

PERDANA MAGAZINE

2 0 1 3 - 2 0 1 4



PERDANA
LEADERSHIP
FOUNDATION
YAYASAN
KEPIMPINAN
PERDANA

PP17447/07/2012

ISSN 2231-9532

www.perdana.org.my



Global Financial Crisis: Is Another One On The Horizon?

A Chat with Tan Sri Dr. Jemilah Mahmood • Roundtable: Financial Crisis • CEO Forum 2013 •
Preparing Malaysian Youth for the Future • Roundtable: The TPPA • Information Literacy for Youth



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

Several incidents and tragedies over the past year, including the tragedies that befell MH370 and MH17, have tested our strength, unity and resolve as a Nation. The question is: have we become a better and stronger Nation because of them?

I believe that is the question that remains to be answered, and how the Nation fares this year as well as the years ahead will depend on whether we allow these tragedies as well as other incidents to bring us closer or to drive us further apart.

Wisdom and knowledge are central in our quest of developing a stronger identity as a Nation. Both advise and inform us in our thoughts, speech, actions and decisions, and the higher our mastery of knowledge, the more guided and sensitive we should be in our approach to problems.

Here at Perdana Leadership Foundation, we believe in the power of history as a teacher for the present and future. As such, we continue in our role of becoming one of the Nation's

leading archives with regard to the leadership history of this Nation. We collect, research, disseminate and develop materials related to the Prime Ministers of this Nation, as well as the events and policies that have shaped the story of Malaysia. Our story as a Nation remains a compelling one – one that can serve as a useful model for other developing nations with similar challenges of multi-ethnicity and a growing middle-class, as well as provide some lessons in policy planning and decisions. This was our Honorary President's vision for the Foundation.

Throughout the latter half of 2013 and the first half of 2014, Perdana Leadership Foundation has continued its programmes to further deepen the resource archives contained within the Perdana Library as well as generate dialogues on issues of national concern. Our CEO Forum continues to be our annual flagship event, along with our PROTON-sponsored Perdana Discourse Series, and at the end of the year, we will be organising our first formal training programme with Columbia University and the Razak School of Government.

We have a new website at www.perdana.org.my to better enable direct access to our digitised materials – now numbering more than half a million records. We hope that the number of people utilising our resources will grow along with interest in our Nation's history as well as leadership path.

As Malaysia finds itself needing to look outwards beyond its borders this past year, this issue of the Perdana Magazine features an interview with a Malaysian who is an international humanitarian, Tan Sri Dr. Jemilah Mahmood. She has a fascinating story to tell, of her childhood and her work as a humanitarian, stories from which we can draw many inspiring lessons.

Do enjoy this issue of Perdana Magazine, and visit us often via our website, social media sites and our home in Putrajaya.

PERDANA LEADERSHIP FOUNDATION

Honorary President:

Tun Dr. Mahathir Mohamad

Board of Trustees:

YBhg Tan Sri Azman Hashim

YBhg Tan Sri Dato' Ser I AP Arumugam

YBhg Tan Sri Dato' Francis Yeoh

YBhg Dato' Zainal Abidin Putih

YBhg Tan Sri Dato' Seri Dr.

Jeffrey Cheah Fook Ling

YBhg Tan Sri Dato' Lee Kim Yew

YBhg Datuk Mohaiyani Shamsudin

YBhg Tan Sri Dato' Sri Haji Mohd Khamil Jamil

YBhg Tan Sri Datuk Hj Mustapha Kamal

YBhg Tan Sri Rozali Ismail

YBhg Tan Sri Datuk Tee Hock Seng

YBhg Tan Sri Dato' Teh Hong Piow

YBhg Dato' Robin Tan

YBhg Tan Sri Dato' Dr Zeti Akhtar Aziz

YBhg Tan Sri Dato' Sri Shahril Shamsuddin

YBhg Tan Sri Lee Oi Hian

YBhg Dato' Teh Kean Ming

YBhg Tan Sri Datuk G. Gnanalingam

YBhg Dato' Azmil Khalili Khalid

YBhg Dato' Seri Haji Nadzam Haji Mohd Din

Executive Committee:

Tan Sri Azman Hashim

(Chairman)

Tan Sri Shahril Shamsuddin

(Honorary Treasurer)

Senator Tan Sri Datuk Tee Hock Seng

(Joint Honorary Treasurer)

Tan Sri Nik Mohamed Nik Yaacob

(Executive Director)

Tan Sri Khamil Jamil

Tan Sri Tan Boon Seng @Krishnan

Tan Sri Lee Kim Tong @Lee Kim Yew

Datuk Mohaiyani Shamsudin

EDITORIAL TEAM

Editor:

Zarina Abu Bakar

Assistant Editors:

Nurul Humaira Kamarulzaman

NurShafeena Atiqa Mohamed Azli

Contributors:

Maizatul Kartini Kamaruldin, Khairun Nisa Kamal, Nurul Nawar Mahshos, Rabiatal Adilah

Saad, Hidayati Haron, Adnan Haris, Siti

Suliana Abdul Halim, Suriyana Mohd Noor,

Hasniza Hashim

Photography:

Musyri Md Zin

Layout & Design:

Twentyfivecents Creative Solutions

Printed By:

I Graphix Solutions

9-1, Grd Floor, Jln Wangsa Delima 2A,

Section 5, Bandar Baru Wangsa Maju,

53300 Kuala Lumpur, Malaysia.

CONTENTS



18 CEO
FORUM
2013

4 VISITS
2013-2014

6 PERDANA
LIBRARY

10 OPEN
DAY

13 PERDANA
DISCOURSE
SERIES 17

31 PERDANA
DISCOURSE
SERIES 18

34 PERDANA
FOCUS

42 INFORMATION
LITERACY

44 ORAL
HISTORY

47 ABOUT PERDANA
LEADERSHIP FOUNDATION



4



10



31



34



42

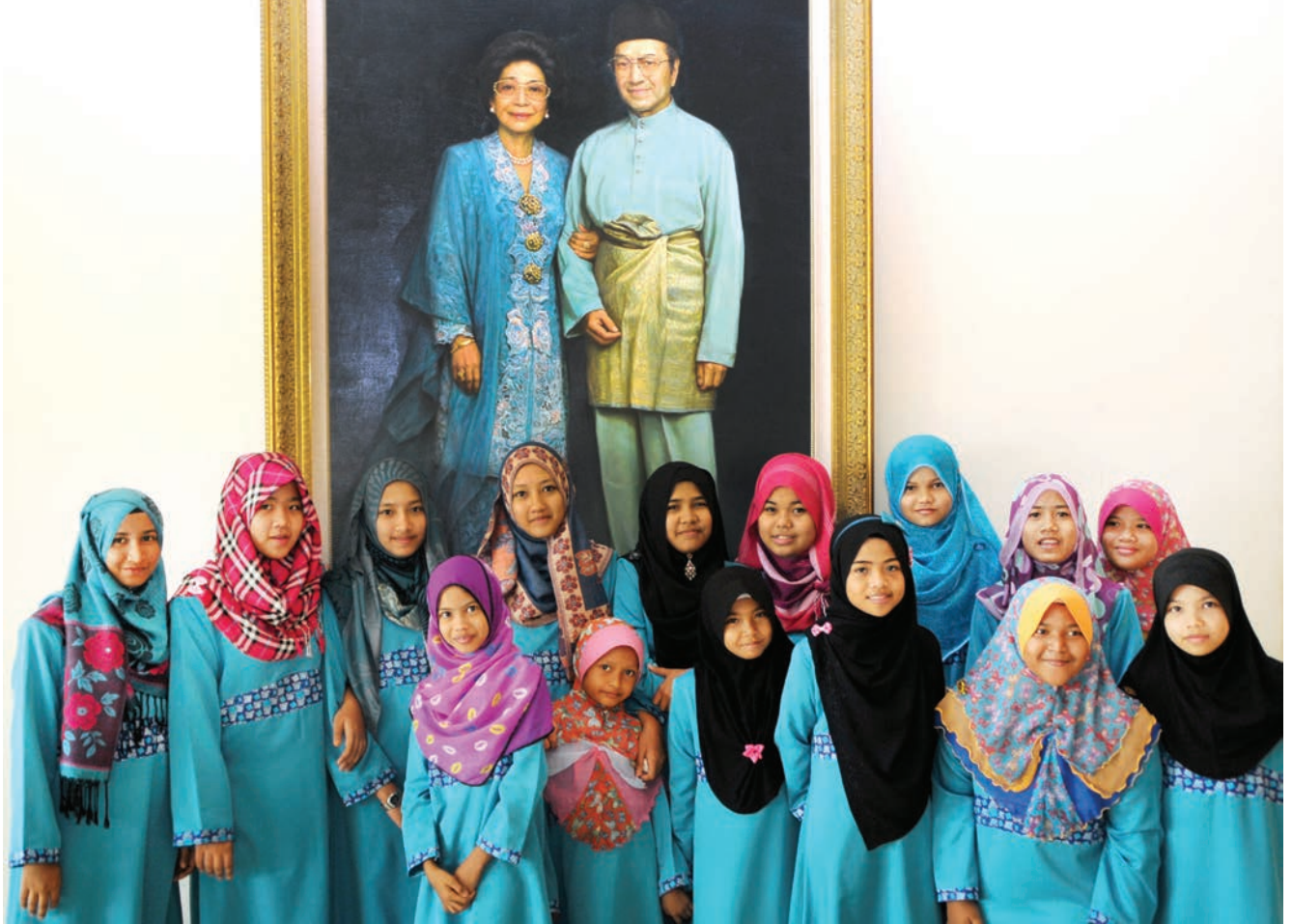


44

PLF Hosts Visitors from Around the World

From June 2013 to June 2014, Perdana Leadership Foundation received 1,729 visitors from all over the world. The visitors toured the Foundation and visited the Library where they learnt about accessing the Foundation's digitised content. The visitors also observed firsthand the digitising, archiving and indexing process as implemented at the Foundation. PLF welcomes group visits on weekdays via appointments. To arrange for a group tour, kindly contact us at info@perdana.org.my / 03-88858900.







Tun Dr. Mahathir and Tun Dr. Siti Hasmah visit Perdana Library

On October 16, 2013, Tun Dr Mahathir Mohamad and Tun Dr Siti Hasmah Hj Mohd Ali paid a visit to the Perdana library. There, they were briefed on the digitisation process and projects related to information literacy and collections development as well as the public outreach programmes. Tan Sri Nik Mohamed Nik Yaacob, the Executive Director of Perdana Leadership Foundation, was present to welcome the Honorary President and his wife.



Tun Dr. Mahathir's Thoughts Captured In Print

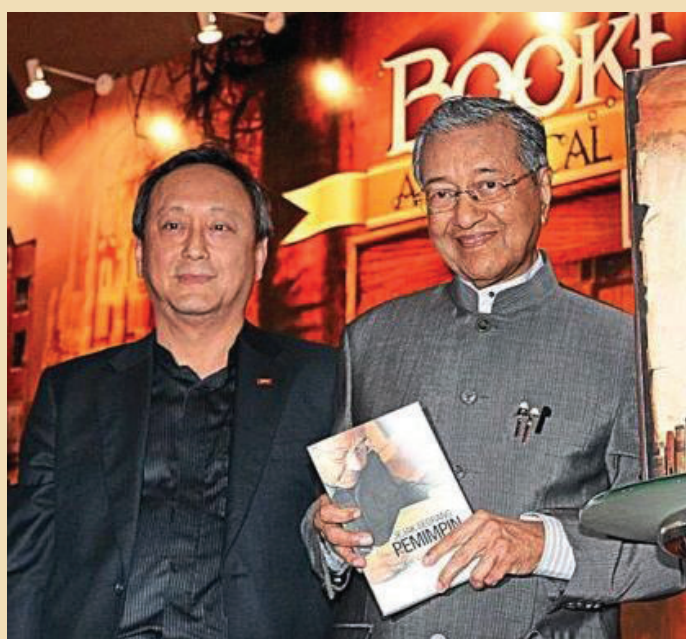
Launch of the oral history transcript of Tun Dr. Mahathir Mohamad

Finally, Perdana Leadership Foundation's (PLF) and Institute of Tun Dr Mahathir's (IPDM) hard work is in print. MPH, the publisher, launched *Jejak Seorang Pemimpin*:

Sejarah Lisan Tun Dr Mahathir Mohamad on 21st March 2014 at its Bookerville book fair at the Putrajaya International Convention Centre.

