WHY ARE WE HERE?

K. Y. Mustafa
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INTRODUCTION

It was one year ago today that I have retired from the Sabah State Public Service. In this brief article I wish to share my reflection along my journey.

In my inaugural speech to the State Public Service on 25th May 2000, one month after my appointment as State Secretary, I articulated the State Public Service Vision and Mission. I felt this was very necessary so that all members of the Public Service can set their focus towards One Vision.

I also implored Permanent Secretaries, Heads of Departments and Agencies and Senior Officers to adopt the Open Work Environment; as stated in the Mission Statement. However I also qualified that just opening their office doors but closing their hearts and minds would not do justice to our noble intentions.

The State Public Service Vision is appended below to refresh our minds, and allow for quick reference while reading this article.

VISION

The Vision is to transform Sabah into a prosperous, knowledgeable and civil society.

MISSION

A Reinvented State Government that transforms Sabah into a knowledge-based society, with the following qualities:

1. A Result-oriented, Responsible and Respected State Government Administration;
2. A knowledgeable, effective and trustworthy State Public Service;
3. A pleasant and open work environment that promotes transparency and a continuous learning culture;

This selling of the Vision and Mission received tremendous support; so much so that I was requested to do the same at district levels; considering that I could only address about eight hundred senior officers at the State Banquet Hall that morning.

I took up that advice and went on to an extensive two-year District Tour beginning on 29th June 2000 in Tawau (my home town), and ending in Kuala Penyu (strangely) on 29th June 2002. These Visits allowed me to further explain the Vision and Mission while meeting as many Government Employees and the Public in the rural areas of Sabah. Continuous District Briefings were complimented by Project Visits to know first hand the progress of Development projects and help solve problems at the district levels – mainly coordination among State and Federal Agencies, Land Matters and others.

Acceding to my request some nights were filled with badminton games and informal gatherings, rather than dinners. This allowed my Head Quarters Colleagues (Heads of Departments and Senior Officers) and I to meet with our friends in the districts in ordinary environments; portraying the real conditions and problems in the rural districts of Sabah. My main purpose was to listen actively to the problems, complaints and grouses at the grassroots, and suggestions to overcome them; not to rival our political leaders, rather to compliment them. The Chief Minister is in full agreement with this approach.

Over the seven years of my tenure as Sabah State Secretary, we made three rounds of District Visits to All Districts in Sabah; from the border Sebatik Island in the East Coast, to Banggi Island in the North, and Pegalungan Sub-District in the Interior, again close to the Malaysian-Indonesian border. The modes of transportation – aircraft, Four-wheel-drives and speedboats, are common features.
Allegations of Heads of Departments and Senior Officers not going to the field are no longer valid, as during our District Visits many joined the tours, while also visiting their district units. A convoy of twenty to thirty four-wheel-drive vehicles going on these district visits were common sights. We used to joke that with each trip we contribute to the local economy.

**WHY ARE WE HERE?**

I first raised this question in my speech at a dinner function hosted by the Human Resource Development Department in 2001. *Why are we here?*

I felt the silence; and I paused to observe the responses and reactions of those present. After the silence small talks and whispers could be heard and seen as the officers and staff tried to make sense of this Question.

After the silence and pause, I resumed by giving a simple analysis. Firstly, my intention to raise the question is not to test people, or even get an answer from them then. This is a question that I have been asking myself continuously: what I term as a “Searching Question”.

Despite asking the question many times I still have not given myself a satisfactory answer. Under normal circumstances that will keep us awake for many nights and torment our waking hours. Not so in this case, because I realise from the outset that it is a very Idealistic and Personal Issue; one that varies from person to person and even dependent upon environments and circumstances.

Over time this One Question bred more questions, and by 2003 there are eight prominent Questions.

- Why are we here?
- Where are we going?
- What have we achieved?
- Are we asking the right questions?
- Have we made our contributions?
- Have we played the right roles?
- What have we learned?
- What next??

I have asked these questions extensively in my lectures, speeches and various forums. In some discourses I would attempt to provide answers and commentaries to some of the questions.

In this article I will attempt to briefly answer each one as I have done in the lectures, forums and speeches. And may I remind that I do not expect agreement as they are very much “My Questions” and thus my privilege to answer them as sincerely as I can. Readers are entitled to form their own opinions and provide their own answers and commentaries. Coming up with different or dissenting answers and views are most welcomed, as they will enrich our wealth of knowledge, while providing alternative solutions and possibilities.

