



PERDANA
LEADERSHIP
FOUNDATION
YAYASAN
KEPIMPINAN
PERDANA

PERDANA MAGAZINE

2014-2015



Islam
A N D
Islamisation

INSIDE

DISCOURSE: Muslims need to return to the teachings of the Quran

CEO FORUM: Will Malaysia survive another global financial crisis?

FOCUS: An astrophysicist discusses space and the future



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

THERE HAVE BEEN a number of issues that occupied the minds of Malaysians in 2015 – the economy (the price of oil, weakening ringgit, the rising cost of living and the impact of TPPA), political stability, the environment (the haze), society (ethnic relations), education (the quality of our education system and our proficiency in English) and security (ISIS and terrorism). How we tackle and overcome these and other challenges depends not just on present policies and decisions but also how we have faced similar problems in the past. Solutions applied then could very well still be relevant today.

We don't have a crystal ball to divine what is in store for us in 2016 and beyond but we can with certainty expect more challenges ahead. Given the rate of technological change and the economic upheavals experienced within the past few years, the nature of our challenges will also change.

One example is social media.

This has wrought tremendous changes in how Malaysians become aware of issues and how we dialogue about them. Social media has allowed everyone with an internet connection to access up-to-the-minute news and a wide range of opinions. The danger occurs when there is no adequate filter to differentiate the fake news from the truth, and the conjecture-based views from fact-based opinions.

What is certain is that social media is here to stay, just as newspapers, the television and radio are. While the exact laws that govern newspapers, the television and the radio may not be applicable to the internet, we can ask ourselves what the overarching principles are and apply the same approach in drafting legislation.

In Malaysia, I believe one of the major guiding principles is the maintenance of our peace and harmony. It's something that Malaysia is rightly proud of.

In the aftermath of the 1969 riots, we were written off as a nation-state and doomed by many countries to a future of strife, discord and economic stagnation. We've proven the world wrong and the formula that we have used – a combination of affirmative action, strong leadership and no-compromise laws – has proved to be effective for us. Does this formula still hold for the present and future? That can be debated and discussed. What should never be lost from our sight is the objective: peace and harmony without the annihilation of the individual rights and freedoms granted in a democracy.

This issue of the Perdana Magazine contains interesting conversations the Foundation has had with two former Ministers: Tan Sri Leo Moggie and Tan Sri Nor Mohamed Yakcop. Both of them shine a light on our rich history. Tan Sri Leo Moggie enlightens us on Sarawak politics especially pre-1963 while Tan Sri Nor Mohamed Yakcop tells us how he was roped in to help resolve the 1997-98 crisis. What they shared is illuminating and based on these, I cannot wait for the full conversations to be published in 2016. This issue also contains highlights from Tun Dr. Mahathir's speeches on Islam and Islamisation and on Managing Financial Crises, both of which remain pertinent to the present-day.

The path forward for Malaysia to become a democratic, high-income economy by the year 2020 is by no means an easy one but I believe that if Malaysia adheres to the sound principles and values that had guided us through challenging times before, the country will overcome and remain a thriving economy as well as a model Islamic democracy the world respects.

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



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Tan Sri Lee Kim Yew

Datuk Mohaiyani Shamsudin

Editor:

Zarina Abu Bakar

Assistant Editors:

Nurul Humaira Kamarulzaman

Sri Fitriaty Mohd Kenali

Faridzuan Abd Rahman

Contributors:

Maizatul Kartini Kamaruldin

Hidayati Haron

Adnan Haris

Suriyana Mohd Noor

Hasniza Hashim

Magdaleena Lampas

Photography:

Musyri Md Zin

Layout & Design:

Twentyfivecents Creative Solutions

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

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Calling All Researchers: A Publication Opportunity

PLF welcomes visitors from all around the world



PERDANA LEADERSHIP FOUNDATION received more than 2,000 visitors in 2015. Visitors from local and international organisations, government agencies, academic institutions, libraries and schools toured the foundation and explored our library's physical and digital collections.

The Perdana Library is open to the public on weekdays from 8.30am to 5.00pm. We welcome group visits on weekdays via appointments. To arrange for a group tour, kindly contact our Librarian, Encik Adnan Haris at 03-88858940 or adnan@perdana.org.my.



In 2015, PLF received
2,234 visitors from
51 schools and organisations





Tun Dr. Mahathir Mohamad celebrates his 90th birthday at Perdana Leadership Foundation

10TH OF JULY 2015 was the 90th birthday of our Honorary President, Tun Dr. Mahathir Mohamad, who is also the fourth and longest-serving Prime Minister of Malaysia (1981-2003) and the leader who brought Malaysia into the industrial age then on to the knowledge economy. In 2015, as Tun Dr. Mahathir's birthday fell in the holy month of Ramadhan, Perdana Leadership Foundation hosted an iftar as well as celebrated Tun Dr. Mahathir's 90th birthday and Tun Siti Hasmah's 89th birthday. Sheikh Muhammad Jebril, the Imam of the famous Amr Ibn Al'Ass Mosque in Cairo, Egypt, led the Maghrib, Isyak and Terawih prayers. The Foundation's Board of Trustees presented Tun and his wife with a specially-made photo montage.





The lives of our PMs in an interactive, digital timeline

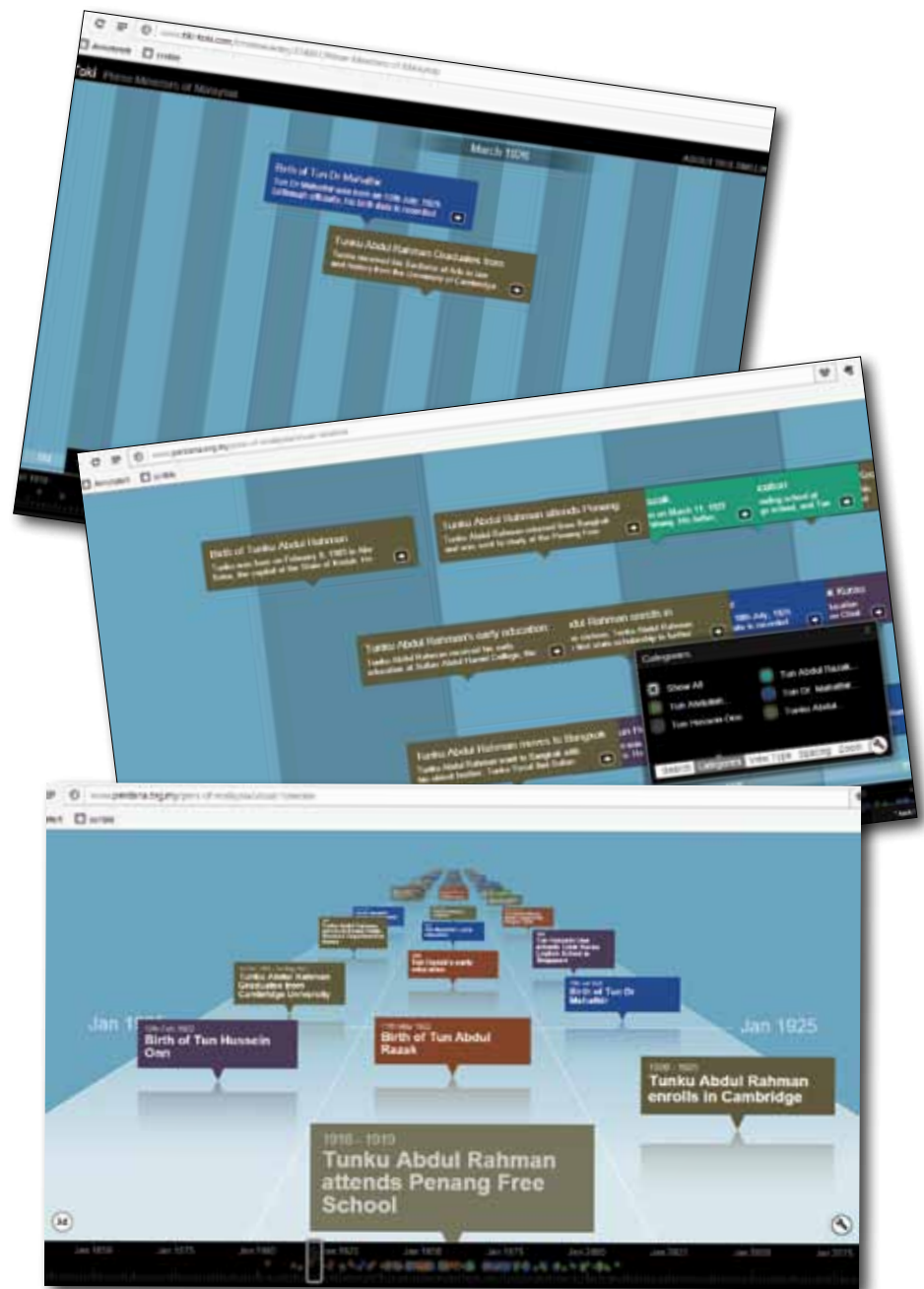
Learning about the lives of our leaders

THE PRIME MINISTERS of Malaysia, from Tunku Abdul Rahman to Tun Abdullah Ahmad Badawi, have their stories to tell of their journey to leadership. We knew them as our Prime Ministers but their lives began long before they took their oath to serve as the heads of our government. What were their childhood like? Who were their parents? How did they get involved in politics? Where did they work before they became politicians? What were the obstacles they faced and what events shaped their decisions?

Their biographies provide the answers to these questions. While we encourage as many Malaysians as possible to pick up several volumes of the biographies of our Prime Ministers, we realise that most people do not have the time to do so.

In an effort to make the biographies of our leaders accessible, Perdana Leadership Foundation has constructed a digital Visual Timeline of the lives of Tunku Abdul Rahman Putra Al-Haj, Tun Abdul Razak Hussein, Tun Hussein Dato' Onn, Tun Dr. Mahathir Mohamad, and Tun Abdullah Ahmad Badawi. The timeline is unique in that it offers viewers the ability to see where the Prime Ministers' lives intersected with each other's (did you know, for instance, that in the year Tun Dr. Mahathir was born, Tunku graduated from university?), and how key historical events affected the trajectory of their lives (the Japanese occupation disrupted Tun Dr. Mahathir's schooling but also shaped his views of Western and Asian powers).

The timeline is accessible for free at <http://www.perdana.org.my/PMs-of-Malaysia/visual-timeline> (or visit our website and click on PMs of Malaysia; the link to the timeline is available from that menu). You can change the categories, spacing and other settings



Visit <http://www.perdana.org.my/PMs-of-Malaysia/visual-timeline> to try out the timeline

by clicking on the spanner icon in the bottom-right corner of the timeline. Expand each entry by clicking on the arrow button below the excerpt. Need to make it more three-dimensional? Click on the "3d" button on the bottom-left and the view will switch. Click on the "2d" button

to switch back to timeline view.

We are adding more items to the timeline: more cross-references, photos and links to other resources to make the timeline more useful. In the meantime, do visit and let us know (plfcomms@perdana.org.my) what you think.

Perdana Library Online Search

Did you know that you could search over 200,000 of our resources online?

YES, WE DO have a physical library with over 10,000 titles and more than 500,000 digital documents but did you know that you could search well over a third of our digital resources without leaving the comfort of your own home?

That's right – our website www.perdana.org.my offers you the chance to sift through the materials that we have on our Prime Ministers, from speeches, articles and clippings – for free. All you need is an Internet connection.

Here's how to conduct your search: Visit www.perdana.org.my and type in your keyword in the search bar at the top of the page. Click Library.



Your search results will be listed, Google-style.

Just click on the resource you wish to read to access the material.



Research at your fingertips!

We encourage you to visit our website www.perdana.org.my to search through our archives. If you come across material that you would like to read but are unable to due to copyright access, please contact our Librarians hasniza@perdana.org.my/ suriyana@perdana.org.my/ library@perdana.org.my.

We have been actively digitising documents as well as AV materials since 2005 in our effort to create the most comprehensive physical and digital repository on our Prime Ministers, their policies and initiatives. To date, we have digitised more than 11 million pages of documents, or over 500,000 titles. More than half of the digital documents are accessible over the Internet and we're working hard to allow free access to more materials.

Of course, we welcome physical visits to our Library as well. The Perdana Library is located within a very quiet and peaceful enclave in Precinct 8 in Putrajaya. Library opening hours are Monday to Friday, 8.30am to 5.30am. Membership is free and open to all Malaysians and non-Malaysians over the age of 13. You can download our membership form from our website or call Encik Adnan 03-88858940 to find out more.



Perdana Leadership Foundation CEO Forum 2014: "Will Malaysia Survive The Next Global Financial Crisis?"

"IT IS ENTIRELY possible that another financial crisis of the same magnitude or greater will occur within the next few years. Will Malaysia be ready then for another hit to our economy?"

This was the question posed by Tan Sri Azman Hashim, Chairman of the Board of Trustees, Perdana Leadership Foundation, in his opening remarks at the 2014 CEO Forum. While it may seem as if Malaysia escaped the worst of the 2008 crisis, the effects of the crisis are still being felt around the world. 2015 saw Malaysia facing a different set of challenges with the drop in the price of oil as well as export commodities such as palm oil which affected Malaysia's revenue stream. Coupled with an increase in the cost of living for ordinary Malaysians, 2015 has proven to be a tough year in terms of the economy.

Given this, much of the discussions during the 2014 CEO Forum themed "Will Malaysia Survive the Next Global Financial Crisis" remain relevant. A few of the panellists may even have proved to be prescient with regard to the state of the economy in 2015 and beyond.

The thirty-three panellists for our 2014 CEO Forum included top CEOs of



Malaysian companies from various industries as well as experienced analysts. More than five hundred company directors, managers and executives, attended the event, which took place at Berjaya Times Square Convention Centre in Kuala Lumpur on the 24th of September 2014.

Perdana Leadership Foundation is grateful for the support of EY as Major Sponsor; Berjaya Corporation as Venue and Food and Beverage Sponsor; Dynac Sdn Bhd, Westports Bhd, Silverlake Digital Economy Sdn Bhd and Gamuda Bhd as our Gold Sponsors; PNB, AIA, IJM and AmBank Group as our Silver Sponsors; and Symphony Life Berhad, Hess Corporation, Bina Puri Holdings Berhad and Boustead Holdings Berhad as our Bronze Sponsors.

"The 2008 crisis happened because of the lack of regulations in terms of financial products and practices. A crisis, ladies and gentlemen, is often a signal that something is deeply wrong with a system. It's a signal that corrective action is needed. But after the 2008 crisis, it seems that some stakeholders including bank depositors have been punished through loss of jobs and bank deposits while those who made the bad decisions have been rewarded with bonus payments via huge bail-outs by the government.

The post-crisis environment has not brought the reforms that are needed, but instead has perpetuated the machinery that crashed the system in the first place. Due to political and big business pressure, billions of dollars are being pumped into the system. Without accompanying fundamental reforms, there are nations now facing debt burdens of unprecedented proportions. We are in effect asking our future generations to bear the costs of our mistakes.

A crisis is often an opportunity for meaningful and positive change. Well, the global financial system has let slip the opportunity to make meaningful change, change that could prevent similar disasters from happening in future. It has not learnt from the crisis."

Tan Sri Azman Hashim

PLENARY

"Is the world headed towards another financial catastrophe?"

MODERATOR



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

"We have arrived at a consensus that another crisis is bound to happen. Globalisation is a big agenda and the institutions to manage global finance are not keeping pace with the complexity of global finance."

