interest rather than individual or group interests. In other words, they should play a social welfare-oriented rather than a profit-maximising role.

He conceived Islamic banks as a crossbreed of commercial and merchant banks, investment trusts, and investment-management institutions that would offer a wide spectrum of services to their customers. Unlike conventional banks which depend heavily on the 'crutches of collateral and of non-par-





## **“Banks in an Islamic system would face fewer solvency and liquidity risks than their conventional counterparts.”**

From the above discussion, Islamic banking has three distinguishing features: (a) it is interest-free, (b) it is multi-purpose and not purely commercial, and (c) it is strongly equity-oriented.

The literature contains hardly any serious criticism of the interest-free character of the operation, since this is taken for granted, although concerns have been expressed about the lack of adequate interest-free instruments. There is a near-consensus that Islamic banks can function well without interest.

A study by Zamir Iqbal and Abbas Mirakhor for the International Monetary Fund in 1987 found Islamic banking to be a viable proposition that can result in efficient resource allocation. The study also suggested that banks in an Islamic system would face fewer solvency and liquidity risks than their conventional counterparts.”

participation in risk’, Islamic banks would have to rely heavily on project evaluation, especially for equity-oriented financing. Thanks to the profit-and-loss sharing nature of the operations, bank-customer relations would be much closer and more cordial than is possible under conventional banking.

Finally, the problems of liquidity shortage or surplus would have to be handled differently in Islamic banking, since the ban on interest rules out the money market and the central bank. Chapra suggested alternatives such as reciprocal accommodation among banks without interest payments and the creation of a common fund at the central bank into which surpluses would flow and from which shortages could be met without any interest charges.

**“Besides the outlawing of riba (interest)...Islamic banks should, since they handle public funds, serve the public interest rather than individual or group interests”**

*The above is excerpted from “The Future of Islamic Banking in the Global Market” by Dr Abdul Ghafar Ismail who conducted the research under the AmBank Group Resident Fellowship at Perdana Leadership Foundation. The book will be published in 2018.*



**Dr Abdul Ghafar Ismail is Professor of Islamic Financial Economics, Faculty of Islamic Economics and Finance, Universiti Islam Sultan Sharif Ali, Brunei Darussalam. He is also former Head of Research, Islamic Research and Training Institute, Islamic Development Bank (IDB) and Professor of Banking and Financial Economics, Universiti**

**Kebangsaan Malaysia (UKM). He got his PhD from the University of Southampton, UK. He is also Principal Research Fellow, Institut Islam Hadhari; AmBank Group Resident Fellow for Perdana Leadership Foundation; and Chairman of the Shariah Committee of Citibank Malaysia.**



# MALAYSIAN STUDENTS TEST THEIR KNOWLEDGE OF HISTORY AT PLF'S INFORMATION LITERACY PROGRAMMES

Over the course of 2017, the Perdana Leadership Foundation welcomed almost 300 students and teachers to its Information Literacy programmes. The competition-based one-day event is designed to educate students on Malaysian history using the research materials available at Perdana Library.

Each group is given a question, for which they have limited time to re-search and answer via a presentation to a panel of judges. To help the students, each group is assisted by facilitators consisting of PLF staff members..

In total, around 270 students participated in the programmes in May, July, and November. The schools that were involved were SK Bandar Tasik Kesuma, Sekolah Menengah Sains (SMS) Banting, SMS Tuanku Munawir, SMS Tuanku Jaafar, SMS (P) Seremban, and SMS Tuanku Jaafar.

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



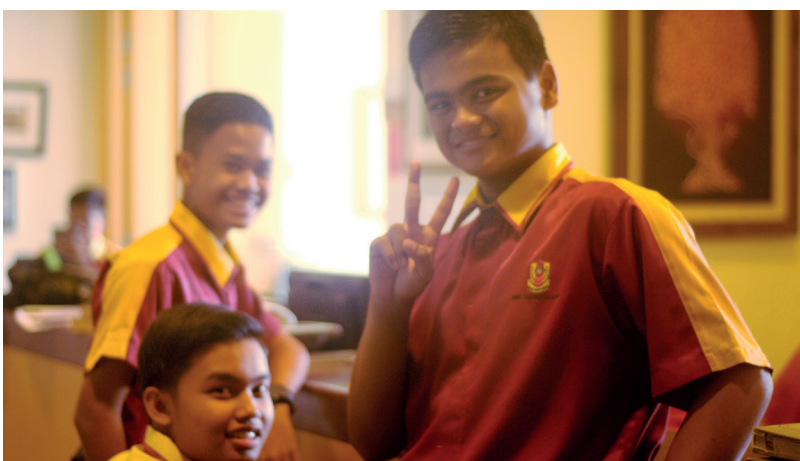
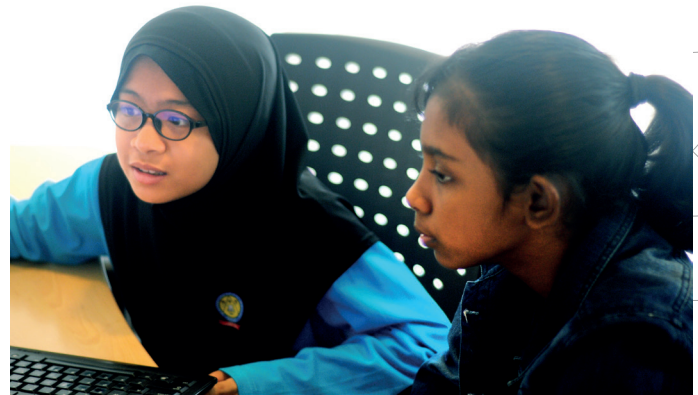
## Judges