What I have also done is to intersperse some of my Dedications and Messages written to close friends over the years, appropriate to the subject of this free-flowing paper. These quotes broadly demonstrate my thoughts and feelings at that particular time. As a current assessment I am glad that most of them appear consistent even today. They may not provide specific answers to the Questions, but clear enough to provide an insight over time.

**WHY ARE WE HERE?**

The most obvious answer is to fulfil the Vision. But how?

As I have explained many times in the past, the Government Administrative Service is not even my chosen profession; my childhood dream as all my friends knew was to be a musician. However it was destined that I become an administrator beginning at the lowest rung, and surprisingly reaching the peak of the profession in
Sabah. That definitely was not My Plan. Nevertheless having committed myself and my family to the State Public Service I endeavour to give it my all, poured my heart and did my best; irrespective of external judgements.

_Often in the course of our duties implementing Government decisions, we are left in the lurch; as if all the mistakes were all our faults, alone. Part of the ethics of a Senior Government Officer is to face these “realities” like a gentleman; suffer in silence, while all the time maintaining the highest integrity. For most of us these are not unusual experiences; rather an accepted part of the deal when we chose the career of a public servant._ (4th February 2005)

A few years after I became the State Secretary many people asked me which the best part of my working life was. I told them clearly that the best part of my working life was my four years with the Training and Career Division, Establishment Office, Chief Minister’s Department. Most of the time people are surprised with my reply, as many expected that it would be the period holding the position of the State Secretary. I half assumed that they expected me to confirm their assumptions; unfortunately it was not the case. To a senior colleague I wrote:

_Despite these sometimes painful sacrifices, there are ‘Moments of Glory’ that we fondly look back to. I often ask close friends about their ‘Most Satisfying Moments In Life’. Contrary to most assumptions, it is not always our highest attainment, such as the peak of our career – be it in the Public Service, Politics or other achievements – that gives us the highest satisfaction in life._

_The factors for the satisfaction are varied; basically because of different personalities. The similarities are remarkable._

_Interestingly, you referred to your four years as President of Tawau Municipal Council, as the highlight and most satisfying period of your service to government. You gave your reasons for the ability to reorganise Tawau properly according to a good plan. Further it also relates to your ability to involve the people to appreciate and accept the plans, beneficial to them._

_The main reason I asked is because not often do people relate their highest position as their most satisfying; rather in hindsight they usually looked back to an earlier period._

_As I often mentioned, my most satisfying or defining moments were my four years heading the Training and Career Division, Establishment Office between 1978 to 1982. The key to this is the opportunity to help the State Government in planning its human resources over the long term. On a different level, guiding the young students and Government Officers towards our long term goals, including looking into their welfare and academic achievements, were rewarding as it created an internal fulfilment in me through helping the younger generation. As expected I do not consider my term as the State Secretary as my “Most Satisfying Moments”, despite reaching the Peak of the State Public Service. At best it comes second; even though it may be the dream of many officers._

_In sum, it was the opportunity to help others, saw our plans through, and fondly recall the tangible results, were what make that particular period so endearing and satisfying._ (4th February 2005)

_While some of us chose a different path, you have demonstrated very early of your chosen career, the Teaching Profession. The high discipline, articulate organisation and thoughts, prepared you for this honourable profession well. Thus your recent appointment is the ultimate recognition of a man fully committed to his Mission and Country. The other Friend I see that has the same passion and commitment is of course another classmate, Mary Yap Kain Ching._

_Perhaps we were destined to go through these journeys to serve the State and Nation. Now that we are here, we can do nothing less than be responsible Public Service Leaders, and endeavour to help_
make Sabah a much better place. I believe, in our own small ways we have done so in our chosen careers, and will continue to do so for the rest of our lives. (21st November 2002)

I often tell friends that my four years with the Training and Career Division, Establishments Office, was the best part of my Civil Service life. The secret lies in our ability and willingness to help people; touching peoples’ hearts. (1st December 2003)

Both of us had our fair share of Travels, and in some ways became successful in our careers, both in the Public and Private sectors. But what is Success? Both of us answered this clearly. It is not by becoming the Managing Director or the State Secretary. To us Success is always serving and fulfilling the Mission. And for us the Mission is far from being fulfilled, though we see many of our Dreams realised. For me it is most satisfying to see that we regain our respectability, integrity and dignity. Thus on all occasions we can hold our heads up high, and always speak with Absolute Honesty. (1st October 2004)

However we have every confidence in your ability, commitment, and integrity. You have some time to delve into the intricacies and opportunities. As long as we realise that as Keepers of Public Trustee we keep the State’s Interest above all else, our Guiding Principle will be clear and achievable. (29th December 2004)

I believe the above quotes to my close friends will help answer the first question. In my interactions I also read some of them to further clarify my points and ideas. I believe they are very close to Noel M Tichy’s ‘Teachable Point Of View’.