PANELLISTS



Dato' Charon Wardini Mokhzani | Managing Director of Khazanah Research Institute ("KRI") on behalf of Tan Sri Nor Mohamed Yakcop, Chairman, KRI

"We need to create a system of global finance that allows a more balanced world economy...In this context, there is a need to reduce the role of the US dollar as the reserve currency...Without balanced global financial flows, we would continue to face periodic financial crises, occurring with growing intensity and alarming frequency, requiring the helping hands of governments to throw in life jackets to the invisible hands of the market (life-jacket capitalism). The invisible hand of the market that Adam Smith referred to so admiringly can be seen every time there is a crisis, waving for help like a drowning man. The hands become invisible again during good times."



Tan Sri Azman Yahya | Executive Chairman, Symphony Life Berhad

"There are four main trends to consider: 1) Economic cycles. 2) Growing debt. Total debt for the private and public sector is at unprecedented levels. 3) Diminishing investment ratio. Countries' investment ratio has dropped from 20%-30% in the 1960s/70s to below 20%. 4) Unemployment. In 2013, there were 200 million unemployed adults...It would not be easy to manage a fiscal deficit because of huge unemployment...If you ask me when (the next financial crisis will occur), my answer would be within the next five years."



Dato' Dr. Steven CM Wong | Deputy CEO, Institute of Strategic & International Studies (ISIS) Malaysia

"I expect that there will be a financial catastrophe sometime soon. It's a no brainer simply because we have accumulated levels of debt and these levels of debt cannot increase ad infinitum. I think that the last five years show that we will muddle through. All these clear crisp prescriptions to make the financial system safe are not going to happen... There has been no change (since 2008), there has rightly been disappointment with the G20, and optimism has given way to realism."



Tan Sri Lin See Yan | Trustee, Jeffrey Cheah Foundation

"Will there be another Lehman? It is important to look at Lehman in the 2008 crisis where three vulnerabilities are reflected. Firstly, the surge of US debts led to the property bubble. Second, no one has figured out the web of securitisations - who owns what and what are the assets worth? Lastly, but very importantly, what will the government do, when will the government give bailouts and to whom? The threat of the 'big one' still remains...Six years on, global finance is still far from safe."



Dato' Abdul Rauf Rashid | Malaysia Managing Partner and Asean Assurance Leader, EY

"EY gives an overall score on emerging economies by evaluating risk concerns... EY rated Malaysia as 'green' (lowest risk) rather than 'orange' (medium risk). While the overall score is 'green', there are a few risk concerns: government debt, external debt, inflation, credit growth ratio to GDP and currency change over the year...We should be resilient enough to take care of things if the situation turns for the worse."

CONCURRENT SESSION A

"The importance of Asean for financial resilience"

MODERATOR



Ms Mildred Tan | Head of Advisory, EY Singapore

"You've heard that if Asean was a country, we would be the 7th largest in the world, with a population of more than 600 million. We have a very young population – half of them are under the age of 30. Europe, on the other hand, is facing a challenge in that its population is ageing. A young population is a positive factor for greater economic growth. The continent that can match Asean in terms of demographics would be Africa."

PANELLISTS



Ms Tan Bin Eng | Partner, Business Incentives Advisory, EY Singapore

"Asean has the potential to be highly competitive as an integrated economic region. That's clearly one of the things that all Asean countries are looking forward to. We want better economic resilience for the whole of Asean as a region. This means that we need to talk about investors and FDI. How do outside investors view Asean, what do they see are the benefits of the AEC? We believe that the ability to attract investments will continue to be a key barometer of success for the AEC."



Tan Sri Rastam Mohd Isa | CEO, Institute of Strategic and International Studies

"Asean has already gained respect, admiration and a certain amount of influence within the international community. This is quite clear. Everyone talks about Asean's strength, everyone talks about Asean being the driving force. In some cases, about Asean being in the driver's seat. The thing about being in the driver's seat is this: You are the driver of a taxi, but the passenger tells you where to go. You should instead be the driver of a limousine telling your guests where you will take them. But life is not like that. Asean's strength is derived not just from within Asean but also from its relationship with other partners."



Mr Arup Raha | Chief Economist, CIMB Investment

"In terms of the bigger picture of Asean's financial resilience, Asean can consider placing macro-economic stability standards on its members and their institutions. If it is able to do this, the community should be much more resilient to crises. I am positive on Asean especially moving towards 2020 when the dream of an Asean Economic Community will be realised. I believe that beyond that, Asean should look into investing in areas such as education and health."



CONCURRENT SESSION B

"Steering through rough water: Leadership in times of crisis"

MODERATOR



Dato' Dr. Hamzah Kassim |
Co- Founder and Group Managing
Director, iA Group Sdn Bhd

"The business landscape is changing rapidly due to technological changes. This means that leaders of the future have to be able to take a 50,000 feet view to understand what's happening in the world. How do we build leaders who can manage business as well as international crises?"



PANELLISTS



Raja Teh Maimunah Raja Abdul Aziz |
CEO, Hong Leong Islamic Bank
Berhad

"As a leader I tell my heads this: if you see your people growing out of their jobs, you must allow them to flee the nest. You must allow your people to eventually grow out of your organisation."



Mr. Suresh Thirugnanam | COO,
Jobstreet.com

"You can't wait for a crisis to decide you want a leadership team in place to tackle that crisis...Realistically, you need to have great leadership all the time and you need to build a supporting culture. If you can't, then you need to start changing today."



Ms. Rahima Ibrahim | Senior Vice
President & Head of Human
Resource, Siemens Malaysia

"Change management is one of the most important capabilities all managers and leaders need to have. Change management prepares them (to deal with crises). The most important part of change management is really managing people and their emotions."

CONCURRENT SESSION C

"A crisis resilience scorecard for Malaysia"

MODERATOR



Tan Sri Dato' Seri Haji Megat Najmuddin Datuk Seri Dr Haji Megat Khas | President, MICG

"In terms of subsidies, they are still kicking the can down the road. There is no political will (to reduce subsidies). It is draining the Government coffers. We are talking about RM30 billion a year for fuel subsidies. The Government must make a hard and fast decision and bite the bullet to ensure subsidies go to the right category of people".

PANELLISTS



Dato' Charon Wardini Mokhzani | Managing Director of Khazanah Research Institute and Executive Director Khazanah Nasional Berhad

"One big theme at the moment is income inequality...Malaysia has income inequality. However, the Statistics Department and World Bank data show that our income inequality has not worsened over the last 20 years whereas other countries' inequality have worsened. As such Malaysia is not as bad as other countries. But a possible cause of the next crisis could be income inequality."



Dato' Steven CM Wong | Deputy Chief Executive, ISIS

"Today, the entry-level salary for the banking sector is about RM2,600 – RM2,700. Salaries have hardly doubled in thirty years at the entry level. If we go by MEF's (Malaysian Employers Federation) survey on salaries, there's a disparity in the increase in salaries at the top and at entry levels...If the current wage remains the same, of course, you won't be able to get people to fill positions. Does this mean we have a shortage of workers? It means we have a shortage at that particular price point, no more and no less than that."



Mr Nor Zahidi Alias | Chief Economics, Malaysian Rating Corporation Berhad

"When compared with other countries, we are not too bad in terms of our growth profile. In terms of economic structure, one of the concerns is that Malaysia is overly dependent on a particular economic sector. This issue was brought up in July 2013 when an international rating agency downgraded their outlook (not their rating) on Malaysia."

CONCURRENT SESSION D

"Taking Malaysian productivity from the industrial era to the knowledge age"

MODERATOR



Datuk Shamsuddin Bardan | Executive Director, Malaysian Employers Federation

"In 2010 our productivity level was at RM60,437 per employee per year in terms of value. By comparison, Singapore's was RM173,000 per head. The government has introduced the minimum wage policy and for SMEs the increase in cost is tremendous. So there would be a 30% to 40% increase in the cost of labour. However, productivity improvements remain at 2%. So where do we go from here? Unfortunately, the minimum wage is up for a review at the end of the year, which may cause another round of cost increases."

PANELLISTS



Mr Stewart Forbes | Executive Director, MICCI

"We must re-energize our education and vocational training system, so that we recreate the right quality of human capital to drive us forward. Now, manufacturing will remain important and bring new high value industries to Malaysia. But we can improve our manufacturing sector by pumping in new technology, increasing capital, putting in automation; all these things can continue to increase the value of our manufacturing sector. The services sector will grow faster, and they offer additional avenues of growth as well as spur new knowledge-based businesses. In the end, productivity and services are all about people and skills and there is concern that not enough is being done in these areas."



Puan Rohana Ramly | Deputy CEO, SME Corp

"SMEs realise the minimum wage is here to stay and that costs are rising. They are taking measures to mitigate the impact of cost increases in business operations through automation and mechanisation. SMEs do face challenges in increasing productivity levels. Our challenges are in the areas of innovation and technology, human capital, access to finance, access to markets, regulations and bureaucracy, infrastructure and security."



Dato' Mohd Razali Hussain | Director-General, Malaysia Productivity Corporation

"Another way of looking at how we are currently doing is looking at where we are in terms of development. There is a lot more ground to cover to reach a high income level but what is equally important is our next target. We have to go beyond high-income and become a truly innovative economy. From the experience of other countries, it may take seven or nineteen years; some countries, however, achieve high-income but are unable to grow beyond that to the innovation phase."







CONCURRENT SESSION E

"How can Malaysians and Malaysian companies best prepare for a financial crisis?"

MODERATOR



Mr Ahmad Zakie Ahmad Shariff | Non Executive Director, FA Securities

"When a crisis comes, the thing that we will look closely at would be our immediate surroundings. After the Asian Financial Crisis, Malaysia made sure our banks were leaner, more agile and resilient. There were regulations to prevent over-exposure to foreign currency borrowings. This helped to make Malaysia more robust and, may I say, a more prudent capital market."



Datuk Wira Azhar Abdul Hamid | CEO, MRT Corp

"I want to talk about the 5Cs of managing a financial crisis: Confront reality, otherwise you would not be around for a very long time. Be Creative - you have to innovate and think on your feet. Have Courage - if you do not make a decision, you are not being a good leader. Communicate - your team needs to know what is going on. Lastly, don't forget Customer acquisition and retention. You still have to look for markets and you still have to make sure you can afford the payroll that you have."



Mr Keith Pogson | Senior Partner, Financial Services, Asia Pacific, EY

"Economic communities are working more closely together and becoming stronger. Trade is becoming more vibrant. We are becoming a more connected society. One thing that came out of the 2008 global financial crisis is how quickly the G7 and G20 countries as well as other coalitions such as BRICS worked together. Governments are increasingly trying to connect their populaces and their financial systems to create stability because it is this stability that will allow us to have a prosperous financial future".

PANELLISTS



Mr Mohamed Nazri Omar | CEO, Danajamin Nasional Berhad

"You need to have a balance. There has to be prudent asset-liability matching. Also, you may want to consider going regional or global. This does not only mean opening a shop in another country but also exporting to diversify from the local economy."



Dato' Mirza Mohammad Taiyab | D-G, Tourism Malaysia

"In times of crises, it's important to continue communicating with your prospective customers to encourage them to return. Despite the recent MH370 and MH17 incidents which saw a drop in tourists from China, Taiwan and a few other markets, we saw an increase in tourists from Singapore, Thailand, Indonesia and Brunei."



Ms Nor Rejina Abdul Rahim | Managing Director, Nomura Asset Management Malaysia Sdn Bhd

"What you need to do is to invest in unit trusts. Even SMEs can invest in the money market and short-term bond funds. Income derived from investments in unit trusts are tax deductible. It is a good way to put excess cash away."

CONCURRENT SESSION F

“Is Malaysian education in crisis?”

MODERATOR



Mr Lim Teck Hoe | CEO, Ideaspark Sdn Bhd

“Out of the 65 countries that took part in PISA (Program for International Student Assessment), Malaysia ranked 52, lower than Thailand. Our reading score is only 398 against the global average of 496. Our scores for TIMSS (Trends in International Mathematics & Science Study) have also not improved. According to Times Higher Education World University Rankings, no Malaysian university rank within the Top 50 in Asia.”



PANELLISTS



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

“Are those who are responsible in educating our children doing a good job? The question is not that our education is in crisis, the question is whether our teachers and professors are doing their job to educate to meet the objectives of the institutions...My hope is that there will be more professionalism in education.”



Datin Noor Azimah Abdul Rahim | Chairman, PAGE

“Science needs to be taught in the laboratories...Science labs are not equipped well, chemicals are old and the labs are in a state of disrepair. The Parent-Teacher Associations (PTAs) are unable to do anything as science labs are classified by the Ministry as specialist areas and therefore need government funds for repairs.”



Mr Wan Saiful Wan Jan | CEO, Ideas

“We conducted a survey towards the end of 2013, in which we interviewed about 1,300 parents from the bottom 40% demographic group. It showed that 90% of these parents are not aware of the Malaysia Education Blueprint 2013-2025 at all despite the government assuring us that all sectors of society have been consulted.”

SPECIAL SESSION WITH EY:

"Industries of high growth and resilience, 2015 and beyond"

MODERATOR



Mr. Azwan Baharuddin | Partner, Asia Pacific Advisory Business Development Leader

"In 2015, we identified six global mega trends that will impact the global market place: Digital enterprise. Mobile data analytics, the cloud. Urban enhancements like digitally-enabled smart cities. Work unbound (technology is evolving the notions of the work place). Health re-imagined (the concept of healthcare is changing around the world). Increased adaptation and innovation of non-renewable resource sectors. We are an oil and gas rich country, but there is increasing competition in the renewable energy space."

box. Take away from them the rote learning of past education. The computer of the future will do most of what mankind can do. But there would still be need for human brilliance in innovation. That's going to be difficult for computers in the next thirty to fifty years to take away from humans. So it really has to be education that the government focuses on."



Ms Mildred Tan | Head of Advisory Services, EY Singapore

"There's increasing innovation in healthcare. In medical science, doctors are now using analytics for predictive assessments and diagnoses. To reduce expenses, a doctor may outfit an ambulance with the latest X-Ray machines, blood test equipment and heart machines, and be able to offer medical

assessment and treatment, anywhere. For Malaysia, I think medical tourism is big business. In 2020, we think that the number of medical tourists in Malaysia will go up to two million."



Mr Vikram Chakravarty | EY Asia Pacific Capital Transformation Leader

"Whose responsibility is it to ensure that we are competitive in the future? In my opinion, both the entrepreneur and the government will rule together. The entrepreneur must dream the bigger dream. But equally government has a fundamental role in restructuring industries. Far too many governments mollycoddle and protect their local industries in a way that they cannot be globally competitive...We need the government to wake up and recognise that's not the right way to do things and allow restructuring."

PANELLISTS



Mr Keith Pogson | Senior Partner, Financial Services, Asia Pacific, EY Global Assurance Leader – Banking & Capital Markets, EY

"If I was sitting in a government role at this point in time looking forward, I'd be trying to get people to think outside the





A doctor's training is useful for crisis management: Tun Dr. Mahathir Mohamad

WHEN TUN DR. MAHATHIR Mohamad talks about crisis management, it pays to listen. As Prime Minister of Malaysia for twenty two years, and a politician for almost as many years before that, Tun Mahathir encountered problems that ranged from individual concerns to national and international issues. Given his background as a medical doctor, it may not come as a surprise that his approach to problem-solving is that of a physician's: Diagnose and Remedy. In his closing keynote speech at the Perdana

Leadership Foundation's CEO Forum 2014, he explained his approach to the 1997/98 currency crisis:

"A doctor has an advantage in crisis management. Our medical course consists of instructions which we should apply to handle a medical crisis that comes before us. We have been told that the way to manage a crisis is to be systematic. In handling a crisis, you must face the facts and get the correct data. Once you have all the data, you are well on the way to diagnosing what is ailing the

patient, the economy or the country.

When I became a Prime Minister, I found this systematic procedure of gathering information very useful in order to deal with a crisis which is not tangible. Of course, a classic one is the 1997/98 Asian Financial Crisis...I am neither a finance man nor a banker, so I needed to read a lot in order to understand the briefings given by the officers concerned. You can be briefed on a lot of things but if you do not understand the subject, it is not going to be very useful.

So, how did we manage the crisis? The traders were selling and buying the Ringgit. Obviously if they could not sell or buy our Ringgit, they could not play around with it. How did we stop them? Fortunately our Central Bank is very powerful. It could direct the banks operating in Malaysia that no transaction in our currency would be approved if the money deposited or withdrawn was not for a legal purpose. If the transaction was to suppress the value of the Ringgit, the transfer between the buyer and the seller would not be allowed. Once we stopped that, we could stop them from playing around with our currency.

You have to know what is ailing the economy. By understanding this, you could prescribe the medicine to reverse the situation. In our case, if the traders were selling, we stopped them from selling. If they were buying, we stopped them from buying. Once we did that, the disease was practically cured.

For a leader to manage a crisis, he needs to be strong, forceful, willful and determined. He needs to take action even if it is unpopular with certain groups. Leaders who do not want to take action will never be able to handle a crisis. To take action, the leader needs to understand the way a crisis is to be handled. Leaders today cannot be good at politics only but need to also be good in finance and economics; otherwise, the leadership would not be effective. Good leadership can only come from people who are knowledgeable. You cannot have a good leader who is dumb or who is just good at being popular but cannot handle a crisis."



Tan Sri Nik Mohamed, Tan Sri Vincent Tan and Dato' Abdul Rauf with Tun Dr. Mahathir.



“Tun Talks”: The Perdana Podcast series featuring Tun Dr. Mahathir Mohamad

PERDANA LEADERSHIP FOUNDATION introduces the Perdana Podcast, a series of audio excerpts from the Foundation’s programmes. Perdana Podcast kicks off with “Tun Talks: The Tun Dr. Mahathir Series” featuring twelve ten-minute segments from Tun Dr. Mahathir Mohamad’s speeches on a variety of subjects, including Managing Crises, Political Stability, Education, Social Re-engineering, Money Politics and The Role of the Media in National Development. Find out what the fourth Prime Minister of Malaysia and the Honorary President of Perdana Leadership Foundation has to say on these subjects.

In many of the podcasts, Tun explains how Malaysia has dealt with issues such as ethnic relations, distribution of wealth and gender equality.

“I am glad that the recordings of speeches I gave are not gathering dust in

the library. Whether or not people want to listen to my opinions on these topics is up to them. But my hope is that some Malaysians – and maybe non-Malaysians, too – will listen and will be able to derive some benefit out of my experience. There is a saying that those who don’t learn from history are condemned to repeat the mistakes of the past. So if you want to create a better future, you must always go back and understand history. These podcasts may be of help in that respect,” Tun Dr. Mahathir Mohamad said.

Perdana Podcast is available for free on Perdana Leadership Foundation’s website (<http://www.perdana.org.my/perdana-podcast>) along with more than half a million digital documents related to the Prime Ministers of Malaysia, including speeches, news clippings and book excerpts.

“Given his vast experience as a pol-

itician and the Prime Minister of Malaysia, as well as his deep intellect, there is much for Tun to share on a wide range of topics. Unfortunately, not many people have the time to listen to hour-long recordings. As such, we produced these ten-minute episodes to condense the most interesting points and arguments of Tun Dr. Mahathir’s speeches. The podcasts are meant to be thought-provoking and we hope they will provide some insights into Malaysia’s history as well as of the speaker himself who was Malaysia’s longest-serving Prime Minister,” said Tan Sri Nik Mohamed Nik Yaacob, Executive Director, Perdana Leadership Foundation.

Tan Sri Nik added that the Foundation will be producing more podcasts under “Tun Talks” as well as other series in 2016, featuring speakers the Foundation has hosted.

PERDANA PODCAST > TUN TALKS > TUN DR. MAHATHIR SERIES



SEPARATION OF POWERS

This land used to consist of feudal states and politics was seen as something that only the rulers should engage in. By 1957 though, when the country became independent, the people wanted to have a say in the running of the country. So democracy was chosen. We naturally chose a democratic system based on the UK where the separation of powers is

clearly defined: Legislative, Executive, Judiciary, and Constitutional Monarchy. Nevertheless there are overlaps. It is not perfect but at least there is a separation of powers.



MONEY POLITICS

In his talk about the impact of political trends on the economic and social well-being of a country, Dr Mahathir talks at length about the scourge of money politics. He says it be-

gan even during colonial times. He laments how corruption has spread even to the civil service whereby someone might withhold their signature for some approvals in order to get bribes. He thinks that having laws and punishment alone will not deter corruption.



AFFIRMATIVE ACTION

Dr Mahathir has personal experience in affirmative action as a young man.

He benefited from it when he got a scholarship to study medicine. This was because the British, who ruled Malaysia at the time, understood the importance of having Malay doctors. He talks about the importance of having affirmative action so as to reduce the economic disparity between the Malays and non-Malays but highlights that this should not be regarded as a “permanent privilege”.

All podcast episodes are on our website
www.perdana.org.my

“Muslims need to return to the teachings of the Quran”: Tun Dr. Mahathir Mohamad



TUN DR MAHATHIR Mohamad shared his views on the role of Islam in Malaysia at the 19th Perdana Discourse Series on “Islam and Islamisation” held at the Perdana Leadership Foundation on 6th May 2015. Tun was of the view that the problems besetting the Muslim world are due in large part to Muslims themselves who have departed from the true teachings of the Quran and rely instead on interpretations of the Holy Book.

“If you look at the Islamic world today, if you look at the Muslims, if you look at their countries, you will conclude that Islam is really a terrible religion. It is not successful, Muslims are not successful, and the behaviour of Muslims today in many parts of the world simply indicates that Islam does not implant good values among the followers of the religion...(This) has happened because the Islam that we believe in is what we are taught by our

teachers, by the interpreters of Islam in our society, by the books and the Kitabs that we read. We seem to actually reject the Quran which contains all the messages of Allah to the Prophet Muhammad, to humanity. That is what the Quran is all about. It is the mother of all Kitabs. It should be our reference if we are lost,” he said.

A panel discussion was held following the keynote speech which discussed the points raised in the keynote. Panelists were Professor Dr Hashim Kamali, Founding CEO of International Institute of Advanced Islamic Studies (IAIS); Professor Ibrahim Mohamed Zain, Dean of the Kulliyah of Islamic Revealed Knowledge & Human Sciences of International Islamic University Malaysia (IIUM), Mr. Mohd Nazim Ganti Shaari, Lecturer of Law of Universiti Teknologi Mara (UiTM), and social-activist Datin Paduka Marina Mahathir, with

Dr. Mohd Zaidi Ismail, Principal Fellow, IKIM cum Director, Institute’s Centre for Science and Environment Studies of IKIM as the moderator.

In his welcome address, Tan Sri Azman Hashim, Chairman of the Board of Trustees, Perdana Leadership Foundation, remarked, “How we manage current religious sentiments will determine how successful we are in attaining our noble national objectives of becoming a developed nation by the year 2020 and in correcting mistaken perceptions towards Islam. As a Muslim, I would also like to see Malaysia contributing to a healthier image of Islam, one that is closer to our roots as a religion of mercy, knowledge, tolerance, enlightenment, and justice.”

Members of the 250-plus audience consisted of students, academics, NGO representatives and members of the public.

Excerpted from Tun Dr. Mahathir Mohamad's Keynote Address

"Islam is a great religion. It is the religion that converted the Jahiliah, the ignorant Arabs into the founders of the greatest civilisation of the history of mankind. A civilisation that spread from China to Spain, and the West. It was a great civilisation, far superior to the civilisation of Europe at that time. Indeed, Europe was living in the Dark Ages when Islam was already very far advanced as mentioned by Tan Sri (Azman Hashim) just now. All the great scientists and the great mathematicians were from the Muslim world.

I am afraid that when we talk about the past, the greatness of Islam, we are actually admitting the lack of greatness today. It was glorious before therefore it is not glorious now. And why is it not glorious now? I believe that in the past, people follow more closely the teachings of the Quran without having interpreters. Interpretations sometimes conflict with each other and have resulted in Muslims being divided into different sects. We now have the Sunni, Syiah, the Wahabbi,

"Islamic scholars and gurus are human and can make mistakes"

the Alawis and the like...Because of following interpreters rather than referring to the Quran, we have broken into many different sects and we are fighting each other, despite the fact that Islam does not advocate factional fighting. Indeed, Islam forbids killing and Islam declares that all Muslims are brothers and sisters.

Now, we are fond of telling people that Islam is a way of life, Ad-Deen, because Islam governs everything that you do while you are alive. A way of life, not a way of death. If you read the Quran in a language that you understand, you will find guidance there for everything that you do.

In the Quran there are two different verses. One is very clear and specific; the other is in the form of allegory which you may interpret differently according to what you understand from the story. For the

verse that is direct and clear, anyone can understand it. But you have to read it in a language that you can understand. I completed reading (khatam) the Quran in Arabic when I was about 13 years old. But I knew nothing about it. What I knew was what my guru told me and my guru is human. Some of the things he told me were right but there were many others which were not right, now that I know about Islam.

But that is the Islam that we practised. Not the Islam of the Quran, but the Islam of our teachers. And our teachers are human. Even if they are great scholars, they are still human and they can make mistakes. The interpretation of one (scholar) is different from the other. There are many teachers and scholars, and their interpretations on Islam differ so much that some regard others as not Muslim and hence, can be killed. That's the result of following interpretations and not going back to the Quran."

To listen to an audio excerpt of Tun's speech, as well as his other speeches, head over to Perdana Podcast at www.perdana.org.my.

PANELLISTS' VIEWS

Professor Mohammad Hashim Kamali | Founding Ceo, International Institute of Advanced Islamic Studies

"I think that the misunderstanding of Islam is not so much in terms of ideas and principles. It is that Islam is not being practised the way that it is taught... There was recently a learning exchange between two prominent scholars of Islam and the question was, what is the governing principle of Islam? What animates Islam most? One was saying that it is the idea of justice because Islam was an uprising in the name of justice, and in the Quran, it takes so much prominence - 53 verses on justice, and more than 300 on injustice. But Fazlur Rahman (the other prominent scholar) thought that this is not the governing principle.



The governing principle of Islam is Rahman (compassion). The Surahs of the Quran begin with this phrase, Bismillahirrahmanirrahim; Allah SWT call himself Ar-Rahman and Ar-Rahim. He has 99 names but he chooses to call

himself Ar-Rahman. Compassion is not an empty word but I think that when we see the ugly reality in front of us, what is happening is the opposite of compassion. The atrocities that are taking place defies the very essence of Islam."

Professor Ibrahim Mohamed Zain |
Dean, Kulliyah of Islamic Revealed
Knowledge & Human Sciences, IIUM

"The greatest breakthrough in achievement brought by the Quran was the hierarchy of values - how values can be realised independently of the realisation of other values. I give you just one example. If somebody wanted me to be obedient (because the Quran always tell us to be obedient to authority) but there is injustice, I would not need to obey. Thus, justice as a value ranks higher than obedience - we have the right to resist if there is oppression. So the Quran laid down the hierarchy of values. In the issue of rape, as Tun Mahathir rightly pointed out, it is a mistake to lump rape together with zina. The definition of zina is two consenting adults. Obviously in rape, there is no consent so the procedure of proving or disproving rape should not



require four witnesses. That would be a mockery of the whole system. As Tun pointed out, the most important thing is the quality of justice. Islam is about realising justice in the lives of Muslims and

the rest of humanity. Whatever leads to this, as our scholars would say, would be Islam. Whatever would be counter to this shouldn't be considered as Islam."

"As Tun pointed out, the most important thing is the quality of justice. Islam is about realising justice in the lives of Muslims and the rest of humanity."

Datin Paduka Marina Mahathir |
Social Activist

"Prof Hashim mentioned that one of the things that the Quran said is that a Muslim should be the person from whom others are saved; which means that Muslims should never be a threat and danger to others. Surely the people nearest to us should be safest. Therefore, why should wives be afraid of their husbands and why should children be afraid of their parents? Is this Islamic? And yet we hear very little condemnation of this...I believe that violence against women and children epitomises the state of health of any society. The more violent it is, the worse it is. If many people regard violence towards women as normal, then violence will soon be regarded as a right. People beating up their mothers will not be considered aberrations. Yet we call this an Islamic society. How is it possible? If someone expresses an opinion, especially if they are female, they are faced with threats

of beatings, rape, and even death...As the Quran says, we have to act on our faith. If we do not believe that it is right

to kill another Muslim, why it is that we say nothing when there are threats by Muslims against other Muslims?"





"I think that the misunderstanding of Islam is not so much in terms of ideas and principles. It is that Islam is not being practised the way that it is taught."

Mr. Mohd Nazim Ganti Shaari |
Lecturer of Law, UiTM

"For a Muslim Malaysian, the Syariah may be your highest legal authority. But for other people, Muslim or non-Muslim, the Federal Constitution is their highest legal authority. How do you reconcile these two (systems)? This is what is called "Legal Pluralism". This pluralism is because the British changed our laws such that Islamic law only applies to family matters. But there is one question that we need to ask: before the British came to Malaya, were the Malay Sultans practicing Islamic laws one hundred percent? The answer is no. Along with Islamic interpretations of the law, they were also elements of Malay adat, Hindu customs, and even perhaps Buddhist traditions. So, there was no absolute Islamic legal order even during those days. Was there an intention to create an Islamic State before the British came? The answer is also no...Most of the argu-



ments on Islam today centres on Article 3 of the Federal Constitution. But Article 3 is not so special that you can disregard

the other provisions of the Constitution. Article 3 also does not mention any intention to create an Islamic state."



Is Malaysia An Islamic Nation?

By Mohd Nazim Ganti Shaari, Lecturer of Law, Universiti Teknologi Mara (UiTM)

MANY WRITERS ARGUE that Malaysia is not an Islamic State. The premise of their argument rests on the Reid Commission Report of 1957 which stated that the Malay Rulers themselves were not in favour of inserting a provision in the Constitution to declare Islam as the religion of the Federation. While the historical basis of this argument is correct, it is certainly strange to extend it by saying, "therefore this Federation can never be an Islamic State" since a Constitution must reflect the current wishes of its people rather than be dictated by the wishes of the people in its past. On the other hand, there are also many writers who argue that Malaysia

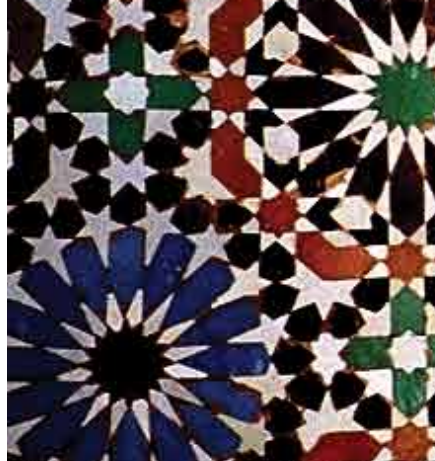
is an Islamic State since the Constitution expressly states that Islam is the religion of the Federation. This is also problematic since the meaning and scope of an "Islamic state" is non-existent in the Constitution. There is therefore conflict between these two arguments.

A related problem is that Article 4 of the Federal Constitution states that the Constitution is "the supreme law of the Federation" and any law which "is inconsistent with this Constitution... shall be void". How could this provision be reconciled with the Muslims' belief in the supremacy of the Quran and the Sunnah? All Muslims are educated on the principle that the commands of

Allah rank supreme, far and above any man-made law. This is one of the many problems inherent in the "politics of an Islamic State".

The problems posed by the existence of legal pluralism (different legal systems and beliefs existing side by side) are further exacerbated by the fact that the version of "Islam" as understood and internalised by all Muslims are not uniformly nor coherently shared. This is quite normal since according to Max Weber, a person's experience and understanding of any phenomenon is peculiar to himself.

At the other end of this problem is the attempt by people to fuse the



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identities of Islam and Malay together. There is a danger in attempting to use religion to bolster an ethnic identity and on this point alone, the tragic suffering of the Rohingyas in Myanmar certainly is a lesson to us all. Further, it is doubtful whether Islam depends on ethnicity. The last sermon of the Prophet (S.A.W.) certainly proves that it doesn't.

Despite all these important issues, we see a drive in “Islamisation” in this country in which policies, methods, institutions are exhorted to be Islamic. While there is certainly nothing wrong in striving to be Islamic, there is a concern whether such a drive is genuine or merely cosmetic.

Islam as it has been in this country, is far from being the true, pristine, ideal form of Islam which we read about in religious literature. Many authors of history books proudly point out to the fact that the Malay sultanates that existed before Western colonisation were Islamic sultanates. But rarely do these writers delve into the mechanics of Islam that was practiced during those days to assess how Islamic the community was. Not many are willing to admit that Islam that had been practised in this country during the old days was not a pure form of Islam since it was mixed with Malay customs. This was referred to by Dr Mohd Faizal Musa (“Faisal Tehrani”) as “Islam Parameswara”, describing the weakness of some Muslims whose understanding of Islam is devoid of any philosophy and ethics. He referred to some passages in the Sejarah Melayu which stated that the people of Melaka embraced Islam simply because the King did so and that they were content with the ritual forms of Islam. This

is true to a certain extent particularly when there are many parts of the Sejarah Melayu which are far from being Islamic. Scholars such as the late Prof Syed Hussein Alattas and his disciples have been attempting to address this social phenomenon regarding the psyche of the Malays for decades.

The “Islamic State” discourse in Malaysia together with the drive for “Islamisation” are also not free of politics. This was evident from the very first international Quran recital contest held in Malaysia which reflected the desire of the ruling political party to demonstrate its credentials as the more Islamic political party compared with others.

There are some parties who refuse to budge from the argument that Malaysia is an Islamic State by pointing out the special status enjoyed by the religious departments, as they are placed under the patronage of the Malay Rulers. But historical sources tell a different tale. While the agreements entered into by the British colonial power and the Malay Sultans reserved a certain sphere of jurisdiction for the Malay Sultans on areas related to Islam and Malay custom, studies have shown that such agreements were made to bolster the influence of the colonial power through the prestige or monopoly of power granted to the Malay Sultans. It has been shown that prior to the British Colonial Malaya period, power and authority on Islam were possessed by the village locals. The centralisation of power for administering and managing Islamic affairs occurred during the colonial period. During the colonial era, attempts to free the minds of Muslims from mental inertia did not find favour with the

THE FIRST VERSE IN THE QURAN IS ABOUT READING. SINCE READING ENTAILS A DISCOURSE AND A DIALOGUE, IT IS STRANGE TO NOTE THE ABSENCE OF BOTH IN OUR COMMUNITY.

authorities. We still remember the polemics between Kaum Muda and Kaum Tua in British Malaya in which power and authority were used to curtail any dialogue on Islam by the Kaum Muda that were deemed subversive.

Tun Mahathir's central attack on this social psychosis is the lack of knowledge among Muslims, and he aptly referred to the first Quranic verse that was revealed to the Prophet (S.A.W.) which commanded Muslims to read. We often hear this exhortation from the speakers in our ceramah circuit - that the first verse in the Quran is about reading. Since reading entails a discourse and a dialogue, it is strange to note the absence of both in our community. Take, for example, the case of "Kalimah Allah". In the High Court, despite the plaintiff tendering evidence as to why Christians could use the word "Allah", some of which referred to the existence of old Malay writings by Munsyi Abdullah, there was no response from the authorities to address these evidence at all. Another instance to this strange lack of dialogue was in the case of the trans-genders in Negeri Sembilan. While the trans-genders submitted medical reports from medical experts regarding their gender identity disorder, the authorities submitted no arguments against the medial experts' evidence. This lack of dialogue is certainly alarming particularly when it involves the Islamic religious departments as it gives rise to the perception that the religious departments' actions cannot be questioned. Although the "Kalimah Allah" case was dealt with by the Court of Appeal, the basis of the judgement was regarded by some to be far from

satisfactory. Instead of referring to the Quran to discover whether the Quran allows non-Muslims to use the word "Allah", two of the Court of Appeal judges in this case referred to the Bible and found that the Bible does not use the word "Allah". They made their judgement based on such a finding. This was odd especially as the Mufti of Perlis, Dr Mohd Asri Zainul Abidin¹, had written an opinion that the Quran specifically allows non-Muslims to use the word "Allah".

Many Muslims applaud the drive for "Islamisation" and revel in the fact that Malaysia has Islamic laws, Islamic Courts, Islamic universities and also Islamic banking systems. But perhaps we should question whether these are absolutely Islamic or whether these are merely tokenisms. For example, despite the fact that there are many Islamic banking packages offered by banks in Malaysia, there has yet to be an attempt to deconstruct these Islamic banking packages to see who really benefits under this system, or even as to whether these financial packages are better than the financial packages offered under the conventional banking system. With regard to Islamic universities, is "academic freedom" truly alive and well, and fully respected in these universities? These are the real issues behind the process of "Islamisation" not just in this country but in other countries as well.

Muslims have a duty to ensure that Islam must never be used merely as a political tool to serve the interests of

the ruling elite. To do this, knowledge is required. Scholars must be objective and independent instead of being the lackeys of political masters. It is certainly shameful to note that in the research measuring countries' "Islamic index"², Malaysia ranked far lower than non-Muslim countries like USA, UK, France and Germany. If we could just influence the minds of Muslims, particularly the Malay Muslims in this country that both form and substance must be Islamic, the result would be revolutionary.

² The Islamicity Index is an overall index measuring adherence to the foundational rules laid down in the Quran via four broad facets — economic and human development, laws and governance, human and political rights, and international relations. It was designed by Professor Dr. Hossein Askari, Iran Professor of International Business and International Affairs, Elliott School of International Affairs, George Washington University and Professor Scheherazade Rehman, Professor of International Business/Finance and International Affairs, Elliot School of International Affairs, George Washington University.

ABOUT THE AUTHOR:



Mohd Nazim is a person who is in awe of the intellectual contributions of his intellectual superiors and seeks to join the battle against ignorance whether

caused by feudalism or imposed by the system. His research interests are in the field of legal history (specifically the legal history concerning Malays) and legal philosophy.

¹ At the time he wrote the opinion, he was the former Mufti of Perlis. He was re-appointed to the position in 2015.

A Conversation with Tan Sri Dato' Utama Nor Mohamed Yakcop



IN MARCH 2015, as part of our Oral History initiative, the Perdana Leadership Foundation had a conversation with Tan Sri Dato' Utama Nor Mohamed Yakcop, the former Minister of Finance II for Malaysia and Special Economic Adviser to the Prime Minister who is now the Deputy Chairman of Khazanah Nasional and Chairman of Khazanah Research Institute. During the conversation, Tan Sri touched on his career in banking and in government, and highlighted in particular the 1997-98 crisis during which he worked very closely with the Prime Minister of Malaysia, Tun Dr. Mahathir Mohamad, to construct and apply a very unique solution to the crisis. The interviewer for the conversation was Professor Dr. Mohd Shahwahid Hj Othman, Dean of the Faculty of Economics, Universiti Putra Malaysia.

Here are excerpts of Tan Sri's re-

sponses to our questions. A book of our dialogue with him will be published as part of our Leadership Conversations series.

On his hometown

"I was born in Bagan Dalam, a small kampung in Butterworth which is on the Penang mainland. The town was very small and there was a dockyard where half the people of Bagan Dalam worked. My father was a shopkeeper on the island of Penang and my mother was a housewife. When I was about three or four years old, we moved from the island of Penang back to Butterworth. My father had a shop in a place called Ujung Batu, a place where you had to take a sampan to go to Prai. Prai was where the railway station was. So anyone from Butterworth or Penang who wanted to go to Kuala Lumpur or Ipoh would have

to take the train from Prai. Of course, you could travel to Prai by road but that would take a very long time. The easiest way was to cross the river."

On how he was called in by the Prime Minister of Malaysia to resolve the currency crisis

"(Tun Dr. Mahathir Mohamad) called me and requested that I meet him in Argentina as he was travelling from Cuba to Chile and then on to Argentina. He wanted me to meet him in Argentina and return with him to Malaysia. So I went to Argentina. I arrived a day before him and then I waited for him. He arrived at the Alvear Palace Hotel in Buenos Aires on 2nd October at about 5pm. I went to his room and he dismissed everyone else. It was just the two of us.

He asked me to explain the crisis that had beset Malaysia. During the

next two hours, I explained to him how the market works. A financial market doesn't work like a mini-market; there are specialities and peculiarities. I thought that if he really wanted to solve the problem, he needed to understand the details. Of course, Tun Mahathir has the capacity to understand details.

During the two hours, he said very little. He just listened. Then at 7pm, he told me to stop. He requested that I write down everything that I had told him and meet him again after Subuh prayers the next day. So I went back to my room, skipped dinner, and wrote everything that I had told him. At about 7am in the morning, I gave him my notes. When we met again after lunch, he told me then that he had read my notes and that he understood the situation.

So I asked him, "Now that you understand, Sir, is there anything else that I can do?"

He said, "Yes, let's see how we can solve the problem."

And the rest is history. This is all documented in his book*, by the way.

Following that meeting, I used to meet him regularly at his house and his office. We worked together on the solution. The very important point I want to make is that there were only the two of us working. The unorthodox measures that we implemented on 1st September 1998 was the work of two persons, Tun Mahathir and me. There was nobody else involved. The Cabinet was against it, the Central Bank was against it, the Treasury was against it, and the EPU was against it. Everybody was against it.

The measures were definitely unconventional and very unorthodox. Interestingly, whenever I went to Tun's house for our discussion, he would ask his family to leave the room. He told his wife and children that he was discussing matters of the state and that they could not be present. He was very particular about affairs of state, and would not allow his children or other family members to be privy to such discussions. That's the character of the man.

After we had implemented the measures, he asked me to return to Bank Negara to make sure that everything would be all right. My role as advisor was

The unorthodox measures that we implemented on 1st September 1998 was the work of two persons, Tun Mahathir and me. There was nobody else involved. The Cabinet was against it, the Central Bank was against it, the Treasury was against it, and the EPU was against it. Everybody was against it.



also to make sure the reforms in GLCs took place. But I have this feeling, from my four years' experience, that Tun Mahathir basically used me as a reality check. He would pass to me most of the proposals he received from Ministers, business people, GLCs, corporates, and KSUs (Secretaries-General) and asked, "What do you think?" Then I'll quickly prepare a brief on the upside and downside, a quick reality check."

On working with three different Prime Ministers

"It's true that I was privileged to have worked under three great Prime Ministers but I'm not the only one. There are many others also who have worked under different Prime Ministers.

The Prime Ministers may have their differences but one trait that they have in common is sincerity. All three of them are sincere. (Tun) Mahathir, (Tun Abdullah) Pak Lah and (Dato' Seri) Najib are very sincere and indeed very generous.

Another aspect that struck me is that all three of them are real Malaysians. There is no racism in them, they are also not religious ideologues.

We are very lucky to have three Prime Ministers in a row who are intent on reducing social injustice. They know that there is still so much social injustice in Malaysia. For instance, in

some parts of Malaysia, a child has to walk ten kilometres to go to school and ten kilometres to return home. Our Prime Ministers have built roads to make it easier for children to attend school. They have a lot of passion and compassion when it comes to reducing social injustice. Those are their common traits.

Of course, no two people are the same. Each one has their own idiosyncrasies, their own style. Tun Mahathir is very punctual in terms of time. During the crisis, I saw him six days a week (in those days, we worked on Saturdays) but each meeting took no longer than fifteen minutes. That's it. You say what you have to say then out you go. Pak Lah was more generous. If you went to see him, he was willing to spend more time with you. Dato' Seri Najib is similar to Tun Mahathir, but not as strict.

In terms of delegation, all three of them delegate work. If there's a problem, you went and met them. They didn't say "Do It" and then looked over your shoulder.

So I believe that there are many common characteristics among the three Prime Ministers with some differences as to leadership style and emphasis."

**A Doctor In The House by Tun Dr. Mahathir Mohamad*



Professor Emeritus Datuk Dr. Mazlan Othman discusses science and the future

By: Zarina Abu Bakar

PROFESSOR EMERITUS DATUK DR. MAZLAN OTHMAN is no stranger to being the first. She is Malaysia's first astrophysicist; the first woman in the entire history of her University (the University of Otago, New Zealand) to earn a PhD in Physics; the first Director of the country's National Space Agency, Angkasa; and the first head of Malaysia's Angkasawan Project that successfully launched Malaysia's first astronaut, Datuk Dr. Sheikh Muszaphar Shukor, into space.

Datuk Dr. Mazlan is now the Director of MegaScience 3.0, a futures-planning project of the government of Malaysia. She may have left the space industry but the subject has not left her. In our conversation below, she talks about her passion for space, her thoughts on Malaysia's space sector, technology trends for the future and the MegaScience project she is leading.

Q: Datuk, tell us about your background. When did your interest in Science, in Physics, particularly, begin?

I started going to school in 1957, the year of Independence. It's hard for people to appreciate that my generation goes back that long. At that time, we didn't have the sort of schools that you have. Even if there were libraries, they didn't have books on space. The good thing with my generation is that most of us were forced to go into science.

Q: What do you mean you were forced, Datuk?

Well, I was in TKC (Tunku Kurshiah College), a very good boarding school. Af-

ter form three, we were asked what we wanted to do in the upper forms. I put down English Literature and Arts but because I did well in Science and Maths, I was compelled to do Science. When I say forced, what I mean is that the teachers told us the country needed more scientists and not English Literature majors. This made sense at the time. I was only fifteen, so of course, I complied with the teachers' wishes. They placed me in Pure Science.

To cut the story short, I have no regrets whatsoever going into Science.

Having gone into Science, I discovered physics. Physics was everything I wanted in a subject. It was mysterious and it was this mystery that attracted me. At the time, theories about the nucleus were still very new. People didn't have all the answers yet. I asked my teachers: if the nucleus was made of protons and particles that have the same charges repel, why doesn't the nucleus rip apart? He couldn't answer me. I had to go to university to learn the answer! But those were the sort of questions that captivated me. I always had a very strong sense of curiosity.

Q: When did you discover Physics?

Until Form 6, it was sort of understood that I would go into Medicine. I thought at the time that if I had to go into medicine, I wanted to specialise in neuroscience because it's one of the most exciting fields that was coming up, with discoveries that will change us as human beings.

Then I entered university and I got into Physics. It was at university also that I discovered Astrophysics. Why did I choose astrophysics and not solid state physics or nuclear physics? Well, astrophysics brought me back to my love of the arts and philosophy. If you open up any astronomy or astrophysics book, you wonder at the beauty of our universe. Where does the universe come from? In terms of reaffirming the greatness of the Creator, there is nothing better than a book on Astronomy.

Q: What was the response at the time to you, a woman, deciding to go into Physics, what more Astrophysics?

When I was an undergraduate, I got the distinct feeling that boys were intimidated by me because of my choice to study Physics. I think they would not have been so intimidated if I had chosen medicine! At university, I was one of two girls in the first three years in class. I decided to do an extra Honours year, and that made me the only girl out of around 15 students. Later on, I decided I wanted to do a PhD. Whenever I told people that I was doing a PhD in Physics, they would respond with, "What's a nice

girl like you doing Physics?”. And I didn’t even tell them I was doing Astrophysics!

I was the only woman in the doctoral programme. Other women dropped out either to get married, or because they found the programme too tough. I was the first woman ever in the University of Otago’s 120-year history to get a PhD in Physics!

As the only girl in a department full of guys, I didn’t feel I had to work harder but, of course, I had to impress my supervisor. That was the most difficult part of the programme but eventually, I got my PhD. Until the Angkasawan programme came along, I thought getting the PhD was the most difficult part of my life!

Q: Has the landscape changed for women when it comes to Pure Sciences in general, and Astrophysics in particular?

There are more women in universities, and many of them are getting into the sciences. Women are less intimidated by the Sciences, thanks to increased exposure in schools and within society as well as the availability of role models. So I would say yes, the landscape has changed and there are more women in science and in astrophysics. You’re an astrophysicist if you have Masters or PhD. With a degree, you are a physicist. I don’t know the exact number of women astrophysicists in Malaysia but I have supervised a few and I know there are women lecturers teaching astrophysics

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in Universiti Malaya. It’s not an easy subject, regardless of gender. I supervised a woman who received her PhD a few years ago. Unfortunately, she found the subject so tough that after her PhD, she didn’t want to have anything to do with astrophysics!

Q: So, if you are an astrophysicist who doesn’t want to do astrophysics, what other careers can you go into?

Well, the thing about astrophysics is that the skillsets you pick up are so wide, you can apply them to many other sectors. As an astrophysicist, or a physicist for that matter, you would have experience in data analysis, data manipulation, and mathematical modelling. I know a few of my peers who received job offers from computer companies even before they

graduated. Physicists are also sought after in banking as their research departments need people who are good with numbers. As a physicist, your skills would enable you to model the share market, for example. You know, the ones who came up with the hedge fund models are physicists. I’m not blaming them for the financial crisis, of course, but I am illustrating that physics can be applied to a lot of areas.

Q: You were told in your time that the country needed more scientists to develop. Do you still believe this is the case? Does Malaysia need more scientists?

If you project the future linearly, most of the jobs that form the industrial base of the economy would require an understanding of science and engineering. However, the future is not linear. The biggest threat or rather, the biggest change on the horizon will come from work automation. There are millions of workers in the factories of today but in future, robots will take over their tasks. Many jobs that will no longer exist. With automation and robots, we won’t need as many doctors, for example. Some people just can’t imagine that future.

The robots of today are mostly cold and unfriendly but this is changing, and soon, I believe we will have robots that can be as gentle as human beings.

STEM is necessary. But unfortunately, it is not enough. On top of deep knowledge in STEM, we must also have creativity. It is this ingredient that will make Malaysia competitive in future and that will change the world. We can have the best brains in science and maths but we need to ensure that these brains can also think outside the box. Why do you think Steve Jobs was so successful? It was because he appreciated the role of aesthetics in making technology accessible to people. So, we need creativity and innovation on top of STEM. The question is: how do we inculcate creativity from young?

Q: How do you see the role of the education system in this?

Our education system should deliberately set out to make our students cre-



SPACE IS INSPIRATIONAL AND ASPIRATIONAL

ative. We need more creative thinkers and we need to inculcate in our young this love to create new things and the passion for new ideas. As the student matures, he or she should not only be a critical thinker but also a creative one. On top of STEM, it would be innovation that would set Malaysia apart from the competition.

Q: Datuk, you were instrumental in setting up the national space agency in 2002. What was your vision for that agency?

It was simple – I wanted Malaysia to be a country that is respected internationally in the field of space. To achieve that, there were several things I had to do. One of them was to set the target that by the year 2020, we would have the technological capability to build our own MEASAT Satellites. At the time and until now, our satellites are being built by the French and the Americans, through companies like Boeing. I wanted Malaysia to be able to build these satellites on our own. I built the foundation for this goal.

Unfortunately, I believe that Malaysia's space industry has taken many steps – backwards. We are not even stagnating – that would see us in a better position than where we are now. We have regressed. We are not building satellites, we no longer have programmes that work towards building our space capabilities.

The saddest part is that other countries have forged ahead. Around 2004, our space programme was the envy of several countries, especially the African countries. There were even countries that were concerned about our capabilities. But today, some of these countries have surpassed our achievements. A few months ago, Singapore launched six small satellites, doing the things that I thought Malaysia should be doing. Vietnam is catching up with us. Nigeria has their own facilities. Thailand



and Indonesia are ahead of us. We may be trying hard but we have regressed.

Q: So we are not on track to build our own satellites by the year 2020?

We are absolutely NOT on track. We had the facilities and the human resources but if you don't invest in the technology and build satellites, good talent will leave. Space is one sector that people enter because they are inspired by very big and noble goals. Space is inspirational and aspirational; that's why in the US, the industry attracts the best minds. If you compared space to, say, biotech, the motivations are different. Biotech is business-driven while in the space industry, people are motivated by goals bigger than themselves and their companies. These people will leave if there are no programmes and no aspirational targets to work towards. So, we have hollowed out our capability and capacity. It's very sad.

Q: What would it take, in your opinion, to rejuvenate Malaysia's space programme?

If we look at national development as being necessarily holistic and comprehensive for the sake of the future of our country, we will come to the conclusion that the space sector is an indispensable part of that future. There are parts of our economy for which space assets are critical (communications, navigation), while others could do better if we utilised their services better (agriculture, education, environmental protection).

This awareness is currently very low hence a lot more has to be done to raise it. It's not like we have to start building heavy-lift rockets immediately. We should however slowly build up our capability commensurate with our needs and resources.

Q: You headed the Angkasawan project, Datuk. Wasn't this project designed to inspire more Malaysians to be more interested in space science?

That was part of the vision, of course: for people to relate themselves to space. When the space agency was set up, I held talks on satellites and rockets, on space technology. But the media was not interested. They kept asking that as Malaysia now had a space agency, was Malaysia going to launch an astronaut into space? I kept resisting this idea until I came home in 2002. I met the Prime Minister, Tun Mahathir, and asked him to give me a clue as to what to do. He said that every now and then, the country needs to rally behind something that cuts across race and economic means. A project that is inspirational. That was how the Angkasawan project came into being. I worked with Tun Mahathir on the project.

Q: Where were the challenges you faced in the Angkasawan project?

Well, everything was new and had not been done before, so there was nothing in place that I could refer to! Just two simple examples: What would happen to

the Angkasawan when he returns? I had to go to JPA (the Public Service Department of Malaysia) and convince them to create a position. The Angkasawan cannot be an ordinary civil servant but would be an Ambassador of some sort to inspire children. He couldn't be a 9-to-5 desk-bound civil servant. The discussions with JPA took two years before JPA finally agreed on an official position. I had to think of all these things four years ahead of time! Second example: To go into the ISS, we needed to have insurance. This was the Russians' pre-condition. It wasn't life insurance that we needed but a liability insurance, in the event our Angkasawan presses a button by mistake and endangers everyone else. But our government never had this kind of insurance and initially refused to provide for it. So I had to work it out with the Treasury to get them to understand. Then there were the other elements – the programme itself, the training, visa requirements. I tell you,

very good chance of engaging with the public if we took that route. Instead, we should open up the application process and encourage people to apply. "Are you sure?" he asked me. "How many will apply?" "Around 1,000," I told him, very confidently.

We received 11,000 applications.

We developed a selection funnel to trim down the number of candidates. The first was to require applicants to have at least a Bachelor's degree. Then we put people through a physical test – they had to run a certain distance within a certain time. More people dropped out. We had 2,500 people who agreed to the physical test. After the run, many were disqualified. Those who qualified were given a basic medical exam similar to that administered for pilots. That eliminated more people. So, it was all self-selection, and I didn't have to reject people. I was actually starting to worry if we would have anyone left at the end of the selection process!

some cutting-edge scientific experiments in space. With the zero gravity environment, we wanted to see the breakthroughs that we could achieve. The third objective was to introduce our culture to space. We brought the Quran, Malaysian food, and batik to space. That's what space is about – it's the cultures of 193 nations in world. Some opposed me on that – they say space is only about the technology and should not involve religion, culture, education. But I think space programmes should be holistic. I agree with the Japanese, French, and Italian approach where the element of culture is very strong. Finally, of course, our objective was to bring space to the hearts of our people. When our angkasawan is up in space, people would have conversations about it.

When I talked about making Teh Tarik in space, I was ridiculed. The press did not give me a chance to explain that Teh Tarik is about fluid dynamics. You cannot make Teh Tarik in space, and

WHEN I TALKED ABOUT MAKING TEH TARIK IN SPACE, I WAS RIDICULED. THE PRESS DID NOT GIVE ME A CHANCE TO EXPLAIN THAT TEH TARIK IS ABOUT FLUID DYNAMICS.

it was the worst three to four years of my career! I got up every single day and faced a new set of problems.

Then, towards the end it became very high profile and attracted other problems. The press were upon us all the time. We tried our best to avoid errors but of course, we made mistakes and the press made us suffer for them. The programme became political, a glamour exercise - it was very stressful.

Q: Was there any particular reason that the selection of the Angkasawan was open to the public?

Tun Mahathir launched it in October 2003 before he stepped down as Prime Minister and I opened it to the public in January 2004. We were discussing the selection process. Tun Mahathir proposed that we identify a select group of people and train them. I had a different idea. I said that we would miss a

Because of our selection methods, people couldn't accuse us of favouritism.

So the selection filters became more difficult – medical, physical, psychological. We conducted profiling - we wanted someone who would not be intimidated in ISS and would be able to stand up for themselves as well as someone who would be able to learn a new culture and language.

Q: Will there be an Angkasawan II Project?

Of course, I already had this in mind when I put the first programme together. But before you start the second programme, you need to ask: What do you want to achieve?

With the first Angkasawan project, we were very clear that one, we wanted a project that would inspire the youth to be interested in science and to strive for physical and mental excellence. Second, we wanted to conduct

given how popular the drink is among Malaysians, people would have learnt about fluid dynamics without realising it. On the ISS, many experiments had to do with liquids – what happens when you suck it, and so on. But the press ridiculed the Teh Tarik idea and ridiculed the entire angkasawan programme. I was never given a chance to explain and I regret until today that I was not more persistent in explaining why I had proposed the idea of Teh Tarik.

The next Angkasawan programme cannot have the same objectives. We've surpassed those. What is left are these: either you demonstrate ground-breaking science or you demonstrate a technology that space-faring nations want. If you don't do either of these, then the space community would see our second Angkasawan project as tedious. So the questions to ask are: Is there some ground-breaking science or technology? The next question would be: do we re-



ally need a Malaysian angkasawan to conduct the experiments? You could ask the Japanese, the Americans, maybe even the robots to conduct the experiments. So we should be very clear on what we want to achieve and equally clear that sending our own astronaut is the best way. The third question then is about the Angkasawan – who to send to space.

The criteria must change for us to move forward. People may mistakenly think I am not gung-ho about another angkasawan programme. I am all for it, provided that we set very clear and distinct objectives from the first.

Q: Datuk, did you watch The Martian?

Yes I did!

Q: When do you think humans would be able to live on, or travel to Mars?

I heard this from the mouth of the NASA administrator himself five years ago: The person who is going to Mars is already born.

The US are really serious about going to Mars. The UAE are also going to launch an orbiter to Mars to help others who are planning to travel there. The Europeans, too, have their own Mars programme.

How would we get to Mars? Well, the US believe asteroids are the key – they want to launch their rockets off asteroids. Europeans feel that the launch should be from the moon, so they are working to colonise the moon and gather resources from it before they travel to Mars. It's also more energy efficient to launch from the moon.

My point is: the Mars programmes are very serious – the technology is in

place and are being developed further. Most importantly, in the US, the private sector is getting involved in a big way. Entrepreneurs like Elon Musk may have different objectives but they are working to make it possible. So there are good vibes about Mars programmes when the government and private sector are working together.

By 2050, there's a good chance that a human being would travel to Mars. There is also a good chance that the first crew to fly to Mars will not be all-American or all-European but will be a group of people representing the human race.

One of the visions I had when I began the Angkasawan Project was to have a Malaysian on such a trip. That would be really cool. But you can't dream of this unless Malaysia has embarked on something that gives people confidence that Malaysia has the talent and the capability to contribute to the mission. Actually, to have a Malaysian even be considered as a candidate would have been an achievement.

I know that to a lot of people having a Malaysian on board a mission to Mars is not a big deal. I mean, who cares if you get selected to go to Mars? But I do. I care very much.

Q: Can you let us know about the new project that you're heading, MegaScience 3.0?

Megascience is a project to look at the big picture of science and technology and put in place action plans, intervention, and strategies to allow our country to benefit. Let me explain first that there were Megascience 1.0 and 2.0. Megascience 1.0 dealt with water, energy, health, agriculture, and biodiversity to find answers to the energy ques-

tion for the future while Megascience 2.0 focused on housing, infrastructure, transportation, environment, electricals and electronics.

For Megascience 3.0, we are more industry focused, zeroing on furniture (high economic impact), automotive, creative, tourism, plastics and composites; we use data and consultations to project to the year 2050. By August 2016, we should know already what our priorities are for each sector to ensure these industries thrive.

There is one change that I introduced since I came back to head Megascience 3.0. I wanted to make sure that the outputs from each industry jived with one another. From the previous Megascience programmes, it seemed that each industry had its own future. There was no common future among the sectors. Water did not speak to Energy, and so on, despite the fact that the Water-Energy-Food nexus is critical.

This time, we made sure that we projected common futures for all the sectors. We also constructed different scenarios for Malaysia as a whole in terms of society and culture, economics, science and technology and geopolitics. The scenarios have to gel into the projected future of 2050. We have formulated four scenarios: the ideal, "best-case" scenario, and the "worst-case" scenario, plus two other scenarios in between. The worst-case scenario is useful because it directs our thinking to preventive measures.

We are determined that the public will be able to understand these futures. So we've employed writers to compose the narratives. It's basically storytelling about the possible futures for Malaysians. The findings would be made public sometime in August 2016.

Q: Given all the research that you've done for MegaScience, what are your biggest concerns for Malaysia?

I feel the country is not investing enough in Research and Development overall. I'm not referring to Science and Technology R&D in particular but R&D in general. Without proper research, we won't have enough good data. Some of the policies we formulate contain no data behind their proclamations. For example, we set a goal for 60% of students to go into STEM at university level but when we did our research we found that barely 10% qualified to go into the Science stream! How did this policy come into being in the first place? Policies must be based on data.

Our education system is my other concern. The system is not creating enough thinkers for the future. To produce thinkers, we must encourage creativity and not neglect the Arts. It's not enough to build knowledge in STEM, there should also be "an enculturation of culture" to make the system a more holistic one. Innovation comes from creativity, and unless creativity is deliberately encouraged in schools, we are producing generations of workers but not thinkers. This may suit some segments of the population as thinkers tend to question the status quo, but for the long-term competitive edge of the country, Malaysia needs more thinkers. Our education system must teach students how to think.

Q: Let's go to the opposite end. What are your biggest reasons for optimism for Malaysia?

I value diversity. I worked in the UN before and when I was there, I was so grateful to be working among so many different people, from different backgrounds and cultures, speaking different languages. Diversity is Malaysia's strength and we should celebrate our differences. I'm optimistic still for the country because we are very diverse, compared to a country like Japan which is very homogeneous. Malaysia's diversity is what drives the country forward and is our reason for doing things. Any attempt to homogenise us in any way is

***I FEEL THE COUNTRY
IS NOT INVESTING
ENOUGH IN RESEARCH
AND DEVELOPMENT***

a big mistake.

