

Penubuhan MARA: Yang Tersurat dan Tersirat Serta Keberkesanan Program yang dilaksanakan

(Case study notes: The Educational Institution of MRSM or MJSC)

by

Mohd Nizam Mohd Ali (nizam@iim.org.my)

These are documented records been reviewed to provide the contextual background of the institution of Maktab Rendah Sains MARA (hereafter referred to as MRSM) in an attempt to showcase the relevancy of MARA, both as an idea and aspiration, as well as a body that has delivered one of its promises i.e. the education and training agenda to Malaysia. It is presented as a historical verbatim and chronological storyline with a common message. As a person who has directly benefited tremendously from this institutional programme, I am recognizing and acknowledging the meaningful position that MRSM and all its founding teachers until now have been upholding and fulfilling with little fanfare and much sacrifices. It is my personal hope that with this way of proper adab in full humility, the continuous legacy of thoughts leadership and professional scholarship amongst MARA constituencies, for the future generations to cherish and live with, will flow unhindered.

To ease our introspective journey, let us agree to start delineating the boundaries of the said institution that is of interest i.e. MRSM. It belongs to MARA Educational Division that champions the educational and training agenda of the Bumiputeras since its inception. It is also said to be the key to unlock the potential of human potential within the modern challenges of trade and commerce era that Malaysia embraces consciously.

The Birth

It can definitely be traced via the documents of the two Kongres Ekonomi Bumiputera (KEBs) in 1965 and 1968 that the idea of the institution of MRSM has been evolving gradually from the general consensus reached among the Bumiputra population then.¹ It was noted that;

(In 1st KEB, 1965)

“Dalam Negara Malaysia ada universiti² dan maktab² untuk mendapat pelajaran² yang tinggi, tetapi malang-nya anak² Bumiputra tidak begitu banyak bilangan-nya yang belajar dalam ‘ilmu tinggi’ jikalau di-bandingkan dengan orang² lain terutama di-dalam bidang Sains dalam mana boleh di-katakan tidak ada langsung anak² Bumiputra mendapat tempat yang memuaskan. Boleh jadi salah satu sebab yang maka anak² Bumiputra tidak begitu banyak belajar dalam ‘ilmu yang tinggi, terutama sekali di bidang Sains, ia-lah oleh kerana mereka itu tidak mendapat perhatian dan kemudahan² yang sempurna di-sekolah² menengah dan rendah yang bertaboran di-kampong² dan di-pekan² kecil di-seluruh Negara. Walhasil untuk menjadi Doktor, Peguam, Jurutera, Akauntan, Akitek dan lain² lagi; ‘ilmu Sains dan ‘ilmu Kira² amat-lah mustahak di-pelajari dengan chekap dan pandainya dari muda² lagi... Sekolah² kebangsaan dan kesemua sekolah² yang banyak menempatkan anak² bumiputra belajar hendak-lah di-berikan kemudahan-kemudahan bagi mempelajari ‘ilmu Sains dan ‘ilmu Kira².”

(In 2nd KEB, 1968)

“Perkembangan² yang pesat telah pun kita chapai dalam masa 2-3 tahun ini, silat *lihat* Kembaran² “A”, “B”, “C” dan “D”, tetapi oleh sebab masaalah latehan di-perengkat ini ia-lah soal² yang besar dan mendalam maka banyak lagi tambahan kerja² tertentu yang mesti kita jalankan pada masa sekarang jika kita hendak menchapai persainimbangan dalam ekonomi dan masharakat kita, termasuk-lah:

mengadakan sekolah² pre-universiti Kolej² Rendah (Junior Colleges), (p.73)

... Ada laporan² yang menyatakan ia-itu tiap² tahun Kerajaan akan mengeluarkan lebeh kurang 40,000 orang penuntut² kelulusan L.C.E., bakal penuntut² memasoki latehan kemahiran MARA, dan lebeh kurang 30,000 orang penuntut² O.C.S., bakal penuntut² Tingkat VI, M.I.T Kolej², Institut Teknologi dan Universiti² di-dalam dan di-luar negeri tetapi dari pengalaman kita menemuduga penuntut²/pelajar² tersebut kita dapati hanya 10-15% sahaja daripada pelajar²/penuntut² itu yang betul² mendapat kelulusan yang sesuai bagi membolehkan mereka memasoki kursus² latehan kita, ia-itu kelulusan kepujian dalam mata pelajaran² Bahasa Inggeris, Kira² dan Sains. Untuk mengatasi perkara ini kita harus memikirkan perkara² saperti berikut:

¹ Kongress Ekonomi Bumiputra Malaysia, Kertas Kerja No. 5/1/65, Kertas Kerja Mengenai Latehan, pp.38-47, Kuala Lumpur 5-7 Jun 1965; see also Konggeres Ekonomi Bumiputra Kedua, Kertas Kerja No. 8, Latehan Bumiputra, pp.71-84, Kuala Lumpur 7-9 Sept 1968.

Mengadakan

Maktab2 Rendah untuk menyediakan penuntut2 Bumiputra memasuki Institut Teknologi MARA, kolej2 dan Universiti2 di-dalam dan di-luar negeri. (p.73)

... Kita telah pun mulai mengambil langkah untuk melengkapkan Bumiputra yang berkelayakkan dan berkebolehan untuk mendapatkan kelulusan2 yang di-akui bagi mendidik anak Bumiputra kita di-perengkat V, VI dan di-Universiti Malaya. Kita anggarkan masa sa-kurangnya2-nya 10 tahun lagi untuk mengadakan tenaga manusia yang sangat2 di-kehendaki dan di-hargai itu kerana dalam masa 10 tahun lagi ada kemungkinan Negeri kita ini akan mendirikan sa-kurang2-nya 2 atau 3 Universiti/Kolej lagi demi kepentingan ra'ayat bersama. Kita mahu bersedia dari sekarang ini untuk mengadakan pensharah2 dan pentadbir2 Kolej2/Universiti2 tersebut – “menyediakan payung sa-belum hujan”. (p.74)

... Berasaskan di-atas kemahuan2 dan kebolehan2 Bumiputra sekarang maka ranchangan2 latehan MARA mesti-lah di-perluaskan dan di-pergiatkan lebeh2 lagi untuk memperkuat-kuasakan dasar yang tertentu ia-itu “mengesaimbangkan kedudukan Bumiputra yang dalam bidang perusahaan dan perdagangan”. Ranchangan2 latehan iktisas, akademik dan kemahiran bagi pelatoh2/penuntut2 Bumiputra yang mengikuti bermacam2 aliran pengajian sama ada dalam bahasa Kebangsaan atau pun bahasa Inggeris akan di-beri keistimewaan dan penelitian yang rapi. Ra'ayat Bumiputra mesti sanggup berkorban bukan sahaja daripada segi mata wang tetapi juga tenaga dan masa yang tidak berbelah bagi.

Kemajuan2 yang telah di-chapai ia-lah menghantar penuntut2 belajar di-dalam dan di-luar negeri dari perengkat Universiti2 dan Kolej2, sekolah2 latehan termasuk latehan2 dalam industri, di-Malaysia dan di-India, Jepun, Eropah, Australia, New Zealand, Amerika Sharikat dan lain2 negeri di-dunia ini. Usaha ini terus di-perhebatkan dan di-lipatgandakan lagi. Pada masa ini dalam negeri ini di-dapati kurang daripada 5% bilangan pharmacists, doktor2, jurutera2 dan ahli2 sains, dan kurang daripada 15% bilangan guru2 yang bertauliah, architects, surveyors, accountants, sharebrokers, builders/contractors dan lain2 lagi sa-bagai tiang pembangunan ekonomi dan kemasharakatan negara. Ada-lah di-harapkan masalah ini akan di-atasi dalam tempoh 15-20 tahun yang akan datang. Bakti tenaga dan usaha kita hendak mendatangkan kemajuan menerusi latehan dan pelajaran demi kepentingan ra'ayat Bumiputra setakat ini belum pernah dapat di-lakukan pada masa yang telah sudah2 oleh kerana chara berfikir dan bekerja yang singkat dan lemah. Kita perchaya penoh perkara2 ini dapat di-atasi kerana kita tahu benar2 “ILMU ITU IA-LAH PENYULOH KEMAJUAN DAN TANGGA KEKAYAAN”. (p.74-75)

Such was the intensity of the feeling amongst the discussants of the training and educational agenda of the Bumiputra. In fact, one of them, Enche' Musa Hitam, wrote a memorandum to the 2nd KEB Committee on the Bumiputra Economic Growth, in which he stresses, that;

“... Kita mesti-lah sedar bahawa penyelesaian segera (instant solution) untuk kakitangan2 yang berkecukupan memang-lah tidak ada. Rancangan yang di-maksudkan ini mestilah bermula dari perengkat menengah rendah. Kita mesti-lah memaksa tiap2 penuntut Bumiputra supaya mempelajari mata2 pelajaran Ilmu Hisab dan Ilmu2 Sains. Jika tidak kita akan tidak dapat membekalkan penuntut2 Bumiputra untuk mengikuti kursus2 teknologi, sains, perubatan, kejuruteraan, dan lain2 di-Institut Teknologi MARA, Universiti Malaya dan sabarang laut, Maktab Teknik, dan institusi2 lain. Kita tidak boleh lagi membenarkan keadaan sekarang, di-mana kebanyakan daripada lepasan2 sekolah kita hanya-lah mendapat “pelajaran” semata2, dan mereka tidak mempunyai apa2 kebolehan atau kemahiran yang boleh menarik hati majikan2 di-dalam semua sektor untuk berkekalan”.²

Though the initial intention was to formulate a workable short-term solution to the economic predicament of the indigenous populace of Malaysia, due to the resigned admission by the paper writers for the lack of required materials and tight time-constraints to know the exact manpower (labour and educated segments of Bumiputra) need, it was concurred that the Petaling Jaya-based Dewan Latehan RIDA³ would best be the womb to nurture the seed of such a futuristic idea.