WHERE ARE WE GOING?

This is also an expansive question. It can range from the Country’s future to the individual’s career and life.

Vision 2020 charts a concrete path for Malaysia. To realise this we formulated many plans, policies and programs, translated into workable components for effective implementation and also to be understood and supported by the people at large.

The current challenge for the country is when for the first time the Government is facing a very strong opposition front. Conventions, norms and practices are severely challenged. Safe to say we are not prepared for this new wave, and ad-hoc decisions and comments abound the media.

For two decades the voices of the masses were ignored or suppressed. The voices that begged hearing most were that of the young people; especially the educated young generation. When they do not find the proper avenue, typically they go underground. Underground in the knowledge and information age is the Internet. The Internet expectedly provides the widest and fastest coverage, hearing and support. That becomes ‘their Direction’.

Individual organisations can plan their own direction: the private sector with their Corporate Plans; NGOs with their international affiliations and agendas; and State Governments with their ‘Develop State Status’. Finally the individual Worker: Where To?

In Government Service or even in the private sector (of which I spent six years with a large manufacturing company), very few of us would know where we will finally end up in our career. This is normally placed in the hands of more experienced and senior people. We trust our future with our wise elders. Only midway in our career do we begin to take a greater interest in our future. Several factors lead to this; among them the family, growing and schooling children, and for some, new challenges.

The ‘Travels’ or transfers to other organisations and agencies are also part of the ‘Thirty-year Deal’. They form part of our learning experience.
WHAT HAVE WE ACHIEVED?

The question is not, ‘What have we achieved for ourselves but more appropriately for our Country’. As an ordinary minute human being we can achieve very little by ourselves. However as an organisation, especially government, we can multiply our achievements and effectiveness. This is the context that we are most familiar with. Government, with its huge authority and resources, policies and plans provides many advantages. However the opposite is also true. Government structures with many levels and diverse people can also hinder fast movements and development.

These need not be if we are able to properly mobilise all the available resources and win the support of all parties to power the Mission. Again this may be viewed as Idealism.

I also hope to do my utmost in developing and preparing my younger friends for the leadership positions that they will one day inherit from us – the seniors, who as a natural process will leave at the appropriate time. I do not think it fair to leave behind a vacuum filled with confusion and unhealthy rivalry; rather it should be a legacy of challenging environments and goals. Some may wonder why I talk so much about Leadership, thus focusing much energy towards this abstract principle. Others may even view it as hegemony, that is, a grand design to prolong my existence or influence. In fact it is neither. What I want is to be fair to the future generations and leaders, so that they will be in a strong position to plan their own future and the country's future. (31st January 2002)

Recollecting these three-year old remarks makes very interesting comparison; specifically, the remarkable accuracy of the thoughts. The consistency of thoughts, the Trust and the Belief by the younger Brothers and Sisters, have created an important landmark for the State Public Service, and indeed for Sabah. This also proved that the Noble Purpose has the recognition, support and acceptance of all; the very reason we were able to stay the course.

We all agree that it is Leadership that determines our Future. What my colleagues and I have contributed was to prepare the Right Environment – which itself is the reflection of good leadership – for the Next Generation Leaders to pursue. After three years, the Principle is no longer abstract, as we have articulated many aspects into workable actions.

I also have to acknowledge that the Young Leaders themselves contributed greatly in establishing the Succession Programme, and helped in the creation of the right environment.

As I can happily state in hindsight if there a single word to describe our Succession Planning Programme, it is Sharing, Sharing and Sharing. 11th February 2005)

ARE WE ASKING THE RIGHT QUESTIONS?

If we glance quickly through the newspapers and watch television, we would notice that Malaysians are quick to give answers to whatever problems or issues raised; some even go to the extent of ‘diagnosis’; i.e. providing the answer, diagnosis and the solutions. However almost none of them were workable, implemented or even taken notice of! That to them is immaterial: the point is he or she must provide the answer FIRST. No further questions needed. Answer and Solution.