The book is the print version of the Oral History sessions that PLF and IPDM had with Tun Dr. Mahathir in 2005 and 2006 and captures the former Prime Minister's thoughts on various topics including national security, politics, the economy, education, women's affairs and constitutional amendments. Presented in a simple Question and Answer format, *Jejak Seorang Pemimpin* is a good addition to reference books on Malaysian leaders.

The book is part of a series of publications of Oral History sessions organised by Perdana Leadership Foundation. The Oral History programme aims to capture the views, memories and thoughts of Malaysians who played key roles in the shaping of the nation.



Tun Dr. Mahathir with MPH CEO, Dato' Ng Tieh Chuan

The book is available for sale from Perdana Leadership Foundation. Contact Ms Nawar (nawar@perdana.org.my / 88858968) or Ms Adilah (rabiatul@perdana.org.my / 88858954) if you would like to purchase a copy.



SEARCH OUR ARCHIVES

PMS OF MALAYSIA

OUR RECENT EVENTS

BECOME OUR MEMBER

CONTACT OUR HONORARY
PRESIDENT

OUR BOOKS &
MERCHANDISE

VISIT OUR PHOTO GALLERY

ABOUT PERDANA

MALAYSIA :

SURVIVING THE NEXT
GLOBAL FINANCIAL CRISIS

MALAYSIA: SURVIVING THE NEXT GLOBAL FINANCIAL CRISIS

Thursday, 21 August 2014

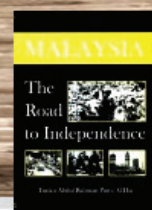
A report from the UK-based research house, Oxford Economics, has ranked Malaysia the "riskiest country in Asia" — more so than India, Indonesia and even Thailand. It argues that although on the surface, all's well with the Malaysian economy, things are not as rosy as it seems.

[Read More](#)

SPOTLIGHT

24 September 2014
Our sixth CEO
Forum is coming in
September! Read
the Press Release

CEO
FORUM
2014



WE HAVE A NEW WEBSITE!

Given the amount of work that had gone into the new website of Perdana Leadership Foundation, we wish there could have been blaring trumpets and clashing cymbals to accompany its launch. But what the moment lacked in fanfare was made up for in stature when none other than Minister in the Prime Minister's Department, YB Senator Dato' Sri Wahid Omar, accompanied by our Executive Director, Tan Sri Nik Mohamed Nik Yaacob, unveiled our new website - literally with a touch of his hands.

Perdana Leadership Foundation's new website (visit at www.perdana.org.my) is more colourful and dynamic, and places our archives of digital materials front and centre through a big, bold search bar at the top of every page of the website.

We hope our visitors will find our digital home more attractive, engaging and informative.

Do visit us at www.perdana.org.my and email info@perdana.org.my to give us your feedback!



JOIN US

Become a Perdana
Library member
today...

[Read More](#)

Find us on Facebook



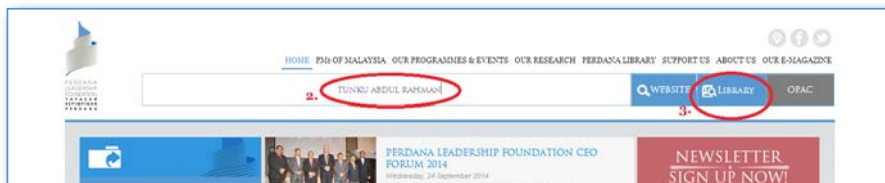
Speeches And Articles Are Just A Click Away

Using Perdana Leadership Foundation's online search

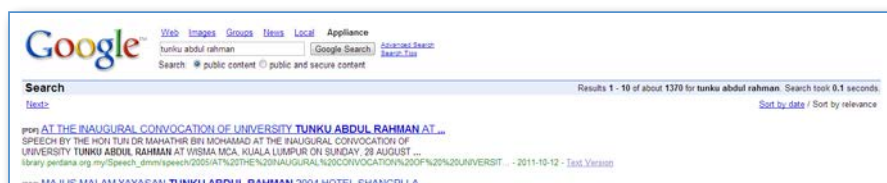
With more than 10,000 items in collection, and with over 500,000 digital records of speeches, news clippings books and articles, Perdana Library offers users a rich resource centre on Malaysia's history of nation-building. Did you know that you could access many of our articles over the Internet via our website www.perdana.org.my?

Searching through our documents is easy and can be done anywhere you are in the world. Follow the steps below to try out our search engine:

1. Visit www.perdana.org.my
2. Enter a search term in the search bar at the top of the website
3. Click the "Library" button



4. Get the results which are sorted using Google's Search algorithms; you can sort by date or by relevance
5. Click on the article you wish to read – most of our articles are in PDF format



so you may need to download Adobe Acrobat Reader to read the article.

6. Alternatively, you can choose to read in text format by clicking on the Text Version link on each search result
7. Please note that this Search tool will bring up full public-access documents within our system. The search results for books and periodicals are limited to the table of contents.

If the search function does not yield the results you are looking for, please feel free to contact our Librarians via library@perdana.org.my or call +603 – 8885 8954 / 8940 / 8956.

Membership to our Library is free and allows you to use our Library facilities (our Library overlooks a lake in a quiet enclave of Precinct 8 and provides a conducive, Wi-Fi-connected environment for research, reading and writing). To register as a member, visit our website, www.perdana.org.my.



An Activity-Filled Open Day!

On the 29th of September 2013, the Perdana Leadership Foundation (PLF) and Perbadanan Putrajaya (PPJ) for the first time ever joined hands in organising the Perdana Leadership Foundation Open Day & Putrajaya Fishing Circuit 3/2013 in conjunction with the Merdeka Day Celebration.

More than two thousand fishing enthusiasts and their family congregated by the lakeside of Precinct 8. While the fishing contestants fished, friends, family and visitors visited the Perdana Leadership Foundation where a book fair, along with games, an impromptu speech competition, colouring contests, free health screening by IJN, story-

telling, Explorace, lucky draws, shrimp fishing and many more activities were held. The speech contest drew out the latent public speaking talents of the audience, who spoke without preparation on subjects as diverse as Independence Day, favourite hobbies and history.

Tun Dr. Mahathir Mohamad, the fourth Prime Minister of Malaysia and the Honorary President of Perdana Leadership Foundation, and Tun Dr. Siti Hasmah Hj Mohd Ali were the Guests of Honour at the Open Day. Both of them entertained and delighted a crowd of schoolchildren (and their parents!) by telling stories and asking questions. Tun later on gave out the prizes to the top winners of the fishing competition and lucky draws.





Strong Views and Deep Concerns Voiced at the TPPA Roundtable

“TPPA.”

Never has four letters of the alphabet generate so much debate and disagreements. The Trans-Pacific Partnership Agreement mooted and promoted by the US to “open markets, set high-standard trade rules, and address 21st-century issues in the global economy” is a trade agreement between the US and 11 Asia-Pacific nations (Australia, Brunei Darussalam, Canada, Chile, Japan, Malaysia, Mexico, New Zealand, Peru, Singapore, and Vietnam). The TPPA’s draft agreement and negotiations are kept secret; however, information leaked about the TPPA has raised

alarm bells among the public, notably NGOs worried about the clauses that seem to favour big US corporations.

To raise awareness of the TPPA and to articulate the concerns surrounding it, Perdana Leadership Foundation joined forces with Majlis Tindakan Ekonomi Melayu (MTEM) to organise a two-day Roundtable on the TPPA on



the 26th-27th August, 2013. The Guest of Honour was our Honorary President, Tun Dr. Mahathir Mohamad, who stated his opposition to the TPPA on the basis that it could potentially erode the sovereignty of Malaysia. Mr. Martin Khor of the South Centre agreed. The Deputy Chairman of Khazanah, Tan Sri Nor Mohamed Yakcop, participated in the session on government procurement. Other speakers included Mr Nizam Mahshar (MTEM and BANTAH TPPA), Ms Sonya Reid-Smith (Third World Network) and Ms Lori Wallach (Public Citizen).

The findings of the Roundtable, ie: Red Lines proposed by the participants – were presented to the Prime Minister of Malaysia a few weeks after the event.



POLITICS IN MALAYSIA AND ITS IMPACT ON SOCIETY AND THE ECONOMY: A DISCOURSE WITH TUN DR MAHATHIR MOHAMAD



Politicians may retire from politics but they most certainly do not tire of the subject. The Perdana Leadership Foundation was fortunate in having one of Malaysia's most experienced politicians who was also the country's fourth and longest-serving Prime Minister, Tun Dr. Mahathir Mohamad, as our keynote speaker for the 17th Perdana Discourse Series. Held on the 28th October 2013, the Discourse was on the subject, "Current Political Trends and Their Impact on the Economic and Social Direction of Malaysia".

Our illustrious keynote speaker began by elaborating on the political history of Malaya from pre-

Independence to 1957. He explained the relationship between politics and economics, and politics and society, and emphasised how political stability is necessary for economic growth and social harmony. There is a close relationship among the three components, Tun stated. He pointed out that a political system that allows, or breeds, corruption will hurt the nation's economic standing, and this in turn may exacerbate the intra- and inter-ethnic economic disparities. It was thus important to ensure that the country's political machinery was clean and well-run.

Tun's keynote was followed by a lively Q and A session, and subsequently with a panel session. The questions posed to Tun centred on the less-than-patriotic intentions of newcomers to the political parties of Malaysia – a couple

of delegates pointed out that people joined politics today to gain financial benefits for themselves and not for the betterment of the country. Tun responded that the culture within the political parties needed to change to attract better candidates to become members. Money politics should be considered a bane of political parties and not an inevitable part of politics.

The panel session was no less interesting with panellists comprised of speakers such as Tan Sri Dato' Dr. Micheal Yeoh, the CEO of ASLI, Dato' Saifuddin Abdullah, the CEO of the Global Movement of Moderates and the former Minister of Higher Education, and Mohd Nizam Mashar, CEO of Majlis Tindakan Ekonomi Melayu (MTEM) with Dr. Hamidin Abdul Hamid as the moderator.

Tan Sri Dato' Dr. Micheal Yeoh



stressed that potential investors evaluate Malaysia's attractiveness as an investment destination primarily based on political stability and thus it was vital that Malaysia maintains a high degree of political stability. There have also been concerns about the practice and implementation of the New Economic Policy and Tan Sri's opinion was that Malaysia needs to move away from an ethnic-based affirmative action policy to one that was needs-based.

Dato Saifuddin Abdullah continued the discussion by pointing out the need to infuse integrity in politics and create a new type of political culture in Malaysia, "New Politics". Political integrity can lead to innovations in democracy, progressive political thoughts and ensure better quality future leaders. New politics must incorporate themes of inclusivity, and social cohesion.

Mr Nizam Mashar tackled the subject from a different angle – he stated that one of the biggest problems Malaysia faces is that of increasing economic disparities within and between the ethnic groups, leading to social tension and distrust. The problem is even more acute in urban areas and his concern was that the struggling low and middle-income groups would feel disenfranchised and neglected, which may cause social disharmony.

Another round of Q&A followed the panellist session. Perdana Leadership Foundation has transcribed and published the proceedings of the Discourse. The monograph is available at our bookstore. For a copy, please contact Ms Nurul Nawar (03-88858968 / nawar@perdana.org.my).