The Intent

To conceive an idea, one must have a sound mind and pure heart, and to sustain it through the test of time and space, where no man could escape their respective toils,

² Konggeres Ekonomi Bumiputra Kedua, Memorandum dari Persaorangan, Enche' Musa Hitam, Pejabat Setia-usaha Agong UMNO, Peti Surat 644, Kuala Lumpur (p.66)

³ Rural and Industrial Development Authority was a government statutory body formed by the British-Malaya Administration vide R.I.D.A. Ordinance No. 48, 1953 subsequent to Meetings of Majlis Mesyuarat Undangan Persekutuan Tanah Melayu, in July 1950 and on 25 April 1951 vide Meeting Letter No. 10/1951 to “redress the imbalance between the economic level of the rural and non-rural dwellers” as an overall Rural Development since 1950. On November 17th, 1959, when the Ministry of Rural Development came into being, RIDA was re-organised upon the recommendations of the Special Committee appointed by the Honourable the Deputy Prime Minister in November 1960, chaired by Enche' Abdul Jamil bin Abdul Rais, JMN, PJK. Other members were Mr. W.M. Gilmartin (a member of the World Bank Mission tasked to assist the preparation of the Federation's Government Five Year Development Plan, Joined three committee meetings between 18th November 1960 and 13th December 1960), Y.M. Raja Mohar bin Raja Badiozaman, Enche' Abdul Aziz bin Yeop, Mr. C.G. Ferguson, MC., PJK, and Enche Yahya bin Abdul Wahab (Secretary). Enche Agoes Salim of RIDA was attached to the Committee from February 1961. See also the Report of the Special Committee to consider and make recommendations for the re-organisation of the RURAL AND INDUSTRIAL DEVELOPMENT AUTHORITY, pp.1-13. and Appendices A-D. note the Recommendations 12 (iii) RIDA should concentrate its resources on Rural industries, Rural Credit and *Training*. See also Souvenir Book – RIDA-MARA Golden Jubilee 1950-2000, pp. 6-14.

the continuous Divine guidance is a pre-requisite. Not many kindred souls can lay claim that they are those humanly bodies that could grasp the depth, breadth and length of such legacy of thought.

I read with growing interest these RIDA / MARA-MRSM thoughts as per verbalized by Tun Abdul Razak bin Hussein, through his documented speeches⁴, and could not help but feel humbled by his conviction in personifying the guardian role model of that sacred gem. In verbatim records, throughout the turbulent years of Malaya-Tanah Melayu-Malaysia transformation of national identity, he says;

(On 22nd March 1960)

“Seperti tuan-tuan semua ketahui Kerajaan, iaitu Kerajaan Perikatan, telah menentukan dasarnya bahawa dalam masa 5 tahun yang akan datang Kerajaan Perikatan akan memberi keutamaan yang penting sekali kepada kemajuan di luar Bandar. Dan Kerajaan akan menggunakan sepenuh-penuh tenaga bagi faedah penduduk-penduduk di luar Bandar. Lembaga ini adalah dikehendaki mengambil tempat yang penting bagi menjalankan dasar Kerajaan ini dan bagi mendatangkan hasil yang memberi puas hati...Saya suka menegaskan di sini bahawa pekerjaan membaiki keadaan di kampung-kampung itu adalah satu pekerjaan yang besar dan luas yang tidak dapat dilaksanakan dengan serta-merta. Oleh itu mustahaklah kita mengatur perjalanan kita, iaitu hendaklah kita mulakan satu persatu supaya kita mendapat hasil dengan seberapa segera. Mustahaklah kita sempurnakan satu dua perkara yang kita telah buat itu sebelum kita bermula membuat perkara yang lain. (In other words we must always endeavour to consolidate our resources at any given project or another rather than attempt too many new ventures at one time. We must be realistic and consistent. We want results, results which are visible).⁵

(On 23rd December 1960)

Saya faham yang saya mengetahui bahawa ada banyak perkara-perkara yang Lembaga ini boleh dan suka hendak menjalankan bagi faedah penduduk-penduduk di luar Bandar. Akan tetapi jika kita berkehendakkan kejayaan dalam pekerjaan kita itu mustahaklah kita jayakan kerja itu satu persatu, tumpukan tenaga kita kepada pekerjaan itu dan selepas sempurnanya kejayaan ini baharulah kita membuat pekerjaan yang lain. Saya fikir untuk

⁴ Arkib Negara Malaysia and Jabatan Perdana Menteri Records

⁵ Ucapan pembukaan Mesyuarat R.I.D.A. yang pertama oleh YB Timbalan Perdana Menteri, Tun Abdul Razak bin Hussein pada 22hb Mac 1960; pp.38-41, TR 3:3:60, Ucapan2 Tun Haji Abdul Razak bin Hussein, 1960, Arkib Negara Malaysia & Jabatan Perdana Menteri, Mohd Daud bin Abdul Rahman, Ketua Pengarah Percetakan Semenanjung Malaysia, Kuala Lumpur: 1975

mencuba hendak membuat pekerjaan yang terlampau banyak itu tidak akan mendapat hasil yang sempurna kerana usaha dan tenaga itu terpaksa dipecah-pecah dan dibahagi-bahagikan. Akan tetapi jika kita buat pekerjaan itu satu persatu, sudah tentu pekerjaan kita itu akan mendapat kejayaan... Begitu juga dengan adanya perubahan-perubahan yang saya sebutkan itu mustahaklah kita (jentera RIDA) itu disemak dan diatur dengan sempurnanya. Tidak berapa bulan yang lalu saya telah menjemput seorang Pakar dalam hal ehwal perusahaan-perusahaan luar Bandar, Dr. Stepanek datang ke Tanah Melayu dan supaya dapat menolong menasihatkan ktia cara-cara hendak menghantar penyatanya yang sangat berharga dan menurut penyata yang diberi itu saya telah melantik satu Jawatankuasa yang mengandungi Pegawai-pegawai daripada Kementerian Pembangunan Luar Bandar, Treasury dan Agriculture supaya dapat menyemak dan mengatur kedudukan jentera RIDA ini. RIDA mustahak menjadi satu pasukan hadapan di dalam serangan Pembangunan Luar Bandar kita. Oleh itu mustahaklah pasukan RIDA itu diserang dahulu dengan sempurnanya supaya dapat menjalankan serangan dengan mempunyai kejayaan yang penuh.⁶

(On 5th June 1965)

Saya sangat sukacita kerana dapat hadir ke majlis ini untuk menyempurnakan perletakan batu asas Bangunan Ibu Pejabat RIDA yang baharu. Kebetulan pada hari semalam kita telah meletakkan satu lagi batu asas iaitu batu asas bagi mengadakan satu rancangan dan dasar yang baharu untuk memperbaiki iktisad bumiputera di Malaysia ini. Pada pagi ini kita telah meletakkan batu asas bagi bangunan baharu untuk Lembaga atau Badan atau Majlis yang akan menjalankan rancangan dan dasar yang sedang dibincangkan oleh Kongres Ekonomi Bumiputera itu...Upacara pada pagi ini bermakna iaitu sejarah RIDA yang telah bertugas selama 15 tahun untuk menolong rakyat-rakyat di luar Bandar bagi memperbaiki iktisad mereka itu akan masuk kepada bab yang baharu dalam kehidupannya...Akan tetapi saya suka terangkan bahawa dengan mengadakan Lembaga yang baharu dinamik dan mempunyai jentera yang lengkap untuk menjalankan tugasnya mustahaklah kita menukar juga fikiran, pandangan dan semangat kita dalam lapangan ekonomi dan perniagaan. Kerajaan dan Lembaga ini hanya dapat memberi pertolongan kepada rakyat dalam lapangan iktisad akan tetapi kejayaan tiap-tiap seorang di dalam lapangan ini adalah bergantung kepada diri mereka sendiri...Saya telah sebutkan tadi bahawa Lembaga RIDA ini akan diberi rupa, bentuk dan nama yang baharu. Kita selalu mendengar pakar-pakar ekonomi berkata jikalau kita berkehendakkan kemajuan dalam negeri kita ini, mustahak kita menggunakan kekayaan-kekayaan yang ada dalam negeri kita ini seperti bijeh, getah dan sebagainya dengan sepenuhnya. Akan tetapi pada fikiran saya kalau kita berkehendakkan kejayaan dalam lapangan ekonomi ini kekayaan dan kekuatan yang pertama sekali mesti digunakan ialah **kekuatan tenaga rakyat yang ada pada kita**. Dengan sebab itu langkah yang pertama yang akan diambil apabila menubuhkan Lembaga yang baharu ialah ahli-ahli Lembaga yang bertanggungjawab bagi menjalankan dasar-dasar Lembaga ialah daripada orang-orang yang faham, mempunyai pengalaman dalam hal ekonomi dan perniagaan dan orang-orang yang sebenarnya mempunyai semangat ingin kepada kemajuan dan semangat bersedia hendak bekerja dan

⁶ Ucapan Timbalan Perdana Menteri di dalam Majlis perjumpaan pegawai-pegawai RIDA pada 23hb Disember, 1960 di Kuala Lumpur; TR 4:12:60, pp. 197-201.