I find this behaviour odd, as it contradicts our personal education and development approach: we were taught and encouraged to probe and ask sensible (or sometimes even seemingly stupid) questions, to arrive at a “Better Truth”.

I sometimes feel the ‘Quick Answer’ and ‘Diagnostic Approach’ are meant to stop impending ideas and close the arguments altogether. Furthermore experience told us that most of the “Answers and Diagnosis” proved faulty and far off the mark. In spite of that we persist with this practice. Are we not prepared to reassess our approach? Are we so blocked up that we no longer see other viewpoints or alternatives?
I feel this is a flaw in our culture, which we need to reassess and rectify; albeit a bitter pill to swallow at first.

It also becomes a very objectionable point for the younger generation, as it closes all opportunities to their inquisitive and searching minds. In a way we kill off their needs, initiatives and creativity. And we blame our young generation for being too government-dependent and lack of initiatives! Or is that what we really want to happen? Another question to ponder. Is that part of our education system?

What we need to do is listen more to our younger people and the outside world; and we may get better views that way rather than diagnosing and deciding everything for them. Probing and interjecting with several ‘Whys’ and ‘Hows’ help stir up their imagination.

My personal experience by listening and allowing dissenting views, though uncomfortable at first, is a high level of initiatives, support, collaboration and commitment. Invariably what happens next is most welcomed: without my needing to give any orders the younger officers will organise themselves and take up the newly identified ideas and actions as needed.

The aspect of this approach is that every one learns; especially me. Ownership and commitment is high; friendship and trust flourish.

An example of a working organisation is portrayed by Sekolah Menengah Teknik Tawau – the best technical school in the country. This school that has won many national awards is ably led by Ms Mary Yap Kain Ching. My observation is that the school did not compete; but won the awards because of an internally driven desire to excel. This is Motivation in its purest sense. They (the Principal, Teachers, and Students) set the Standard. They are ‘The Standard’.

To top it all – the former principal Ms Mary Yap in retirement – was awarded the national ‘Tokoh Maulidur Rasul 2007’. How she got there was a long journey with many challenges. Her secrets were teamwork, commitment and trust. Among her tools was asking questions. Ms Mary Yap is one of the most accomplished teachers that I know of; at least in Sabah’s context.

The important question to ask now is whether these young men and women have fulfilled the State’s aspiration; and that they will provide true leadership as the senior Public Service Leaders gradually make way for them.

As the ‘Mind’ behind the Programme, I look forward with feelings of satisfaction, fulfilment and humility; knowing that the Trust I place in my younger colleagues has been upheld in the highest honour. Thus I find it useful to recapture some of the thoughts so that we embody them in our life and realisation. I feel they are appropriate in enhancing belief in our young colleagues and ourselves.

(11th February 2005)

HAVE WE MADE OUR CONTRIBUTIONS?

The Public Service by virtue of its Name and Vision is not an employment agency; although it is where most of us earn our living and build our careers.

Beyond that it is our collective responsibility to deliver our part in the social contract; that is to contribute as expected by our employer – the Government.

That however is the minimum as Denis Waitley says ‘within the arena’. In order for Malaysia to achieve its Vision and more we need to move ‘beyond the arena’.

Our contribution must go beyond the ‘normal scope of works’. I have always been critical about our MS ISO programmes. What I have repeatedly said is that what we get certified for is the minimum standard, not excellence. It is hardly adequate to make Malaysia a highly competitive nation. What we need are standards
very much higher than the ISO, so that consistent with our Vision, Malaysia will lead and not just make loud echoes.

However before we can realise these lofty ideals we need to create the wealth of knowledge among the citizens. Having the right education system will help in this endeavour of creating the right minded people that the country will be prepared to invest. They must be a generation who are ever willing to contribute and make sacrifices; not those who only go for materialistic returns.

In my lectures to the Succession Planning Programme I always emphasise, ‘Our intention is to create Good Leaders, Not Selfish Leaders”. I believe this spirit is now well embedded among the Participants, as captured in the following dedication.