KEYNOTE SPEAKER

Tun Dr Mahathir Mohamad

“Politics, economy and the social framework of the population are interlinked. They cannot be separated. If you have bad politics the country will just not grow. People will be restless. There will be social problems. On the other hand, if the economy is doing well and society is happy then the politics will also be good because it’s not possible for the economy to do well and people to be happy with their lives if the government is not ruling the country well. This shows the close relationship within politics, the economy and society.”

“So the vote is a very powerful weapon and it represents power of the people. You know the saying that “power corrupts and absolute power corrupts absolutely”. So the people in this country now have power. How they use the power is very important because it will determine who will form the government, what kind of politics we will have and as a result of the politics that we have, whether the economy or the social situation of the people would be better or not.”



PANELLISTS

Tan Sri Dato’ Dr. Michael Yeoh, Founder & CEO, ASLI

“Firstly perhaps thinking of the future, we should consider whether we can (change) our Affirmative Action. Affirmative Action I think is necessary - many countries have Affirmative Action and we need to support Affirmative Action. But can we consider moving Affirmative Action from a race-based approach to a needs-based approach?”

Dato’ Saifuddin Abdullah

“In old-politics, when you discuss race and religion, you will look at the two Ds, which are the Difficulties and the Differences. In new politics, people still talk about race and religion because they are here to stay and there is no harm in being a Malay or Chinese, but you tend to try to work across the differences and try to meet at the similarities and talk in terms of values. You’ll try to run away from legalistic approaches to discussing religion; rather, you try and discuss (race and religion) in terms of social cohesion. Two different worldviews altogether. Gone are the days when democracy is defined only by the ballot box. Now it is about a more vibrant democracy where the Rakyat wants to be involved in decision making almost on a daily basis.”

Mohd. Nizam Mahshar

“This income gap in fact has created more social distrust and social tension. And the issues that are out there - they have been present in the ‘80s, the ‘90s, or in the early 2000s but then, people had their economic comfort zones and they were likely to talk more on economic and the business perspectives rather than creating excuses to shout at each other on religious and racial matters. These have contributed to the growing racialism in Malaysia.”



EXPERTS DISCUSS THE NEXT GLOBAL FINANCIAL CRISIS

Perdana Leadership
Foundation Roundtable
“Surviving the Next Global
Financial Crisis”

Will there be another global financial crisis of the severity of 2008's?

There are signs that portend another crash of the world financial system though the time of the crisis is debatable, according to the international experts at the Perdana Leadership Foundation International Roundtable in Kuala Lumpur held on the 17th of March 2014 at the Majestic Hotel in Kuala Lumpur.

Chaired by Tun Dr. Mahathir Mohamad, the fourth Prime Minister of Malaysia and Honorary President of Perdana Leadership Foundation, the Roundtable entitled “Surviving the Next Global Financial Crisis” debated the current weaknesses of the global financial system, especially in the wake of the 2008 crisis, and discussed measures for Malaysia to mitigate the impact of another financial catastrophe.

In his Introduction, Tun Dr. Mahathir Mohamad remarked, “Currently we are seeing the collapse



Left to Right: Tan Sri Lee Kim Yew, Tan Sri Sabaruddin Chik and Mr Matthew Tee with Tun Dr Mahathir.

of the markets we depend upon. In a small voice, we had warned way back in 1997 that this was going to happen if we continue with our currency, banking and financial systems. But of course, we were told we knew nothing about these things. Today what we predicted has happened and apparently has refused to go away. One way or another, this

current financial crisis of the West will impact on us. We are just coming up. But we see our heads being pushed under water. We may not come up this time. And we don't relish that possibility...This meeting is intended for us to understand what is going on and understanding, to seek for solutions. We may come up with something or we may not. But we need



to let fresh air into the stuffy chambers of the people who seem to see nothing and hear nothing but spout all kinds of statements in favour of self-denial."

The speakers came from the US, London and China:

- **Professor Cai Penghong**
Senior Fellow, Institute of Asia-Pacific Studies, Shanghai Academy of Social Science
- **Dr Karen Philippa Malmgren**
President and Founder, Principalis Asset Management, London
- **Professor James K. Galbraith**
Professor of Government, Lyndon B. Johnson School of Public Affairs, University of Texas
- **Professor L. Randall Wray**
Professor of Economics, University of Missouri
- **Mr Robert A. Wiedemer**
Managing Director, Absolute Investment Management LLC

The Roundtable was attended by twenty Malaysian participants who include Senator Dato' Sri Abdul Wahid Omar (Minister in Prime Minister's Department - Economic Planning Unit), Tan Sri Azman Mokhtar

(Managing Director, Khazanah), Tan Sri Nor Mohamed Yakcop (Deputy Chairman, Khazanah), Tan Sri Azman Hashim (Chairman, AmBank), Tan Sri Francis Yeoh Sock Ping (Managing Director, YTL), Tan Sri Sabbaruddin Chik (Chairman, Bank Rakyat), Tan Sri Azman Yahya (Chairman & Group CEO, Symphony Life), Tan Sri Jawhar Hassan (Chairman, ISIS) and Dato' Mohaiyani Shamsudin (Chairman, Maybank Asset Management).

The Roundtable was organised by the Perdana Leadership Foundation and sponsored by YTL Corporation Berhad, Malaysia Airlines, Bina Puri, Westports, AmBank, UEM and Bank Rakyat. The notes from the dialogue formed the basis of a set of recommendations presented to the government of Malaysia.

"We realise that one Roundtable will not be sufficient but we do anticipate that the dialogue will clarify the most important issues and ideas to be developed in future discussions. It is also about learning from one another and from the experiences of other countries who have gone through or are undergoing a deep financial crisis. It is our hope that the Roundtable today will seed many more meaningful dialogue on matters related to financial reform, economic recovery



and practical crisis prevention measures," said Tan Sri Nik Mohamed Nik Yaacob, Executive Director, Perdana Leadership Foundation.

The Perdana Leadership Foundation CEO Forum 2014 "Malaysia: Surviving the Next Global Financial Crisis" is a follow-up to the Roundtable.

PERDANA LEADERSHIP FOUNDATION CEO FORUM 2013



“History is not the future.” Thus stated Dato’ Zainal Abidin Putih, Chairman of CIMB and Trustee of Perdana Leadership Foundation, at the opening address of the fifth Perdana Leadership Foundation CEO Forum that took place on the 18th of June 2013. Dato’ Zainal referred to global competitiveness rankings which have seen Malaysia’s score improve over the past few years. “Are we going to do as well in future?”

That was indeed the question the Forum sought to answer. Themed “Better Times Ahead for Malaysia?”,

the Forum that was held in the prestigious Berjaya Times Square Convention Centre posed aspects of this question to panellists and delegates in plenary and concurrent sessions. Each session featured top CEOs and analysts who presented their views on topics as diverse as education and energy, all with the common thread of explaining the present and determining the future.

More than 600 delegates attended the Forum which was sponsored by EY (Major Sponsor), Berjaya (Venue Sponsor), Bina Puri, Dynac, AmBank Group, PNB, Symphony Life, Westports, Telekom Malaysia, Bank Rakyat and Boustead Holdings Berhad.

“We’ve come a long way, as you know; we come from a poor agrarian society about 60 years ago, almost when we had our independence. Today, if you see our competitive ranking we are in the good teens. In many cases, we are within the first 10th, but history is history. History is not the future. History only shows us what we have done well. Are we going to do as well in the future? That’s the question that we have to ask.

I hope we don’t ignore the elephant in the room when it comes to our Malaysian economy. I think you know what the elephant is...What are we going to do with our subsidies? Should it be there forever? Should our very prosperous businessman with five cars be subsidised for his petrol? What about the clerk and his motorbike who gets only 1:20 of the subsidy? Who should give us subsidies? What are we going to do about it? Should we subsidise ourselves throughout our lives? Does the government have the means to do that? Those are the things that we need to ask.”

PLENARY

"The Rest of the World and Malaysia: External Challenges to Malaysia's Growth"

Moderator:

Mr. David William Barry,
Deputy Chairman, MCG



"We are mired at the moment in that the strongest economies in the world are going through a terrible time. United States and Europe effectively are still in recession and they are making a lot of noise about it but they are not doing very much. But we also have to think about how we compete with our neighbours; Myanmar, Vietnam, Indonesia."

Panellists:

Tan Sri Mohd Sidek Hassan,
Chairman, Petronas



"The question is not just what we do with the external challenges; we should not reduce ourselves

to mere spectators commenting on the challenges. We must become the sculptors to shape the external environment. To do that we need to be an early adopter that initiates the global initiative. We need to be an active participant and we need to see beyond our borders."

Dato' Tengku Azzman Shariffadeen,
New Club of Paris



My hypothesis is that we are not competitive enough. For one very good reason: we are not employing

science, technology and innovation very effectively...I'm looking at the measurement of global competitiveness index and we are ranked number 25. In my hypothesis, we are obsoleting because we cannot go through the barrier of a knowledge-based economy. We are not ready for technology because we are at number 51 as compared to our 25th ranking. For innovation, we are just average. Our worst enemy is not coming from outside Malaysia. It is us. We are not changing."

Dato' Mokhzani Mahathir,
Executive Vice Chairman,
SapuraKencana Petroleum Berhad



"The emphasis on growing highly skilled labour is something that the industries need and it does not seem to

be addressed very effectively. In the oil and gas industry, we have to import a lot of foreign workers on a temporary basis just to fill up gaps in the projects but it still a very big problem for us. Doing business in Malaysia seems to be very straightforward and easy. Rules of the game are very clear cut, business is very professional. De-industrialisation - we are moving up the value chain to the services sector. This is a natural outcome of successful economic development and of course with this is rising living standards and cost.

Dato' Abdul Rauf Rashid,
Managing Partner, EY Malaysia



"Africa is on the way up. We may not have seen it as much here but I can tell you there are many entrepreneurs from

Malaysia who are looking at Africa as one of the countries to go to because if you look at the growth pattern of the last few years, Africa is where some of the foreign direct investment are going towards. The next one is Latin America. They have issues there but (the region) has started to come up.

Mr. Prakash Chandran,
CEO, Siemens Malaysia



"It is extremely important for us, for Malaysia to also accelerate the Knowledge-Based Capital (KBC)

investment and also in a consistent manner. So why is knowledge-based capital important? First of all, it facilitates entrepreneurial activity. (Secondly) increased sophistication of production processes in many industries need new business process skills as a result of major investments in ICT, process standardisation, productivity improvement and improvement in competitiveness which is key for our success in exports, which is key for our success to sustain growth."

Datuk Dr. Hamzah Kassim,
Group Managing Director, IA Group Sdn Bhd



"One of the challenges that we need to face is our ability to do rapid execution as well as (have) foresight, and be able to take those

measures to manage those changes. For example, one of the major foresights is that by 2015 we are one ASEAN single market, 700 million people. We can see a big shift in consumption from Europe to Asia. The consumption market will grow to around 1.9 billion people by 2020 from 500 million today. Can you imagine selling stuff to 1.9 billion people? Our future is in the consumer market."

“A SWOT Analysis of Malaysia: Taking A Realistic View of The Country”

Moderator:

Datuk Dr Hamzah Kassim,
Co-Founder and Group Managing
Director iA Group Sdn Bhd



“It is critical for us to escape the middle-income trap. How creative are we in moving up the value chain? This is the big challenge for us to face: to move up and escape the middle income trap to reach around US\$14,000 per capita by 2020,”

Panellists:

Encik Nor Zahidi Alias,
Chief Economist, Malaysian Rating
Corporation Berhad

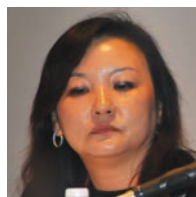


“Malaysia’s export sector is still one of the drivers of the economy. A domestic economy is not something

that is mutually exclusive like what some people are talking about – where (if) we don’t have (a favourable) external environment, we can depend on the domestic (economy). Not as easy as that, although economists love to write about that. The reality is that things don’t follow the way economists want them to follow - all those nice mathematical equations. No. Malaysia is still very much dependent on exports and that’s the reason why we are having a nervous period again with Europe (economy) going down like what we are seeing now.”



Ms. Jennifer Chang,
Senior Executive Director for Tax,
PwC



“Malaysia’s tax rate is actually 25 percent but effectively in Malaysia, there are actually lots of incentives. The

government gives a lot of incentives in term of accelerated depreciation; we have a lot of income tax exemption given to various investors. So we add all of that up and again we are not bad. 7.5 percent in term of effective taxes compared with Singapore, which is 6 percent. We are not the best but we are not bad, we are fairly good.”

Encik Ahmad Zaki Ahmad Shariff,
Chief Executive Officer, Federation of
Investment Managers Malaysia



“We still have the 3rd highest GDP per capita in Asia after Singapore and Brunei. We still have a lot going for us.

We have a very sophisticated economy; we have very advanced infrastructure for this region. So these are the strong points, despite a small population of only 20-plus million at last count”.



“Digital Business: Game Changers of the Technology Realm”

Moderator:

**YM Tengku Datuk Dr
Azzman Shariffadeen,**
Member, The New Club of Paris



“My advice to you is if you operate anything that bears a semblance of an IT business, train your people to get certification. Once you have certification, then you’ll know what the tricks are. It’s easier to protect yourself from malware.”

Panellists:

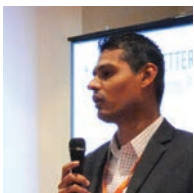
YM Tengku Farith Rithauddeen,
Group CEO and Co-Founder, Alam
Teknokrat Sdn Bhd (SKALI)



“I’m going to go back a few steps and talk to you about what has happened in the digital era.

Now radio took 38 years to reach 50 million audience, the TV took 13 years, internet took 4 years, iPod took 3 years and Facebook took only 2 years. This is how fast things have changed. The question is, how long will it take you to reach 50 million?”

Mr. Shylendra Nathan,
Head of Technology, Telco & Retail,
Google Malaysia



“Finally, I think in order to build great products and technology, it’s important to have great people

behind it. And we totally believe in that. Hire great people who are motivated and have entrepreneurial skills, have a bigger goal and objectives to achieve, are not just about making money but want to change how people live their lives.”

Dato’ Dan Khoo,
Vice President, Business Strategy and
Transformation, Multimedia Development
Corporation (MDeC)



“Digital Malaysia is the plan, the programme that we put in place to take Malaysia into the next wave,

which is to grow the vibrant Digital Economy. If you think back to when we were in the ‘70s, the early years, when the country saw the inflection point pass by microprocessors, and how we entered the free trade zone with E&E (electronics and electricals) manufacturing. Subsequently when multimedia was hitting the inflection point, the MSC came into place so that we could now leverage on software and services.”

Mr Karamjit Singh,
CEO / Founder, Digital News
Asia Sdn Bhd



“Because in Malaysia, the key difference is if you want to play in the digital space, you got to take a lot of risks. Because you believe in the market that maybe other people don’t see yet but you think that this market is going to appear five years or seven years down the road...It’s very hard to do right? Because in Asia in general, if an investor wants to invest in your idea or your start up, they will first of all want to see if it’s already making money and that’s just so incredibly difficult when you’re targeting a market that’s still forming but you know it’s going to be big in the future”.



“Water, Energy, Oil & Gas – The Real Issues, Current Scenario & Future Projections”

Moderator:

Mr Philip Rao,
Director, EY



“I think the concept of relying on subsidies cannot sustain us in the future. Based on the statistic that I read that we have 33 years of reserves for gas and 19 years for oil - that’s not very long and unless we find new reserves, I think we have a challenge. If you look at the economic point of view, we seem to be channelling gas towards electricity production as opposed to be able to realise the true value of gas in the open market. I would imagine (this is) because our gas is subsidised.”

Panellists:

Dato’ Ahmad Faizal Abdul Rahman,
CEO, Pengurusan Aset Air Berhad



“In our case it’s a bit difficult because our mentality is that we want better quality but we want to pay a lower

price. It’s not easy to manage this expectation and this requirement. So, I think the government needs to play its role and create more awareness on the need to conserve water”.

Dr Mohd Zamzam Jaafar,
CEO, Malaysia Nuclear Power Corporation (MNPC)



“Europe is going away from nuclear (power). But if you go to China and Russia they have built nuclear plants.

Bangladesh also signed an agreement with Russia to build a nuclear power plant. There are countries phasing out nuclear (power) and there are countries are going over to nuclear. So, I don’t know whether Malaysia is going this way or that way. But MNPC has been tasked to look into it and we will probably finish our studies by 2014.”

Ir Ahmad Hadri Haris
CEO, Malaysian
Green Technology Corporation



“In fact the world’s future crisis is about fresh water. There are technologies that can help a part of what

PAAB is doing and there are other avenues that we can look into about how we can tap on rain water or how we can tap on what we call water in the drain that is in the recycling process. Often in Kuala Lumpur, whenever we have thunderstorms, we have flash floods. So the question would be how do we utilise that?”

Dato’ Abdul Razak Abdul Majid,
CEO, MyPower Corporation



“We have to look into the security of supply because we know that gas is not going to be there forever; these

are non-renewable and we have to make sure that at all times we will have the security of supply”.

Mr. Ismeed Bahatiar Darwis,
Malaysia Oil & Gas Leader, EY



“As we all know, oil and gas is the essential driving force for many modern economies. For Malaysia it

has been a main driver of Malaysia’s growth since the first oil was produced back in 1910 in the state of Sarawak. As far as GDP is concerned, oil & gas have contributed about 20 percent to our GDP. Malaysia specifically contributed 13 percent of the world’s LNG exports and those exports had predominantly gone to Japan and Korea.”



“Taking Higher Education in Malaysia from the Industrial Age to the Knowledge Era”

Moderator:

Mr. Eddin Khoo,
Director, Pusaka



“As we venture into the 21st century aggressively here in Malaysia and as debates about the nature of our universities, about the constitution of our universities and really about the century continue, the rather fundamental question remains of what education means in modern Malaysia today. There seems to be a great confusion now between the concept of knowledge and the idea of information as among a younger generation, there seems to be no difference between the two.”

Panellists:

Tan Sri Dato Seri Utama Arshad,
Chairman, PFM Capital Sdn Bhd



“The important thing is to make more employable graduates; whether its industrial age or knowledge era, it

does not matter but the graduates must be given time, between 3 to 6 months, to familiarise with the activities and the work of the company. The trouble is we don’t give them a chance.”

Mr. Stewart Forbes,
Executive Director, Malaysian
International Chamber of Commerce &
Industry (MICCI)



“Can the system meet the challenge? Does the education system foster independent thought even at the risk of challenges to

the establishment? Unfortunately, when we are changing the mindset of the younger generation, in many instances they are already thinking out of the box. The more we encourage them to do for the benefit of business, their social life, and the quality of life, the more we risk that questioning overflowing into (other) areas.”

Mr. Johan Mahmood Merican,
CEO, Talent Corporation Malaysia Berhad



“What are the key economic opportunities in Malaysia? There is still a big gap (in terms of) what

is thought of as a career. I think a typical parent or child will probably think that straight A (students) will end up becoming doctors. It is like a “menantu index” - the desirability of a profession...Internships in Malaysia are also not as well developed. Ideally, you want internships where companies use (internships) as a pipeline for recruitment. At the same time students who go to a company rarely understand what it is all about.”

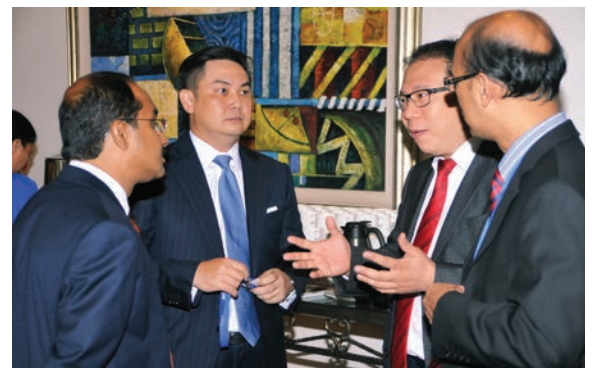
Dato Saifudddin Abdullah,
Former Minister of Higher Education.



“When we say balance, sometimes we need some carrots for the students. I am not talking about carrots

as in research grants but carrots as in scholarship. I think the Ministry of Youth & Sports, Education Ministry and MOHE have spent a lot of money on scholarships for sports but I think we are in dire need of scholarships in the Arts, Theatre, Music and so on so that when we tell students that we want all-rounders and holistic graduates, we have the right carrots for them.”











CONCURRENT SESSION E

“Making Kuala Lumpur The World’s Most Livable City. What Do We Need To Do?”

Moderator:



Mr. Prakash Chandran,
President & CEO
Siemens Malaysia Sdn Bhd.

Panellists:

Tan Sri Dato Dr. Michael Yeoh
Co-Founder & CEO, Asian Strategy & Leadership Institute (ASLI)



“Cities also need to focus on education, on connections, on investments and also on global branding. We may

be able to do relatively well in education, in connectivity. We may be able to do well in attracting investments but I think perhaps in the area of local branding we need a lot more thinking and we need a lot more strategic planning to ensure that we are able to improve the branding of KL.”

Dato Azhar Abdul Hamid,
CEO, Mass Rapid Transit Corporation



“We cannot just hope that things will be better because it will not. The signs already tell us that it will not

be better unless we do something

about it. We have to have a very integrated system. We have to have a very reliable and efficient and effective system; only then we can change the lives of the people in KL.”

Mr. Kanesan Vellupillai,
Group CEO, Scomi Group Berhad.



“We are going towards the extreme end of urbanisation. So much so today they are talking about reverse

urbanisation that are creating cities outside the central cities to make sure that the congestion gets eased off. One of the things to do is how to de-urbanise... Making it livable does not mean you bring in more people.”

CONCURRENT SESSION F

“Islamic Banking And Finance - Taking Malaysia From Good To Great”

Moderator:



Mr. Ashar Nazim,
Partner, Islamic Banking
Excellence Centre, EY,
Middle East North America.

Panellists:

Mr Wan Mohd Nazri Wan Osman,
Director, Islamic Banking & Takaful,
Bank Negara, Malaysia



“The point is Islamic finance provides a very good platform for different countries in the world to be linked

and for the funds to be intermediated. Our aspiration is to make Malaysia to be the Islamic financial centre but ultimately what we want is more countries in the world to really develop Islamic finance and with that we can link with each other. That’s how Islamic finance can really develop.”

Mr. Lukman Sherif Alias,
Partner, Energy & Utilities,
Zul Rafique & Partners.



“The Bar Council is conducting periodic courses for all the lawyers. From time to time, they try to upgrade the

standards of Islamic banking and finance. Another key thing is allowing foreign firms and lawyers to participate in Islamic banking and finance so that we may have a wider pool of lawyers and foreign solicitors as well.”

Datuk Noripah Kamso,
Advisor, CIMB Islamic



“The whole Islamic framework is so structured and is actually the first and the strongest to support Malaysia

to the next level. Malaysia’s aspiration is to become either London or New York as a financial centre but an Islamic financial centre. What exists in London or New York as a global Islamic financial centre, we want it to happen here in Malaysia.”

“Major Trends That Will Impact Malaysia 2013-2020”

Ms Yeo Eng Ping,
Partner & Malaysia Tax Leader, EY



“So what are the trends that we need to be mindful of so that we do not get derailed as we head towards Vision

2020? I think some of the things are perhaps things which have been tried. A shift in economic power or a trade shift from West to the East. At the same time whether the big nations will continue to lead in growth or whether new emerging markets such as Africa, Latin America, new hot spots like Turkey, Indonesia will have an impact. On our part of the region, the ASEAN Economic Community is looking to create a single market and production base across the ten ASEAN countries by the end of 2016. We also look at the globalisation of businesses and while the general trend has been to offshore operations to lower cost countries there are now conversation about re-shoring some of the manufacturing operations and in particular you will see this trend among some US MNCs.”

Mr. Giuseppe Nicolosi,
Managing Partner for Advisory Services (ASEAN), EY



“Business leaders and policy makers cannot wait to see the impact of technology to react because when they react

it will be too late. What they need to do is to be able to anticipate and be prepared to evaluate whether this emerging technology will have a positive or negative impact on their current competitive advantage. The policy makers on the other hand have to understand what this disruptive

emerging technology is going to do in relation to the global economy and they have to start thinking how they are going to continue to provide prosperity and wealth to their citizens despite the actual disruption of this technology. They have to think of new ways of educating people, they have to think of new infra-structure developments, etc. Our Prime Minister in his last budget speech in November 2012 increased the budget for science and technology innovations. However, despite the push, despite him being very committed to develop science and technology in Malaysia, what we have seen is there is still a challenge. Malaysia is not among the top countries as far as innovation is concerned. If we look at the global innovation index, Malaysia is ranked 32. Therefore, there is still a long way to go when it comes to innovation for Malaysia.”

Mr. Keith Pogson,
Managing Partner for Financial Services (Asia Pacific), EY



“In terms of global trends, five years ago we were in the middle of the global financial crisis.

The West looks to the emerging markets of the BRIC countries to be their economic saviour of their future dreams. Fast forward 5 years from then we have seen much growth from most of those emerging markets from the BRIC countries. We have some challenges and the biggest hiccups we have seen recently has been growth in Mainland China. One of the big drivers was really the cost of labour. What we have actually seen is that the cost of labour has risen dramatically in Mainland China. Some measures are somewhere like 20% less than the cost of low cost

labour production in the US. Is it then worth sending your production to somewhere on the other side of the world that you might not understand so well for that amount of saving? I think many people’s decision now is ‘No’, it’s probably not worth it. And we are seeing a lot of this re-shoring if you look at the numbers in the US.”

Mr. Azuan Baharuddin,
Partner for Advisory Services (ASEAN), EY



“First of all, in order for us to succeed Malaysia needs a very stable political landscape. We have had our recent

political election but I think we need to move on. We need to look at the next five years because the next five years with the competition that we face not just from a global perspective but from our neighbours is going to be a serious matter. Because Malaysia so far has been insulated or investments have been largely local. The economy is largely driven domestically. Once we open up to ASEAN, the impact will be pretty large. The other one is human capital. We want to grow. We have foreign workers coming in to take on the challenge. But the question is not really about us going out to the world and attracting Malaysians or attracting top foreign personnel to the country. To me a lot of it is about our education. You have a situation where there are different pockets of people. You have people going to regular school, people going to private school, people going to international school, chinese schools, Tamil schools. All these issues affect everything else. We need to sort out education.”

“Developing Countries Need Strong Governments”

CLOSING KEYNOTE ADDRESS “MALAYSIAN POLITICS: BETTER TIMES AHEAD?”

AT THE PERDANA LEADERSHIP FOUNDATION CEO FORUM 2013

BY TUN DR. MAHATHIR MOHAMAD

As an articulate statesman and the nation's longest-serving Prime Minister, Tun Dr. Mahathir Mohamad always has an eager audience for his speeches, especially when they touch on a favourite subject of all Malaysians: politics. It was no different at the Perdana Leadership Foundation's CEO Forum 2013 when his closing keynote was delivered to a packed hall of more than 500 delegates. Tun spoke on the future of Malaysian politics, emphasising Malaysia's status as a still-developing nation and a multi-racial one at that, and the dangers of too much freedom. Below is an excerpt.

“We need some very strong parties to govern this country. I believe in democracy but I don't believe in liberal democracy. I think a developing country should have strong governments and the government should stay on for a longer period of time because it takes time for any ideas to be implemented effectively. So we need a strong government and a strong government is not something that people will accept as being democratic. But then if we have a weak government, and the last election did not produce a strong government, then the implementation of unpleasant laws and policies becomes difficult. We need a strong government to implement unpleasant laws and policies which are necessary. If you have a weak government, the tendency is for the government to try and please everyone and when you try to please everyone, you will soon find yourself very unpopular with everyone because



every time you try to please someone, someone else becomes very unhappy. That is because we are not assimilated and integrated and one man's food is somebody else's poison, so to speak.

So if these trends continue then we are not going to see a better Malaysia. But I'm still hopeful that people will come to their senses. What is more important is the wellbeing of the people, not the freedom so much. I believe that the freedoms that you see in some of the so-called developed countries are not really attractive. Well, we see collapse of moral values for example, because of too much, almost unlimited freedom. Almost everybody can say that he is exercising his rights when doing whatever but his rights may result in other people losing their rights and that is why when we talk about freedom, we should also talk about the limits of freedom.

So the future of politics in Malaysia is, I think, not too bad. I do hope that the thinking Malaysian will try

and vote into power a much stronger government because governments must do unpleasant things. We have to pass laws which curb the freedom of people: the way they do business, the way they behave themselves. This happens because although we are very intelligent people, very civilised, but there are things we do that seem to be quite uncivilised. So we do need government. It was Mr. (Ronald) Reagan who said that 'We need less government, the market will regulate itself', and when the market regulates itself, that is why the subprime crisis and the collapse of the economy happened. The markets cannot regulate themselves, you need a government to regulate the markets and the people in general. We need to have a fairly strong government. When you have a government that is exposed to pressure, from inside and outside, you are not going to have an effective government that can deal with the bigger crises or problems that will occur in any society.”

The full transcript of his speech can be obtained from Perdana Leadership Foundation. Call 03-88858960 (Humaira) or e-mail info@perdana.org.my.

“How Can Malaysian Youth Best Prepare for the Future?”

Malaysian Youth Need Values, Discipline And A Commitment To Excellence: Dato’ Sri Wahid Omar



YB Senator Dato’ Sri Abdul Wahid Omar, Minister in the Prime Minister’s Department, delivering his keynote address

A globalised world, job scarcity, rising costs of living and increasing environmental concerns were among the issues that were discussed during the Perdana Discourse Series, with the theme “How Can Malaysian Youth Best Prepare for the Future?” that was held on 26 May 2014 at the Foundation. This event was jointly organised by the Perdana Leadership Foundation and Universiti Teknologi MARA (UiTM), sponsored by Proton. YB Senator Dato’ Sri Abdul Wahid Omar, Minister in the Prime Minister’s Department was the Keynote Speaker and spoke to more than two hundred students and lecturers at the discourse.

Dato’ Sri spoke at length about the New Economic Model, the importance of Rukunegara as the guiding values for young Malaysians and also Tun Dr Mahathir Mohamed’s nine challenges of Vision 2020. He reminded the audience that the past, though important, does not determine the future and that present actions are more important in influencing one’s destiny.

Dato’ Sri encouraged all young Malaysians to adhere to standards of excellence in work and elaborated on the principles of Rukunegara. He reiterated that by abiding by its principles, Malaysians would stay on the right moral and ethical path while pursuing success.

In his words: “*In your chosen course and later in your career, my advice to the students present is to always strive to give your best. Everything that you*

do and every way you do it should greatly exceed expectations of your lecturers and professors; and as you work, your colleagues and your bosses; and as you head your own team or company, your vendors and your customers. You must persevere and continue the pursuit of excellence, this will allow you to realise your full potential.”

During the question and answer session, Dato’ Sri expressed confidence



that Malaysia will achieve the goals of Vision 2020, though he admitted that the non-financial goals of that Vision pose more of a challenge than the economic metrics.

Dato' Sri's keynote was followed by the official launch of Perdana Leadership Foundation's new website followed by a panel session. The Panel session consisted of Encik Nazril Idrus, entrepreneur and financial educator; Encik Dzameer Dzulkifli, Co-Founder and Managing Director of Teach for Malaysia and Ms Chew Hoong Ling, organ donor and member of the National Youth Consultative Council. Dato' Dr Hamzah Kassim, who heads the IA Group, acted as the moderator for the panel session.

Dato' Dr Hamzah posed questions to the panellists and elicited from them some unique stories of the paths they had forged in life. Mr Nazril stressed the importance of a sense of purpose and encouraged all young Malaysians to follow their passion.

"Remember that you have passion and one day it will come out. Let it come out because if you are wearing a shoe that doesn't fit you, that's going to be very painful. I remember that being an accountant didn't fit me at all and that's why I had to move away and find my sense of purpose. It is very important that young people explore life."

Speech Excerpt of YB Senator Dato' Sri Abdul Wahid Omar's Keynote Address

"Malaysia must be fully developed in terms of national unity and social cohesion, in terms of our economy, in terms of social justice, political stability, system of government, quality of life, social and spiritual values, national pride and confidence

YABhg Tun Dr. Mahathir Mohamad had outlined 9 challenges. YABhg Tun wanted a Malaysia that is not only developed in the economic sense, but also a nation that is fully developed economically, politically, socially, spiritually, psychologically and culturally.

..As we, the elders, must adopt, youths must themselves be inclusive. The future requires a united Malaysian nation and people. There has to be an equitable society that provides equitable – not just equal – opportunities. Society has to be re-balanced to ensure no segment of society is left behind or disadvantaged.

...Malaysians must be pragmatic. We should not let political ideologies and expediencies outweigh the longer term view. Arguments or debates should not be based on omissions or half truths. Our arguments must be based on facts and empirical studies, not anecdotal evidence or personal experiences or views."

(Dato Sri's full speech, his responses during the Q&A as well as panelists' presentations will be available in the monograph of the Perdana Discourse Series 18 which can be purchased from the Perdana Library by contacting rabiatal@perdana.org.my)



Ms. Chew Hoong Lin said she had wanted to save lives since she was a young girl and encouraged the audience to get themselves involved in volunteering.

“In school, I put a lot more time in co-curricular activities than academics. I did not regret that. In fact at least I had balance between my academic and co-curricular activities, and my certificate still can get me a job. I learnt so much in co-curricular activities and I have saved many lives since school. I just wanted to save lives and that has become my purpose,” she said.

Mr. Dzameer Dzulkifly emphasised the importance of soft skills and shared with the audience the challenges he faced when his soft skills were under-developed.

“Actually, I failed a lot of interviews after university; I got rejected for all of them because I didn’t have soft skills at all. I think I should have listened to my mum and not play around all the time. In Teach for Malaysia, we try to figure out what young people are trying to do and we try to make it compelling,” he said.

Also present at the event were Tan Sri Dato’ Professor Ir. Dr. Sahol Hamid Abu Bakar, Vice Chancellor of University Teknologi MARA and Tan Sri Nik Mohamed Nik Yaacob, the Foundation’s Executive Director, who delivered the welcome remarks on behalf of Tan Sri Azman Hashim.



It's always intimidating to be in the presence of an internationally-accomplished and outstanding human being whose list of achievements would fill several chapters of a book, and then some. But Tan Sri Dr. Jemilah Mahmood, Muslim Malaysian, founder of Mercy Malaysia, recipient of Bahrain's prestigious Isa Award for Services to Humanity in 2013 and now head of the World Humanitarian Summit Secretariat at the United Nations in New York, exudes such warmth and charisma that you cannot help but relax in her company. This writer has had the opportunity to meet with Tan Sri Dr. Jemilah – or Dr. Jim, as she insists – several times before this interview and at each meeting, was captivated by her candour and willingness to share ideas and experience.

This interview was conducted via Skype. In this interview, she talks about her family background, Mercy Malaysia, and her thoughts on leadership.

Tell us about your parents, Dr. Jim. Were either or both of them strong influencers in your life when you were growing up?

I come from a mixed parentage. My father was a civil servant in the Johor State Service. My Mother is a Chinese woman, a housewife turned entrepreneur. We grew up in diversity; there were a lot of inter-marriages in the family. My mother and my father both had been married before so we have half-sisters. I have a half-sister who is Christian. My father respected diversity – we grew up in a home that

had so much respect for culture. Those days, he must have broken boundaries to marry my Mother because inter-marriages were not common. We celebrated everything – Hari Raya, Chinese New Year – it was no big deal.

I am the youngest of seven siblings. My father was the typical civil servant of those days. He went to an English college and served the Johor State Service. He was quiet, an avid reader as well as a thoughtful person. I spent a lot of time with him because when I was born, he had already retired. He was a key influencer

in the early part of my years.

His influence on me was that – kindness. That's one of the most important things. He loved my Mother so much. She was much younger and once my father was diagnosed with cancer, he supported her decision to have a career. She became an entrepreneur – a fairly successful one – with very little education.

My father died when I was eleven – not of old age but of cancer. His death had a huge impact on my life – huge. I remember the day my Father died – some not very kind relative pulled me



A Chat with International Humanitarian TAN SRI DR. JEMILAH MAHMOOD

By Zarina Abu Bakar

aside and said “You are on your own now. Your father was the one who loved you so much. Everyone is busy now so you have to grow up.” That was very traumatic for an eleven year old, being told she was on her own and all alone.

Were there patterns in your childhood that could have planted the seed of the humanitarian in you?

I suppose I was exposed to a certain value system from young. One thing about my parents was that they were very generous. We used to live in a house that had families living with us, including people who came from rich families but who were themselves not rich. My parents had no hesitation helping people, feeding them and finding them jobs, so we used to have lots of people sleeping in our house. Rice was bought by the sacks. My parents were not rich but whatever they had, they shared. My earliest memories of my father was that he would do the marketing. I would follow him. Everyone knew him at the market.

My parents were very proud; they always told us that if we did well in exams, we could not take scholarships because they could work and put us through school and college. So we grew up in that environment, it was always about independence and self-sacrifice.

When May 13th happened and there was a curfew, the vegetable sellers and chicken owners from the market would come during the few hours where there was no curfew and send food to our home. My father would then start slaughtering chickens and my house would become like a central storage space. My father would pack chicken and other food. My brother and I were small and we would walk through the monsoon drains because nobody would be able to see us and send the food to neighbours.

My Mother volunteered her time with the hospital.

But both my parents didn't talk about their philanthropy. When my Mother died, people contacted

If we don't develop compassion, if we don't develop global solidarity, then it's going to be a dark place in the future.

us from all over Malaysia asking why the cheques stopped coming. She had been quietly sending donations to mosques and such.

School, too, influenced me. Assunta¹ is a very special school. Our headmistresses, Sister Enda Ryan, would always say school was about growing hearts and minds, and not just about passing exams. Every weekend was occupied with community work. I was active in Girl Guides and then was President of the Leo Club, so that also exposed me a lot to volunteerism.

The philanthropic spirit was strong in your childhood, then.

When I was about thirteen and a half, my Mother used to pack me up and send me to Singapore during the long school holidays at the end of the year. We had less fortunate relatives in Singapore. My Mother would give me RM1,000 which at that time was substantial. I would help these relatives buy school books and school shoes. The trips were quite difficult – it made me rebellious as I felt my Mother didn't have time for me. But it did teach me to be independent.

On her deathbed, my Mother said to me, “I always knew you were different. Do what your heart tells you and you will be okay.” She thanked me for being a good daughter to her. So I always feel that I have the blessings of my family. I always feel that I am doing this for my parents.

Was it your parents who motivated you to become a Doctor?

Something happened in school. I was one of the few Malays in Assunta.

You had to fill up a life card every year - one of the things in it is your ambition. And my ambitions were always author, writer, actress; an artist. I am an Arts person by nature!

Then, when I was in Form Four, I asked one of my classmates, a non-Malay, why she had “Doctor” as her ambition every single year. I asked her why she didn't want to do anything else. She laughed and said, “You know, my people normally become engineers and doctors. Your people usually become teachers.”

That was my first exposure to racial stereotyping. I think it must have affected me very badly. I had to think about it. How can professions be race-determined?

I changed completely. I put “Doctor” as my first ambition. Second was still “Journalist”. I wanted to prove that I could be a doctor. I could do this! I worked quite hard and I became a Doctor and that friend never became a doctor. We are still friends, though.

I became an Obstetrician and Gynaecologist because I love working around women. I sailed through medical school and became a lecturer at UKM.

I suppose one of my qualities is that I love challenges. I thrive on challenge and my love for challenge, I think, in retrospect, has allowed me to do what I do now.

When was it that you decided that you wanted to do more and help in humanitarian causes?

After three to four years of a very successful private practice in Ampang Putri Hospital, I woke up one day and thought, “I love my patients, I love what I do, but I am not being true to what I really want to do.”

At that time, there was a lot of conflict going on in Kosovo and other parts of the world. I wrote to a lot of organisations volunteering my services as a doctor but nobody responded. I think at the time humanitarian work just wasn't



Dr. Jemilah with Syrian Refugees

something that Malaysians do.

I then applied to Doctors without Borders and immediately, they wrote back and wanted to set me up for an interview. That's when I said to my husband, "Why is it that Malaysians don't care? We emphasise the development of buildings and the economy but we don't consider human development in the equation. If we don't develop compassion, if we don't develop global solidarity, then it's going to be a dark place in the future."

And my husband's reply was, "If you feel strongly about it, then start an organisation."

That was 1999.

I started investigating about setting up an organisation. At the time, I was the Vice President of the Malaysian Menopause Society. So I had the constitution in front of me, and I thought, 'Okay, I will take this constitution and adapt it

for a humanitarian organisation.'

It's quite funny, really. I pulled out my Tabung Haji money as seed capital for Mercy Malaysia.

It usually takes six months but we got the organisation registered in two months. There was a man on the other side² of the phone, Mr Jeya. I asked him "Mr. Jeya, are you a Hindu? Don't you think that it is unkind that people are killing each other? Don't you think we should help?" He agreed and I said that if he helped me, he would be helping me help other people. I must have been persuasive because he took my forms and, I kid you not, returned the forms with corrections marked in red ink. The organisation was registered two months later.

What was the vision for Mercy Malaysia?

It was to bring Malaysians together to do good. It was for me to live

my ideals that race is not the issue.

Whatever belief system we have, we should have a common vision and common purpose which is about global solidarity – about growing people and growing yourself in the process.

Mercy Malaysia has grown to be an internationally respected organisation. What was the tipping point for the growth of Mercy?

The first tipping point was Iraq. When we were hurt in Iraq¹, people realised we were serious. Some people thought we were stupid, foolish, and idiotic for going there. They thought we took risks but we actually had established a lot of risk management measures – we had a system in place to assess risk, we had a security advisor from the military with us and took other risk mitigating steps. But these things happen.

It would have been easy to say

"I have made a huge mistake. This has cost lives. Let's pack up and go home. I'm a failure." But I felt that if I did that, the lives who were killed would have been meaningless. In the memory of those who were killed and injured, I had to grow the organisation to be stronger. So we tightened up our security measures; we got the Malaysian police to train us in hostage situations and invested in tightening up our security. So much so that Mercy Malaysia now trains other organisations and journalists going to hostile environments. That was the tipping point for the organisation to look at our systems.

The second tipping point was the Indian Ocean tsunami². With the small amount of money that we had, we had run programmes in Aceh that people actually appreciated because we lived with, and consulted the people in the design of the programmes.

Was this usual practice amongst humanitarian organisations?

This practice - Accountability to Affected People - was unusual then and it is not much better now. The tsunami evaluation showed that this was a problem particularly with international actors. It was more common among local actors but they were overshadowed by the international actors. I think it has to improve because people have mobile phones and if you don't give them the assistance they need, they can complain.

So Mercy is a bit weird – it's a cross between a local organisation and an international organisation. We call ourselves SNGOs (Southern NGOs) – we are not Western but we are as professional as Western organisations; we are very much local in terms of us being able to assimilate, and we don't have the big funds that Western organisations have.

How much bigger are the funds of the international bodies?

You are talking about for example,

Good leadership is about leading people towards a shared vision and getting results through people. A leader is never a leader unless he or she has followers.

Save the Children having a budget of US\$1 billion as compared to Mercy Malaysia at our peak having RM30 million. That's US\$10 million (RM30 million) vs US\$1 billion. But still we have built programmes that were appreciated and we were even commended by the Indonesian President. We rebuilt health and infrastructure in Nias Island, now recognised as the best health facility in north Sumatra.

Was this practice of involving locals something that Mercy had to learn along the way?

Not at all. It was already the Malaysian culture of talking to people, getting to know them, and respecting them. This is where the young generation needs a big smack on their heads. They don't talk to people; it's all self-centred with mobile devices and chat. The spirit is that you need to consult, listen to others, talk to people to find out what they want, like, don't like, need. You think it's common sense but it's not common.

It was unusual but not difficult for us. Our personnel were practically living with the people; I had to force them to go back to the house for security reasons. The volunteers and staff were so much a part of the community that babies were named after them. Until today, I can go back to Aceh and know all the villagers.

Let me share a story that's ultimately one of the most heartwarming: One thousand nurses were killed in the tsunami and I was asked to bring a thousand nurses from Malaysia. This was in 2004 when we also had a shortage of nurses. Aceh also did not have a nursing programme then.

We persuaded Petronas to give us some money to build a nursing college in Aceh with a university degree programme. We requested UKM and USM to share the curriculum. This was 2006-2007 - I still remember the opening ceremony. The head of the nursing school was a man who had persuaded me to build the college, and he was weeping his eyes out because he found it unbelievable that we managed to do it. It was also unbelievable that Petronas agreed to support us – Tan Sri Hassan Marican was such a huge supporter and he believed in us.

I went back to Aceh in 2012 and after five years, around six hundred nurses had graduated from the college. They are able to work outside Aceh to remit income back to their families. The college we helped build is now the first university in Indonesia that offers a Master's programme in Community Nursing to incorporate Disaster Nursing. It was the first and only one at that time.

By now, probably a thousand nurses have been produced by the university. I never would have imagined this was possible. The moral of the story is that you have to address the root cause of the problem and never give up because when intentions are good, I am confident good people will emerge to assist. The university and hospitals we helped build have become sources of economy for Aceh and Nias.

That is a wonderful achievement. So, Mercy grew after that time in Aceh?

Mercy Malaysia was one of the first organisations to gain access to Aceh, post-tsunami. We got noticed after that. A lot of people wanted to help



Dr. Jemilah receiving the Isa Award from the King of Bahrain

Malaysia has to believe that it is a leader and Malaysians have to believe we can lead globally.

and be involved with Mercy. Tan Sri Azman Mokhtar of Khazanah, to whom I owe a lot, sent a team to ask what I needed in support of the tsunami. I said that I wanted the organisation to be strong, to outlive me and to have good corporate governance.

He used his contacts and influence to bring a team together. I got to know PWC's Dato' Johan Raslan, the Boston Consulting Group, and other corporates which came to our aid to build a stronger organisation.

I started an organisation from just all volunteers, but we eventually had a strong team of staff to help run it. This way, the corporations used their skills to help MERCY Malaysia grow instead of just giving food or blankets.

Why did you leave Mercy Malaysia, Dr Jim?

It has never been about me. I wanted to put Mercy Malaysia on the world map, and once it was on the world map, I thought it was time for me to leave so that I can prove that it is not just about one

leader. It is about the sense of common purpose. It wasn't without its own challenges. I left five years ago. I am not involved anymore in Mercy Malaysia.

I felt if I remained in some form, it would never be able to shake off my image. As it is, it is hard for them to do this. Five years on, it is still thriving. So this is fine. It is about doing good that continues.

Mercy has to remain true to its founding platform of excellence, vision and professionalism in the humanitarian sector without losing sight of being humble to the people affected by crises.

Is leadership in the humanitarian sector any different than in the corporate sector?

Absolutely not. I think, honestly, that if you get a top humanitarian leader and you place him or her in a business organisation, they would be just as good. The only difference is the profit motive in business – and you can get guidance from your CFO in this. Good leadership is about leading people

towards a shared vision and getting results through people. A leader is never a leader unless he or she has followers and grows leaders in the process. The only difference is outcome. So if your outcome is about people's lives, you lead your team to saving lives. If your outcome is tripling your profit, you lead people to higher profits.