berkorban kerana bangsa dan negara. Lembaga ini akan mengadakan beberapa pejabat atau bahagian-bahagian untuk menjalankan tugas-tugasnya. Yang pertama ialah Bahagian Latihan, yang kedua Bahagian Modal dan Pinjaman Wang, yang ketiga Bahagian mengadakan Pertolongan, Nasihat atau 'contact' dalam bahasa Inggerisnya, dan yang keempat Bahagian Pentadbiran, yang kelima Bahagian Perusahaan, dan yang keenam Bahagian Pengangkutan untuk mengelolakan perusahaan-perusahaan pengangkutan yang ada sekarang ini, dan yang ketujuh akan diadakan satu Bahagian Research iaitu satu bahagian jentera untuk mengeluarkan fikiran-fikiran dan juga planning-planning yang dikehendaki dari satu masa ke satu masa dan bahagian ini juga akan bertanggungjawab bagi menyemak kemajuan-kemajuan yang kita capai dari satu masa ke satu masa supaya boleh menjamin kemajuan yang kita capai itu adalah tetap, tegas dan sempurna...Saya tegaskan di sini, Lembaga ini bertanggungjawab dalam lapangan ekonomi bumiputera tetapi Lembaga ini tidak hendak mengambil kuasa atau menjalankan tugas Pejabat-pejabat dan Kementerian-kementerian yang lain. Tiap-tiap Kementerian seperti Kementerian Perdagangan dan Perusahaan, Kementerian Pelajaran, Kementerian Pertanian dan Syarikat Kerjasama serta Kerajaan-kerajaan Negeri ada tanggungjawabnya masing-masing dan mustahaklah Kementerian-kementerian dan Kerajaan Negeri itu meneruskan pekerjaan-pekerjaannya dan mengadakan kerjasama yang rapat dengan Lembaga ini... Saya telah sebutkan Lembaga ini akan diberi rupa, nama dan tugas yang baharu dan akan diberi bentuk dan rangka yang baharu dan akan diberi nafas yang baharu, juga jiwa dan semangat yang dikehendaki seperti yang sedang ditunjukkan oleh wakil-wakil dalam Persidangan Kongres...Kesimpulannya, tuan-tuan dan puan-puan, dalam tiga hari ini iaitu hari semalam, hari ini dan hari besok, kita membuka lipatan sejarah yang baharu dalam lapangan pembangunan. Tuan-tuan dan puan-puan, ahli-ahli Kongres sekalian telah datang dari jauh dan dekat untuk menghamburkan buah fikiran dan pendapat masing-masing terhadap cara-cara hendak memperbaiki iktisad bumiputera. Pendapat dan pandangan-pandangan ini akan dapat menggambarkan kepada Kerajaan cita-cita dan hasrat rakyat bumiputera sekalian dalam lapangan iktisad ini, dan pandangan dan pendapat serta hasrat itu akan memberi panduan yang jelas kepada Kerajaan di atas cara-cara yang Kerajaan akan mengambil langkah menolong dan memperbaiki ekonomi bumiputera. Begitu juga pada pagi ini kita telah mula menubuhkan bangunan untuk satu badan yang baharu yang akan mempunyai tanggungjawab penting dalam lapangan iktisad ini. Kerajaan berazam hendak mengambil apa juga langkah yang patut untuk memberi peluang yang lebih lanjut, lebih luas kepada bumiputera negeri ini. Saya sendiri faham untuk menjalankan kehendak-kehendak dan hasrat bumiputera dalam lapangan ekonomi, kita berkehendakkan usaha dan tenaga dan satu badan bukan sahaja progresif seperti yang dikatakan oleh ahli Kongres semalam, bahkan satu badan yang dinamik yang boleh sebenarnya menjalankan kehendak-kehendak dan hasrat bumiputera dengan sepenuhnya. Lembaga inilah yang hendak kita lahirkan hari ini dan Lembaga ini, saya harap Kongres sendiri akan memberi nama yang sesuai dengan kehendak dan hasrat bumiputera dan kerajaan akan memberi nyawa dan jiwa yang baharu, akan memberi tenaga yang penuh kepada Lembaga ini untuk menjalankan kehendak-kehendak dan hasrat bumiputera dalam usaha memperbaiki ekonomi mereka itu. Bagi penutupnya, saya sebutkan cita-cita hendak mengambil bahagian dalam lapangan iktisad dan perniagaan ini bukanlah satu perkara yang pelik, susah ataupun luar biasa akan tetapi seperti perusahaan-perusahaan dan pekerjaan-pekerjaan yang lain perkara yang penting sekali dikehendaki ialah latihan yang sempurna, pengetahuan dan pengalaman supaya dapat bertanding dan berlawan

dengan orang-orang yang telah pun mengambil bahagian dalam lapangan ini. Tanggungjawab Kerajaan saya sebutkan ialah terang dan nyata iaitu Kerajaan akan memberi sepenuh-penuh peluang sama ada latihan dan juga pertolongan-pertolongan lain dengan harapan dan kepercayaan bumiputera sekalian akan menggunakan peluang ini dengan sepenuhnya. Saya sendiri yakin dan percaya dengan kerjasama yang penuh daripada Kerajaan dan daripada bumiputera sendiri dan dengan semangat dan jiwa yang baharu daripada kedua-dua pihak, kehendak dan hasrat rakyat dalam lapangan ekonomi ini dengan izin Tuhan akan dapat dihasilkan. Sekianlah sahaja, dengan ini saya sukacita mengisytiharkan perletakan batu asas bagi bangunan Lembaga ini dan saya berdoa kepada Tuhan mudah-mudahan bangunan ini akan memberi nikmat-nikmat dan faedah-faedah yang dikehendaki oleh semua golongan.⁷

(On 7th June 1965)

...Saya dengan sukacita dan besar hati menerima dan saya mengaku dengan seberapa daya upaya dengan apa jua tenaga yang diberi oleh Tuhan kepada saya dan rakan-rakan saya, Menteri-Menteri yang lain dalam kerajaan Perikatan, kami akan jalankan kehendak-kehendak dan hasrat tuan-tuan dan rakyat-rakyat sekalian dengan sepenuh-penuhnya. Akan tetapi tanggungjawab bagi menjalankan keputusan-keputusan itu ialah tanggungjawab bersama, tanggungjawab kerajaan, tanggungjawab Kongres dan juga tanggungjawab rakyat bumiputera sekalian...Akan tetapi kemajuan itu bukan ada di tangan Menteri-Menteri, Perdana Menteri ataupun Menteri-Menteri yang lain, kemajuan itu hanya duduk dalam urat nadi dan titik peluh tiap-tiap seorang wakil-wakil yang hadir di sini dan tiap-tiap seorang ahli bumiputera di seluruh negara kita...Pada hari semalam, pada masa meletakkan batu asas bangunan RIDA yang baharu, saya telah terangkan cadangan kerajaan hendak mengubah kedudukan RIDA itu hendak memberinya rupa, bentuk, nafas dan jiwa yang baharu dan **pada hari ini Kongres telah memberi Lembaga itu nama yang baharu – MARA.** Lembaga – MARA – akan bertanggungjawab menolong dan menjalankan ikhtiar-ikhtiar untuk memperbaiki ekonomi bumiputera...Kertas-kertas Kerja Kongres ini dan juga ketetapan-ketetapan yang diperbuat oleh Kongres pada hari ini akan menjadi panduan kepada Kerajaan dan kepada MARA ini untuk menjalankan tugas-tugas mereka. Seperti saya sebutkan pada pagi semalam sungguhpun dalam usaha memajukan ekonomi rakyat ini kita berkehendakkan menggunakan hasil-hasil bumi yang ada di negara kita ini seperti bijih timah, getah, barang-barang keluaran hutan dan sebagainya, tetapi hasil atau kekuatan yang mustahak sekali yang patut kita gunakan dalam lapangan ini ialah kekuatan tenaga rakyat. Kita mustahak menggunakan orang-orang yang mempunyai pengalaman, pengetahuan, semangat dan jiwa kebangsaan untuk menjadi ahli-ahli MARA ini dan menolong bersama-sama melaksanakan dasar dan rancangan-rancangan dan hasrat kita hendak memperbaiki ekonomi bumiputera itu. Saya harap Kongres ini sifatkan MARA itu ialah anak kandung Kongres sendiri. Kongres telahpun memberi namanya pada hari ini. MARA ini akan menjalankan kehendak dan cita-cita Kongres...Saya harap akan mendapat kerjasama yang rapat di antara Kongres dengan MARA, dan Kongres akan bersama-sama memperhati, mendidik, mengajar dan

⁷ Ucapan TPM di Upacara perletakan batu asas bangunan Ibu pejabat RIDA, Kuala Lumpur pada 5 Jun 1965; TR 2:6:65, pp.63-67; Ucapan2 Tun Haji Abdul Razak bin Husain, Arkib Negara Malaysia & Jabatan Perdana Menteri, Kuala Lumpur:1965

memelihara anak kandungnya sendiri iaitu MARA...Saya menerima dengan berbesar hati cadangan Kongres, iaitu RIDA ditukarkan nama dan dijadikan MARA atau Majlis Amanah Rakyat bumiputera. Saya fikir nama ini sangat sesuai dengan kehendak dan hasrat rakyat bumiputera sekalian...Saya telah sebutkan tadi, kemajuan sesuatu bangsa itu bukanlah dalam tangan kerajaan bahkan bukanlah dalam tangan Menteri, tetapi ialah dalam tangan, dalam nadi dan titik peluh tiap-tiap orang rakyat negara ini. Oleh itu kalau kita semua ada mempunyai keazaman, semangat dan jiwa ingin kepada kemajuan, semangat dan jiwa berani dan bersedia bekerja, berkorban dan bertenaga, dengan berkat Tuhan kemajuan-kemajuan akan tercapai. Inilah pesan dan harapan saya kepada tuan-tuan dan puan-puan, kepada Kongres ini dan kepada bumiputera seluruhnya...langkah kita mengadakan Kongres Ekonomi Bumiputera ini bolehlah dibandingkan sama dengan langkah Kerajaan Amerika melancarkan angkasawan-angkasawannya ke angkasa lepas. Kerajaan dan Kongres ini telah melancarkan angkasawan ke angkasa lepas ekonomi supaya dapat bumiputera mengambil bahagian yang lebih sempurna, lebih penting dan akhirnya mendapat kejayaan dan kemakmuran yang kita kehendaki. Kita telah lancarkan bukannya GEMINI bahkan MARA ke angkasa lepas dengan penuh harapan bahawa kapal angkasa lepas kita itu dapat membawa kita kepada kesenangan dan kemakmuran.⁸

(On 15th July 1965)

Gentlemen, I have decided that the existing RIDA be reorganized so as to give it new life, new spirit and image. Following upon the resolution of the Kongres Ekonomi Bumiputera, I have also decided that the reorganized RIDA be given a new name called Majlis Amanah Rakyat (MARA). I feel that it is time now to do this because the RIDA that we have today is too cumbersome to carry on the task of helping the Bumiputera to get effective participation in the economic life of this country. The law setting up the new organizations (MARA) is now being drafted, but we have to start setting up new organizations within MARA under the existing law straight away. I have, therefore, given instructions that MARA should have 7 divisions each to be headed by a Director. The Divisions are ... (vii) The Training Divisions ... (ii) Encik Mansor bin Othman – Director of Training.⁹

(On 30th September 1965)

You will recollect that the Government held the Congress Economy Bumiputera in June for the purpose of getting ideas, positive suggestions and views on how to help the Bumiputera to participate actively and effectively in the economic life of the country, especially in the field of commerce and industry. The congress, sitting for 3 days in succession, went through all the aspects of the problems and suggested certain steps to be taken so as to enable the Bumiputera to achieve a certain measure of participation in the economic life and development of the country. The steps suggested are embodied in the 69 resolutions adopted by the Congress, I have accepted all the 69 resolutions, and the closing sessions of the Congress, I made it clear that the Government will take active and appropriate steps to implement them...One of the main resolutions of the Congress

⁸ Ucapan TPM dalam Upacara penutup Kongres Ekonomi Bumiputera di Dewan Tunku Abdul Rahman, Kuala Lumpur pada 7 Jun 1965, TR 3:6:65, ;pp.68-76.

⁹ Speech by the DPM at the Meeting of MARA on 15th July 1965., TR 3:7:65., pp.106-108

was on the re-organisations of the old RIDA and establishment of the Majlis Amanah Rakyat. The re-organisations of RIDA is about to be completed and MARA, when the new legislation has been passed by Parliament, will supersede the old RIDA. Although the new legislation has not been passed, I already directed that MARA should operate in the way that will give maximum impact on the economic development of the country...I have also directed that MARA should give emphasis on assisting the Bumiputera in the field of commerce and industry. I am sure that when MARA is properly established it will be able to cope up with the main responsibility entrusted upon it by the Congress. However, MARA needs not only a good public image and vigour but also talents. Steps towards recruiting young and qualified people into MARA and to pool talents from the business community of this country and from overseas are now being taken. The United Nations Agencies, The Colombo Plan, and other bodies have been approached for the necessary talents, experience and knowledge for the successful running of the MARA...Through MARA, the Government is providing the necessary training for the Bumiputera to participate and partake in the commercial life of the country. Once they have been trained, they would be able to stand on their own feet and carry out their business in a sound manner.¹⁰

(on 9th October 1965)

Happy to talk to you all today. I am told that, since yesterday you all have been having a Seminar here to discuss the organization of MARA and its plan of action...I have explained to the Chairman and Directors that the people i.e. the Bumiputera expects a lot from MARA. It is their duties to fulfill these expectations. As far as I am concerned and the people are concerned we need results. You all Directors and officers of MARA have to produce results. How you do it is a matter for you. No matter what you do, if you do not produce the results required you are no good to MARA and no good to the people. That is why you have to plan your work properly. That is why you have to put new life to MARA – new approach, new attitude of mind, mind to your work. You have to work with speed and precision. The function of MARA is simply this – to carry out or assist or facilitate economic and social development in this country particularly in the Rural areas. You have to assist the Bumiputera to have a greater share in the business and economic life in the country. To me you can do this in three ways. I know I may be over simplifying. (1) To train Bumiputera in business management etc. so that they can get employment in firms, factories etc – matter for Dewan Latihan (2) To train Malay business enterprises so that they can carry on business (3) To undertake business enterprises in order to help Bumiputera to have a full part in the business...Don't be theoretical – always practical. Accept this and conditions as they exist and try to improve them. Don't look for big things. MARA is not to help Malay Towkays – they can fare for themselves. MARA is to help the small men and to help the majority of people.¹¹

¹⁰ Notes on press conference by the DPM launching the Bank Bumiputera and FAMA held on 30th September 1965. TR 4:9:65, pp. 206-213

¹¹ Speech by the DPM to MARA course, Petaling Jaya on 9th October 1965. TR 2:10:65, pp. 220-221.

(On 10th November 1965)

Tuan Yang di-Pertua, Saya dengan sukacita dan bangganya mengemukakan ke Dewan ini untuk pertimbangan dan persetujuan suatu rang undang-undang yang sangat penting dan mustahak bagi kemajuan negeri ini iaitu rang undang-undang untuk menubuhkan suatu Perbadanan yang dinamakan Majlis Amanah Rakyat (MARA). Tuan Yang di-Pertua, tujuan dan cita-cita hendak menubuhkan suatu perbadanan seperti yang tersebut ialah dengan tujuan supaya ada sebuah lembaga yang boleh menjalankan dasar Kerajaan untuk memperbaiki iktisad rakyat di luar Bandar dan memberi mereka itu peluang yang lebih besar dan luas lagi dalam lapangan perniagaan dan perusahaan. Sehingga hari ini tugas itu telah dijalankan oleh Lembaga Kemajuan Kampung dan Perusahaan atau RIDA, akan tetapi RIDA telah ditubuhkan pada masa penjajahan dahulu dan tidak mempunyai bentuk, nafas dan jiwa yang boleh menjalankan tugas yang penting ini – sesuai dengan hasrat dan kehendak-kehendak rakyat dalam Negara kita yang merdeka dan berdaulat ini. Dengan sebab itu difikirkan patutlah lembaga RIDA itu digantikan dengan lembaga yang baharu yang mempunyai bentuk, nafas dan jiwa yang baharu. Penubuhan lembaga Majlis Amanah Rakyat ini telah dipersetujui oleh Kongres Ekonomi Bumiputera yang telah dijalankan pada bulan Jun yang lalu dan 69 ketetapan telah diluluskan oleh Kongres itu. Oleh yang demikian, rang undang-undang ini sebenarnya untuk memansuhkan lembaga RIDA dahulu – mengkebumikan dan digantikan dengan lembaga yang baharu ini – MARA. Segala pekerjaan-pekerjaan yang telah diperbuat oleh RIDA dahulu adalah ditamatkan dan dasar RIDA dan perjalanannya dahulu diberhentikan sama sekali. MARA adalah perbadanan yang baharu dengan mempunyai cara perjalanan yang baharu, bentuk pentadbirannya pun baharu. Dengan itu diharap apakala lulusnya rang undang-undang ini segala perkara-perkara yang berkaitan dengan RIDA dahulu dilupakan sama sekali dan kita mulakan dengan perbadanan yang baharu ini, MARA. Kerajaan adalah mempunyai harapan yang penuh supaya cita-cita dan hasrat rakyat di kampung-kampung di luar Bandar untuk mendapat bahagian yang lebih sempurna dalam lapangan iktisad dan perniagaan itu dapat dilaksanakan dengan lebih giat dan sempurna lagi...Sungguhpun rang undang-undang bagi menubuhkan MARA ini hanya dapat dibentangkan dalam persidangan Dewan Rakyat pada hari ini, akan tetapi MARA telah ditubuhkan semenjak selepas sahaja Kongres Ekonomi Bumiputera bersidang dan jentera pentadbiran MARA telahpun diatur dan MARA telah pun mula menjalankan tugas-tugasnya. Tugas MARA ialah hendak menjalankan apa juga langkah yang difikirkan patut untuk memajukan iktisad-iktisad dan masyarakat rakyat Malaysia, terutama sekali mereka-mereka yang duduk di luar Bandar. Tanggungjawab dan kuasa Majlis ini adalah disebut satu persatu dalam Fasal 6 rang undang-undang ini. Sungguhpun rancangan-rancangan yang akan dijalankan oleh MARA akan memberi nikmat dan faedah kepada ahli-ahli bumiputera Negara ini disebabkan mereka itulah sebenar-benarnya berkehendakkan pertolongan bagi mendapatkan bahagian yang lebih besar dan lebih luas dalam lapangan iktisad dan perusahaan. Akan tetapi MARA akan memberi pertolongan juga kepada warganegara Malaysia yang lain yang mundur dalam lapangan iktisad ini dan berkehendakkan bantuan-bantuan seperti ahli-ahli bumiputera juga. Seperti saya telah sebutkan, MARA adalah mempunyai dasar dan tugas yang penting. Dengan sebab itu langkah yang pertama yang telah diambil ialah mengatur jentera pentadbiran MARA ini...Pengarah-pengarah ini adalah daripada orang-orang yang difikirkan mempunyai semangat dan kelayakan untuk menjalankan tugas masing-masing. Saya telahpun memberi perintah kepada Pengerusi,

Pengarah-pengarah dan Pegawai-pegawai MARA yang ada sekarang ini bahawa mereka itu adalah dikehendaki menjalankan tugas masing-masing dengan cergas, dengan penuh semangat dan keikhlasan dan mustahak segala pekerjaan yang dijalankan itu akan mendapat hasil dengan sepenuh-penuhnya. Saya telah memberi arahan juga bahawa tiap-tiap rancangan yang dijalankan oleh MARA mustahaklah berjaya dan tiap-tiap pertolongan yang diberi oleh MARA mustahak memberi kehasilan dengan sepenuhnya. Tugas yang akan dijalankan oleh MARA adalah dibahagi kepada 3 bahagian yang besar. (1) MARA akan memberi latihan kepada ahli-ahli perniagaan dari pihak bumiputera yang difikirkan mempunyai semangat dan kemahuan hendak menjalankan perniagaan...Bahagian Latihan. (2) lapangan pengangkutan. (3) lapangan perusahaan dan perdagangan...Akan tetapi dalam semua perkara-perkara ini yang penting sekali rakyat sendiri terutama mereka yang duduk di kampung-kampung dan kerjasama. Mereka itu hendaklah menzahirkan semangat atau jiwa yang betul-betul ingin kepada kemajuan dan kemakmuran. Kerajaan hanyalah dapat memberi pertolongan kepada mereka-mereka yang mempunyai jiwa atau semangat yang berani berkorban dan bekerja untuk mencapai kemajuan-kemajuan yang mereka itu kehendaki. Kesimpulannya; kemajuan dan kebahagiaan bagi rakyat hanyalah dapat dicapai dengan usaha dan tenaga rakyat sendiri, dibantu dan ditolong oleh pihak Kerajaan...Saya yakin dan percaya kalau mereka itu sebenar-benarnya menunjukkan semangat dan jiwa dan sebenar-benarnya berani berusaha dan bertenaga untuk memperbaiki keadaan hidup mereka itu, saya yakin dan percaya ahli-ahli bumiputera dan rakyat di luar Bandar akan dapat meningkat kepada kemajuan-kemajuan di lapangan iktisad yang mereka itu cita-cita dan kehendaki.¹²

(On 11th November 1965)

Tuan Yang di-Pertua, berkenaan dengan masalah definisi "bumiputera" ini, yang sebenarnya tidak ada definisi bumiputera dalam Perlembagaan kita. Jadi perkataan "bumiputera" ini ialah digunakan kepada orang Melayu dan kepada ahli-ahli bumiputera di Negeri Sabah dan Sarawak. Dalam Perlembagaan kita, ada keterangan atau definisi orang-orang Melayu dan dalam Perlembagaan Negeri Sabah dan Negeri Sarawak ada definisi bumiputera. Jadi perkataan "bumiputera" ini ialah meliputi orang-orang Melayu, ahli-ahli bumiputera di Sabah, di Sarawak dan termasuk jugalah Orang-orang Asli yang ada di Tanah Melayu ini. Jadi, tuan Yang di-Pertua, sebenarnya seperti saya terangkan tadi, bahawa **Rang Undang-undang ini yang dinamakan Majlis Amanah Rakyat ini dan perbadanan ini yang dinamakan Majlis Amanah Rakyat ini, ialah akan memberi pertolongan kepada semua penduduk-penduduk negara ini yang berkehendakkan pertolongan – yang mundur, yang miskin, yang tidak ada peluang mendapat bahagian dalam lapangan iktisad dan perniagaan.** Jadi, Rang Undang-undang ini tidaklah memberi faedah kepada satu puak sahaja. Tetapi kita semua tahu, Ahli-ahli Yang Berhormat sendiri tahu, bahawa sebahagian besar daripada penduduk-penduduk negeri yang berkehendakkan pertolongan ialah ahli-ahli bumiputera, orang Melayu dan ahli-ahli bumiputera yang duduk di Sabah dan juga di Sarawak. Jadi, nyatalah sebahagian besar daripada orang yang akan mendapat faedah daripada rancangan-

¹² Ucapan TPM dan Menteri Pembangunan Negara dan Luar Bandar ketika mencadangkan Rancangan undang-undang Majlis Amanah Rakyat dibacakan bagi kali yang kedua di Dewan Rakyat pada 10 November 1965, TR3:11:65, pp.250-256.

rancangan yang dijalankan oleh MARA ini ialah ahli-ahli bumiputera. Tetapi kita tidak hendak menyekat pertolongan-pertolongan hendak diberikan orang-orang pihak asing yang bukan bumiputera, yang mempunyai keadaan yang sama dengan keadaan ahli-ahli bumiputera, sungguhpun bilangan mereka itu kecil. Jadi menurut Perlembagaan kita, kita tidak boleh membuat satu undang-undang khas untuk memberi hak kepada satu puak. Ini adalah terang dalam Perlembagaan kita dalam Fasal 153 dalam Perlembagaan...jadi Kerajaan menjalankan rancangan-rancangan ini, menubuhkan MARA ini, dengan tujuan supaya MARA – pihak Kerajaan, dapat memberi sepenuh-penuh peluang kepada rakyat di luar Bandar untuk memajukan keadaan iktisad mereka itu. Jadi saya harap janganlah tersilap faham di atas hal ini, bila kita sebutkan hendak memperbaiki kebebasan iktisad di antara penduduk di luar Bandar dengan penduduk di Bandar ini ataupun 'correcting economic imbalances between the people in urban and rural areas', kita maknakan kita hendak beri peluang-peluang yang sama kepada penduduk-penduduk di luar Bandar dengan penduduk-penduduk di Bandar. Bukan kita hendak samakan keadaan iktisad penduduk di luar Bandar dengan penduduk di Bandar itu. Jadi ini seperti saya terangkan, bagi pihak Kerajaan hanyalah dapat memberi pertolongan-pertolongan pendidikan dan pengajaran dan juga pertolongan-pertolongan apa cara yang patut, tetapi mustahaklah bagi rakyat sendiri, penduduk-penduduk di luar Bandar, menjalankan usaha tenaga mereka itu untuk memperbaiki iktisad mereka itu sendiri...Saya telah memberi tahu pegawai-pegawai MARA bahawa pihak rakyat di kampung-kampung dan di luar Bandar, hanyalah berkehendakkan kehasilan, mereka itu berkehendakkan kejayaan dengan seberapa segera. Jadi inilah tujuan yang pegawai-pegawai sekalian mesti dikehendaki melaksanakan iaitu menjayakan semua sekali rancangan dengan seberapa daya upayanya.¹³

Tuan Yang di-Pertua, saya suka menerangkan, pertama berkenaan dengan kedudukan RIDA. Ada Ahli-ahli Yang Berhormat dari pihak Pembangkang mengadakan RIDA ini telah gagal dan tidak dapat menjalankan apa-apa kemajuan dan telah tidak berjaya. Saya telah sebutkan tadi bahawa RIDA ini sebenarnya ditubuhkan pada masa penjajahan dahulu. Jadi, mustahaklah pembentukan dan dasar RIDA itu ditukar, bahkan dasar RIDA telahpun ditukar pada masa Kerajaan mula-mula menubuhkan Kementerian Pembangunan Luar Bandar dahulu...bahawa dalam melaksanakan rancangan-rancangan pembangunan negara dan luar Bandar Kerajaan Perikatan, Kerajaan menjalankan rancangan-rancangan itu dengan mengadakan tingkatan-tingkatan. Tingkatan yang pertama ialah bagi Kerajaan mengadakan kemudahan-kemudahan kepada rakyat di luar Bandar, seperti jalanraya-jalanraya, bekalan air, tempat berubat, sekolah-sekolah dan sebagainya. Kemudian daripada itu kita datang kepada tingkatan kedua iaitu Tingkatan Tenaga Rakyat, dan kemudian daripada itu tingkatan yang ketiga, Kerajaan menolong mengadakan pasaran-pasaran kepd penduduk-penduduk luar Bandar dan sekarang kita sampai kepada tingkatan yang keempat, iaitu tingkatan bagi Kerajaan menolong rakyat di luar Bandar bagi membesar dan meluaskan mata pencarian mereka itu. Maka apabila sampai pada

¹³ Ucapan TPM dan Menteri Pemabangunan Negara dan Luar Bandar di dalam perbahasan mengenai MARA di Dewan Rakyat pada 11 November 1965, TR:4:11:65, pp.257-261

tingkatan ini, baharulah tugas RIDA yang sebenarnya dibetulkan dengan bentuk cara pentadbiran itu diperbaiki.¹⁴

The economically under-developed are to be found mainly in the rural areas of the country...The fruits of Merdeka must be more justly divided; prosperity must not only be shared equally, but must equally be seen to have been shared by all sections of our people. Or if I may put it more directly, the non-Malays cannot continue to prosper among a sea of unprosperous Malays. Recent events in some newly-independent countries in Asia with multi-racial populations make it unnecessary for me to labour the point that the task of correcting the imbalance between the economically under-community must be regarded as a national issue and not race. However the critics would like to look at it, it does make sense for the Government to assist in the economic development of the rural areas. We have a young and growing population...Now, I have spoken of Malays and non-Malays. But this is merely to follow the current tendency to regard the economically under-developed as Malays and the rest as non-Malays. I myself believe this is an oversimplification which suits the dark purposes of the critics of the Government. Since the establishment of Malaysia, the ranks of the economically under-developed have been swelled by the addition of the peoples of Sabah and Sarawak who regard themselves as natives and who do not wish to be referred to as Malays. For want of a better word, we have used the word "bumiputera" to include the Malays as well as the natives and most of them are economically under-developed. I have mentioned earlier of the need to devise new means of raising the standard of living of the depressed areas. As you know there are agencies of my Ministry which have been directly engaged in economic activities which will contribute to raising the standard of living in the rural areas. Today, I am introducing a bill to replace one of the agencies, the Rural and Industrial Development Authority or RIDA, by a new organization which bears the name of MARA or Majlis Amanah Rakyat. I feel it necessary to set up a new organization because I have said earlier we have reached a new stage in the economic development of the rural areas. The change of RIDA to MARA is not in a change merely of a signboard. It is a fundamental change that will be reflected in the objectives, the tasks and the activities of MARA. RIDA, had undertaken a variety of tasks since its establishment 14 years ago, from the building of rural roads, the setting up of training centres, to the granting of loans to assist mainly small businessmen. Since the creation of my Ministry some of the functions of RIDA had been undertaken directly by my Ministry...I have therefore decided that RIDA should be replaced by a new organization, MARA, which will concentrate on stimulating, facilitating and assisting the economically under-developed to participate more actively in the commerce and industry of the country...There is also another condition which I would like MARA to adhere to wherever possible. Its assistance should be given where it will have a greater impact on a large number of persons...The assistance they get will depend on the assistance they deserve. MARA must succeed. It is in our national interest to see that it succeeds and it should have the blessing of all well-meaning people in our country.¹⁵

¹⁴ Ucapan TPM ketika menjawab pertanyaan mengenai RIDA oleh pihak pembangkang di Dewan Rakyat pada 11 November 1965, TR 5:11:65, pp.262-264.

¹⁵ Speech by the DPM in moving the Second Reading of the "The Majlis Amanah Rakyat (MARA) Bill" at Dewan Rakyat on 11 November 1965, TR 6:11:65, pp.265-268

(On 18th December 1965)

It gives me genuine satisfaction, indeed, to hear of the continuing progress the college is making in the training of an increasing number of Bumiputeras to take a more active part in the commerce and industry in this country. In my address at the first graduation ceremony exactly a year ago the college has total enrolment of 181 students – today the figure has increased to 226. Last year there were 50 graduates, this year we have 54...MARA invited Dr. O.G. Pickard, the Principal of Ealing Technical College, London firstly to look into the question of linking this college with Ealing in regard to conducting external examinations, and secondly to help the college in planning the proposed expansion, mentioned earlier...It gives me added pleasure to hear that the graduates have acquitted themselves well in their work and that their employers are pleased with their performance. As a result of this happy development, there is a considerable increase in the quantity and quality of students applying for admission into the college which is indeed a tribute to the teaching staff in particular, Encik Basha Merican the former Acting Principal of this college who retired in September this year, for all their hard work and leadership qualities in developing this college to what it is today. I trust this will spur the teaching staff on in their rewarding work to development and increase the number of trained manpower which is vital importance for the industrial development of this country, in the particular context of First Malaysia Plan. In this we are extremely fortunate to have the services of an energetic and experience officer, Encik Arshad bin Ayub, to serve as Principal of the college with effect from 1st December 1965...Before I sit down, I would like to say a few words of advice to those students who are graduating from this college...From what I know of the training you have received here and the favourable impression you and your predecessors have created in the business world, I had every confidence that you all will become worthy of my hope and aspiration to accelerate the pace of Bumiputera active participation in commerce and industry. I hope you understand and share this confidence with me and make every effort to continue working as hard as you have done during your student life. To those who are still continuing their studies I would exhort them to apply themselves more diligently to their studies so that they will continue to better the standards of performance of their predecessors and at the same time condition their mind through more contacts with businessmen to enable them to meet the challenge fo a successful career in business. With this, ladies and gentlemen, I thank you all once again especially members of the staff and the business community for responding so well to our endeavours to train and create opportunities for the sons and daughters of Bumiputeras to increasingly participate in business and industrial life of our country. This, as you know is part of our National policy to redress the difference in the standards of living and job opportunity between the urban and the rural sectors of the population for the good of the country as a whole.¹⁶

(On 6th June 1966)

I would first of all thank you all for your willingness to serve on the Majlis. It is exactly a year today since the Congress Economy Bumiputera met. In fact today is the anniversary

¹⁶ Speech by the Minister for National and Rural Development on the occasion of the graduation at the Dewan Latihan MARA on 18th December, 1965, TR 12:12:65, pp360-362.

of the Congress. You will recall one of the major decisions of the Congress was the re-organisation of RIDA and the formation of a new organization in its place to be named MARA. After carrying out a simple post mortem on RIDA I buried it in a simple ceremony in Parliament in November last year. Parliament then passed a new Act incorporating an entirely new organization which is the Majlis Amanah Rakyat. When MARA was in the process of being born, I paid particular attention that the new organization should not inherit the faults and the new setting sins of RIDA. I saw to it that MARA must not only be but also prove to be dynamic, progressive organization properly led, properly run and properly administered in order to give every facility at every level of the economy so that the rakyat could effectively participate in the economic life of the country especially in the field of commerce and industry. MARA will only undertake or promote projects which are sure of not less than 50% success and which are designed to facilitate genuine and real participation of the rakyat. This new concept, a concept which rightly reflects the spirit of MARA, and of the Congress Economy Bumiputera, should and must be understood by the rakyat because the success of MARA is as much the responsibility of the Majlis and the rakyat...The Congress Economy Bumiputera adopted 69 resolutions which have already been accepted by the Government. It is my intention that a majority of these resolutions will have to be implemented by MARA. In the First Malaysia Plan the Government has already earmarked \$70 million for projects designed to increase and improve the participation of the rakyat in commercial activities. The details of the projects to be carried out by MARA are embodied in the Development Plan of MARA. In short, MARA will undertake to carry out economically viable projects on direct and joint ventures. It will expand its training programme progressively in line with the resolutions and the spirit of the Congress Economy Bumiputera...MARA's participation in all its undertaking, either directly or jointly, is done on behalf of the rakyat...For the past one year I have directed all efforts in MARA towards gearing itself to face the challenges of the post-Congress Economy Bumiputera era. Seven autonomous divisions, each headed by a Director who is solely responsible for implementing the policies of MARA have been set up. This arrangement is aimed at ensuring efficient implementation of MARA policy decisions. I have directed that there should be optimum delegation of power within the organization. Sufficient delegation is essential and desirable. Our experience with RIDA has confined that one of the major defects which contributes to its impotency has been lack of delegation. The operations of RIDA bogged down in a confusion of bottlenecks because the organization did not delegate its power sufficiently to the implementing bodies and organizations.¹⁷

(10th June 1966)

A year has now elapsed since the Konggeres Ekonomi Bumiputera made and submitted to the Government its 69 resolutions. The key resolutions, in my view, are those calling for the establishment of MARA, Bank Bumiputra, National Corporation and the National Land Consolidation Rehabilitation Authority and the FAM. I am happy to inform you that all these organizations, except the National Corporation whose formation is in its final stage,

¹⁷ Text of address of the DPM, at the inaugural meeting of the Majlis Amanah Rakyat (Council of trust for the indigeneous people) at the national development Operations Room, Kuala Lumpur on 6th June 1966, TR 2.6.1966, pp.122-125

have been established are now in the process of implementing directly or indirectly the resolutions of the Konggeres. The main bulk rests on MARA. Not less than 20 resolutions will have to be carried out by MARA. It has been my intention that MARA should be the main vehicle for implementing most of the resolutions of the Konggeres. The policies and programmes of MARA will not only reflect the spirit of the Konggeres but will be carried out in line with the resolutions of the Konggeres. MARA's activities and assistance will only be in fields which are designed to promote healthy and active participation by the Bumiputera in the Economic life of the country...Everyone participating in the last Konggeres agreed that the Bumiputera be given proper training in the fields of commerce and industry so that they are well equipped to face the ups and downs of business life. A special division in MARA has been established purely for the purpose of formulating and carrying out training programme for the Bumiputera. As a crash programme MARA will treble its Dewan Latihan's student intake this year. \$0.6 million has been set aside for the extension of the existing Dewan Latihan. At the same time, preparation of plans for a new multi-million dollar MARA College at Batu Tiga is well in hand. Thanks are due to the State Government of Selangor for approving 100 acres of land for this purpose. This in itself is a fulfillment of one of the resolutions of the Konggeres.¹⁸

(On 12th September 1966)

...today I have been asked to perform, laying the foundation stone of a new MARA College..My Government, the Alliance Government, have in fact got a philosophy which is deeper than any other political party in existence in Malaysia. Our philosophy is one dedicated service to the rakyat of Malaysia, not only to the Bumiputera, but on the broader national development programme, also to our people in both the urban and rural areas, and it is our philosophy and our policy that development in the rural areas will go forward hand in hand with development in the urban areas. It is our declared policy, within the framework of our national development policy, to do all in our power to allow the Bumiputera to take their rightful position in the trade, commerce and industry of our country, while at the same time, to stimulate trade and commerce and industry in overall participation of all the rakyat Chinese, Malays and Indians, who can be called loyal Malaysians...today I am called upon to lay the foundation stone for a new College for the Bumiputera. In Land Development Schemes, I am called upon to plant the first tree, or sow the seed of the first plant, and so it is today, in laying the foundation stone for this new MARA College, I feel that I am sowing the seeds of greater Bumiputera participation in the trade, industry, commerce and business of our country. But, as it is with rubber planter, so it is with the politician – as politician I can only sow the seeds, I can only plant the trees or plant the policy. The way which this tree will grow – the future Bumiputera of our country who will participate in this College who will be taught, trained and educated to play their part in our country's development, depends not so much on me and my fellow Cabinet colleagues but depends on the student themselves who come to join this college and the way in which they use the opportunities which the Alliance Government are ever willing to give them. The future of our Nation depends on the ability of our citizens only to make use of opportunities to the full. This is my message today; this is my message in our present

¹⁸ Speech by the DPM at the Second meeting of the Watchdot Committee on the implementation of the resolutions of the Konggeres Ekonomi Bumiputera at the National Operations Room on 10th June 1966, TR 5.6.1966, pp.136-139.

rural development operation called “Gerakan MAJU”. A country does not become great, does not become stable, does not become economically viable, does not become respected by the rest of the world merely by government policies; a country succeeds and prospers and advances by a combination of sound government policy and hard work, effort and energy on the part of its own people.¹⁹

The Form

Embodying these spiritual aspirations of the thinkers and policy makers alike, the Training Division of MARA put them in a more mechanistic context and brings to life the intended training institutions by first aligning itself to the MARA common objective²⁰ and then scoping its future where amongst other things, the proposal of ‘4 Junior Colleges – 3 in West-Malaysia and 1 in East Malaysia’ was formally tabled out. The fact that it ranks first in a list of six²¹ future major priorities and functions of the Division may lend credence to our speculation that the idea of MRSM has finally be actualized after much pre-meditated thoughts process and growing confidence within the ranks of the administrative circle.²²

¹⁹ Speech by the DPM on the occasion of the laying of the foundation stone ceremony of the building extension of Maktab MARA, Petaling Jaya on 12th September 1966, TR4.9.66, pp.292-295.

²⁰ “i.e to implement a comprehensive and realistic programme of training and education in business, the profession and technology for suitably qualified Bumiputras including students, staff and those who are already actively engaged in Commerce and Industry as part of a co-ordinated and sustained effort of MARA to promote, stimulate, facilitate and undertake economic and social development of Bumiputras, particularly in their active and fruitful participation in commerce and industry, both in quantity and quality”. (Paper of Training Division MARA – Summary and review of progress in plan implementation 1966-1968, Majlis Amanah Ra’ayat, dd 20th May 1968), p.1.

²¹ The other five are “(b) a Research and Planning Unit in the Division and the setting up of an Educational Planning Committee consisting of eminent professionals/technicians to advise us on the effective implementation of our policy (c) Pre-vocational Schools as intergral parts of our Vocational Schools (d) A MARA Medical School (e) A Training/Educational Endowment Fund (f) The appointment of effective liaison officers overseas particularly India, United Kingdom, USA, Australia and New Zealand and possibly Indonesia, between now and 1970 to oversee our trainees there”, *ibid* p.2.

²² In the pre-amble of the said proposal, the Training Division states; “You may recall that in our approval 1st Training Division Plan 1966-1970 emphasis was made initially on the expansion and further development of the MIT (i.e. Mara Institute of Technology), awards of more scholarships, the setting up of more vocational schools and more intensive training of staff to upgrade the quality and quantity of their performance. Continuing appraisal and evaluation of our programme to-date in the context of new information and data made available to us during the last 2-3 years plus the experience we have gained from the implementation of our policy and subsequent follow-up operations have given us new insight and thoughts on the scope and magnitude of our endeavours. In particular our actual and potential success in securing foreign aid, emplacement of our students including staff in institutions of higher learning, locally and abroad, the relatively good results we are getting from our students to-date and finally the good prospects of employment our trainees are getting in the private and public sectors, have encouraged us to add new priorities and functions to our plan of work”. *ibid*.

The objective of the proposed 'establishment of Junior Colleges are;

- (i) To provide facilities for the teaching of the sciences, mathematics and languages to prepare Bumiputra students from Form IV upwards to H.S.C. for excellence in their respective subjects to enable them to gain admission later into the technological and professional courses of studies at tertiary levels, locally and abroad, on MERIT. The study of languages proposed covers French, German, Russian, Japanese and Mandarin. Our intention is to enable the students to avail themselves of the opportunities of knowing how to speak and communicate effectively in the languages of these respective countries where English is not the medium of instruction but which have shown willingness to help train our students.
- (ii) To provide training facilities to enable students from the Malay Medium with Lower Certificate of Education to enable them to sit successfully for the General Certificate of education at 'O' and 'A' levels, prior to their pursuing further academic/professional education/training. Following (i) and (ii) above, we hope to up-grade the quality of our Bumiputra students academically at G.C.E. either 'O' or 'A' level, to enable them to compete on equal terms with the non-Bumiputras when applying for scholarships or admission into colleges/universities, locally and abroad.
- (iii) To cater for students who are unable to find places at upper secondary classes in existing schools in this country.²³

It was explicitly stated that 'through the establishment of MARA Junior Colleges, (MARA will) produce qualified Bumiputra students in Mathematics, Science and languages from post L.C.E. to G.S.E. Advanced levels'²⁴ on the premiss that 'Bumiputra students are generally weak in Science, Mathematics and English' and 'that they are naïve of the realities of life in commerce and industry and hence their present weaknesses in discipline/motivation factors to compete effectively in commerce and industry and the professions'.²⁵

The Division further reasoned that 'to meet the critical shortage of good students to undergo the respective training programmes mentioned above, we (MARA) propose to set up 4 junior colleges by 1971 which will give post LCE education up to HSC levels particularly in Science, Mathematics and Languages. On the basis of our experience during selection/interviews/recruitment exercises to-date, we have found that nearly 80% of the Bumiputra students do have the right combination of subjects, i.e., some passed in

²³ ibid, p.2-3

²⁴ ibid, p.6

²⁵ ibid, p.7

Mathematics but failed in English and Science, some passed in Science but failed in Mathematics and English, passed in both Science and Mathematics but failed in English while others do not offer any mathematics and science at all which debar them from pursuing the training/education we envisage for them'.²⁶

The budget allocations proposed for the establishment of the 4 junior colleges of the capital and recurring expenditures were \$500,000 (1966-1968), \$4,319,000 (1969-1970), \$3,802,000 (1971), \$4,861,000 (1972) and \$4,459,000 (1973).²⁷

These venues of these junior colleges are to be 'in the centers where the majority of the populations are mainly Bumiputeras. One center should serve the East Coast, another South Malaysia, another to serve the North and the fourth, East Malaysia. It is proposed that the centers be located in the following towns :- (1) Kuantan (2)Malacca/Muar (3) Alor Setar/Telok Anson (4) Kota Kinabalu.²⁸

The MARA Junior Colleges will be fully residential.

Teaching will be run on lecture and tutorial basis where students have the opportunities to learn through group discussions and practical assignment. It is also proposed that the Colleges adopt the GCE examination instead of the Higher School Certificate examination. In March 1968, permission has been granted to MARA through MARA Institute of Technology (MIT) to introduce the GCE examination. The GCE system will enhance the effectiveness of the scheme in that examinations are held twice a year, in January and June; and also the range of subjects from which students can choose as their options is wider to include technical subjects and the Languages. It is proposed that the following subjects will be made available in the Colleges:-

- (1) Mathematics
(a) General Mathematics (b) Pure Mathematics (c) Applied Mathematics
- (2) Sciences
(a) Biology (b) Botany (c) Zoology (d) Chemistry (e) Physics (f) Surveying
(g) Geology (h) Physiology (i) Technical Drawing (j) Physics + Chemistry
(k) Geography
- (3) Languages
(a) English (b) Malay (c) French (d) German (e) Japanese (f) Mandarin
- (4) Economics
(a) Accountants (b) Commerce (c) Economics (d) History of British
Economics (e) History (f) English Literature

The Junior Colleges will be run under the management of the Training Division MARA but will be headed by a Principal at each center.

There are eleven (11) justifications deliberated in the proposal. In gist, they are:

²⁶ ibid.

²⁷ ibid, Annexure III

²⁸ ibid, Annexure IV "MARA Junior College", p.2.

- (1) General shortage of places available in Secondary Classes
...the number of places available or will be available seems to favour the urban areas where the Bumiputeras are in the minority...the rural people are at a disadvantage over the urban people, in opportunities/facilities for studying in lower secondary and upper secondary classes.
- (2) General shortage in post-secondary schools – 6th Form
...The setting up of Junior Colleges would be a step towards narrowing the gap between the number of places available for Bumiputera students at Upper and Post secondary levels and the number of Bumiputera students eligible for entry into both levels of education.
- (3) More Science for Bumiputera Students
...the prevailing situation where Bumiputera students are small in number in the Science stream at all levels of education is clear...the result of the fact that Bumiputera population is predominant in the rural areas while the majority of schools with well-equipped Science facilities are found mainly in the urban areas. Furthermore, the number of qualified teachers especially in Science and Mathematics is generally smaller in the rural areas. As the Science facilities are inadequate, qualified teachers are few in number, and library facilities mediocre, students in the rural areas therefore tend to concentrate on the Arts. We therefore hope to partially correct this maldistribution by the establishment of the MARA Junior Colleges, in the proposed centers.
- (4) Subjects for Technical Education
...since there is a very substantial demand for professionally trained men in the fields of Science and Technology, it is essential that the proper combination of subjects should be taken at the lowest level of secondary education in order to provide a good foundation for the students to progress into the higher level of technical studies. We have found from our experience in the selection and emplacement of students that only 10% of the Bumiputera students have the right combination of subjects of English, Mathematics and Science to enable them to undertake studies in technical skills, technology and the professionals. Therefore, the proposed Junior Colleges will emphasise on the study of Mathematics and Science, right from Form IV. In the present school system, only Malay and English are available as language studies. However, in recent years, more and more training facilities and scholarships have become available from countries where both of these Languages are not used, and where they are technologically and scientifically more advanced such as France, Japan, Germany and Russia. The proposed

Junior Colleges will, we hope, provide facilities for language studies where we will be able to prepare students to take advantage of these offers of foreign assistance.

(5) General Certificate of Education as a system in MARA Junior Colleges

(6) Percentage of Bumiputera in existing universities/colleges

...the insignificant number of suitably qualified Bumiputera students in Colleges and Universities locally and abroad especially in Science and Technology is pertinent in relation to our educational and training programme...the fact that the number of Bumiputera students who are eligible for entry into these colleges/universities is substantially small. Furthermore, the majority of Bumiputera candidates are not able to compete in the open market with the non-Bumiputera students. Thus, in order to increase the percentage of Bumiputera population in these Institutions, the operation of preferential treatment in favour of the rural Bumiputera has become necessary...the present project, however, propose to increase the number of Bumiputera population in the Universities and Colleges not by merely increasing the number of qualified Bumiputera students who can be eligible for admission into these Institutions. At the same time, by providing systematic training programme and adequate facilities, we can ensure students attaining academic performances which can place them at a competitive standard with the non-Bumiputeras so that they can be acceptable by the Institutions even without resort to preferential treatment.

(7) Percentages of Bumiputera students winning scholarships

...the reason given for the low percentage of Bumiputera participation is that Bumiputera candidates, although they represent the top Bumiputera students in the country are not able to compete with the non-Bumiputera candidates either because of poorer performance or having taken the wrong combination of subjects. The present projects aims at producing, by proper guidance, discipline and training, candidates who can attain performance to enable them to win the increasing number of foreign awards.

(8) Emplacement of students

(9) Manpower requirements

...there is a general manpower shortage in Malaysia at every level which requires upper and post secondary education...there is a need for expansion of professional level technologists up to about 114%. There is also a need to replace expatriates with Malaysian skills and to fill the exceedingly large vacancies.

(10) Manpower requirements in relation to educational output

(11) Return of Investment

...the cost of training student at a MARA Junior Colleges is estimated at \$1,000 per annum. Therefore, for the period of 4 years (i.e. Form 4 to GCE advanced level) is $\$1,000 \times 4 = \$4,000$. At university, the average cost to train a student locally/abroad is \$4,000 per annum. Therefore, for 4 years $= \$4,000 \times 4 = \$16,000$. Therefore, total cost to train a student from Form 4 at MARA Junior College up to degree level = \$20,000 for a period of 8 years. Graduates finding employment with degree qualification will earn approximately \$700 per month, \$8,400 per annum. Thus, in just less than 2.5 years, the cost of training a student up to degree level will be recouped while it takes only 6 months to recoup the cost of training incurred at the MARA Junior College.²⁹

The Life

The RIDA years

Since the foundation year of RIDA in 1950 until the day it was unceremoniously buried in 1965 by the late Tun Razak, the only resemblance that could be passable as an institution akin to MRSM as an training cum educational center is the setting of Dewan Latehan RIDA³⁰, which proudly proclaim 'its slogan as "**Rebut Ilmu dan Amalkan**", which it will be seen, is derived from the initials RIDA; the transliteration of this slogan is "grasp knowledge and use it to good purpose". The crest of training center is a wheel of industry with eleven spokes represented by Malay krises. The main subject taught at the training center is book-keeping for the small trader; training is interspersed with discussions, organized visits, film shows, lectures and

²⁹ ibid, pp.2-9

³⁰ Dewan Latehan RIDA, is a residential center for men and it was constructed at Petaling Jaya at a cost of \$297,000. it wa officially opened if February, 1957, by Dr. Ismail bin Dato Abdul Rahman who, at that time, was the Minister for Commerce and Industry. The first course was, however, held earlier in November 1956, and up to the end of the year the total number of persons who had received training at center was 99. The courses at Dewan Latehan extend over a period of 18 days, and the emphasis of the training has been mainly directed at providing facilities for Malay businessmen to acquire a knowledge of elementary book-keeping and commercial practice and thereby enable them to derive a sound basis on which they can improve and expand their business activities. (Annual Report, Rural and Industrial Development Authority Federation of Malaya, Kuala Lumpur: 1956), pp.7-8

instruction in the elements of commerce.’³¹ The first five (5) years before that do not bear any evidence that such initiatives were implemented. It was reported that;

(in Jawi script) Di-dalam lima tahun yang pertama maka pekerjaan Lembaga Kemajuan Kampung dan Perusahaan yang besar iaitu yang menghabiskan masa pegawai-pegawainya ialah memberikan wang pinjaman yang kecil-kecil kepada orang-orang dan menjalankan rancangan kampung yang kecil-kecil.’ Kedua-dua pekerjaan ini tiadalah diutamakan sangat di-dalam Risalah Majlis Mesyuarat nombor 10/1951.’³²

The MARA Years

The Sixties – planning stage

No official mention could be traced of the MRSM institution during this period apart from the earlier document to propose MARA Junior Colleges in the Training Division review in 1968. All annual reports within this 1st Malaysia plan ending 1970 update the increasing roles of MARA Institute of Technology and Scholarships scheme as the direct means to spur the science and technology pursuit deemed vital for the Bumiputera survival tool.³³

The Seventies – set-up stage

MRSM as an institution comes on board in the 1971 as reflected in the MARA Annual Report 1971.

‘Pada tahun ini juga sekim-sekim latihan yang baru seperti penghantaran penuntut-penuntut untuk kursus Pra Universiti di seberang laut dan *penubuhan Maktab Rendah Sains MARA dimulakan.*’³⁴

‘Maktab Rendah Sains MARA (ms 7)

³¹ *ibid.*

³² Penyata Di-atas Lembaga Kemajuan Kampung dan Perusahaan 1950-1955 dd 20th June 1956 oleh D.E.M.Fiennes.Director, Malaya Developments, Ltd., from 1, Breezy Park, Singapore 10. Di-serahkan kepada YB Menteri Perdagangan dan Perusahaan, Dr. Ismail bin Datuk Abdul Rahman, Federal House, Kuala Lumpur dalam suratnya dd 13th April 1956., pp. 35. Under the proposal ‘kewajipan masa hadapan – points 93-99’, the item of training regime or ‘latehan’ with more than just technical or skill-based bias could be found. This report was tabled in the Federal Legislative Council as Council Paper No. 16/57 and a subsequent directive was accordingly issued to RIDA by the Federal Government proceed with the recommendations. This directive was tabled in the Federal Legislative Council as Council Paper No. 15/57.

³³ The MARA Annual Reports of 1967, 1968, 1969 and 1970, Kuala Lumpur. See also excerpts of the Training Division reports for these years respectively.

³⁴ MARA Annual Report 1971, MARA Tahun 1971 – Sepintas Lalu, p.1.

Satu lagi rancangan MARA yang terbaru di samping kursus Pre-University yang dimulakan tahun ini ialah penubuhan Maktab Rendah Sains MARA. Falsafah di belakang penubuhan Maktab-maktab ini ialah untuk menimbulkan kecenderungan yang mendalam terhadap proses-proses yang saintifik dan cara-cara mengkaji proses-proses ini di kalangan penentu-penuntut Bumiputra. Di samping memupuk minat dan kecenderungan terhadap pengajian bercorak sains, Maktab-maktab ini juga bertujuan untuk menyediakan bidang pendidikan yang serba lengkap ke arah pembentukan peribadi yang menyeluruh di atas seseorang penuntut. MARA menaruh peruntukan sebanyak 42 juta dalam Rancangan Malaysia Kedua untuk membina Maktab-maktab Rendah Sains MARA di Seremban, dan di Kota Bharu. Bagi Maktab Rendah Sains MARA Seremban, kerja-kerja pembinaan telah dimulakan sejak awal tahun ini. Seramai 150 orang bakal penuntut-penuntut telah dipilih dari murid-murid darjah enam tahun ini untuk memasuki Maktab ini awal 1972. Sambil itu rancangan untuk melatih guru-guru telah pun disusun. Tujuan rancangan melatih guru-guru ini ialah untuk mendedahkan guru-guru kepada perkembangan-perkembangan dalam bidang-bidang pelajaran supaya perubahan-perubahan baharu dapat diketahui dan seterusnya digunakan untuk memperbaiki lagi teknik mengajar mereka. Di antara jenis kursus-kursus yang diikuti oleh guru-guru ini termasuklah kursus-kursus RECSAM Bangsa-bangsa Bersatu, kursus sistem Nuffield di United Kingdom dan Original English Language Centre di Singapura. Mereka juga diberi kursus dalam segi Group Dynamics dan kursus pentadbiran untuk guru-guru besar di United Kingdom.³⁵

From then on, it could be seen that the MRSM institution grew its bases from place to place, reaching out the many deserving pockets of rural community centers, in fulfilling its expected role to be the catalyst of science and technology educational agenda uniquely Malaysian in both concept and practice. By the year 1980, MRSM institution has surpassed its own targets both in academic performance as well as geographic spread. Through the allocations made available in the 2nd and 3rd Malaysia Plans (1971-1975 and 1976-1980), MRSM has grown roots in major towns of Seremban, Kota Bharu, Kuantan, Kulim and Kuala Terengganu.³⁶ It even survived the MARA organizational re-structuring in 1979.³⁷

³⁵ *ibid*, p.7-8

³⁶ MARA Annual Reports of 1971 to 1980 respectively. See excerpts from the Training Division.

³⁷ Satu penyusunan semula Struktur Organisasi MARA telah dilaksanakan dalam tahun 1979, selaras dengan pengubahsuaian objektif MARA yang sekarang adalah seperti berikut- "Menggalak, membimbing, melatih dan membantu Bumiputera terutama di kawasan luar Bandar supaya mereka menyertai secara aktif dan maju dalam kegiatan perdagangan dan perindustrian mengikut lunas-lunas Dasar Ekonomi Baru". (MARA Annual Report 1979), p.3.

The Eighties & Nineties – expansion stage

In an almost automatic movement, the early success story of the MRSM institution witnessed by the Bumiputera populace drives the demand of its collegial network to take place within the local community easy reach. In obliging response, MRSM dig deep into its reserves and try to accommodate each and every call for its presence to be felt everywhere at all times. This was done through the approach of re-classification of its curriculum focus along the lines of National Educational Examination structure of Penilaian Menengah Rendah (Form 1-3), Sijil Pelajaran Malaysia (Form 4-5) and Pre-University/Matriculation. At this juncture, MRSM has grown exponentially into a network of educational centers in a ‘hub and spoke’ fashion.³⁸

The New Millenium – consolidation stage

From a mere 150 students intake in 1972 to 37,770 students intake by 2000³⁹, over the period of 2nd Malaysia Plan to the 10th Malaysia Plan, the MRSM institution has definitely comes of age through the pain of the growing years. It was reported that 63,900 students have graduated from the MRSM institution to date with about 36,000 of them have completed their tertiary-level education.⁴⁰ The budget request of the Bahagian Pelajaran Menengah in the 8th Malaysia Plan has reached a staggering \$1,326,686,000 out of which 20% are meant for upgrading, expanding and continuing past MRSM projects, whilst 78% for new MRSM projects⁴¹. The

³⁸ MARA Annual Reports of 1981-1990 and 1991-2000. See excerpts from the Bahagian Pendidikan Menengah respectively.

³⁹ MARA Cadangan Rancangan Malaysia ke-Lapan (2001-2005), Buku 1, Ringkasan, MARA, pp.3, 9-10, 16, 22-23

⁴⁰ MARA former Director General, Dato' Mohd Mydin Mohd Sheriff's press statements made on 22nd November 2002, www.bharian.com.my/current_news and Utusan Malaysia Online – pendidikan.

⁴¹ This include 18 new MRSM, 1 BESTARI uni and 9 daily MRSM. (MARA Ringkasan cadangan keperluan peruntukan Malaysia ke Lapan), pp. 57-60. See also Buku 3 sektor Pendidikan & Latihan.

balance 2% are meant to set up MARA study skills center. The monetary sum that the MRSM institution warrants for its continuing establishment represents 22% from the total⁴² MARA budget request and 35% of its educational division requisition.⁴³

Given such a scenario it is now timely for the MRSM institution internal and external stakeholders to take stock of its position vis-à-vis the futuristic direction and beckoning destiny it holds.

The Discourse

(To be delivered in person)

Further references

- Wawasan 2020 – ke mana arah MARA? Pendidikan dan Latihan?⁴⁴
- Kepimpinan pendidikan & orientasi pengurusan sumber manusia: kajian kes di MRSM⁴⁵
- Kumpulan profesional Melayu sebagai pendukung kelas Menengah Melayu⁴⁶
- PM Speeches 1984-2002⁴⁷
- Professionalisme Fakulti MRSM dan Kecemerlangan pendidikan MARA⁴⁸
- KEB 4 – pencapaian Bumiputera dalam bidang Pendidikan dan Laporan⁴⁹
- Kongres Profesional Muda Melayu⁵⁰
- Handbook for Alumni Administration ⁵¹ ; The Handbook of Educational and Human development⁵²; Handbook of educational ideas and practices⁵³

⁴² \$6,141,668,959 split into \$3,806,678,205 for education and \$1,311,241,000 for entrepreneur agenda.

⁴³ The other requisitions are skills-based institutions of IKM (\$1,207,634,270), IKTM (\$504,709,735), Giat (\$398,150,000) and Professionals/commercial education (\$369,498,200).

⁴⁴ Seminar Wawasan 2020 MARA, KL

⁴⁵ Kamarudin Musa, Tesis Sarjana Pendidikan, UKM: 1997

⁴⁶ Othman Yong, Seminar kearah pewujudan kelas menengah Melayu yang mapan dan mampan, KL:1997

⁴⁷ www.jpm.gov.my/speeches

⁴⁸ Course material for MRSM Head of Dept & Senior Teachers, BGP Devt. Ctr, Port Dickson:2000

⁴⁹ Kongres Ekonomi Bumiputera ke-4, 10-11 Sept 1999, KL

⁵⁰ Kongres Profesional Melayu Muda, 26-27 Feb 2000, KL

⁵¹ edited by Charles H. Webb, American Council on education: New York

⁵² edited by David R. Olson and Nancy Torrance, Blackwell Publishers: Oxford, 1996

⁵³ edited by Noel Entwistle, Routledge: New York, 1990

En. Mohd Nizam bin Mohd Ali
Director, Private Sector, Malaysian Institute of Integrity
(603) 6209 2061, 2067 (fax), nizam@iim.org.my

En. Mohd Nizam Mohd Ali's role in the Malaysian Institute of Integrity is to steer the National Integrity Plan for implementation in the Malaysian economic institutions by engaging with the private sector in matters concerning corporate governance, business ethics and corporate social responsibility. En. Mohd Nizam started his career in Shell Malaysia Trading's commercial marketing division and later moving to Learning, Human Resources Development Department, where he initiated and build an e-learning center for the company and won Best Trainer in a regional trainers meet in Singapore. His prior experience include involvement in a corporate listing exercise and setting up a preferred consulting and training centre for specialist sectors of franchise marketing, strategic management and knowledge management. He has edited several books; among others; **Building Trust and International Linkages in Strengthening Integrity**; Proceedings of the 1st World Ethics and Integrity Forum, (KL : 2005); **Integrity Essays**, KL : 2005, **Good Governance for Development**, (KL: 2006), **National Integrity System: A Guiding Framework**, (KL : 2007), **National Integrity System: Training Manual for Trainers**, (KL : 2007), **Corporate Social Responsibility**, (KL : 2007), **Sistem Integriti Nasional**; (KL : 2007), **Business Ethics**; (KL : 2007), **(Corporate Integrity Framework Research Monographs**; (KL : 2007), **Warisan Perjuangan Perwira Sang Saka Biru PDRM**; (KL : 2007). **Sistem Integriti Nasional: Asas-asas Panduan** (KL: 2008), **Business Ethics – towards enhancing Corporate Integrity and Business Ethics: a Practical Guide for Malaysian Companies**(KL:2008), **Corporate Integrity Framework Research Monographs**(KL: 2008), **Proceedings of ASEAN Integrity Dialogue, Strengthening Integrity and Reinforcing Trust** (KL: 2008), **The Enhancement of Integrity and anti-corruption measures – a public-private perspective** (KL: 2011), **Warisan Darah Perwira: 69 Komando Polis Diraja Malaysia (Jilid I, II dan III)** (KL: 2011)