Another strength of Malaysia is our young population. We still have plenty of young people to support the aged and ageing population. Right now our demographics is still a pyramid. Of course, this is changing and by the year 2100, this pyramid will flatten which is dangerous. Malaysia needs to address the ageing issue.

Q: What are the biggest technology trends that Malaysia should be paying attention to right now?

One, the Internet of Things: all devices will be connected to each other. This will soon evolve to become the Internet of Everything, where we will become connected to just about every device.

Second, automation. Companies

are building self-driving cars and even aeroplanes, so we have to figure out how to adjust to these new technologies. Robots are getting smarter. Right now, we can have the capability of one human brain on a single chip. In future, maybe around 2060, one chip could equal the brain power of everyone on the planet. So, one chip would equal the brains of five billion plus people!

Third, 3-D and soon, 4-D printing is revolutionising manufacturing. We may not need large factories to mass produce stuff in future as manufacturing can be done on a much smaller scale. I envision community-based manufacturing centres where the resources of that particular community will determine its output.

Fourth, green technology. It's hard to imagine a future without oil but technology is enabling alternatives that are friendlier towards the environment.

Malaysian leaders need to be forward-thinking. This means leaders who not only have vision for the future but who can anticipate as well as prepare for different future scenarios for the country. It's vision plus foresight thinking. It is the leader's responsibility to guide our country to a good future.

What characteristics do you need to be a good scientist?

You need one main ingredient: curiosity. You have to be curious. From curiosity, you will get the drive to learn and make breakthroughs. You have to keep questioning things: why is the sky blue? Why do protons in the nucleus do not drift apart? Children are actually the best scientists but I'm afraid that our education system can flatten this curiosity.

Are there any authors or books you recommend for anyone who wants to learn about astrophysics and space? Also, do you have any favourite authors?

There are many books on the subject but I would recommend books by Stephen Hawking, Paul Davies & Carl Sagan. I read across genres but one of my favourite authors is Arthur C. Clarke.

I'm currently reading a non-fiction book "The Entrepreneurial State" by Mariana Mazzucato which goes against the idea that innovation and entrepreneurship come solely and independently from individuals. The author argues that without state intervention, there would not be high levels of entrepreneurship. In fact, in the US, the foundation to allow for innovation and entrepreneurship is laid by the government. Space technology, for instance, is pioneered by the public sector with public money, and it is only recently that the private sector has been involved. So, the book argues against the belief that entrepreneurship is anathema to government intervention. This means government is responsible for setting the environment for entrepreneurship.

Note: The interview in full can be viewed at www.perdana.org.my

The Malay Leadership Mystique

ON 10TH SEPTEMBER, 2015, about thirty Malaysians from the public and private sectors were invited to discuss the issues and challenges of Malay Leadership based on a doctoral dissertation "The Malay Leadership Mystique: Building A Background To A Psychoanalytic Understanding Of Malay Leadership Qualities In Politics And Business" completed by Dato' Dr. Vaseehar Hassan bin Abdul Razack. Dato Vaseehar successfully defended his thesis in September 2013 at Vrije Universiteit, Amsterdam.

Tun Dr. Mahathir Mohamad, the fourth Prime Minister of Malaysia and Honorary President, Perdana Leadership Foundation, delivered the Keynote Address at the Roundtable's opening. Also present were Professor Dr Manfred Kets De Vries, Distinguished Professor of Leadership Development and Organisational Change, INSEAD Europe Campus; Dr Erik Van De Loo, Visiting Clinical Professor of Leadership, INSEAD Europe Campus; Dr Roger Lehman, Affiliate Professor of Entrepreneurship and Family Enterprise, INSEAD Singapore; and Professor Emeritus Dr Vamik Djemal Volkan, Emeritus Professor of Psychiatry, University of Virginia.

Dato Vaseehar explained that he analysed Malay leadership from the following contexts: historical, cultural, large group psychology and leadership qualities of a race.

Dato' Vaseehar quoted some statements from past and present leaders on the Malay psyche. The predominant message is that there is a constant struggle within a Malay between their positive and negative traits and this struggle impedes and in many instances restrains them from proceeding forward. He also quoted his work on 'Large Group Regression' on how when a large group of people share the same expectations, anxieties, behaviours, and thought patterns, the group has regressed. This was one of his key models of analysis.

Dato' Vaseehar closed his briefing by stating that as Malaysia grew, Malays were not given the right opportunities

and training. His finding concluded that a large majority of the Malays still remain within the regressive group.

Tun Dr. Mahathir Mohamad spoke on the historical development of Malay leadership leading to its present state. He mentioned the themes that run through Malay leadership that are the antithesis of good leadership: a culture of obedience and obsequiousness, feudalism, acceptance of corruption especially among leaders, and a lost value system. Tun closed the Roundtable by emphasising that for Malaysia to move forward, the value system and character

of Malays need to change. The nation needs a system that builds sound and strong leaders with good moral and ethical values ingrained in them from young. Thus, the education system plays a very important role in building the right foundation for future leaders.

To continue with the work of the Roundtable, the participants agreed that, among others, focus-group discussions to establish 21st century Malay and Malaysian leadership traits would be useful as well as research on the issues of leadership and growth in the public and private sectors.



When will the next global financial crisis hit us?

According to a Global Financial Crisis Roundtable organised by Perdana Leadership Foundation on the 27th of April 2015, the next big crisis would occur within the next five years, and its severity will be worse than previous crises. This is because global debt has increased to a staggering 300% of world GDP which means much of the growth experienced today is fueled by debt. These are among the conclusions drawn from a day-long session on the state of the Malaysian economy within the context of a worldwide financial crisis. The session was a follow-up to the 2014 Roundtable on the same topic.

The Roundtable participants who comprised of corporate and think-tank leaders agreed that while Malaysia's banking sector has so far been robust, Malaysian corporations and institutions need to re-focus investments in the country to boost domestic growth and Malaysia needs to design policies to raise the incomes of Malaysians ten to twenty years from today. The participants also concluded that the world financial system needed further reforms as well as another reserve currency to prevent a re-occurrence of the 1996 currency crisis and the 2008 financial collapse.

The Roundtable was chaired by Tun Dr. Mahathir Mohamad, the fourth Prime Minister of Malaysia and Honorary President of Perdana Leadership Foundation. Among its attendees were: Tan Sri Dato' Nor Mohamed Yakcop, Deputy Chairman, Khazanah Nasional Berhad; Tan Sri Dato' Dr. Lin See Yan, Trustee, Jeffrey Cheah Foundation; Tan Sri Azman Yahya, Executive Chairman, The Symphony Group; Tan Sri Datuk Tee Hock Seng, Group Managing Director, Bina Puri Berhad, Dr. Nungsari Ahmad Radhi, Managing Director, Prokhas Sdn Bhd and Tan Sri Nik Mohamed Nik Yaacob, Executive Director, Perdana Leadership Foundation.

More than 4,000 students responded to our call for essays and photos!



THE MAYBANK FOUNDATION – Perdana Leadership Foundation Writing and Photo Contest 2015 themed “Empowering Youth for a Better Asean” ended at the end of September 2015 with more than 3,900 written submissions and more than 3,000 photos from young Malaysians from all over the world.

The fiction and essay category had entries that ranged from science fiction to serious contemplations of current issues, while Instagram photos with the contest hashtag #AYAcontest2015 (Asean Youth in Action!) depicted youth in various activities, from sports to dance to community work.

With more than RM350,000 in cash prizes alone and up to fifty prizes per category, the contest offered many young Malaysians between the age of 13 and 21 the chance to be rewarded for their essay, fiction and photo-essay. This is the second Perdana Leadership Foundation and Maybank Foundation collaboration and the first time that the organisers are

inviting fiction and photo submissions, making it one of the first nationwide contests for young fiction writers.

The contest ran from May to September 2015. At the launch of the contest in June, Tun Dr. Mahathir Mohamad, Fourth Prime Minister of Malaysia and Honorary President of Perdana Leadership Foundation, lamented the lost art of writing and encouraged young Malaysians to take the trouble to master communication skills. “We are in danger of losing the art of writing. Young people today use abbreviations when sending text, to the extent that words are written according to sound and not meaning. For example, ‘for’ is shortened to ‘4’ while ‘you’ to ‘u’. It is fun as you can compress long messages into just a few letters. But over time, we lose the art of writing which is precious. I hope that young people will seriously go back to writing properly. My suggestion is that we should master the art of writing and the art of communication,” he said after

launching the contest.

In August, workshops on writing and photo-journalism were held in Kuantan, Penang, Kuching and Batu Pahat, which taught the rudiments of writing and photography to more than 200 students.

The contest judges – who include best-selling novelist Tunku Halim, literature professor Dato’ Ghulam Sarwar Yousof, photographer-lecturer Che Ahmad Azhar and TV-anchor and columnist Ben Ibrahim, faced the tough task of determining the contest winners. After extensive deliberation and discussion, the judges determined the top winners of the contest, and they are:

FICTION, 13-17 YEARS OLD:

1st Place: Yoki Chin, Sri Cempaka International School

2nd Place: Siti Azren Fazyani binti Mohd Faisal, SMK Membakut II

3rd Place: Jacey Hen Hue Tyng, SMK Seri Bintang Utara

FICTION, 18-21 YEARS OLD:

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

ESSAY, 13-17 YEARS OLD:

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

ESSAY, 18-21 YEARS OLD:

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

PHOTO-ESSAY, 13-17 YEARS OLD:

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

PHOTO-ESSAY, 18-21 YEARS OLD:

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

INSTITUTIONS THAT SUBMITTED THE HIGHEST NUMBER OF ENTRIES:

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

The winners were feted at a prizegiving gala in January 2016. For the Judges' Statement on the entries received, please visit www.MaybankPerdanaContest.com. The contest partners are Ministry of Education Malaysia, MPH and The New Straits Times Press.

Top Prizes (13-17 age group)

1st Place: US\$2,000, Macbook Air or DSLR camera,
Amazon Kindle E-Book Reader, and RM 250 MPH Book
Vouchers

2nd Place: US\$1,500, iPad Air or DSLR Camera, Amazon
Kindle E-Book Reader, and RM 200 MPH Book Vouchers

3rd Place: US\$1,000, iPad Mini or Compact Camera,
Amazon Kindle E-Book Reader, and RM 150 MPH Book
Vouchers.

Institution of 1st Prize Winner: RM3,000 worth of
books and RM500 cash

Top Prizes (18-21 group)

1st Place: US\$2,500, Macbook Air or DSLR Camera,
Amazon Kindle E-Book Reader, RM 250 MPH Book
Vouchers

2nd Place: US\$2,000, iPad Air or DSLR Camera, Amazon
Kindle E-Book Reader, RM 200 MPH Book Vouchers

3rd Place: US\$1,500, iPad Mini or Compact Camera
, Amazon Kindle E-Book Reader, RM 150 MPH Book
Vouchers.

Institution of 1st Prize Winner: RM3,000 worth of
books and RM500 cash

Fiction Judges

Dato' Professor Ghulam Sarwar Yousof
Director, Asian Cultural Heritage Centre Berhad

Tunku Halim
Novelist & Non-Fiction Author

Datin Shajaratuddur bt Sh Abdul Halim
Former Senior Editor, MPH Group Publishing

Chuah Guat Eng
Novelist

Essay Judges

Datuk Hardev Kaur
Former Group Editor, New Straits Times

Ben Ibrahim
TV Presenter, Emcee & Writer

Alexandra Wong
Columnist & Author

Photo Essay Judges

Che Ahmad Azhar
Lecturer, Multimedia University

Mahen Bala
Documentary Photographer & Filmmaker

Zain Abdullah
Photographer

The finalist judges were ably assisted by:

Professor Dr. Syed Noh Alkhareid

Dr. Hj. Zulkifli Baharom

Puan Nasirah Aris

Puan Zaleha binti Esa

Puan Fatimah binti Abu Bakar

Puan Fatimah Illiani Jamhari

Encik Muslianshah Masrie

Writing & Photo Contest 2015 Winners

Excerpts from our first prize winners



Aiman Husaini Bin Abdul Karim
Category A (13-17 years old)

"I watched the door close behind her and I picked up the present. I opened it and smiled when I saw that it was my favorite book, *The Bane Chronicles*. "Life is a book and there are a thousand pages I haven't read yet," Cassandra Clare had said. I opened my door and walked to the living room. I stood at the front door and took a deep breath. "Time for me to live my life," I said and I threw the door open to reveal the world outside. Fresh air hit my face for the first time in years and I smiled."

Abigail Shannon Chua,
"Courage" (18-21 age group)

"First and foremost, a large network can be built by joining volunteer programmes or activities. This is very important especially for budding leaders because to be a leader, support from others such as friends and family is needed...There would emerge a sense of respect, not only for others, but more importantly respect for our own selves."

Nur Afiqah Dalili binti Mohd Fadzil,
"Volunteering Makes Us Better Leaders" (18-21 age group)



"Being a leader is not easy and I require more practice and experience, but to me, the most important quality is respect. We should respect one another regardless of our race, religion, age, gender and looks. Respect is the most important quality that each and every person should have. Every parent should educate their child to respect other people whether they are at home, school or at the playground. Without respect, this world would not be a peaceful place to live in."

"Suddenly, it pounced. It was a huge, sand-brown mountain lion! Tim stared in horror at the creature, which now stood inches away from him. My mind went wild, imagining all the possible scenarios that could happen. However, one thing was for sure: I had to protect Tim and the only outcome I could see was imminent doom."

Yoki Chin,
"Heroism" (13-17 age group)

Rachel Ng Qian Ying,
"The Most Important Leadership Lessons I Learnt in School" (13-17 age group)

Nur Amanina Binti Abd Kadir
Category B (18-21 years old)



A Conversation with Tan Sri Datuk Amar Leo Moggie

What was it like to have been a politician in the early days of Malaysia? A politician (or, as he would say, a former politician) who can enlighten us on the subject is Tan Sri Leo Moggie. Tan Sri is the Chairman of TNB and holds the record as its longest-serving non-Executive Chairman, having served since 2004. Prior to this corporate position, he held several portfolios in government as Local Government Minister, Welfare Services Minister, Minister of Works, Energy, Telecommunications and Posts and the Minister of Communications and Multimedia.

AN IBAN, Tan Sri has come a long way from his humble beginnings in Kanowit, Sarawak, where his family cultivated hill paddy. He credits education as the biggest factor that enabled him to succeed. His background, education, and observations of Sarawak politics were among the subjects discussed during the three-hour long conversation we had with Tan Sri in June 2015. This conversation will be published under our Leadership Conversations series. In the meantime, we produce excerpts from that dialogue, highlighting Tan Sri's entry into politics and his experience under two different Prime Ministers.

On his entry into politics as an Opposition candidate

"I did not set out to be a politician. I had always been interested in current affairs, history and politics. In the late '60s and

early '70s, after Sarawak became part and parcel of the Malaysian Federation, the leaders from the rural community, particularly the Iban and Dayak groups, were unhappy about being part of Malaysia. Before the formation of Malaysia, they had been taken to view FELDA developments in the Peninsular and were persuaded that similar developments will take place in Sarawak. So, they had high expectations. When the pace of development failed to match these expectations, they were disappointed. To them, the pace of development was not as rapid as they had expected it to be. Moreover, the community leaders felt that we were not yet ready for an effective role in government. We were not highly educated and so, we were wary that we would be dominated by other people. That was the background.

I was in the civil service at the time

— I was the District Officer in Kapit, then I worked in the Chief Minister's office in Kuching. Again, the Dayak and Iban civil servants felt that the civil service was discriminatory in that Malay civil servants had a better chance of being promoted compared to non-Malays. These sentiments mushroomed especially among the Iban and the general Dayak communities. A few of us with university education discussed these issues among ourselves. The year was 1974.

When (Tun Datuk Patinggi) Rahman Ya'kub, who was Chief Minister, asked if I would stand for the coming elections under Barisan Nasional, I concluded that I could not. I wrote him a note which also said that if I were to stand, I would stand under the Opposition banner, Sarawak National Party (SNAP). Rahman Ya'kub, being the first-class experienced politician that

he was, wrote back to say that he was disappointed but he wished me luck.

After that exchange, I decided to join politics and run for elections as a member of SNAP. I was among the first Iban to have a university degree. A friend of mine, Daniel Tajem, was the first Iban to have a legal degree. And another friend of mine who has passed away now, Dr Jawi Masing, was the first Iban to have a medical degree. The three of us decided we had better join politics; we joined the opposition party because SNAP was seen in those days to be the voice of the Dayak community. We had very idealistic ideas that we had roles to play and that we might be able to change things."

On Tun Datuk Patinggi Tan Sri Temenggong Jugah, the Minister for Sarawak Affairs (1963 – 1974)

"I was accompanying him one time on a visit to a particular longhouse. You will remember that before he became a Minister, he was a Penghulu first, then a Temenggong, and therefore he was a highly-respected community leader. When we visited this particular longhouse, the people still looked to him as a penghulu. They brought their small dispute to him for him to mediate. And Jugah being Jugah (he was quite a charismatic person), when he heard the two sides arguing with each other, he only said, "Why don't you people keep on talking? I will go to the room and sleep.

Sometimes, you have to deal with very ordinary, simple matters, not high policy stuff. But even in cases like that, where it touches people directly, in order to solve it, you first need to earn people's respect and trust.

When you are ready with a resolution, call me back." That stopped them. He knew their psychology. He knew how to keep them in line. He was well respected and had earned the trust of the people. Sometimes, you have to deal with very ordinary, simple matters, not high policy stuff. But even in cases like that, where it touches people directly, in order to solve it, you first need to earn people's respect and trust."

On serving as a Federal Minister under Tun Hussein Onn and Tun Dr. Mahathir Mohamad

"I'm fortunate in that I had the chance of working directly under Tun Hussein as well as Tun Dr Mahathir. I only worked briefly with Tun Abdullah, from October 2003 until April 2004 but we had been colleagues in the Cabinet for a number of years when he was Foreign Minister. I owe a lot to Tun Hussein because he appointed me to the Cabinet.

Now, Tun Hussein was a very deliberate person. He was very careful and very meticulous, especially with

regard to issues of a very sensitive nature, such as communal, ethnic, or racial issues. In cabinet, for such matters, he would probably ask individual Ministers to express their views before he made a decision. From that point of view, he was more like a Chairman. But his reputation of high integrity is definitely well deserved – I always looked up to him because of his integrity. His leadership style was more consultative and Ministers would have reasonable flexibility in managing their own ministry. His style was aligned to the classic British system of Parliamentary and Cabinet Government – "primus inter pares" (first among equals). However, once his mind was made up, he would stick to his decision. Because he was deliberate, people sometimes say that he was not quick enough. I don't think that is true. I think he had to be very careful as we are a plural society.

Now (Tun) Mahathir, of course, was a very dynamic Prime Minister who wanted to get things done very quickly. He was very hands on in leadership. So, yes, his style differed from (Tun) Hussein's who was much less hands-on. You know the story about how he (Tun Dr. Mahathir) carried a little book around and noted tasks to be done in it? It's a true story. If the electric post was not straight, he would take note of that and bring it up in Cabinet. So he was very detailed. If you didn't know your role as a Minister, or the portfolio you handled, you had better admit that straight out. If you bluffed, he would have his ways of finding out. He was very decisive as a leader. It did not mean you could not disagree but in principle, once a decision is made in Cabinet, it is also your decision. You can express your reservations before the decision is made but not after. He was very clear about that."





PLF Open Day: A Day

IT HAS BECOME an annual event since 2012: once a year, the Perdana Leadership Foundation opens its doors to the public for a day of fun and games. 2015 was no exception. More than five hundred people attended the Perdana Leadership Foundation's Open Day on the 21st of November 2015 and participated in the multitude of activities that were on offer such as Impromptu Speech, Colouring Contest, Kevin Zahri's Jom

Fit Seminar, and YM Raja Zarith Sofea's Cooking Demo. There were also free medical check-ups by the National Heart Institute (IJN) as well as booths by Berita Publishing and PNB among others.

Students and members of the public pit their speaking skills against one another in the Impromptu Speech Contest where contestants delivered two-minute speeches on a random topic without any preparation. It was a tough

challenge but the contestants surprised the audience and the judges with their speech prowess and their ability to think on their feet! The winners were **Fong Jhveen Jhiuen, Mohamad Burhanudin Mohamad Zamri, and Mohd Bakri Talib**. Our guest motivational speaker, **Johan Irwan bin Kamarozaman**, also inspired the audience with a story of his journey as a speaker.

Cikgu Fitness Malaysia, **Kevin Zahri**



of Fun and Games

delivered an hour of his famous seminar on weight management and fitness. **YM Raja Zarith Sofea** showed off her cooking skill and made a delicious cuisine which was Ikan Salmon Bakar Asian Style with Noodle Broth. All these were happening while Misrata Buskers were entertaining the crowd with covers of popular songs. The highlight of the day, however, was during the colouring contest. Visitors and the media were

pleasantly surprised by the appearance of **Tun Dr. Mahathir Mohamad**, the fourth Prime Minister of Malaysia and the Foundation's Honorary President, who presented the prizes for the winners of the colouring contest alongside his wife, **Tun Dr. Siti Hasmah Hj Mohd Ali**.

The event ended on a high note with the lucky draws. The final lucky draw session had the crowd cheering for their respective numbers to be called. Win-

ners returned home smiling with prizes that ranged from Sunway Lagoon tickets, hotel stays, hampers and a 32 inch TV. Prizes were contributed by Sunway Berhad, ARL Equestrian, Cyberview Sdn Bhd, Junaid Marketing & Distribution, iGraphix Sdn Bhd, Newspaper & Magazine Sdn Bhd, and CTG Creative Point.

● PUBLIC OUTREACH





Educating young researchers

LIBRARIANS OF PERDANA Leadership Foundation organised an Information Literacy Programme with more than eighty students and teachers from SK Bandar Tasik Kesuma, Beranang. The programme conducted on 4 April 2015 covered library management skills and

information-centered activities in the form of reading activities, an info-hunt, quizzes and a video screening. A talk on what constitutes a good librarian delivered by Puan Hidayati Haron, a librarian at the Perdana Library, was well-received as the majority of the

students who attended were Year 4 to Year 6 Resource Centre Prefects ('Pengawas pusat sumber'). The programme highlighted the skills needed to manage a school library, delivered in a fun and engaging format.



Broadening knowledge in Malaysian history and nation building

HOW GOOD ARE you at researching and presenting historical material? Over forty students from Kolej Vokasional Kajang found out when they showed off their research and public speaking talents on the 8th of August 2015 at the Perdana Leadership Foundation Information Literacy programme, organised by the Perdana Library.

The students were divided into different groups and competed against each other, working against the clock to answer research questions posed by the Foundation. Each group had help in the form of Perdana Library staff plus the books and rich digital resources of Perdana Library. The questions ranged from the formation of Malaysia to Vision 2020.

After lunch, the groups presented their findings to their peers and a panel of judges. The winning group was the one with the toughest subject: 13th May 1969, while the best presenter award went to the eloquent Danial Asyraff Bin Norhasnizam. The prize giving ceremony was officiated by the Foundation's General Manager, Puan Zarina Abu Bakar.



A fun-filled CSR programme at Salak Tinggi



THE FIFTH OF September 2015 was a day when seventy students of Baitul Barokah Wal Mahabbah, a privately-run orphanage in Salak Tinggi, became winners. The orphanage was the host venue of Perdana Leadership Foundation's CSR Information Literacy programme and the students were the special guests of the day who took part in games and activities organised by the Foundation. The event was conducted by the Perdana Library with Puan Suriyana Mohd Noor as lead coordinator.

The day began with morning exercise led by librarians Encik Ridhwan, Cik Rokayah and Cik Arifah. Despite being shy at first, the students got into the swing of things and thoroughly loosened up by the end of the session. The physical activity prepped them for activities that followed: the historical quiz, spelling bee, information hunt, and arts and crafts. There were tired but happy faces all around when it came time for the winners to be announced. Everyone won a prize and the top winners received

hampers and trophies. The orphanage received a donation from the Foundation in the form of books and posters for their mini-library. To commemorate Eid-ul Adha, the Foundation also donated a cow to the orphanage.

Just when the Foundation's staff were ready to pack up and leave, the students surprised the Foundation by putting on a performance that showcased their singing skills. That was the perfect end to a day of learning and activity.

“Rum, Ferringghi and Other Foreigners” – a talk by Professor Dato’ Dr. Ahmad Murad Merican

MALAY VIEWS OF Westerners and the history behind these views have been the subject of Professor Dato’ Dr. Ahmad Murad Merican’s research for more than five years. The first recipient of the Perdana Leadership Foundation’s Honorary President’s Resident Fellowship, Professor Murad has been investigating this aspect of the Malay psyche as well as the intellectual development of the Malays.

On 26th November 2015, Professor Murad shared some of these views with other academics and interested members of the public in a talk entitled, “Rum, Ferringghi and Other Foreigners: The Ethnic “Other” In The Malay Imagination” at Perdana Leadership Foundation.

“Rum” in this respect refers not to the alcoholic beverage but to a location that has been mentioned in Hikayat Hang Tuah. Professor Murad explained that Hang Tuah was a much respected statesman in the various polities of the Malay Archipelago, serving as the Sultan of Malacca’s representatives on many missions in the 15th century. Contrary to popular belief, the “Rum” or “Rome” mentioned in the Hikayat does not refer to Rome, Italy but it more likely referred to the capital city of the Ottoman Empire, or Constantinople.

Ferringhis, on the other hand, is a word adopted by the Malays from the Portuguese language which translates into “foreigners”. Hence, Batu Ferringhi was named to mean “Foreigners’ Rock” by the Malays. Some attribute Ferringhi as originating from the Persian term of Farang or Farangi, which means the European (Frank). Other terms to describe foreigners include Faranj, Franji, Paranki, and Parangiar. What is clear is



Professor Dato’ Murad and Moderator, Dr. Hamisah Hasan of UPM

that the Malays used the word “Ferringghi” to refer to foreigners.

Professor Murad pointed out that John Leyden’s Malay Annals 1821 confirmed that the Malays had been exposed to other civilisations well before the Portuguese and the Dutch. The colonialists were not the Malays’ first encounter with Westerners. In fact, the Europeans were very much astonished and impressed by the ports of the Malay Archipelago against which Venice, Rotterdam and London paled in comparison.

Due to the presence of the colonialists in the Malay Archipelago along with settlers from other countries such as the Middle East, India and China, the Malays have often wrestled with the question of identity. What makes a Malay? Who are the Malays? The answers to these questions vary on different levels – psychological, emotional and societal – depending on the time period. It is the rich

history of the Malays - as traders, as subjects of the King, as a colonised people, and eventually as an independent citizenry and rulers of their own destinies - that has tempered how Malays view “the ethnic other” and themselves. By understanding their past, Malays would be in a better position to understand the history that colours their current regard of non-Malays.

PAPER EXCERPT: “Rum, Ferringghi, and Other Foreigners: The Ethnic “Other” In The Malay Imagination” by Professor Dato’ Dr. Ahmad Murad Merican

A multitude of different peoples had been visiting the Malay archipelago (and Southeast Asia) for centuries prior to the Europeans in the sixteenth century. These were visitors and traders who were part of extensive networks from China, to India, and to West Asia and the Mediterranean region. From West Asia, which includes India westwards –



from the meaning of 'atas angin' (above the wind) as a Malay geographical and ethnic marker – the visitors formed as semi-permanent communities in the main trading cities. The often-quoted account of Portuguese historian Tome Pires mentions 1,000 Gujarati merchants, and 4,000 Persians, Bengalis, and Arabs together with a sizeable number of Tamils.

We know of the Batu Ferringhi in Pulau Pinang. If we translate the name of that well known beach area, it would come to mean 'foreigner's rock.' Not many take the name seriously. We can imagine how the Malays in Kedah (Pulau Pinang before Francis Light), like the Malays in Melaka earlier or at the same time, had likened the foreigner in the Portuguese as a Ferringhi (meaning foreigner, outsider). It depicts an early encounter between East and West. Early Portuguese fleets, carrying hundreds of Portuguese with little prior experience

of non-Christians were perceived as the "Franks" by the larger non-European Asian population. The Muslims who first encountered the Portuguese brought the idea of the "Franks" as the people who had attacked the holy places during the Crusades. The word "Frank" originated from the Farsi Farang or Farangi, meaning European (Frank). Some attributed Farang to the Arabic afranj. Hence, we hear of the Faranj, Franji, Paranki, Parangiar, and of course Ferringhi. While there is the 'us-them' distinction, there was no presumption of moral or cultural superiority involved in the Malay categorisation of the Ferringgi as the Other.

Drawing from geographical and cultural location as ethnic markers and self-identity – the other is 'bawah angin' (below the wind), referring to most obviously the Chinese and the Japanese. While also the 'atas angin' in the Ferringgi was in the immediate environment and the observable pasts, that

of Rum seems to represent a revered, almost sacred realm in the traditional Malay psyche.

In the narrative of Hang Tuah, we find that Melaka had become a significant power in the region and wanted to pioneer relationships with the great powers of the 'negeri di atas angin' (lands above the wind) such as Rum, Egypt and Makkah. Accordingly, Hang Tuah led missions to Majapahit, Kalinga, Brunei, Aceh and Rum. On a few occasions he, or other representatives of the Sultan, bought gems and elephants, to reflect their prosperity and finally, of necessity, purchased weapons from Rum, as Melaka was being threatened by an invasion from the Ferringghis (Portuguese). The unknown author of Hang Tuah portrayed Hang Tuah as a much respected statesman in the various polities of the Malay archipelago, and also that of "Byzantium, the outpost of 'Rome'". Rum was certainly not the city of Rome. Although reference was made to Byzantium, then Constantinople, Rum also refers to the region of the farthest extent of Hellenism and the 'Occidental' reach in Asia. And this would stretch until the regions on the north of the Indian sub-continent.

Perhaps a re-reading of 'Rum' as narrated by such text, and including other known ones such as the Hikayat Merong Mahawangsa is inevitable to demythologise the expanse of the Malay worldview. The Raja Rum, whether understood as Greek, Persian or Turkish ruler, is a popular figure in traditional Malay literature. An array of the kings of Rum occurs in many Malay literary genres conjuring images in the Malay imagination.

Thus from the known (or unknown) writers, we know much of Malay society, encounters and influences from the outside world. Apart from the numerous classical texts from across the Malay archipelago which need constant reinterpretations, not only in its literary form, but in sociological, anthropological, historical and geographical perspectives, there are also autobiographies, sociological and journalistic narratives that definitely deserve a revisit.

The Power of Public-Private Partnerships

"Public-Private Partnerships, Big Data and Sustainability are believed to be the three trends in global public management." - Dr William B. Eimicke, founding director of the Picker Center for Executive Education of Columbia University's School of International and Public Affairs

Adapted from the event report first published on www.rsog.gov.my

The New York City fiscal crisis in mid 1970s led to the decline of the city's recreational park. The Central Park became a hub for criminal activities as it lacked preventive maintenance due to fiscal constraints. This led to the involvement of the local community who were alarmed at the rising crime rate in neighbourhood, and who were keen to preserve the historical landscape and protect the environment. The local community worked with the Mayor and over time, armed with a viable plan and the support of local residents and businesses, Central Park was conserved and became an economic engine and tourist attraction. The conservation of Central Park has been replicated at other flag-



ship parks, proving that Public-Private Partnerships can work even when there are no direct profit motives. The key to the success of public-private partnerships is stakeholder engagement.

In the past, Public-Private Partnerships (PPP) were seen as a useful and innovative solution to minimising public debt without compromising public good. The current scenario of declining natural resources and limited public funds may be the catalyst to revisit this practice, not just in the US and mature countries but also in still-developing nations like Malaysia.

With this in mind, Perdana Leadership Foundation joined hands with the Razak School of Government as well as the Columbia University's School of International and Public Affairs to organise a two-day workshop on "Strategic Stakeholder Engagement: The Power of Partnerships." Led by eminent professors from Columbia University – Dr William B. Eimicke, Professor of Professional Practice in International and Public Affairs and Dr Arvid Lukauskas, Executive Director, Picker Center for Executive Education – the programme was structured as an interactive and constructive learning event with lectures, role play and case studies, including a case study on water supply in Selangor. A mix of participants from both the public and private sectors ensured that the discussions had industry as well as government perspectives.

The two-day workshop identified four important elements necessary for a successful Public-Private Partnership. They are: -

- Understanding and managing diversity
- Effective engagement of stakeholders





- Risk-management
- Decision-making

An effective Public-Private Partnership can essentially ensure the following outcomes:

- An inclusive and innovative development, one that is cost-effective yet far-reaching
- An improved performance across organisations and stakeholders
- An improved organisational culture within the organisations of the partnership

It must be noted that there are other options for the delivery of public goods and services such as privatisation and turnkey contracts. Each mode delivers different results in different situations. However, evidence shows that partnerships and collaborations between the public and private sectors yield greater overall benefits than privatisation.

Public-Private Partnerships are not easy. For effective PPPs, trust is essential. As some say, "Forming alliances is easy, making them work is the harder part".



Tun Siti Hasmah launches “Women Leaders in Malaysian Academia”

TO RECOGNISE THE women Chancellors, Pro-Chancellors and Vice-Chancellors of Malaysian public and private universities since Independence, Perdana Leadership Foundation and Multimedia University (MMU) have published “Women Leaders in Malaysian Academia”, a coffee-table book that features the biographies of the women along with their speeches. Tun Dr. Siti Hasmah Haji Mohd Ali, the wife of the fourth Prime Minister of Malaysia, launched the publication on the 2nd of December 2015 at Perdana Leadership Foundation.

The idea for the publication came from Tun Dr. Siti Hasmah herself, when she realised there was no publication available on women who helmed Malaysia’s institutions of higher learning. “I believe this is the first collection of women leaders in academia to date, and I hope that this publication will inspire other Malaysian women in their own vocations,” she remarked. Tun Dr. Siti Hasmah had herself served as Chancellor for fifteen years at Multimedia University, Malaysia’s first private university. “The presence of women heading university councils as Chancellors, Pro-Chancellors or Vice Chancellors in both the public and private spheres may be small, but the increasing presence of women at the highest level of academia is encouraged and can only bode well for the future,” she added.

Tun Siti reminded the audience that in the past, education was emphasised only for men. Today, however, the situation was reversed in that more than half of all undergraduates in universities are women. It’s the men, she joked, who needed to catch up to women in Malaysia.

Also present at the launch was Tun Dr. Mahathir Mohamad, the fourth Prime Minister of Malaysia and the



Honorary President of Perdana Leadership Foundation, who, in his closing remarks, expressed some concern over the low men to women ratio in universities. He wondered if this indicated an “abdication of responsibilities” on the part of men and speculated that the imbalance could lead to social problems later whereby it would be difficult for highly qualified women to find equally educated men as marriage partners.

Other VIPs included Toh Puan Aishah Omar Ong, Pro-Chancellor of Universiti Malaya, Tan Sri Nik Mohamed Nik Yaacob, Executive Director, Perdana Leadership Foundation, and Madam Norliza Haji Jaffar, Chief Operating Officer (COO) of MMU. In her speech, Madam Norliza stated that recognising women leaders is not just a matter of gender equality. Rather, it was an issue of leadership; good leaders are not easy



to find, and when they are found, their genders should not be a deal breaker.

The 160-page publication features thirty women Pro-Chancellors, Chancellors, and Vice-Chancellors of Malaysian public and private universities since Independence to the present day. Priced at RM90, the book is available for sale at Perdana Leadership Foundation. For more information, please visit www.perdana.org.my.

Excerpt of Tun Dr Siti Hasmah Hj Mohd Ali's Speech

"I went to university at a time when going to university was a very big deal. Only a few people were accepted to university then. It was a big deal for men. It was an even bigger deal for women, especially Malay women whose families often felt did not need to be educated.

Fortunately, my father was different. He believed in the importance of educating women and he made sure that my sisters and I received a good education, even though we had to attend a missionary school to be taught. In fact, he would severely scold any one of us if we missed school! Because of his very strict emphasis on education, my sisters and I studied as hard as our brothers. I was accepted to the King Edward VII Medical College and graduated as one of the earliest Malay women doctors. I was also fortunate in that I married a man, a doctor himself who later became a politician, who whole-heartedly supported my studies and my medical career.

Ladies and Gentlemen: How times have changed. Nowadays, a university education is regarded as the norm and not the exception for boys and girls. No one blinks an eye if a girl enters university. In fact, it would seem strange if a young person does not go to university these days. A degree is often regarded as the minimum requirement of entry into the working world. In 2013, more than 300,000 young Malaysians entered university and out of this number, more than half are women.

The shift in mindset with regard to women and their right to education and career has been a most welcome change. The change that has taken place much more slowly is the presence of women in leadership positions, whether in the private or public sector, and within our institutions of higher learning. Fortunately, although very slow, this change is happening.

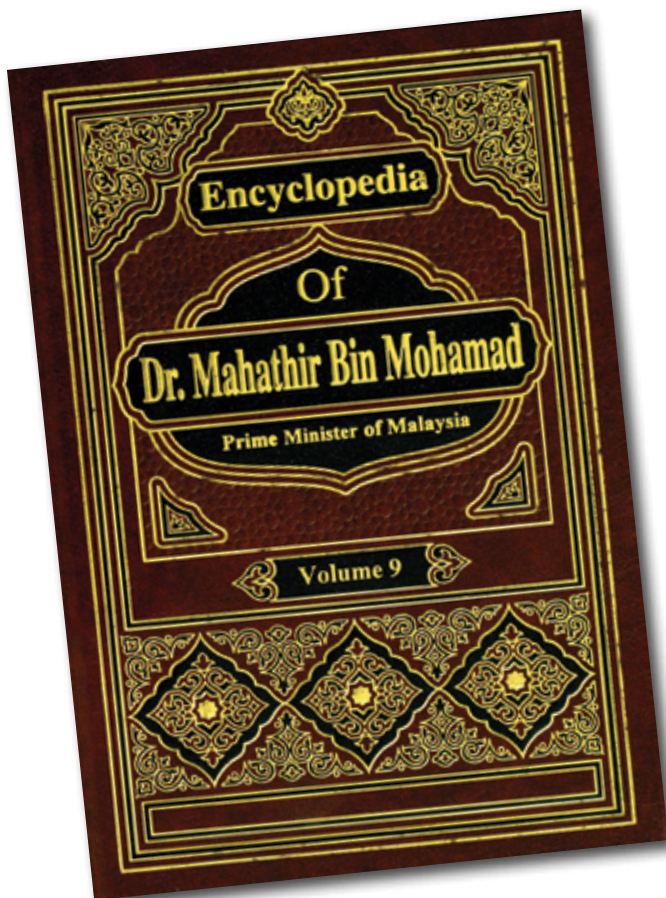
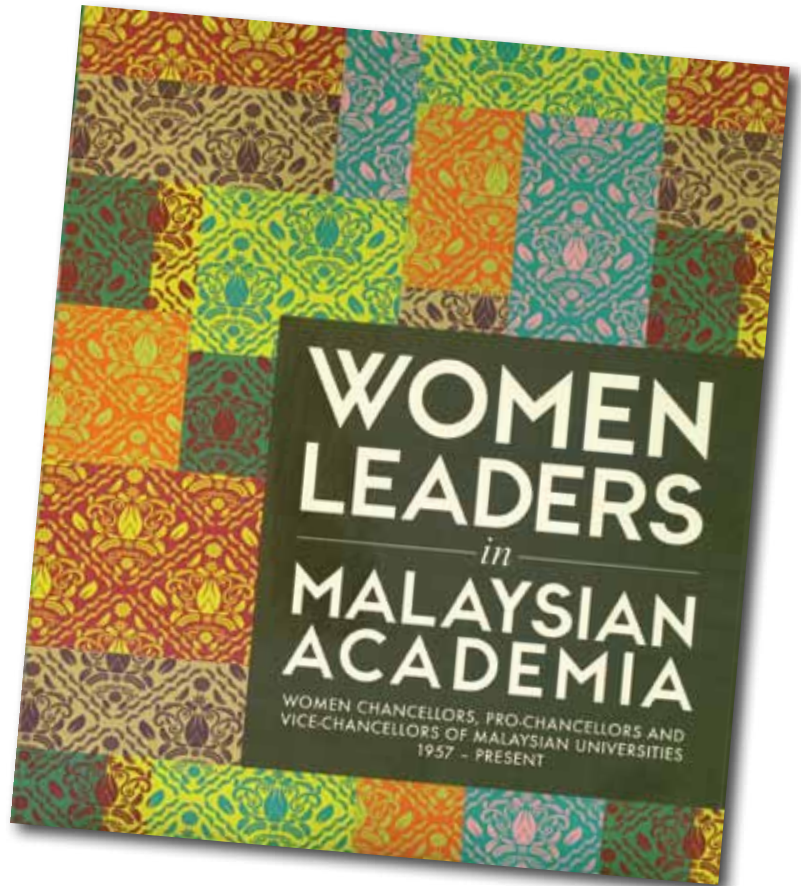
Today, twenty private and public Malaysian universities have benefited from the wisdom and guidance of thirty-two women as their Chancellors, Pro-Chancellors, Vice-Chancellors and Rector. They are all featured in this book. In tandem with this, more women are also being appointed to senior leadership positions within the management and faculty of the universities.

This publication is a tribute to all the women who have devoted their time and energies to the growth of their respective universities. I hope that more universities will give more women the opportunity to serve as leaders in future. Here is to the success of our Malaysian universities – may they become rich places of discovery, learning, and growth – for both men and women."

Women Leaders in Malaysian Academia

Price: RM90.00

A 160-page coffee-table book featuring the women Pro-Chancellors, Chancellors, and Vice-Chancellors of Malaysian public and private universities since Independence to the present day. This is the first compilation of such women and is an acknowledgement of the changing trends in higher education, where more women are being appointed to lead and guide Malaysian universities to greater heights of achievement.



Encyclopedia of Dr. Mahathir bin Mohamad, Fourth Prime Minister of Malaysia, Volumes 1- 10.

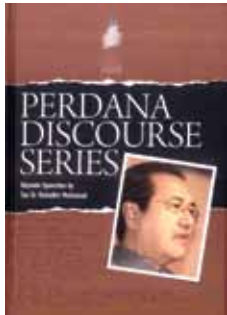
Price: RM1,300.00 per set

Throughout his 22 years of leadership, Tun Dr. Mahathir Mohamad worked hard to transform Malaysia into a developed nation. This Encyclopedia is a compilation of the past speeches by Tun Dr. Mahathir Mohamad on topics such as Islam and the Muslim Ummah, The Challenge, Globalisation and The New Realities, Science, Technology and Human Rights, Politics, Democracy, The New Asia, Development, Regional Cooperation and Contemporary Issues.

BOOKS AND MERCHANDISE

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

BOOKS BY PERDANA LEADERSHIP FOUNDATION:



Perdana Discourse Series, Keynote Speeches By Tun Dr. Mahathir Mohamad



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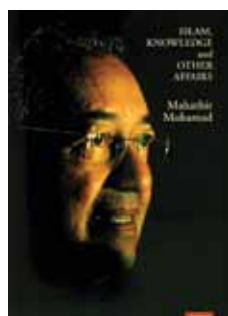


Pengisytiharan Malaysia Sebagai Negara Islam

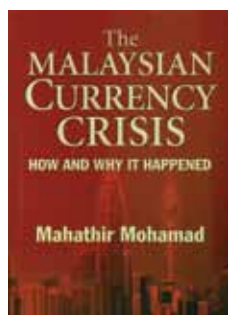


Kewangan Islam Mengusuri Zaman Kepimpinan Perdana Menteri Malaysia

BOOKS WRITTEN BY TUN DR. MAHATHIR MOHAMAD:



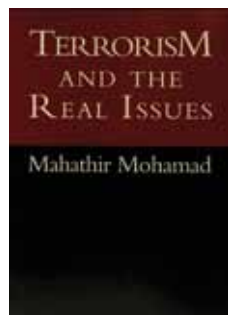
Islam, Knowledge and Other Affairs



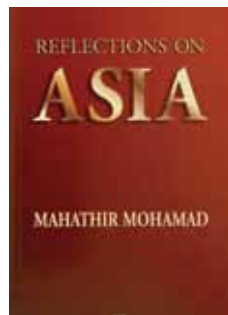
The Malaysian Currency Crisis



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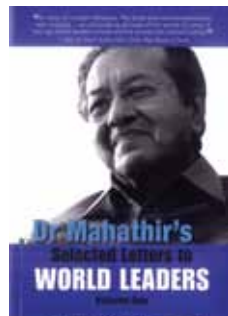


Terrorism and the Real Issues

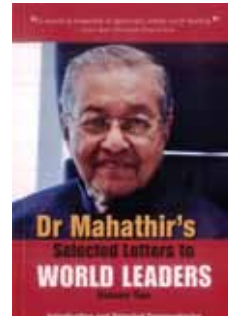


Reflections on Asia

BOOKS BY OTHER AUTHORS:



Dr Mahathir's Selected Letters to World Leaders (Volume 1)



Dr Mahathir's Selected Letters to World Leaders (Volume 2)



An Illustrated Biography, Dr. Mahathir Mohamad

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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 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.





Calling All Researchers: A Publication Opportunity

What policies, initiatives and factors accounted for Malaysia's transformation from the agrarian backwater at the point of its independence from the British colonial power into its present status as one of the world's biggest trading nations?

PERDANA LEADERSHIP FOUNDATION invites authors, writers and researchers to contribute articles for its upcoming publication, "Blueprint of Malaysian Success" scheduled to be printed by the end of 2016. The book aims to not only describe but more importantly, to also explain the policies, initiatives and/or factors that accounted for Malaysia's success. Besides identifying the major policies, initiatives and/or factors that have altered the development path of the nation, the papers or articles in this book present a rigorous and critical quantitative and/or qualitative analysis of the benefits as well as challenges faced in their implementation or execution.

"The country's development was phenomenal. Over 30 years or so, it was transformed from a rather poor agricultural country into the world's 17th biggest trading nation, with 82 per cent of total exports of over USD100 billion made up of manufactured goods. Malaysia's infrastructure is comparable to that of developed countries and includes a network of first-class highways that crisscross the country and reliable electricity and water supplies." (Tun Dr Mahathir Mohamad, "A Doctor in the House", 2011, pp. 503-504).

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

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

Several key analyses will include but are not limited to the following themes:

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

THANK YOU!

We would like to thank the following organisations for their generous contribution to Perdana Leadership Foundation in 2015:

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