Tuan Haji Mohamad Isa, Mr. Saiful Anwar Redwan, Mr Marzuki Ahmad, Prof Dr Syed Noh Ahmad, Puan Fatimah Abu Bakar, Puan Fatimah Ilyani Jamhari, Ms Maizatul Kartini, Ms Nurul Humaira Kamarulzaman.

## 2017's Best Presenters

Nur Ameera Farhana bt Zahari (SK Bandar Tasik Kesuma)  
Muhammad Hafiz Bin Rizal (SMS Banting)  
Jazhan Kamil bin Haji Abd Rahman (SMS Tuanku Jaafar)











## ● WORKSHOP

# IMPROVING CUSTOMER ENGAGEMENT: A WORKSHOP FOR LIBRARIANS

The Perdana Leadership Foundation (PLF) organised a two-day workshop on Customer Relationship Management (CRM) for Service Excellence: The Way Forward for Best Practices in Libraries & Resource Centres on 19-20 April 2017, at PLF's premises. The workshop was specifically targeted to librarians to help them improve engagement with library members, and increase user loyalty. This is particularly challenging given the many alternatives available to the traditional library, from ebooks to social media and the internet. The facilitator, Dr Lennora Putit, is Senior Lecturer & Head of Centre for Marketing and Entrepreneurship Studies (CfMES), Faculty of Business & Management, at Universiti Teknologi MARA (UiTM).

The programme was the first CRM workshop organised by PLF and content included brand promotions and social media skills, utilising PLF and the Carpenter Library of the University of North Florida as case studies.

The participants also had a lucky encounter with Tun Dr Mahathir and Tun Dr Siti Hasmah, and were entertained specially by Tun Siti who sang and played the piano in an impromptu finale to the workshop.





# LEARNING STRATEGIC DECISION-MAKING THROUGH PLAY

Fourteen participants from Yayasan Sukarelawan Siswa, Agrobank, UM, and Menteri Besar (Selangor) Incorporated converged at Perdana Leadership Foundation on 23rd August 2017 to take part in a games-based workshop on strategic thinking and team building, entitled "THE|MAP: A Corporate Challenge Game."

Centred around a board game where the goal was to be the first to traverse a treacherous map, participants were divided into groups and classified as elves, wizards, knights and assassins, each with their own special ability. As in real life, spying and sabotage within the game were possible, forcing participants to use their wits to advance forward. After two and a half hours of gameplay, Team Wizard emerged as the winner, defeating the other teams with their bold strategy.

A reverse learning session followed where members of each team shared their thoughts on what caused them to win or lose. The facilitator, Mr James Lee, dished out questions to prompt further reflection by participants.

After the lunch break, Professor Emeritus Dato Dr Sheikh Omar Abdul Rahman, President & CEO of MUST Ehsan Foundation, gave a talk on developing a strategic mindset to complement and cement the lessons of the morning.

The board game proved to be a hit among the participants, proving perhaps that fun and learning don't need to be mutually exclusive.





## ● VISUAL TIMELINES

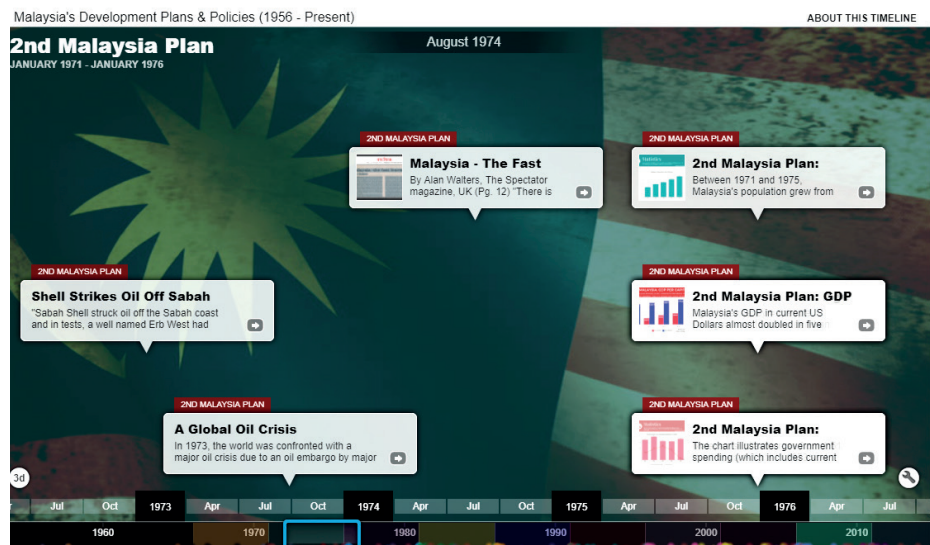
# A CHRONOLOGY OF MALAYSIA'S ECONOMIC PLANS, FROM 1956 TO THE PRESENT



Malaysia has had comprehensive economic development plans since 1956, when the first Malaya Plan was formulated. Encompassing five years, each of the plans contain broad policy thrusts under specific areas of the Malaysian economy, and often guide the policies that are implemented within that time frame.

PLF has researched and compiled pertinent information about the Malaysia Plans since 1966, as well as the Malaya Plans of 1956 and 1960. These are presented in a convenient visual timeline, available for free on our website. The information includes useful statistics, such as GDP per capita, population size, unemployment and inflation rates at the beginning and end of each five year period.

The Malaysia Plans timeline joins our two other timelines on the Prime



Ministers of Malaysia and our Road to Independence. These timelines can be accessed for free at [www.perdana.org.my](http://www.perdana.org.my) > PMs of Malaysia > Visual Timelines. For quicker access, scan the QR code on this page to be taken directly to the Malaysia Plans Visual Timeline.





## ● ON THE SHELF

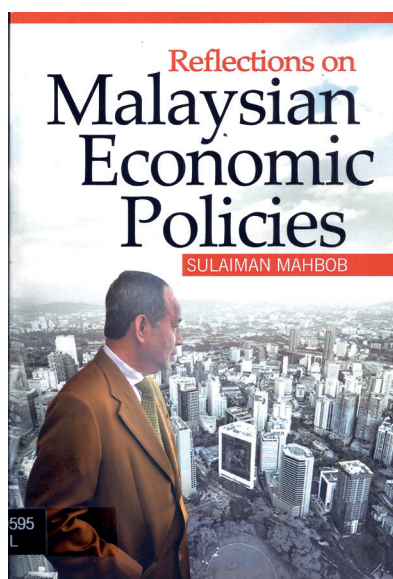
# BOOKS ON MALAYSIA'S ECONOMIC PLANS AND THE MALAYSIAN ECONOMY

Malaysia has an economic planning process that will rival any planned economy's. From 1956, the country has embarked on five-year comprehensive economic plans, from the Malaya Plan of 1956 to the 11th Malaysia Plan of 2016. Bracketing the Malaysia Plans are the Outline Perspective Plans (OPP) which provide longer-term projection and span two or more Malaysia Plans. Within each OPP period, there are then plans focused on specific areas of the economy, such as the New Economic Policy (1971 - 1990) to address wealth imbalances, the National Development Policy (1991 - 2000) to continue where the NEP left off and to encourage industrialisation, and the National Vision Policy (2001 - 2010) to spur Malaysia to reach the goals of Vision 2020. Are these plans effective? What have been their results, and how can we improve on our economic policies?

To shed light on the plans and the Malaysian economy, here are 8 recommended books from the Perdana Library on the subject:

### REFLECTIONS ON MALAYSIAN ECONOMIC POLICIES by Tan Sri Dr Sulaiman Mahbob

A collection of the various articles written by economist and former Economic Planning Unit (EPU) Director-General Tan Sri Sulaiman Mahbob from 2014 to 2015 that address topics such as development planning, national economic management, taxes, poverty and inequality. Each article is short and written in very accessible language, presenting Tan Sri's views on the complex issue of

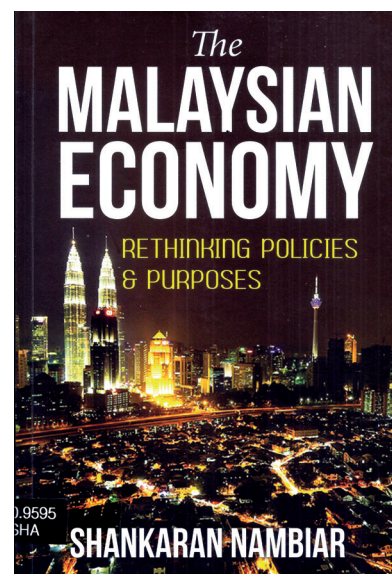


development planning, and his thoughts on problems unique to Malaysia.

*"Capitalism in its pure and unfettered form can be full of negatives and, if not guided by strong business ethics and public sector intervention, will lead to marked economic and social differentiation, ending in a potential class war." ("Reducing Inequality Still Relevant", p.77)*

### THE MALAYSIAN ECONOMY: RETHINKING POLICIES & PURPOSES by Dr Shankaran Nambiar

Going further back in time is Shankaran Nambiar's collection of articles. With topics that include Institution-building for Economic Development (2001), Rethinking Planning in the Land of Plans (2006), A Global Economic Slowdown at a Time of Political Uncertainty (2012), Malaysia's Tryst with Illicit Financial Flows (2013), and Strengthening the China Connection (2012), the author takes a more critical stance and argues for a fresh paradigm on Malaysia's development approach.