*In the past we use to look upon these issues as ‘other peoples’ jobs’, and not ours; if at all ours, it would be very ‘remote, from our hearts. However the current thinking is vastly different. Whatever problems or deficiencies faced by any sector are our “Direct Responsibilities”. I believe we have reached a maturity of realisation that we can no longer run away from “unpleasant issues”; rather we have to face them head on. Whether or not they are within our Department’s responsibilities is immaterial and irrelevant.*

*The Reinventing Government Philosophy demands that we look at Sabah as a whole State with intricate problems, demands and opportunities. Thus if they fall under a different Agency’s responsibility, we will still have some relationship; at least to help or advise. After all, the Government Public Service is created as such to create effectiveness rather than unnecessary bureaucracy. As I often stress, ‘We Operate As One Government’; rather than eleven Ministries or numerous Departments and Agencies, or even twenty one Local Governments.*

*The mantle now rests on your and your colleagues’ shoulders to lead the Department to new heights; reminiscing the past is only useful if we learn effectively. Performing better than before is no longer a privilege or an option; it is an expectation and requirement. Thus maintaining status quo is inadequate, if not already a failure.*

*That is why we have to continuously discuss the Future, its demands, expectations, challenges and opportunities. It is in exploring the ‘Opportunities’ that we can excel and help create ‘New Opportunities’ for Sabah and her kind People.*

*We are privileged to serve Sabah in this Knowledge Age, an Age not many are prepared for. Furthermore, many are daunted by it and its vast and unclear challenges. We have to act, lead, and learn at the same time; even though others see us already as Leaders. Indeed learning never ends. (28th November 2004)*

**HAVE WE PLAYED THE RIGHT ROLES?**

*The State Public Service is very honoured by your appointment, and we feel this is the highest recognition ever given to this respectable Institution and us. Many friends and the public speak well of the selection.*

*Now that we have been entrusted to these huge responsibilities, we have no choice but to honour the trust that have been given to us by the State and Nation. Over the last two-and-a-half years, I have tried to rally the Public Service towards the Vision and Mission, which you too supported and played key roles. Now you will have a few years to grace Honour and Leadership on many Public Interests. These offer new challenges for a Man worthily chosen. In your new position I will again be privileged to have a Friend to seek advice from; and on rare occasions a capacity also to advice. (9th December 2002)*
The twentieth century ended with a devastating economic crisis, sending many Third World Countries down the economic whirlpool. Malaysia too was not spared. This century started with many corporate scandals again creating uncertainties in many less developed countries. As a direct result of this Governance becomes a major issue, and major changes were made to corporate structures to prevent commercial frauds in the future.

Even in the government we too became excited with governance, which I find rather amusing. No doubt there have been breaches and frauds within government agencies. Hence the importance of Integrity; a movement I support very strongly, consistent with our Vision and Mission which I introduced on 25th May 2000. In 2002 I again introduced the Concept of Good Government as follows:

**Concept of Good Government**

A public service that:

1. Provides the best services and information
2. Understands and provides services actually needed by the people
3. Ensures that the services and advices are fully felt and enjoyed by the people, especially the rural community
4. Earns the recognition and appreciation of the people
5. Operates as One Government

I wish to emphasise that what I refer to here is Good Government, not Governance. I further explained that Government is the ‘Why’, while Governance is the ‘How’. Good Government takes precedence over Governance; the Why comes before the How.

While the first four statements are clear enough, number five needs some clarification. Experience tells us that individual Ministries, Departments, Agencies and Local Authorities function as separate entities; so much so that I used the term ‘Organisational Rivalry’ in a brief paper for a Panel discussion a decade ago. I took time to explain this factor, that although Malaysia being a Federation has three levels of Government, namely the central Federal Government, State Governments and Local Governments, they in fact exist because of history and the necessity to specialise to become efficient and effective policy and implementation agents. They do not exist to rival each other. Rather they must collaborate to translate national plans to realise the National Vision.

However in reality this is still far from the truth; there are still gaps in cooperation, duplication and wastage of valuable resources. Clearly much needs to be done to reach the ideal.

**WHAT HAVE WE LEARNED?**

Early on I touched briefly about our education system, whereby I expressed my worries that we may be creating and producing “Intelligent Robots”, a term I used in several forums and discussions.

In the early nineties Peter M Senge wrote ‘The Fifth Discipline: The Art And Practice Of The Learning Organization’. These five Disciplines are:

- building shared vision;
- mental models;
- team learning;
- personal mastery;
- systems thinking

Peter M Senge’s basic definition of the Learning Organization is:

*This, then, is the basic meaning of a "learning organization"—an organization that is continually expanding its capacity to create its future. For such an organization, it is not enough merely to survive. "Survival learning" or what is more often termed "adaptive learning" is important—indeed it is necessary. But for a learning organization, "adaptive learning" must be joined by "generative learning," learning that enhances our capacity to create.*
The tools and ideas presented in this book are for destroying the illusion that the world is created of separate, unrelated forces. When we give up this illusion—we can then build "learning organizations," organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together.