When I talk to CEOs in Malaysia, I feel like they regard me as "the soft-hearted humanitarian". They don't realise that I can probably do their job but they may not be able to do my job. Because it's just the same as running a corporation; you need to be thinking constantly about life and death. And you need to be able to face life and death situations on a regular basis and still go on. You need to be a tough person to be a humanitarian.

Humanitarian work is not charity. Charity doesn't work. Humanitarian work is about principled action – it is about humanity, independence, impartiality, neutrality which is irrespective of faith, religion, and ethnicity. This is why when Mercy started, our tagline was "Healing across borders" – we are a humanitarian organisation that goes beyond race, religion, culture.

What do you believe is the most important contributing factor to leadership development?

The most important is the home which must encourage leadership. I am married to a man who takes pride in my achievements and encourages it. I have a very open relationship with my sons but I always teach them that every time they receive duit Raya, they must contribute 10% to charity. I ask them to choose an organisation they can volunteer for – my eldest son volunteered at Zoo Negara, for example. So this value system of volunteerism should be encouraged from young. We must take young Malaysians away from wanting brands and material goods, which is difficult because the peer pressure

is strong. And of course you must lead by example for your family.

Our education system, too, should develop minds and leaders and hearts. People are so proud when their children get 10As but they are not proud when their child rescues an animal or contributes to the welfare of the disabled. So parents have to play a role and the school system has to play a role. And if it's one thing we need to kill in our schools it is racism and segregation.

Dr. Jim, in your line of work as a humanitarian, you have to deal with pain and death on a frequent basis. How do you recover from the pain and keep your spirits strong?

I think the most important thing is that I have to accept what I can change and what I can't. There are limits to what I can actually do – on a personal level you need to understand your own limits. When things get tough, you need to walk away, give yourself a good cry, find good people to whom you can ventilate, people who can give you psychological first aid.

In the bigger picture, everything has a reason and you are one part of the puzzle to make things better. You have to keep the faith that whatever good you do will build up and if everyone has the same attitude, we can achieve

Beyond this, beyond faith, I believe in human rights. I believe that every human being has the right to live in dignity.

much. In every terrible situation I have been, I've seen the nicest, kindest things and this gives me hope.

When I was in Pakistan after the earthquake, I remember sitting on rubble and feeling very sad. It was Hari Raya and I was alone, and there was no food, nothing. Then this little girl with grubby hands came to me and put her fingers into some sweet rice and put the rice to my lips and with the biggest smile, said, "Eid Mubarak". When I got back to my camp, Norwegian colleagues had baked me a cake as a gift.

So it's all these acts of kindness from people who have very little that keep me going. They still have hope so how can we – who can leave and return to normal lives – have no hope? So you get a reality check. It's easier to give up and go home. But – and maybe we

are insane – it's easy also to continue.

For me, it is a privilege to do humanitarian work. My faith is an important driver for me to do this. Beyond this, beyond faith, I believe in human rights. I believe that every human being has the right to live in dignity. Everyone has the right to clean water, health, everything. No matter if their belief systems are different from mine, it is a right and therefore I will fight for people's rights to get these things.

Has your gender has been an issue in your line of work, given that you go to some parts of the world that are not as friendly to women leaders?

I've never felt my gender to be an obstacle. Even in places that are difficult for women, I've never found it to be an issue. I know there is an apprehension in some places but you can convince men through their women. I am a feminist, but I am a feminist who believes there is more than one way to do things. If you can't get it done through a man, you work through the women and allow the women and the community to apply pressure. I don't have to prove a point just because I am a woman.

I do believe that for women to get to the top, in the corporate world or even in an international organisation like the United Nations, women need sponsors to believe in them and push them up. I think in Malaysia there are not enough sponsors so it is not easy to be in key positions of influence unless you really work very hard and excel.

In all your travels abroad, how have the reactions of people been to the fact that you are a Malaysian?

Very positive! I think people don't realise this, that being Malaysian is special. We are such a respected country – outside our country. People in places like Sudan or any part of Africa, the Middle East or Asia look at Malaysia and Tun Dr. Mahathir as a role model. The first question



Dr. Jemaiah in Thailand

they ask when they know I am from Malaysia is, "How is Tun Mahathir?". A lot of people from these countries studied in Malaysia and are now civil servants in their respective countries. It's been such a blessing to be a Malaysian in the humanitarian sector.

Mercy Malaysia is a professional organisation that complies with international standards. It became the third organisation in the world to be certified for humanitarian accountability. And the fact that we are this international organisation with a very national and local flavour gives us access to a lot of places that others can't get access.

It's a good feeling. Now when I am in the UN, I am leading the Secretariat for the World Humanitarian Summit, which is kind of a big deal, I guess. I lead a team of diverse people and I always cite the Malaysian experience: FELDA, our entrepreneur funds, MDeC. They always

ask me why Malaysia is not sharing its stories with the rest of the world.

You know, "Malaysia Boleh" is only a phrase unless we translate it into real global achievements. Malaysia has to believe that it is a leader and Malaysians have to believe we can lead globally.

What are your hopes for Malaysia, Dr Jim?

My hopes for Malaysia is for their people to stop navel-gazing and stop looking only at the negative things. We may be a tiny country but we are a tiny country with amazing diversity and a lot of talent. We need to encourage Malaysians to start building a positive image of themselves inside and outside the country. Start being more ambitious about what Malaysia can bring to the world. My hope for Malaysians is for them to love their country, warts and all, and help her to become a global leader.



Dr. Jemilah's strongest supporter

The main motivator for Dr. Jim has been and still is her husband, Dato' Dr. Ashar Abdullah. She says this of Dr. Ashar: "I married young, and I married the most loving and supportive man I could ever find. He knew even before he married me that I was this free soul who had her own ideas about the world and he knew my family was absolutely different from his. I warned him what he was getting into when he married me, and he accepted that. Not only accepted it but he's been the main person pushing me not to give up on my dreams. So I guess I am very blessed." They have two sons.

Dr Jemilah's Work Continues

As Head of the UN's World Humanitarian Summit Secretariat, Dr. Jemilah is leading the team in organising the first ever World Humanitarian Summit in 2016. WHS will bring global humanitarian actors together to commit to a new humanitarian agenda beyond 2016. Dr. Jim says, "This is one golden opportunity to push for a better way to work, to push for a world that focuses on people affected by crises and the need for collaboration across all sectors. The challenges are insurmountable but not trying would be unforgivable."



- 1 Assunta Secondary School (SMK Assunta), Petaling Jaya
- 2 Registrar of Societies Malaysia
- 3 In 2003, Dr Jemilah was shot in her left hip during a MERCY mission to offer medical relief and supplies to Baghdad hospitals. The Syrian driver and an Iraqi hospital staff accompanying them were killed in the incident. Doctors had wanted to remove the bullet but Dr Jemilah did not want to take up their time and medication. She was still walking around with a bullet in her left hip, five days after being shot.
- 4 The 2004 Asian Tsunami killed over 200,000 people in fourteen countries

Note: The full version of this interview is available on www.perdana.com.my

Thirteen countries represented at Librarians Seminar

International Seminar on Library Consortia & Community Engagement 2014



The Librarians Association of Malaysia (PPM) in collaboration with Perdana Leadership Foundation (PLF) organised an International Seminar on “Library Consortia & Community Engagement” on 19th February 2014 at Perdana Leadership Foundation, Putrajaya. The seminar was attended by 56 members of IFLA-RSCAO (International Federation of Library Associations. & Institutions’ Regional Standing Committee for Asia and Oceania) from all over Malaysia and around the world who are serving



in Public Libraries, Academic Libraries and Special Libraries. Members came from Singapore, Japan, Bangladesh, Kazakhstan, Lebanon, the Philippines, India, Hong Kong, Australia, Sri Lanka, Taiwan, Malaysia and Vietnam

The Acting President of PPM, Ms. Maimunah Kadir and the General Manager of the Perdana Leadership Foundation, Ms. Zarina Abu Bakar, delivered the opening speeches. The keynote speaker was Dato’ Dr. Zaiton Osman. Other presenters were Dr. Fawz Abdallah of Lebanon, Ms. Roza A. Berdigaliyeva from Kazakhstan, Dr. Nor Edzan Che Nasir and YM Engku Razifah Engku Chik from Malaysia.

Participants toured Perdana Library and capped their day in Malaysia’s administrative centre with a lazy cruise around Putrajaya Lake.



Educating Young Malaysians on Information Literacy

Perdana Leadership Foundation organised two day-long Information Literacy programmes for under-privileged students in 2013. On 15th June, we visited Sekolah Menengah Pendidikan Khas Setapak, a school for the visually-impaired and on 5th October, we spent the day at Rumah Kebajikan Anak-anak Yatim Sekendi, a privately-run orphanage in Sabak Bernam, Selangor. The Foundation's Librarians organised games and activities for the students and introduced them to research skills.



Training The Trainers Information Literacy Workshop



Perdana Leadership Foundation and the Faculty of Information Management (FPM), Universiti Teknologi MARA organised an Information Literacy Programme (Training of Trainers) for educators, in collaboration with “Bahagian Teknologi Pendidik” (BTP), Ministry of Education. The programme was conducted on June 19, 2014 at the Perdana Leadership Foundation.

The Programme involved 47 teachers from the Central Zone of Malaysia (Federal Territory of Kuala Lumpur, Putrajaya, Selangor, Negeri Sembilan and Perak) and 12 lecturers and a facilitator from the Faculty of Information Management, UiTM in a one-day workshop. Throughout the workshop, participants were placed in groups and discussions ensued on the subject of teaching students information literacy.



“Riding the Perfect Storm” Information Professionals Colloquium

UiTM and Perdana Leadership Foundation jointly organised a colloquium for BSc Library and Information Science final year UiTM students on 18th June at Perdana Leadership

Foundation (PLF), Putrajaya. The two hundred participants were welcomed by Assoc. Prof. Dr. Hj. Laili b. Hj. Hashim, Dean, Faculty of Information Management, UiTM Puncak Perdana. Tan Sri Dato’ Seri Sanusi Junid, Chairman of KUMON

(Malaysia) Sdn. Bhd and Chairman of Seulawah Holdings Sdn. Bhd delivered a keynote address on the importance of reading. Subsequently, papers were presented to help the students understand the current challenges in Librarianship and Information Science.

When serving the people becomes a career choice

An interview with **Tan Sri Sidek Hassan**, former Chief Secretary to the Government of Malaysia



Tan Sri Sidek with Prof. Dato' Abdul Rahman of IPDM

He is the tenth child of eleven children. Born in a village of rubber tappers, Cheroh Paloh in Pahang, he had to ride a bicycle and then travel by boat to get to the nearest town of Pekan, Pahang. He

went to Ahmad Primary School then on to Ahmad High School in Pekan, Pahang (where he was classmates with Tan Sri Jamaluddin Jarjis until Form Three) before being given a place in the prestigious Sultan Abu Bakar School in Kuantan. During his time in Kuantan,

he stayed with a Tamil Muslim family, where in return for room and board, he helped out with chores around the house. With a first grade in the Senior Cambridge qualification, he went on to study Public Administration in Universiti Malaya. The public service was a conscious career choice for Tan Sri Sidek Hassan – it could be said that his years in Kuantan influenced his life philosophy - to always make the best of each circumstance and select the positives from every experience - and strengthened his leanings towards public service.

“Since young, I have always been attracted to the idea of serving the rakyat,” Tan Sri

Sidek shared, during a two-hour-plus interview session with Perdana Leadership Foundation (PLF) and the Institute of Dr. Mahathir's Thoughts (IPDM) on the 19th of June 2014. This was part of PLF's Oral History series, the aim of which is to elicit and document the personal viewpoints and memories of selected personalities. “The aim of the civil service is to serve and you must never forget that the rakyat must come first in your decisions.” He is a firm believer in challenging the status quo to improve service and delivery.

Tan Sri Sidek – who spent many years abroad when he served in the Ministry of International Trade and Industry - also stressed on the role of the civil service as policy implementors and advisors to the Prime Minister. He had the privilege of serving as Chief Secretary to the Government under two Prime Ministers and described both Tun Abdullah Ahmad Badawi and Dato' Seri Najib Tun Razak as being “good listeners”. Leaders sometimes need to be “shock absorbers” – present a calm and reassuring front in times of trouble and turmoil, he said. And just as important as leadership is to the governing of a country, the civil service, too, needs to continually improve itself and must learn to give good advice as well as be a “thinking” public service, Tan Sri Sidek stressed.

Tan Sri also touched on discipline, reward and punishment, and the importance of adopting a leader's mindset before becoming a leader.

Tan Sri Sidek is now Chairman of Petronas.

The transcript of the Oral History session with Tan Sri Sidek Hassan will be made available to members of Perdana Library and will also be published at a later date. Transcripts with other former Chief Secretaries to the Government are also available from Perdana Leadership Foundation and will be published in later this year.

For more information on the Oral History Series, please contact humaira@perdana.org.my or shafeena@perdana.org.my.

Former Chief Secretaries to the Government Interviewed under PLF's Oral History Series:

- Tun Abdullah bin Ayub (1 Jan 1979 - 30 Nov 1980)
- Tan Sri Dato' Hashim bin Aman (1 Dec 1980 - 14 Jun 1984)
- Tan Sri Dato' Paduka Salehuddin bin Mohamed (15 Jun 1984 - 31 Jan 1990)
- Tun Ahmad Sarji bin Abdul Hamid (1 Feb 1990 - 16 Sep 1996)
- Tan Sri Abdul Halim Bin Ali (17 Sep 1996 - 31 Jan 2001)
- Tan Sri Samsudin Bin Osman (1 Feb 2001 - 2 Sep 2006)

Upcoming Events

September 2014

24 | CEO Forum

29 | Information Literacy

October 2014

22 | Perdana Discourse Series 19

December 2014

11-12 | Leadership Training with Columbia University

14 | Perdana Leadership Foundation Open Day

Contact info@perdana.org.my to find out more.

Leadership Training Programme

11-12 December 2014, Putrajaya

Perdana Leadership Foundation is joining hands with the Razak School of Government and Columbia University to organise a training programme for senior corporate and government leaders focused on leadership, joint project management and stakeholder management. The event will be held in Putrajaya and will be limited to thirty participants. If you are interested, please email zarina@perdana.org.my.

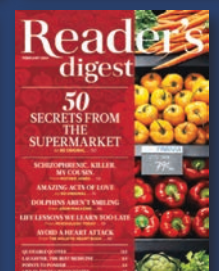
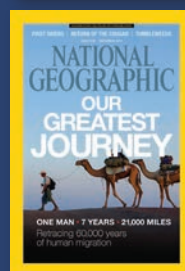
Read Fifty Magazines per Month for RM150 per Year

How would you like to have fifty international high-quality magazines at your fingertips for only RM150 a year?

That's right, for less than RM13 a month, you can have access to fifty international magazines. And how would you like knowing that a portion of your subscription will go towards a good cause, that of building up the resources of Perdana Library?

All this is possible now thanks to a partnership between Celex Media and Perdana Leadership Foundation. For every subscription received, Celex will contribute 40% to the Perdana Leadership Foundation.

Titles include the National Geographic, Forbes, The New York Review of Books, The Economist (Asia Edition), Newsweek, Businessweek, Reader's Digest, Apple Magazine and many more. For only RM150 a year, all these magazines can be downloaded in their full-colour digital glory to the device of your choice – tablet, computer or phone, Android or iOS. Begin reading instantly and never have to wait for the mailman again.

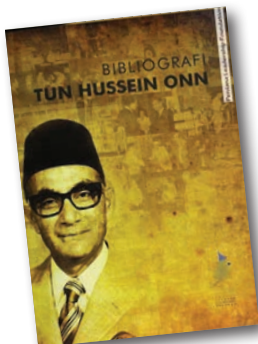


If you are interested, contact us at 88858965 / maizatul@perdana.org.my (Maizatul).

Bibliographies

Price: **RM35.00**

Great for researchers and anyone who wants a comprehensive compilation of references on Malaysia's Prime Ministers: Tunku Abdul Rahman, Tun Abdul Razak, Tun Hussein Onn and (soon) Tun Abdullah Ahmad Badawi. The bibliographies list newspaper clippings, journal articles, books and online articles – all in all, a rich resource of references.



Perdana Discourse Series Monographs

Price: **RM15.00**

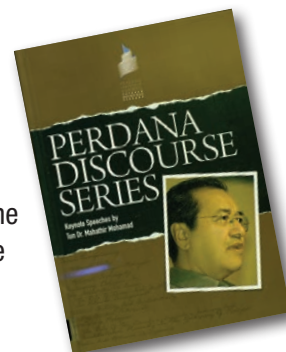
Perdana Leadership Foundation has organised 18 discourses on various subjects of national interest including Political Stability, National Unity, Media and National Development, The Role of the Executive, Legislative and Judiciary, Education, Malaysia in the International Arena and Bangsa Malaysia. Each contains the transcribed speeches of the keynote speaker and panelists, and include the Question and Answer session. These monographs are fresh takes on subjects uniquely Malaysian.



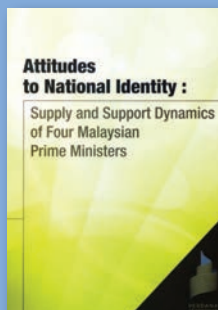
Tun Dr. Mahathir's Perdana Discourse Series Keynote Speeches

Price: **RM35.00**

A collection of ten of the keynote speeches of Tun Dr. Mahathir delivered during the Perdana Discourse Series 1 through to 10 as well as selected questions and answers. The fourth Prime Minister of Malaysia gives his frank views and insights into various subjects such as politics, the economy, education and the role of women. A must-have for anyone's reference collection.



Other Books by Perdana Leadership Foundation:



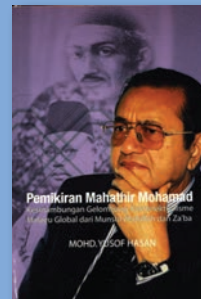
Title: Attitudes to National Identity: Supply and Support Dynamics of Four Malaysian Prime Ministers

Author: Suhaimi Shahnon



Title: Kewangan Islam Menyusuri Zaman Kepimpinan Perdana Menteri Malaysia

Author: Noor Inayah Yaakub



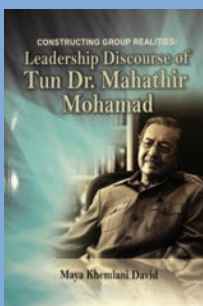
Title: Pemikiran Mahathir Mohamad

Author: Mohd. Yusof Hasan



Title: Melayu 5 Dekad

Author: Abdul Mua'ti @ Zamri Ahmad



Title: Constructing Group Realities: Leadership Discourse Of Tun Dr Mahathir Mohamad

Author: Maya Khemlani David



Title: One Idea, Two Tuns & Three Hundred German Companies Later

Author: Azhari Karim



Title: Monograph Perdana Discourse Series No. 17/2014

"Current Political Trends and their Impact on The Economic and Social Direction of Malaysia"



Title: Perisytiharan Malaysia Sebagai Negara Islam

Author: R. Sivaperegasm



Title: Monograph Perdana Discourse Series No. 16/2013

"Malaysia's Higher Education - In Need of Radical Transformation?"



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 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 contribution 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



A BIG THANK YOU

As a private, independent non-profit institution, the Foundation relies on private sector contributions from individuals and corporations for its operations and programmes. We say a heartfelt Terima Kasih to the following major contributors of the Foundation:

AmBank Group
Bank Rakyat
Berjaya Group
Bina Puri Holdings Berhad
CIMB Bank Berhad
Country Heights Holdings Berhad
DRB-HICOM Berhad
Genting Malaysia Berhad
IJM Corporation Berhad
Khazanah Nasional Berhad
Kuala Lumpur Kepong Berhad
Kurnia Insurans (Malaysia) Berhad
Mahkota Technologies Sdn Bhd
Maju Holdings Sdn Bhd
Malayan Banking Berhad
MK Land Holdings Berhad
MTD Capital Berhad
Naza Group of Companies
Perusahaan Kedua Otomobil Sdn Bhd
Public Bank Berhad
Puncak Niaga Berhad
Sapura Group
Sunway Group Berhad
Talam Corporation Berhad
Tan Chong Motor Holdings Berhad
Telekom Malaysia Berhad
Tenaga Nasional Berhad
The Star Foundation
Wah Seong Corporation Berhad
Westports Malaysia Sdn Bhd
Yayasan Al-Bukhary
YTL Corporation Berhad

PERDANA DISCOURSE SERIES

Proton Holdings Berhad

ESSAY COMPETITION 2012 "RESPONSIBLE CITIZENSHIP"

Maybank Foundation

PERDANA LEADERSHIP FOUNDATION PAST ESSAY COMPETITIONS

AmBank Group
Bank Rakyat

Berjaya Group
Bumiputra Commerce Berhad (CIMB)
DRB-HICOM Berhad
Malayan Banking Berhad
MPH Bookstores Sdn Bhd
Sunway Group Berhad
Yayasan EMKAY

PERDANA LEADERSHIP FOUNDATION FELLOWSHIPS

AmBank Group
Public Bank Berhad
Yayasan Al-Bukhary

PERDANA LEADERSHIP FOUNDATION CEO FORUM 2014

Major Sponsor: EY Malaysia
Venue Sponsor: Berjaya Group
Westports Malaysia Sdn Bhd
Dynac Sdn Bhd
Gamuda Bhd
Silverlake Digital Economy
AIA
IJM
Permodalan Nasional Berhad
AmBank Group
Hess Malaysia
Bina Puri Holdings Bhd
Symphony Life
Boustead Holdings Berhad

PERDANA LEADERSHIP FOUNDATION PAST CEO FORUMS

Berjaya Group
Bina Puri Holdings Bhd
Sime Darby Berhad
SapuraKencana Petroleum Berhad
Westports Malaysia Sdn Bhd
Permodalan Nasional Berhad
EMKAY Group
Selangor Turf Club
AmBank Group
Dynac Sdn Bhd
Naim Cendera Holding Berhad

Bank Rakyat
Telekom Malaysia Berhad
Tenaga Nasional Berhad
HeiTech Padu Berhad
Boustead Holdings Berhad

PERDANA LEADERSHIP FOUNDATION OPEN DAY AND PUTRAJAYA 3/2013 FISHING CIRCUIT

Airod Sdn Bhd
Ambank Group
Berita Publishing Sdn Bhd
Berjaya Corporation Berhad
Iris Corporation Berhad
Junaid Marketing & Distributors
Mahkota Technologies Sdn Bhd
Mariwasa Kraftangan
MPH Bookstores Sdn Bhd
Nestle Malaysia
Newspaper & Magazine Services
Parasign Corporation
PNB Darby Park Executive Suites
RHB Bank Berhad
Sajian Ambang Sdn Bhd
Sunway Group Berhad
T & Y Deco Construction Sdn Bhd
Tan Chong Motor Holdings Bhd
VTLS Technologies Sdn Bhd
Westports Malaysia Sdn Bhd
YBhg Datuk Syed Hussain Al-Junid

PERDANA LEADERSHIP FOUNDATION INTERNATIONAL ROUNDTABLE 2014

Official Hotel: Majestic Hotel, Kuala Lumpur
Official Airline: Malaysia Airlines
Venue Sponsor: YTL Corporation Berhad
Other Sponsors:
Westports Malaysia Berhad
Bina Puri Holdings Berhad
AmBank Group
Bank Rakyat
UEM Group Berhad