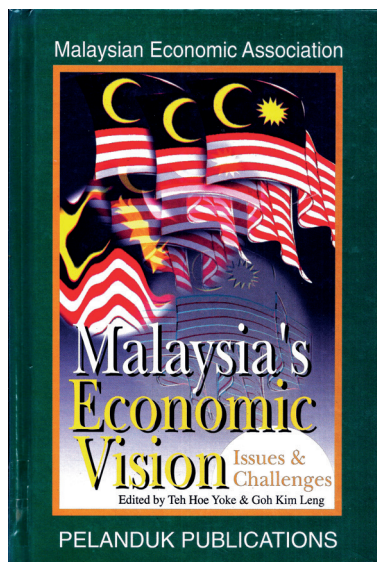


*"Undoubtedly, in the years to come, as China grows in strength as a global economic power, Malaysia will have more reason to engage with China. But this should be done on our own terms and with our best interests at heart" (Strengthening the China Connection, p.81)*



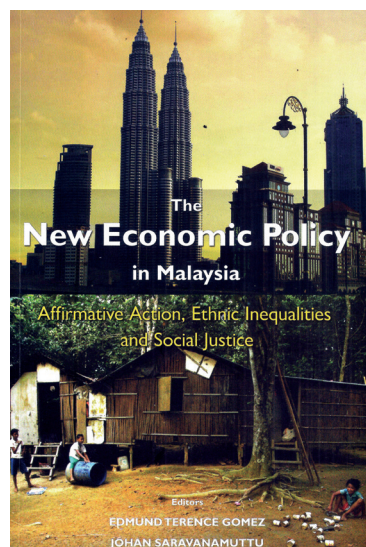
## MALAYSIA'S ECONOMIC VISION: Issues & Challenges by Teh Hoe Yoke & Goh Kim Leng, (ed)

Featuring eminent writers such as Tan Sri Dr Ali Abul Hassan Sulaiman, Tan Sri Dr Lin See Yan, Datuk Malek Merican, Datuk Paul Low Seng Kuan and (the late) Datuk Zainal Aznam Yusuf, this book is a collection of papers presented at the Eleventh Economic Convention held in 1991 that analysed the Sixth Malaysia Plan. The chapters in this book are sector-based, with the first giving a useful 10,000-foot view of the plan and the Malaysian economy. With plenty of charts and numbers, this is a useful reference book for researchers requiring in-depth analyses of the time period 1980-1991.



## The New Economic Policy in Malaysia: Affirmative Action, Ethnic Inequalities and Social Justice by Edmund Terence Gomez and Johan Saravanamuttu, (ed)

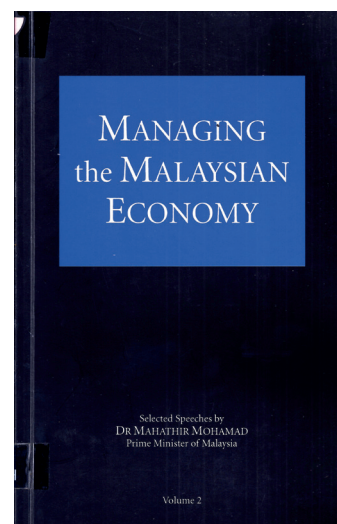
No examination of the Malaysian economy is complete without scrutiny of the New Economic Policy and its offspring, the National Development Policy. In this collection of papers on the New Economic Policy, there are plenty of critiques of the policy with the writers dissecting the effects of the policy on different socio-economic groups, geographical areas, as well as the country's governing structure and institutions.



*"(Tun) Ismail Abdul Rahman once famously likened the NEP's implementation to the handicap system in the game of golf... 'Therefore, like a golfer, it should not be the aim of the Malays to perpetuate this handicap but to strive to improve his game, and thereby reducing, and finally removing their handicap completely.'"* ("The New Economic Policy and the Centralisation of Power", p.328)

## Managing the Malaysian Economy: Selected Speeches by Dr Mahathir Mohamad, Prime Minister of Malaysia

Direct from the fourth Prime Minister himself, this volume is a collection of Tun Mahathir's speeches post-1998 currency crisis. The collection kicks off with a speech delivered to the US Council on Foreign Relations in the US in 1999 entitled, "Malaysia's Economic and Political Priorities", and goes back in time, chronologically, to end with a speech delivered in Malaysia, "Towards Zero Inflation: A New National Agenda" in 1995. The fourth Prime Minister, who personally crafts his own speeches, manages to simplify complex subjects while adding historical and social context that enable a better understanding of the Malaysian economy.



*"The single and only reason why we adopted the September 1, 1998 selective measures was to stabilise the ringgit. It was not to buttress the ringgit. It was not to hold the ringgit at some unsustainable level. It was not to strengthen the ringgit exchange rate."* ("Malaysia's Economic and Political Priorities", p.19)

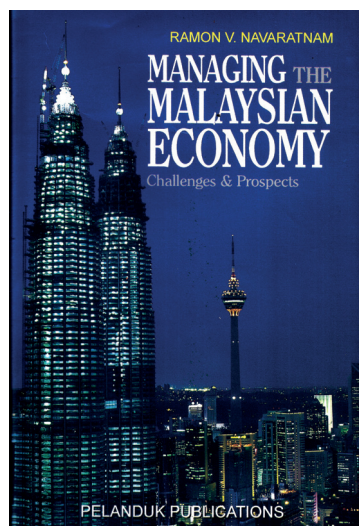
## Managing the Malaysian Economy: Challenges & Prospects by Ramon V Navaratnam

Published in 1997, this book contains the views of a distinguished former civil servant and corporate director, Tan Sri Dato' Ramon V Navaratnam, on the Malaysian economy. Written from the perspective of a former policymaker (Tan Sri



served in the Treasury for 27 years and rose to the rank of Deputy Secretary-General), the book provides diagnoses and recommendations, as well as highlights the writer's concerns, on the advancement of the Malaysian economy, albeit before the currency crisis of 1997-98.

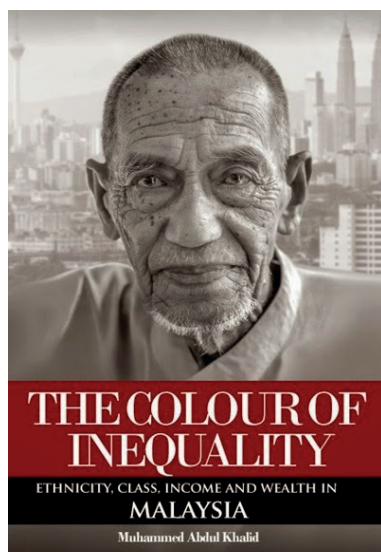
*"In terms of policy, we have to modify our education system. We have to make it more technologically- and quality-oriented. In the past, we have emphasised quantitative - not qualitative- education. It is time we remedy this." ("Promoting Productivity-Driven Growth," p.83)*



## The Colour of Inequality: Ethnicity, Class, Income, and Wealth in Malaysia by Muhammad Abdul Khalid

Economist Muhammad Abdul Khalid delves deep into the subject of inequality in Malaysia, peeling layers of assumptions aside about wealth and income distribution, and in the process, shattering misconceptions Malaysians themselves may have about wealth ownership. There is some good news but most of the findings point to a sobering present and dangerous future for the average Malaysian, whose savings and wealth are calculated to be inadequate. Dr Muhammad also offers policy prescriptions, and these, along with the uncomfortable statistics that are presented, should enable Malaysian readers to arrive at some hard truths.

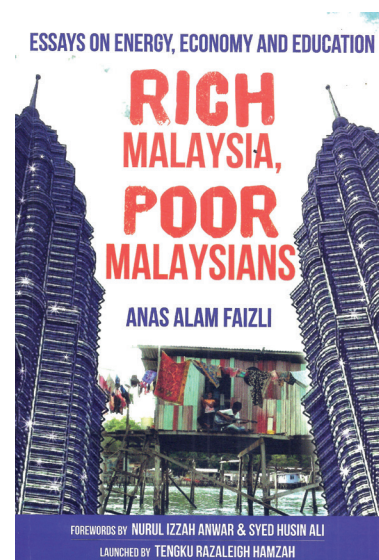
*"The focus on Bumiputeras cannot be seen purely as an ethnic problem, as in a democratic society, the problem of the*



*majority are a national problem, not a Bumiputera problem intrinsically. Inaction in addressing the wealth gap is a recipe for disaster, as studies have shown that an unequal society normally leads to social conflict, and thus limit overall economic well-being." ("The Colour of Inequality", p.193)*

## Rich Malaysia, Poor Malaysians: Essays on Energy, Economy and Education by Anas Alam Faizli

A compact collection of articles written in 2012 and 2013 by oil and gas professional and co-founder of Blindspot, Anas Faizli. The writer sought answers to the question of Malaysia's high income inequality - why and how best to reduce the gap. With topics covering education, taxes, philosophy in universities, and - of course - Malaysia's petroleum resources, the book is a young Malaysian's attempt to dissect issues of concern, and his thoughts on the way forward. His arguments are supported by relevant research and statistics, making this book also a useful reference by researchers.



*"Income inequality is a very serious impediment to our hopes as a truly developed nation. It would be a great irony if the majority of Malaysians do not truly experience that high income status, once we reach the US\$15,000 mark. How are we to declare ourselves high income when the effects of inequality, such as crime, unemployment, health and social problems as well as depleting social goods, will be so apparent?" ("Malaysia: High Income Nation, Low Income Rakyat", p.57)*



## ● ON THE SHELF

# THREE NEW BOOKS FOR YOUR BOOKSHELF



### **A Conversation with Tan Sri Leo Moggie**

*(Perdana Leadership Foundation Oral History Series)*

**PRICE: RM35.00**

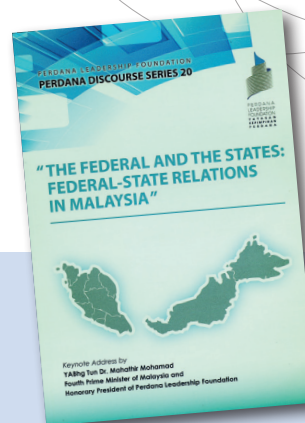
A must-have book in your collection if you are keen to know more about early Sarawak politics. Perdana Leadership Foundation had the privilege of interviewing Tan Sri Leo Moggie as part of its Oral History Series, and this book is a transcript of that interview. Tan Sri is the longest-serving Chairman of TNB, Malaysia's largest electricity utility company, having helmed the company since 2004. Before that, he was Malaysia's Minister of Energy, Communications and Multimedia, and Minister of Welfare Services in the Sarawak State Government in the eras of Tun Abdul Razak, Tun Hussein Onn, and Tun Dr Mahathir Mohamad. In this book, Tan Sri shares much of what life was like in East Malaysia before Sarawak's Independence, and the complications that arose once it became part of Malaysia.



### **Opinions And Imaginings: A Compilation of Winning Essays, Photos, and Fiction by Young Malaysians for the Maybank Foundation - Perdana Leadership Foundation "Empowering Youth For A Better ASEAN" Writing & Photo Contest 2015**

**PRICE: RM35.00 (HARD COVER)  
RM25.00 (PAPERBACK)**

Facing down a formidable army. Re-building homes. Battling fire-breathing dragons. Resisting severe phobias. Raising funds for refugees. Negotiating with an alien species. Helping a dying friend. Within this publication are forty tales and essays of courage and heroism, leadership and volunteerism, as well as photo-essays of youth in action, by young Malaysian writers and photographers, for the Maybank Foundation - Perdana Leadership Foundation Writing & Photo Contest 2015. These showcase the opinions and imaginings of Malaysian youth, as they interpret the meaning of bravery, the essence of leadership, and the spirit of self-sacrifice.



### **"The Federal and the States: Federal State Relations in Malaysia" (Perdana Discourse Series 20), featuring the Keynote Address of Tun Dr Mahathir Mohamad, fourth Prime Minister of Malaysia**

**PRICE: RM15.00**

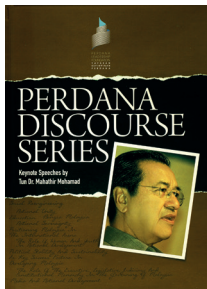
"When the Malay states became independent in 1957, it became independent as a federation. The administration of a federation is far more complex than that of a union. There has to be a division of power between the states and the central government": Tun Dr Mahathir Mohamad in the keynote address at the 20th Perdana Discourse Series. This book contains the complete text of his speech on federal-state relations in Malaysia as well as the responses from panellists Associate Professor Dr Shamrahayu Abdul Aziz, International Islamic University of Malaysia; Associate Professor Dr Azeem Fazwan Ahmad Farouk, CENPRIS Director, USM; Encik Abdul Rahim Sinwan, Vice-President of the Muslim Lawyers Association, and moderator Professor Dato' Dr Ahmad Murad Merican, the first recipient of the Perdana Leadership Foundation Honorary President Resident Fellowship, and CENPRIS professor, USM.



## ● 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:

**Perdana Discourse Series, Keynote Speeches by Tun Dr Mahathir Mohamad**  
Price: RM 35.00



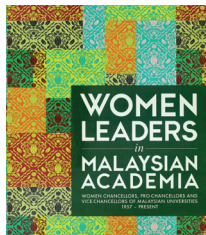
**Jejak Seorang Pemimpin: Sejarah Lisan Tun Dr Mahathir Mohamad**  
Price: Hard Book Cover (HBK) RM 50.00  
Paper Book Cover (PBK) RM 20.00



**Jejak Seorang Pemimpin: Sejarah Lisan Tun Dr Siti Hasmah Mohd Ali**  
Price: Hard Book Cover (HBK) RM 50.00  
Paper Book Cover (PBK) RM 20.00



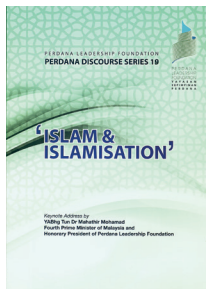
**Women Leaders in Malaysian Academia Women Chancellors, Pro-Chancellors & Vice-Chancellors of Malaysian Universities 1957 - Present**  
Price: RM 90.00



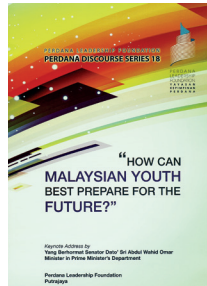
**Perdana Discourse Series 4 (Revised Edition 2017) Political Stability & Sustainability as Key Success Factors In Developing Malaysia**  
Price: RM 9.00



**Perdana Discourse Series 19 "Islam & Islamisation"**  
Price: RM 15.00



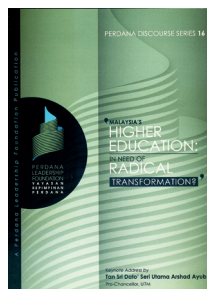
**Perdana Discourse Series 18 "How Can Malaysian Youth Best Prepare for the Future?"**  
Price: RM 15.00



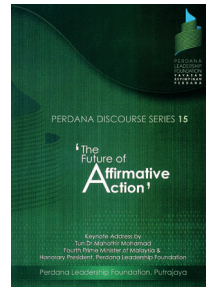
**Perdana Discourse Series 17 "Current Political Trends and Their Impact on the Economic & Social Direction of Malaysia"**  
Price: RM 15.00



**Perdana Discourse Series 16 'Malaysia's Higher Education: In Need of Radical Transformation?'**  
Price: RM 15.00



**Perdana Discourse Series 15 'The Future of Affirmative Action'**  
Price: RM 15.00



Monographs of other Discourses are also available.

**Perdana Discourse Series 14 'Enhancing Accountability & Integrity In The Malaysian Public Sector Are We Doing Enough?'**  
Price: RM 15.00



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Cartoon t-shirt RM 27.00



Umbrella RM 15.00



Card holder RM 15.00



Pen RM 3.00



Notepad RM 8.00



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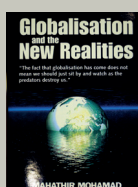
Corporate Pin RM 8.00

### BOOKS BY TUN DR MAHATHIR MOHAMAD:

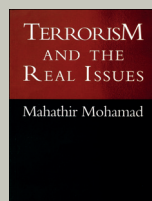
**Kebangkitan Semula Asia**  
Price: RM 17.00



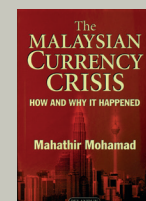
**Globalisation & the New Realities (English)**  
Hardcover: RM 50.00  
Paperback: RM 30.00



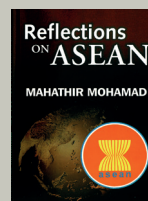
**Terrorism & the Real Issues**  
Price: RM 20.00



**The Malaysian Currency Crisis**  
Price: RM 10.00



**Reflection on ASEAN**  
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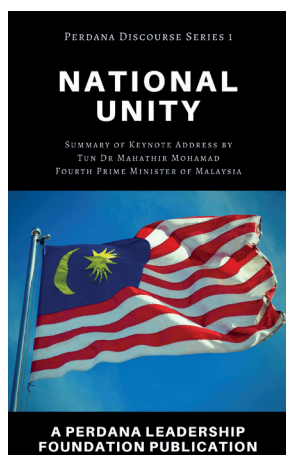


**The Malaysian System of Government**  
Price: RM 10.00





## DIGITAL PUBLICATIONS



### National Unity

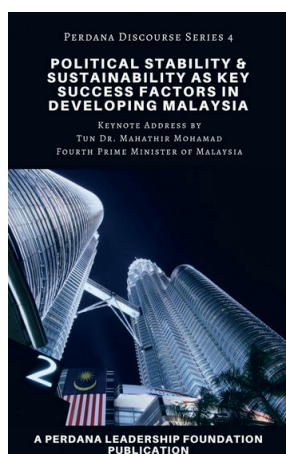
This publication contains a summary of the keynote address of Tun Dr Mahathir Mohamad, the fourth Prime Minister of Malaysia, on the policies that the country's leaders have pursued for the purpose of national unity.

**RM8.00 / USD 1.99**

## OUR PUBLICATIONS GO DIGITAL

### Have an e-book reader?

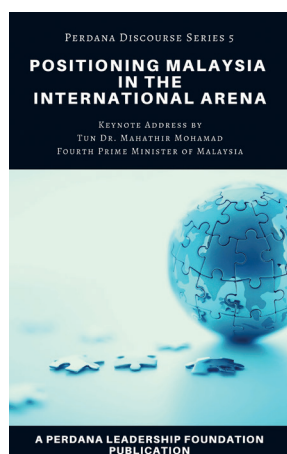
Well, now you can purchase and download our Perdana Discourse Series monographs direct to your Kindle, Kobo, or even your mobile phone. Five monographs are in electronic format, with more in the pipeline. From March 2018, please visit [www.plfpublications.com](http://www.plfpublications.com) to download in the format you prefer. Our e-books are also available for direct purchase on Amazon, Kobo, Smashwords, and Apple iBooks.



### Political Stability and Sustainability as Key Success Factors in Developing Malaysia

Tun Dr Mahathir Mohamad explains how multi-ethnic Malaysia achieved political stability through affirmative action. His speech is followed by presentations by Tun Dr Ling Liong Sik, Professor Dr Faridah Hassan, Datin Ismailina Ismail, and Mr Logandran Balavijendran.

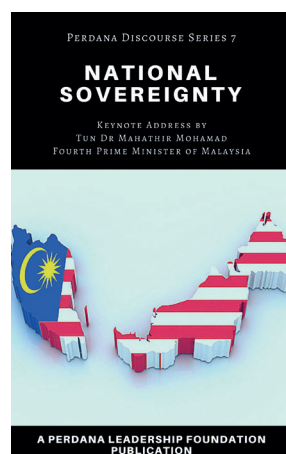
**RM15.00 / USD 3.99**



### Positioning Malaysia in the International Arena

Tun Dr Mahathir Mohamad speaks on the evolution of Malaysia's foreign policies, from its pro-Western post-independence stance to its present decisively non-aligned position. There are also comments by Dato' Harun Siraj, Dr Azman Awang, Dr Zulaiha Ismail, and Mr Mohd Rafa'ei Mohd Tahir.

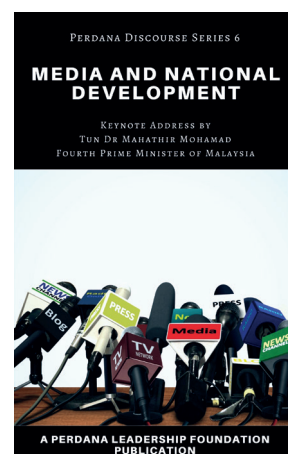
**RM15.00 / USD 3.99**



### National Sovereignty

Tun Dr Mahathir Mohamad dissects the meaning of national sovereignty in relation to Malaysia, and how it weighs on policy decisions. His keynote address is commented on by Emeritus Professor Datuk Dr Shad Saleem Faruqi, Tan Sri Dato' Seri Sanusi Junid, and Ms Nurul Ikhlas.

**RM15.00 / USD 3.99**



### Media and National Development

Tun Dr Mahathir Mohamad addresses concerns on media freedom, responsibility, transparency, and objectivity. His speech was followed by a discussion with Dato' A. Kadir Jasin, Mr Steven Gan, Mr Jeff Ooi, and Dr Kamalan Jevaratnam.

**RM15.00 / USD 3.99**

*Note: The Ringgit prices are indicative, and may differ from store to store.*



## ● PUBLIC OUTREACH

# UNIQUELY MALAYSIAN PHOTOS IN CELEBRATION OF THE NATION'S 60TH MERDEKA

In conjunction with our country's 60th Independence Day and Malaysia Day, the Perdana Leadership Foundation organised the Perdana Leadership Foundation Merdeka Photo Contest 2017, from 21st August until 13th September 2017, with the theme "Uniquely Malaysian." We invited all Malaysian Perdana Library members to submit photographs of Malaysians or Malaysian scenes that to them signified "Malaysia".

The photo composition, creativity, as well as captions were considered for the judges to select the overall winner, based on the top ten photos with the highest positive response on Facebook and Instagram.

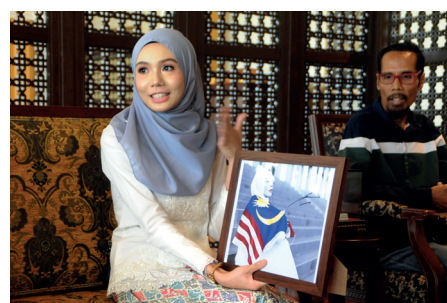
The three lucky winners were Mr Khairul Aqlan bin Kamis from Kolej Universiti Islam Antarabangsa, Selangor, Ms Khairunnisa binti Izahar from Alexandria University, Egypt, and Mr Mohammad Arif bin Mohdana from Kolej Komuniti Ledang, Johor.

Mr Khairul and Ms Khairunnisa had the privilege of meeting the Foundation's Honorary President, Tun Dr Mahathir Mohamad, and his wife, Tun Dr Siti Hasmah Hj Mohd Ali. Tun Dr Siti also

had a good, long chat with medical student Ms Khairunnisa to prep her for her career ahead.



Our top winners also took home cash, books, as well as exclusive PLF merchandise.







# 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 office of the Foundation's Honorary President and fourth Prime Minister of Malaysia, HE Tun Dr Mahathir Mohamad.

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.



## UPCOMING PUBLICATIONS

### A Conversation with Tan Sri Arshad Ayub

(Perdana Leadership Foundation Oral History Series)



### A Conversation with Tan Sri Rafidah Aziz

(Perdana Leadership Foundation Oral History Series)



### A Conversation with Tan Sri Ambrin Buang

(Perdana Leadership Foundation Oral History Series)



## BECOME OUR MEMBER

Our Perdana Library contains more than 11,000 physical titles and more than 250,000 records consisting of speeches, news clippings, journal articles, and book excerpts in our online database. Membership to the Library is completely free, and members gain the following additional benefits:

- Use of the Library facilities, including Wi-Fi, during our opening hours
- E-mail requests for copyrighted materials & specialized searches
- Early invitations to selected public events
- (For only RM10 per year) Borrowing privileges from our open shelves

Please visit [www.perdana.org.my](http://www.perdana.org.my) for the online registration form, or contact [library@perdana.org.my](mailto:library@perdana.org.my) / 03-88858940 for further information

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## A RICH RESOURCE ON MALAYSIAN PRIME MINISTERS

If you're looking for a good resource on Malaysia's Prime Ministers and major policies since Independence, do visit Perdana Leadership Foundation's website, where there are biographies of all past Prime Ministers in English and Bahasa Malaysia, infographics of their lives, and interactive timelines on our economic development plans as well as Malaysia's road to independence. There are also podcasts with leaders such as Tun Dr Mahathir Mohamad, Tan Sri Arshad Ayub, Tan Sri Leo Moggie, Dato' Mazlan Othman, and Tan Sri Rafidah Aziz. All resources are free.

Scan the QR Code here to go directly to our website, or visit [www.perdana.org.my](http://www.perdana.org.my).