As Fortune magazine recently said, "Forget your tired old ideas about leadership. The most successful corporation of the 1990s will be something called a learning organization." "The ability to learn faster than your competitors," said Arie De Geus, head of planning for Royal Dutch/Shell, "may be the only sustainable competitive advantage." As the world becomes more interconnected and business becomes more complex and dynamic, work must become more "learningful." It is no longer sufficient to have one person learning for the organization, a Ford or a Sloan or a Watson. It's just not possible any longer to "figure it out" from the top, and have everyone else following the orders of the "grand strategist." The organizations that will truly excel in the future will be the organizations that discover how to tap people's commitment and capacity to learn at all levels in an organization.

Having spent a good part of our life with the State Public Service, and contributing to Sabah, we sometimes forget about ourselves and our future. While at the beginning of our working life we tend to take this for granted, or more aptly — out of ignorance, we are now much more aware of the realities. I believe it is this awareness that led us to think more for the Country, than we do for ourselves.

Some may think this as naïve, but I prefer to look at it as a Mission. And I believe most of us have the same perception.

In these turbulent times, the country needs us more than we realize. Even if we have contributed our minutest part, it is still a meaningful contribution to society, for which not many will know or remember. However for the person, it is a most satisfying act.

Being the current Public Service Leaders we can no longer be indifferent or detached in our approach and outlook. Although any action is a risk, a non-action or indifference is a greater loss.

Right now you are holding a very key position; one that many people places their hopes upon. I sincerely believe you are very aware of this and will do your utmost to fulfil your responsibilities, and beyond.

The last two-and-a-half years have been a very great challenge for both of us, and in all humility and sincerity, we can stand up and say, “Yes, we did our part, our way.” This is not being arrogant, only realistic in gratitude.

I believe together we have created the right Environments, communicated the right Values, and right on track in preparing our Future Leaders. (9th January 2003)

WHAT NEXT??

I am very pleased that the Executive Development Programme has been completed last year, and a few of the participants taking over the leadership of various Government Departments and Agencies. I believe with their intensive learning, experience and networking, they already have a sound foundation to Lead their respective organisations, Guide the systems within them, and Serve Sabah and its kind People.

To me leaving the Civil Service with a Legacy of properly prepared Second Generation Leaders is a most comforting thought. Part of our long journey has now been realised. Thus it provides the motivation and momentum to see us through the whole journey. Nevertheless as I wrote to close friend;
‘In reality the Vision is the Horizon; always in sight but never possible to touch. Yet it provides guidance and a continuous challenge.’

The Public Service social environment is very different these days. Today we discuss extensively about current and future issues. No longer do we see the conflicts and protectiveness of one’s organisations. Differences in opinion and views are welcomed, as they will provide a healthy and open environment of fresh ideas that contribute to better decision making.

You will have several years to continue our Mission. Much of what we plan this year will have major implications in the future. As my generation gives way to yours, the next few years will feature very interesting growth in many areas. You will have a major role in steering the State Civil Service towards our Vision. I believe you may even go beyond this Vision, as demanded by the times; and you have every right to do so.

As a ‘Leader’ I must know when to take the mantle of leadership, and when to let go, to fresh Torch Bearers. The Succession Planning Programme is testimony towards this sincere Legacy. The last five years have been challenging and interesting, and filled with beautiful experiences. All these reflect beautiful Sabah, and Unity In Diversity.

2005 is the Year of Consolidation of our previous years’ plans and endeavours. The consolidation will involve realisation of plans, organisations, and finally Leadership. (9th January 2005)

CONCLUSION

I started by focussing on the Vision and Mission of the State Public Service. As this is the Direction, it helps keep the Public Service on track on the long and challenging journey. In hindsight it is also very interesting that we went through both the abstract intellectual as well as the physical journey around beautiful Sabah.

In between much needed to be undertaken to ensure that the National Vision is achieved. Our Nation Building Process goes on; supported by key policies in Education and Economy, while retaining our diverse cultures.

Solving national issues and problems identified several decades ago, sustained the country’s stability for a certain given period; but not permanently. New issues, challenges and threats require new thinking, policies and approaches. Being positive we know we have the capacity to meet them.

As Shakespeare wrote in the early sixteenth century in Hamlet, Prince Of Denmark;
“To be, or not to be: that is the question.”

K. Y. Mustafa
3rd July 2008
Inspired By:


