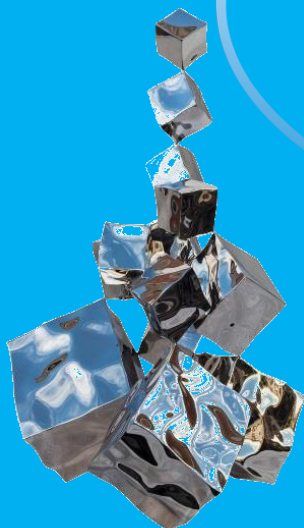




*Limitless Opportunities
Through Smart Partnership*
Living Manifesto
the story so far.....
(1998... 2018... and beyond)



CPTM Smart Partners' Hub
London



August 2018

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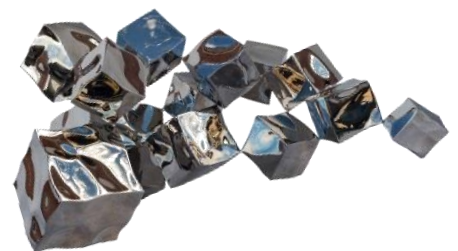
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Limitless Opportunities through Smart Partnership

Living Manifesto the story so far..... (1998 2018..... and beyond)



This **Foreword** is intended to be a reflection on *The story so far.....* which is founded on *The Smart Partnership Manifesto*, but has grown and evolved from it. CPTM Smart Partners have created and nurtured a way of behaving and managing effectively in today's dynamic world order; CPTM has generated and shared extraordinary examples of truly smart Smart Partnerships; CPTM's consistency of purpose over the years has allowed a progressive Smart Partnership Movement to evolve and to on-goingly adapt its Dialogue, Think Tanking, Open House and Farmhouse interactions towards Limitless Opportunities.

Initially, in 1998, Smart Partnership ethos and mission was referred to as *The Manifesto.....* but today in 2018, Smart Partnership is referred to as *The Living Story So Far.....*

Smart Partners' *Living Manifesto is a living story.....* of moments, experiences, insights of pure authenticity, spontaneity, intense instants, signalling immediacy, emotion, reason and pearls of intellectual equity.....

Living Manifesto is a living story of 'as it happens' 'as you said it' in real-time, with real leaders and people bound by trust and respect.....

Living Manifesto is a living story of Smart Partners, of the emergence of new concepts and dynamics of an evolving new Smart Partnership language ("*Kushiyelana ligwayi*" "*Parceria inteligente*".....), using metaphors (*Carbon 60/Bucky Ball*, *Lorenz Equation.....*), analogies, colour, poems, paintings and music.

Living Manifesto is a living story of supporting leaders and Smart Partners to anchor, leverage and liberate the wealth of new opportunities based on speed, complexity, bottom-up data-driven approaches and networks..... Smart Partnership focuses on collective systems using simple *building blocks* (..... or *tumbling blocks*) interactions requiring integration of diverse insights, experiences and expertise..... Smart Partnership is a visioning and a learning process of shared principles.....

Smart Partnership Dialogue is a most stimulating experience in a *safe tent* and is self-designed by Smart Partners themselves! It sparks enthusiasm and good will, a sense of mutual value, strengthening one's personal identity as a contributor to the collective effort and increased motivation for taking action forward at individual, national and global level.

CPTM's Smart Partnership practice is the art of resilience and emergence of a new adaptive flexibility approach, tailored to managing inherent complexity, paradoxes and strategic risk for development, transformation and change in the 21st Century. Smart Partners' world of emergence, perpetual novelty, ambiguity and uncertainty sometimes is comforting and other times is frustrating, but nonetheless it stimulates and triggers limitless opportunities.

Smart Partnership Movement is a *living story* of governing for the future, carrying forward evolving Visions and Securing the State..... Smart Partners' *Limitless* is an ongoing *living thing*..... as **Tom DeGregori, Keith Jordan** and I reflected recently on behalf of Smart Partners and concluded that if you are intrigued by *The Living story so far.....* why not be part of the emerging future CPTM interactions on..... *Leveraging the value of knowledge and data through Smart Partnership (2018-2020 and beyond)?*



On behalf of CPTM Smart Partnership Movement's **Joint Dialogue Conveners, Joint Executive Group (JEG)/Project Management Group (PMG)**

Dr Mihaela Smith

Joint Dialogue Convener (JDC), CEO CPTM – August 2018, CPTM Smart Partners' Hub, London

“Smart Partners’ *Living Manifesto* is a *living story*..... of moments, experiences, insights of pure authenticity, spontaneity, intense instants, signalling immediacy, emotion, reason and pearls of intellectual equity.....” It is a story of emergence, perpetual novelty, ambiguity and uncertainty, but nonetheless of *Limitless Opportunities*..... “We have always objected to the desire for conformity..... anything one tries to follow as a recipe..... can be very *limiting*” (Dr Mihaela Y Smith)

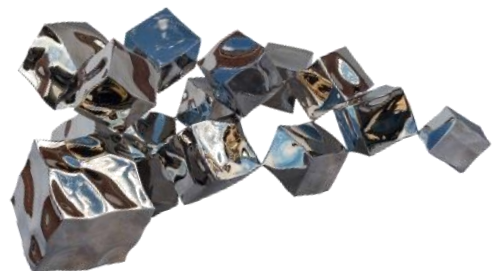
**2018 *Living Manifesto* is the *Living Story* so far..... of
Council of Patrons & Advisers and Chair of the Smart Partnership
Movement, CPTM Fellows & Companions
Smart Partnership International Dialogues – Smart Partnership
Links; Joint Dialogue Conveners, Joint Executive Group
Project Management Group/National Hubs/Regional Webs**

**as well as
CPTM Chairman and Board of Directors
and CPTM Smart Partners’ Hub Team**

(see pages 30, 48 & 82)



Balancing cubes, 2018
By Rado Kirov



Tumbling cubes, 2018
By Rado Kirov

The Smart Partnership Manifesto



*Limitless Opportunities
and Networking for Wealth
through Smart Partnership*



CPTM

Commonwealth PARTNERSHIP for Technology Management Ltd.

DECEMBER 1997

*"The Smart Public/Private
Sector Partnership"*
JOIN TODAY

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Limitless Opportunities through Smart Partnership

PREFACE

Smart Partnership is about creating **limitless opportunities and wealth that is shared, that is sustainable and that allows the participants to function in the global economy.** Its successful functioning depends on a "win-win" and "prosperity-neighbour" relationship among Partners. All the Partners, whether they be political leaders, civil servants, entrepreneurs, corporate leaders, management, labour, or people in general, play different roles according to their different circumstances, but all operate from the same set of principles. Smart Partnership is a process which unites people in growing co-prosperity.

Smart Partnerships are happening! They are happening within Government, among Governments, between Government and the private sector, and among Government, business and labour. Smart Partnership provides a series of cross-cutting relationships that enhance the well-being of all the Partners.

Our purpose here is to capture **the essence of Smart Partnership** so that those who are practising it can do it better and those who have shown interest can learn how to practise it. Smart Partnership works by putting ideas and principles into action that can lead to rapid and accelerating growth in emerging and developed countries alike. Smart Partnership allows the Partners to deal in a flexible and responsive way with the unexpected and unforeseen changes brought about by technological development and increasing globalisation. It enables people to be proactive in technology so that the unexpected and unforeseen become opportunities rather than setbacks.

Smart Partnership uses the free market as a key mechanism for information gathering and dissemination. But the involvement of Smart Partnership means that there is smart and creative intervention in utilising the information and signals provided by the market rather than merely some automatic response. **"Smart free markets"** do not achieve a stable equilibrium but, through creative use of disequilibrium, continuously generate new possibilities for smart action. **Smart competitiveness operates most effectively within a cooperative framework.**

"Smart" combines reference to sheer intelligence and to stored-up knowledge without other connotations such as opportunism (or Machiavellianism). The meaning of Partnership is radically changed by the adjective "Smart" because the Smartest Partnerships are not brought about simply by two or more Smart Partners getting together, but through their getting together in a "Smart" relationship. There are Partnerships which are made not only between Partners who trade in material goods, but also between Partners who trade in knowledge and ideas.

By now, because of successful Smart Partnership practice, there are recipes for successful action in particular circumstances. Different Smart actions require different recipes even though the underlying Smart Partnership principles are the same. Many of these recipes are still to be recorded and shared. The diversity of **Smart Partnership recipes** is potentially enormous and may blend **Asian spices** with the **fish of the Caribbean** and the **richness of African produce.** Using this diversity of ingredients, a multiplicity of Smart Partnerships co-exist. **The recipe is a set of guidelines for action,** but the **preparation itself involves the continuous application** of cooperative intelligence for creative actions.

Dialogue among Partners is an essential feature because, without it, one is unable to assess the needs and aspirations of one's Partners. Dialogue and the responses it generates introduce a dynamic element because successful response unveils new aspirations and reveals new means of achieving them.

The continuing dialogue and response among diverse Partners gives rise to networks and leadership nodes within them, all shaping an overall community.

Given the framework and the characteristics of Smart Partnership practice, we now hope that true Smart Partners will have the courage to record their experiences in a consistent manner allowing others to benefit from their Smartness. Once we receive such examples, we hope to incorporate them in a special monograph, to be called "Smart Partners at work". These will be disseminated through the CPTM Hub as well as National and Regional Smart Partnership Hubs.

Smart Partnership is a new philosophical framework with which the political, business and labour leaders of emerging economies can consistently approach the great issues of the present day. It requires courage and vision to enter into Smart Partnerships, but they will promote the widespread sharing of benefits. Those who do not participate in Smart Partnership remain aloof at the expense to themselves of missed opportunities and potential loss. A Dialogue between equals - the essence of Smart Partnership in practice - offers many new benefits for both.

*On behalf of CPTM 'Farmhouse Group' -
Omar A Rahman, Tom DeGregori, Keith Jordan and
Mihaela Y Smith.
CPTM Hub - London, November 1998*

Contributors [as of December 1997]

All Smart Partners, Government and business leaders, civil servants, labour, scientists and technologists who have been and continue to be associated with the initiation and development of Smart Partnership philosophy and practice since 1995, through the five International Dialogues and numerous national activities related to technology management and Smart Partnership. The International Dialogues involve an immense Network whose perspectives are also interwoven into the fabric of the Smart Partnership approach.

In particular, this monograph is based on inputs from the CPTM **'Farmhouse Group'**, which is an open Group of professionals, who monitor the development of Smart Partnership practice in the Commonwealth and beyond. The monograph includes also inputs from CPTM Fellows, Government and Business leaders. Some of the key people involved in these groups are: **Chairman of CPTM Ltd, Dr Omar Rahman, Chief Executive of CPTM Ltd, Mihaela Y Smith; Australia** - Alexander Gosling, Invetech Operations; Michael Pitman; **Barbados** - Winston Cox, Bank of Barbados, Mr Robert L. Morris, Deputy Secretary General, The Barbados Workers Union Basil Springer, Systems Caribbean Ltd; **Botswana** - The Hon F G Mogae, President of Botswana; Hon K G Kgoroba, Minister of Commerce & Industry; Hon. Lt. Gen. M.S. Merafhe, Minister of Foreign Affairs; Mr Ellias Mbonini, President, Botswana Federation of Trade Unions; Baledzi Gaolathe, Bank of Botswana; Dorcas Kgosietsile, Botswana Development Corp; Emeldah Mathe, Botswana Saving Bank; Neo Moroka, BP Botswana Ltd; Lekoma Mothibatsela, Office of the President; Mahesh Patel, Clover Chemical Industries Ltd; **Cyprus** - George Christodoulides, Research & Development Centre; **Dominica** - Charles Maynard, Maynard & Associates; **France** - Carliene Brenner; **Jordan** - HRH Crown Prince El-Hassan Bin Talal of Jordan; Ihsan Shurdom, Century Investment Group; **Lesotho** - HE Mr Benjamin M Masilo, High Commissioner of Lesotho in London; **Malawi** - The Rt Hon J. C. Malewezi, Vice-President of Malawi; Eunice Kazembe, **Malawi Development Corporation**; **Malaysia** - Ahmad Tajuddin Ali, Tenaga Nasional Berhad; Roger Bambrough, YTL Corp; Darwis Daek, MIDF; Haniff Kassim, Charterfield Corp; Adznir Mokhtar, MIGHT; Raymond Navaratnam, SungeiWay Group; Tasir Lope Pihie, MIGHT; Tajudin Ramli, Malaysia Airlines; Mohamad Salleh Ismail, Technology Park Corp; Noordine Sopiee, ISIS; Kishu Tirathrai, Globe Silk Store; Francis Yeoh, YTL Corp; Tun Daim Zainuddin, Minister of Special Functions; **Malta** - Peter Serracino-Inglott, Adviser to the Prime Minister; Noel Zarb-Adami, Malta Drydocks; **Mauritius** - Hon Rundheersing Bheenick, Minister of Economic Development & Regional Cooperation; **Namibia** - Hon Theo-Ben Gurirab, Minister of Foreign Affairs; Hon Hidipo Hamutenya, Minister of Trade & Industry; Leake Hangala, NamPower; Pius Dunaiki, Ministry of Foreign Affairs;

Williams Nkuruh, Offshore Development Company; Jacob Nghifindaka, Namibia Mineworkers Investment Company; **Singapore** - Timothy Jones, Rolls-Royce International; **South Africa** - Hon Mr Thabo Mbeki, First Executive Deputy President; Tony Bunn, Health Technology & Business Group; Anton Rupert, Chairman, Rembrandt Group Advisory Council; Cyril Ramaphosa, NAIL; Irene Charnley, JOHNNIC; **UK** - Lord Craig of Radley; George Blower, Short Brothers; Simon Parker, Dresdner Kleinwort Benson Ltd, Martin Laing, Laing plc; Colin Chandler, Vickers; John Chisholm, DERA; Catherine Cunningham, University of Bristol; Ian Downing, Department of Trade & Industry; Keneth Gray, Scipher Ltd; Marie Jennings; Keith Jordan, Department of Trade & Industry; Brian Locke, Cadogan Consultants; Tidu Maini, SEMA Group; Janet Morgan; Ralph Robins, Rolls-Royce; Jonathan Solomon, Cable & Wireless; Robert Smith, Environment Agency; Sir Geoffrey Pattie, Chairman, Marconi Electronic Systems; Alex Roberts, Vice Chairman, Short Brothers; **USA** - Tom DeGregori, University of Houston; Louis Paul, Ex-Shell International Research; **Zimbabwe** - Heneri Dzinotyiweyi, University of Zimbabwe; Chris Katsande, Office of the President and Cabinet; Owen Tshabangu, Ministry of Industry and Commerce; Rose Peters, Confederation Zimbabwe Industries. Above all this monograph incorporates the perspectives of Government leaders from emerging economies to whom we should like to express our gratitude for support and advice since 1995. In particular we are grateful for the continuous wisdom and guidance of the Patron and Adviser of Langkawi International Dialogues, The Rt Hon Prime Minister of Malaysia, Dato' Seri Dr Mahathir Mohamad, initiator and promoter of the practice in Malaysia and Commonwealth, and the Founder Patrons and Advisers of the Southern Africa International Dialogues, Sir Ketumile Masire, former President of Botswana; their Excellencies Mr. Bakili Muluzi, President of Malawi; Dr. Sam Nujoma, President of Namibia; Mr. Robert G. Mugabe, President of Zimbabwe as well as their colleagues His Majesty King Mswati III, Head of State of Swaziland; The Rt Hon Dr Ntsu Mokhehle, Prime Minister of Lesotho; HE Joaquim Alberto Chissano, President of Mozambique; HE Mr Nelson R. Mandela, President of the Republic of South Africa; HE Mr Yoweri Museveni, President of Uganda and HE Fl. Lt (Rtd) Jerry Rawlings, President of Ghana.

The CPTM Smart Partners from the Commonwealth and beyond participated in a successful Second Southern Africa International Dialogue, in July 1998, hosted by His Excellency Dr Sam Nujoma, The President of Namibia, together with the Council of Patrons and Advisers, the fourteen SADC Heads of State/Government & Private Sector.

SMART PARTNERSHIP IN ACTION FOR WEALTH

❖ SEVEN PRIMARY CHARACTERISTICS

When the Commonwealth Partnership for Technology Management Ltd (CPTM) inaugurated the First Langkawi International Dialogue (LID) in July 1995 in Malaysia, together with the Malaysian Industry - Government Group for High Technology (MIGHT), we said that the Dialogues provided the opportunity for busy government and business leaders, in an informal and networking atmosphere, to reflect on current business practice and to identify the emerging trends that could form the basis of business practice in the future, particularly in the context of emerging economies. **The objective was and still is today to match people, companies and industry in order to increase investment and trade and practical research for the benefit of all concerned.**

By now successful Smart Partnership practice has spread widely among CPTM Members during and between National and International Dialogues: 2nd LID'96, Small States International Dialogue in Barbados 1996, First Southern Africa International Dialogue in Botswana 1997, 3rd LID'97, National Dialogues in Mozambique, Zimbabwe, Botswana, St Lucia, Malaysia.

Smart Partnership practice will continue to add new dimensions and perspectives through the Second Southern Africa International Dialogue in July 1998 in Namibia, the Second Barbados International Dialogue, the First Petra International Dialogue, the Fourth LID, in 1999 and the Global Smart Partnership Dialogue in 2000.

From LID in July '95, it was evident that the emerging trend in business practice was based on cooperative partnerships which operate at both the informal and formal level, but are based on common ethical values. **"Smart Partnership is a business philosophy & practice that balances competitiveness with cooperativeness".**

As the practice of Smart Partnership in emerging economies has evolved a number of primary characteristics have appeared, namely

- ◆ Shared, long term vision, both articulated and implicitly understood
- ◆ Ethical commitment
- ◆ Government enabled private-sector led
- ◆ Personal trust at the core
- ◆ Sense of community
- ◆ Synergistic and synoptic (win-win)
- ◆ Behavioural responsiveness and flexibility

These characteristics can be regarded as criteria for evaluating the Smartness of a Partnership.

Each of these can be further refined by assessing sub-characteristics. This refinement continues as Smart Partnership allows for limitless possibilities. As the Smart Partnership matures and changes new factors in its development become apparent.

The practice of Smart Partnership is a Renaissance not in the literal sense of simply being a rebirth but in the

sense of a surge of energy through a valuation and re-valuation process that infuses ongoing practices, giving rise to a creative, dynamic synthesis with a potential limited only by the will of the Partners.

From a pragmatic viewpoint, one is asking these questions:

- ◆ Is there a need for a Partnership at all? The Smart thing (in terms of profit) may be not to Partner until you have to!
- ◆ When you do think you need to Partner, what benefits are you:
 - seeking?
 - offering?

Make a list.

- ◆ Do you need one Partnership or more? Do you need a business Partner (i.e. private-sector/private-sector) and a Partnership with home or host government to access all available financial incentives? Should a joint venture take an extra Partner (even another joint venture) without diluting the profits? This may be an acceptable interim Partnership aim to increase market share or reach. However, the long term issue is WEALTH CREATION. This means increased returns to shareholders from PROFIT, and increased returns to Government from taxes.

Smart Partnerships may not be forever but should be stable and sustainable. They may be "Smart" only for a period of time and then outlive their usefulness. They need to be reviewed regularly to see whether they are still equitable and useful to all Partners, who share a common vision.

Shared Vision

The shared vision in a Smart Partnership is long term. It also evolves and has a positive "spill-over" into society which is demonstrable and can be recognised by society itself; the vision is a statement of the unexpressed aspirations of those whom it encompasses.

Vision is like potential: it provides a pointer to the future but has to be realised and made to happen to be of practical value.

The vision must be articulated in a manner which lays the foundation of trust which in itself permits the articulation of new visions.

Ethical Commitment

The ethical implications of creating a Smart Partnership need to be assessed to ensure that the "win-win" credo permeates throughout society. Smart Partnership ethics, whether implicit or explicit, need to resonate within a culture but also to be able to transcend it. If accepted, these ethics will promote integrity, trust, predictability and reliability among the Partners.

Government enabled, Private Sector Led

The role of Government can be multi-faceted or simple, but must be clearly understood by all Partners. Each Partner's appreciation of the role must be consistent and constant. Within the enabling environment provided by Government, the private sector takes the lead in creating Smart Partnerships.

Government should facilitate the participation of society at large, so as to provide a complete range of views, whether from public bodies or civil society, and whether secular, religious or individual.

Government cannot be absent from a Smart Partnership. It can be non-executive in practice but not non-participative. One of its functions is to provide the economic and fiscal climate in which Smart Partnerships can flourish.

However, Government is not in business. Governments and countries do not trade - rather, companies do. It is therefore necessary to look to the private sector to discover what makes a Partnership "Smart" in terms of maximising the gains to be made out of the Partnership.

Personal Trust at the Core

A Smart Partnership is based on personal trust, compatibility of intent and individual integrity, rather than on a legal framework.

The willingness to accept assurances, based on personal experience of the partner's commitment and delivery of promised actions is crucial. Smart Partnership is characterised by the long term involvement with, and commitment to, the evolving "win-win" objective, with continuing participation and commitment of all those initiating the process.

The bond of personal trust avoids dependence on complex legal structures, and the associated benefits will lead to the further development of other Smart Partnerships. The phrase "my word is my bond" could legitimately be applied to a Smart Partnership.

Sense of Community

A community of Smart Partners evolves over time, without central direction. It is self-organising and self-regulating in terms of a mutually-understood set of principles. Members of the community relate to one another in a cooperative framework. Within the framework people can compete in accordance with the principles and become nodes or hubs of interest, depending on the strength of the ideas or practices they are promoting. It is not a movement or a club in that people are not accepted or rejected, but membership of the community is in terms of understanding Smart Partnership principles and practice.

There must be a willingness to accept subordinate or superordinate roles as required by the development of the Smart Partnership, though Smart Partnerships are contrary to permanent hierarchies. Nevertheless, in practice small hierarchies arise and eventually

dissipate, based on capability to contribute to solving a particular problem at a particular time.

Synergistic & Synoptic (Win-Win)

This characteristic goes beyond the conventional uses of the terms synergistic and synoptic. It implies that the Partnership behaves in a manner, and achieves outputs, impossible for any single partner in isolation. In addition it creates a dynamic environment of technological change in which new ways of seeing develop and new partnerships emerge, creating ever-increasing benefits. These new ways of seeing enhance small opportunities into major ones and transform barriers or obstacles into opportunities.

Smart Partnerships also transcend synergy and synoptics because Smartness and the lack of constraints facilitate choices and approaches which are impossible in traditional alliances based on an overly rigid contractual relationship.

A Smart Partnership includes the intellectual equities contributed by the Partners. It engages the operative intelligence of everyone.

A rising tide raises all boats, which in Smart Partnership terms means that a dynamic growing economy creates exploitable opportunities for everybody.

Smart Partnerships provide the framework but they co-exist with more conventional relationships. Indeed the very dynamic of Smart Partnership creates conditions under which the more traditional and conventional business relationships function better than in the historical environment.

These opportunities include possibilities for actions in both the formal and informal sectors.

Behavioural Responsiveness & Flexibility (leadership)

Possibly in a Smart Partnership the most important change is the change in human behaviour. Smart Partnership requires behavioural responsiveness and flexibility by all Partners. Smart Partnership is a new way of seeing which sensitises those involved to understand and act on emerging opportunities with immediacy and commitment.

Smart Partnership facilitates and enhances agility of mind and action in which flexibility involves a dynamic structure that is purposeful, orderly, efficient and effective. By continuously reshaping the environment in which it operates, Smart Partnership brings a new energy and vitality to enterprises of all kinds and creates the basis for long term dynamic sustainability.

THREE KEY BUILDING BLOCKS

Smart Partnership is supported primarily by three interlocking building blocks:

- A fair outcome resulting in mutual gain
- Complementary attributes
- Trust

Fair Outcome

The Smart Partners need to be able to identify an outcome that is fair and which results in mutual gain - a “win-win” situation. In particular, the partner perceived to be stronger has to ensure that the weaker partner is not disadvantaged in the deal, be it a long-term agreement or a short-term transaction. No-one should expect a “free lunch”, but neither should there be hidden mark-ups.

The reluctance of many emerging economies to add value internally by complementing their natural comparative advantages with the skills and technologies of enterprises in the industrial world could well be attributed to their feeling of weakness based on a perception of having been short-changed in the past.

But times have changed. Despite bottom-line pressures and the temptation to make a “fast buck”, enterprises are being forced by the market to take a longer-term outlook. Many now realise that hidden mark-ups surface sooner or later, souring partnerships. Furthermore, enterprises cannot pull out at will from vast, sunk capital investments to re-focus on apparently greener pastures.

Equally, countries have learnt that arbitrary and unilateral changes jeopardise future direct investment and technology flows. In short, a substantial partnership - Smart Partnership - requires an equitable relationship from the beginning.

Complementary Attributes

Smart Partners need to bring complementary attributes to a transaction. In the business world there are numerous examples where even competing enterprises have joined forces involving complementary technologies, for creating a multiplier effect, or reducing lead times and costs for generating a shared new technology.

Similarly, Partnering by competitors is commonplace, particularly in large, pioneer projects, in order to reduce financial outlays and share risks. A customer-supplier Partnership is yet another example where complementarity leads to mutual gain. Identifying mutual gain, and hence the scope for Smart Partnership, could be difficult without such complementary attributes.

Trust

Smart Partners need trust, but this is perhaps the “softest” building block in the edifice. There are no simple guidelines, but trust can only be built up by each partner exercising fairness at all times. A litmus test of trust and fairness may be a willingness to review and re-negotiate when the original “win-win” outcome on which the Smart Partnership was based becomes skewed through unforeseen developments. Enlightened self-interest should act to ensure that such re-negotiation takes place.

❖ CONCLUSION - KEY QUESTIONS FOR ASSESSING THE SMARTNESS OF A PARTNERSHIP

Shared Vision

- ◆ Is the vision still smart and valid?
 - Does it need to be adjusted, qualitatively or quantitatively?
- ◆ Is the vision a key driving force of the Smart Partnership?
- ◆ Are people being motivated by the vision to act in a smart manner?
- ◆ What is the best approach to achieving the vision, given where we are now?
 - Is it the approach we have been following up to now?
- ◆ What can we learn from the approach we have been following up to now?
 - In retrospect, was it a smart approach?
- ◆ Is the shared vision driven by:
 - Opportunity?
 - Business?
 - Technology?
 - Resources?
- ◆ Did the Partners have individual visions - and if so what process was devised to share, and if necessary, integrate them into a larger vision?
- ◆ What were the expected outcomes of the Smart Partnership, acting in pursuit of the vision and were they achieved?
- ◆ Did any unexpected outcomes sustain or transform the vision?

Ethical Commitment

- ◆ How participatory is the process?
- ◆ Who benefits from the Smart Partnership?
 - All Partners?
 - Non-Partners?
- i.e. is the Smart Partnership demonstrably non-exclusionary?
- ◆ Does the Smart Partnership expand the possibilities for choice?
- ◆ Does it promote and sustain Smart fairness?
 - To All Partners?
 - To Non-Partners?

Role of Government & the Private Sector

- ◆ How did Government participate in the creation of the Smart Partnership?
- ◆ How do the Smart Partnership objectives relate to the national vision?
- ◆ Does the Smart Partnership provide for ongoing dialogue between Government and the Partners?
- ◆ Is there a procedure for the Smart Partnership to dissolve in a fair and equitable manner?
- ◆ How will the requisite skills for the Smart Partnership be created, supported and enhanced by Government or private-sector training and development programmes?
- ◆ Did the role of Government lead to wealth creation and well-being?
- ◆ Did Government create an economic and fiscal climate which enabled Smart Partnerships to flourish?
- ◆ Is the Smart Partnership understandable and transparent to the Partners, current and potential?

Personal Trust

- ◆ Is the sense of trust and reliability sufficient for people to take action on this alone, with the expectation that a Smart Partner will respond with an action appropriate to the success of the endeavour?
- ◆ Does the Smart Partnership allow for the liberation and development of personal contributions beyond those for which the individual Partners were originally included?
- ◆ Do the bonds of personal trust allow the participants to concentrate and interact in ways that loosen rigid, pre-existing practices?

Sense of Community

- ◆ Does the Smart Partnership provide an appropriate combination of cooperation and competition?
- ◆ Are the principles of the community well-understood, and do the members of the community respect them and operate in accordance with them?
- ◆ Is there an increased capability for leadership?
- ◆ Are the transient leadership roles operating on the basis of capability, rather than on status or power?

- ◆ Does the Smart Partnership facilitate the contributions and insights that can be derived only from the diversity of perspectives of people of differing cultures, religions, gender and ethnicities?

Synergy & Synoptics (Win-Win)

- ◆ Is the effect of the whole greater than the sum of effects of the parts and does this initial synergy become dynamic in that new and unexpected benefits continually emerge?
- ◆ Are traditional businesses able to operate more efficiently and effectively, co-existing with other enterprises within the Smart Partnership context?
- ◆ Can synergy and synoptics be used to distinguish between those who only use the rhetoric of Smart Partnership and those who understand its principles and apply them with integrity?
- ◆ Can synergy and synoptics be used to create an index of cooperativeness?
- ◆ Do the synergistic and synoptic characteristics of Smart Partnership give rise to an expanded range of opportunities that include niches for small, unlicensed enterprises and individual entrepreneurs with almost no capital and no formally recognised technical skills?
- ◆ Did technological change in its broadest sense emerge from the Smart Partnership?
- ◆ What evidence is there of resource-creating technological change?

Behavioural Responsiveness & Flexibility (leadership)

- ◆ Have behavioural responsiveness and flexibility increased?
- ◆ Do these changes reflect increased agility and the ability to see emerging opportunities which previously were hidden from the Partners?
- ◆ Have approaches become innovative so that flexibility is accepted as the norm, rather than as an "underhand" action?
- ◆ Is there a sense of vitality and a growing commitment that is readily felt and appreciated by all the Partners?

SMART PARTNERSHIP PHILOSOPHY & PRACTICE – MULTIPLE DIMENSIONS & PERSPECTIVES

❖ INTRODUCTION

Smart Partnership is about changes of attitude and new ways of looking at things. Ten factors lie at the core of the Smart Partnership philosophy and practice:

Shared Vision - A Smart Partnership should be formed and sustained on the basis of a shared vision in relation to a transaction or project; without this, there cannot be a meaningful partnership.

Cultural Diversity - Differences in language and culture should be transcended by Smart Partnerships, which are able to derive strength from these factors.

Code of Ethics - A code of ethics implicitly binds parties together, fostering integrity, trust and reliability.

Trust - Trust grows from experience in working together, beginning with collaboration on smaller matters while trust is being developed.

Longevity - A time factor is involved in the transition from a mere partnership to a Smart Partnership. A Partnership is not Smart if it is only short term.

Networks – In order to flourish, Smart Partnerships need Networks, which themselves require trust and expectation of mutual benefit among Partners. Smart Partnership arises by organic growth through “hubs” and “nodes” in a world-wide economic web.

Transparency - Transparency in relationships is necessary to foster trust; Smart Partnerships cannot thrive and succeed if one of the parties feels that essential information is being hidden from it.

Equity - All parties need to feel that matters are being handled on an equitable basis; without this, there can be no win-win outcome.

Fair play - All parties need to be convinced that there is fair play in the relationship.

Values - Adherence to similar values should define the type of partnership that can be achieved.

Smart Partnership offers the following advantages to everyone:

- more rapid development for less advanced countries
- the prospect of equity-based sustainable development for the least advantaged countries
- timely and sustainable development for all developing countries
- access to new markets for companies from all countries

❖ THE PHILOSOPHY

Smart Partnership advances the philosophy and practice of "win-win" and "prosper-thy-neighbour" relationships in contrast to the "beggar-thy-neighbour" practices that too often prevail in the world of international commerce. Smart Partnership is a new policy framework for Governments and Companies to do business effectively in an international context. The ethical superiority of practices based on win-win is obvious to all, but successfully applying it has historically been difficult. Smart Partnership uses a win-win philosophy as the basis of a strategy that enhances economic relationships producing outcomes that exceed those of more traditional relationships. Smart Partnership is not then, an end in itself - but a **principle** whose validity is derived from successful **practice**.

Smart Partnership is also about sharing experiences, both positive and negative and jointly benefiting from working out the solutions. The Smart Partnership in itself is not a panacea to all the socio-economic problems and is not a substitute for the spirit of enterprise and risk taking that all business activities entail. In practice Smart Partnership is complementary to the spirit of competition and enterprise.

Smart Partnerships do not tie Partners together to a rigid hierarchy or by formal contractual relationships, which can be inhibiting or even strangulating in a rapidly-changing world. Freed from these restrictions, Partners are able to seize opportunities and avert threats as they arise, to the greater benefit of the Partnership overall. But Smart Partnerships are dependent on trust and on faithful adherence by the Partners to a code of ethics, that is both responsive to the local culture and transcends it to create bonds of trust and benefit that overcome any temptations to violate the relationship.

Smart Partnership promotes a **shift in emphasis** from the purely competitive to **the more cooperative and a change in outlook from rigid adherence to the formal agreement to a willingness to be flexible for the sake of a continuous "common good", strengthened by strong formal relations**. This shift creates the opportunity for emergent properties to be manifested and pursued. This is compatible with the world of the 1990s and beyond with its accelerating development and perpetual change, much of which is discontinuous and unpredictable. Science and technology are increasing their capabilities at an ever accelerating pace. Responsiveness to change and emergent properties have become essential for survival. **Emergent properties** are anathema to strictly formal relationships which have to give way to more flexible relationships in order to exploit emerging possibilities. Informal relationships expressed through Networks, Dialogues and Smart Partnerships provide the basis for emergent properties which are essential for the flexibility to cope with, and take maximum advantage of change in the long term.

This flexibility is Kaizen and applied in the "soft" processes of a partnership, and much like that which is applied in industry can be likened to the contractual agreement in a partnership. Just as there is allowance for incremental improvements in the Kaizen practice in manufacturing, there must be flexibility - to allow for incremental improvement that will benefit the partnership. "Smart" is the ability to accommodate change.

Smart Partnership - as an Evolutionary Mechanism

Smart Partnership is based on competition/ cooperation rather than competition/conflict. Most businesses succeed if others also succeed. Competition is essential but far from being sufficient. Cooperation and building mutually beneficial networks are important too. Competition/ cooperation creates an evolutionary system which is not a zero-sum endeavour. By cooperative action, individuals, groups and the system evolve new possibilities which expand the potential of all its members. Smart Partnerships involve its Partners in a positive-sum endeavour and an ongoing process, involving quantitative and qualitative change for the system and all the participants.

Technological change is the driving force in the dynamic resource creating evolutionary process of change in which emerging possibilities for sustained development arise and are explained. Smart Partnerships provide the framework within which there is a negotiating process in which parties not only seek a fair division of expected gain but actively interact to find ways that they or their Partners can do new things to enhance the process and increase the benefit so that there is more to divide. This often means that one or other party has to incur a cost or assume a responsibility in order to achieve a greater gain in which both benefit. The trust central to a Smart Partnership is essential to a process where Partners give, in order to gain.

Smart Partnership is both an intellectual framework (philosophy) within which one operates but also a set of guidelines for actions under specific conditions. Conversely, Smart actions become an essential element of defining the framework and guidelines in a process of dynamic change. For instance Technology policies for Smart Partnerships have to include the ability to understand and capture the dynamics of the development process so that negotiators are continuously alert to emergent possibilities. Individual actions can manifest Smart Partnership characteristics and are a necessary but not sufficient condition for being Smart. **Smart Partnership is the process and not just the individual action.**

Smart Partnership - as Enlightened Self-Interest

In a business context, Smart Partnership is sustained as a mutually beneficial alliance which survives in the long term by being flexible and creative. The key is all the Partners gain so that it is in everyone's self-interest for it to continue. Any apparently "weaker" partner must not be disadvantaged. For this to happen, the Partnership must always be crafted equitably at the outset and continually guided and monitored intelligently.

The reluctance of many countries with emerging economies to add value by complementing their natural comparative advantages with the skills and technologies of enterprises in the industrial world might be attributed to a feeling of weakness based on a perception of having been short-changed in the past. Smart Partnership offers the possibility of changing this relationship and therefore this perception. Enterprises in a Smart Partnership relationship with a long term outlook can recognise that inequitable arrangements can quickly damage relationships with local Partners. Even though these enterprises are constrained because they cannot withdraw committed capital investment at will for redeployment elsewhere, they and their Partners will lose their incentive to be Smart if the relationship is undermined. Equally, governments participating in Smart Partnerships have learned that arbitrary and unilateral changes on their part, for example in taxation, can jeopardise future investment and technology flows.

Smart Partners bring complementary attributes to a transaction. Without an element of complementarity, identifying mutual gain could be difficult. Smart Partners also need trust. Trust must be painstakingly built up by all parties displaying fairness at all times. Smart Partners demonstrate this trust by a willingness to review and re-negotiate when the original win-win outcome becomes skewed through unforeseen developments.

Smart Partnership - as Catalyst of Trust

Smart Partnerships imply a lack of formal contractual relationships between Partners, because such relationships would limit flexibility and inhibit rapid response to opportunities and threats. There is thus a compensating need for assurance that all Partners are operating according to the win-win philosophy, and that there is equitable sharing of the work and the risks as well as the financial rewards and other benefits. Smart Partnerships may be regarded as generating a Smart Equity, which consists of the intangible assets generated by the working relationship and mutual trust.

Smart Partnerships rely on informal and implicit agreements. Assurance is needed that all Partners will abide by these agreements. Circumstances will surely change. If a change happens so that one partner bears a greater share of the detriments than originally foreseen, while another partner gathers a greater share of the rewards, an equitable redistribution will take place if it is truly a Smart Partnership.

There is therefore a need for a generally accepted code of ethics, which will have to be cross-cultural. All Partners must be regarded as stakeholders and all must be subscribers to the code of ethics.

❖ THE PRACTICE

Investments by companies from developed countries fulfil one characteristic form of being a Smart Partnership but not necessarily all of them. Similarly, cooperation between individuals possessing complementary skills falls within the category of Smart Partnerships. Nations, companies and individuals strive for a win-win situation for partnerships benefiting both, instead of benefiting one at the expense of the other.

Smart Partnerships are often characterised in practice by a mixture of formal and informal relationships, working to create synergy with one another and each chosen to suit the particular purposes of the relationship. Overall, the aim is for:

Simplicity and elegance, as opposed to complex management structures and contractual relationships;

Balance between cooperation and competition to achieve results in both the short and long term.

New Era of Global Prosperity & Need for Smart Partnership Approach

The **global economic system** is a complex web of interactive relationships and not a simple chain of one-way effects. Traditional competition between nations has become a dangerous obsession with little meaning. In today's fast-moving, high technology economy, **the networks of interaction within economic webs** are more complex than they once were, and they change more rapidly as companies break old alliances and form new ones in their quest to thrive. The reality of complex economic webs changes the way companies plan for the future. **Web strategies turn traditional strategic thinking on its head.**

Growth is cumulative, accelerating and stimulates emulation in a potential contagion of economic development and human well-being. It is based on free enterprise in a climate of good policies and governance, investment in education and advances in science and technology. Opportunities of all kinds are seized from emerging demands for goods and services. New production, service and trading opportunities are derived from structural changes in the marketplace and new capital projects. Even constraints such as international agreements to counter global warming provide opportunities for enterprises to offer innovative and profitable solutions.

Going global has ceased to be a matter of choice - if businesses and governments do not pro-actively globalise their operations, they will simply be overwhelmed by developments elsewhere.

Business in a global economy is **more complex, turbulent and unpredictable** than within the confines of a single national economy. However, the potential rewards are therefore much greater.

The Smart Partnership approach can meet the requirements of business in a global economy.

Smart Partnership in Context

Smart Partnerships would be expected to thrive in the turbulent, diverse world in which we live. Smart Partnerships are a particular form of cooperation, characterised by relatively basic forms of cooperativeness or the working together of all types of actors. Smart Partnerships are business associations between two or more parties where the contributions are complementary and the pro-rata benefits are greater than could be achieved by the parties individually. **Smart Partnerships therefore act as force (business) multipliers and accelerators and can replace the traditional relationships of prime and sub contractors, buyers and sellers, customers and suppliers.** They aim to benefit all involved.

A key issue is the ability of Small States to survive in the harsh climate of the world today. Advances in technology have now vastly outstripped the ability of people to utilise them properly. A central aspect, particularly for Small States with a very limited pool of skilled human resources, is how to manage people within organisations so as to utilise them to maximum effect. Healthy relationships need to be developed, with inbuilt win-win expectations, in the ordinary day-to-day relationships within and between businesses and Government.

At present, too much energy is spent on managing conflict. Government and opposition do not work together, while trade unions and management are locked in a continuing battle; private and public sectors harbour mutual suspicions and see little common ground, with the civil service distrustful of the Private Sector and vice versa. Civil service departments are pre-occupied with fighting over turf rather than paying attention to the customer, the general public. Governance is bogged down in settling disputes to the detriment of looking after the major enterprise, the country. Ideally, all parties should see themselves as **stakeholders** in a common endeavour, with the prospect of a win-win outcome for all. Smart Partnership has an obvious role to play.

Smart Partnership implies a deliberate policy of cooperation among the civil service, the private sector, labour and the political leaders, aimed at transforming countries into winning nations. The partnership is Smart because it yields results - results which are shared without exception by everyone, not only by the three Partners but by the people and the nation as a whole. The unions should be on board to be a partner within Smart Partnership so as to contribute towards the national agenda. Trade unions must recognise that

their own struggle can only be successful if the nation is successful and prosperous. The failure of the nation to attain economic success cannot result in prosperity for the workers. In an economically poor country, striking and taking to the streets cannot increase income because there is no wealth to distribute or redistribute.

MULTIPLE DIMENSIONS OF SMART PARTNERSHIP IN PRACTICE

Smart Partnership & the Role of Government

A common thread that emerged from discussions on the role of Government in a Smart Partnership is the need for a paradigm shift. Government and the Private Sector must move from an adversarial, confrontational relationship to one of cooperation. A primary responsibility for Government in a Smart Partnership is to set a clear Vision which can be shared by all **stakeholders** - the politicians, civil servants, businessmen and workers - and a clearly articulated national strategic plan that captures this Vision. Smart Partnership is a process which needs to be continuously nurtured and, above all, it must be underpinned and sustained by a national long-term Vision.

For a Vision to be implemented, strong national leadership is needed to:

- ♦ Provide a well-developed education system to support the Vision
- ♦ Set a stable environment of macro-economic policy
- ♦ Promote a culture of consultation which must involve the non-visible, e.g. the "have-nots", youth and women, to deliver improved living standards and community conditions
- ♦ Manage the Government/Private Sector interface so that vulnerable groups are not disadvantaged
- ♦ Provide a strong, clear and fair legal framework to enable legitimate grievances to be redressed

Smart Partnership is the mechanism by which Government listens to all the people, and incorporates their needs and desires into the ongoing process of development. It is a pragmatic process in which the people are involved in defining the problems and solutions within a long-term framework.

Smart Partnerships must be accompanied by a sense of responsibility, with transparency of action and accountability to taxpayers and consumers. Governments must try to achieve a balance between "growing the economic cake" with "sharing the cake" to ensure social equity.

In a Smart Partnership, the Government sees the Private Sector as contributing towards nation-building.

And consequently the privatisation of Government companies, institutions and functions in no way represents an abdication by Government of its responsibilities to the nation and the people.

Smart Partnership & the Role of Technology

Partnerships in today's world are invariably linked to the rapid technological advances being made in many fields. In the global context, the dissemination of technologies in a society has its own problems. It is clear that information and communication technologies are of paramount importance to developing economies.

Owing to the constantly changing and increasing importance of the information content in goods rather than their purely material characteristics, the world is experiencing the emergence of a system of production which is no longer based on the industrial age. This offers opportunities and advantages for Smart Partnerships in developing countries which are relatively unimpeded by the cultural baggage normally associated with industrialisation.

Smart Partnership within Organisations

Real partnerships must transcend purely legal arrangements to incorporate elements of good faith, fair play and trust. In a global village, partnership has to be multicultural because it cannot flourish without the spirit of give and take, mutual respect and trust. The dissemination of technological products in society is not value-free. Recipient cultures need to employ ways of modifying technology rather than simply accepting its wholesale importation.

Countries of the South need to strengthen institutional linkages and South-South cooperation. This should not be seen as adversarial to the North but as a pre-requisite for a meaningful dialogue and productive engagement.

Smart Partnership and Cooperative / Competitive Model

The Smart Partnership Cooperative/Competitive Model is a fully developed operational model for use and analysis in the development process. It is by its very nature, dynamic and evolutionary and subject to continuous improvement.

Adam Smith was the father of both the modern competitive model and the cooperative model. The mercantilists against whom he wrote promoted a competitive adversarial model in which nations competed against one another in a zero sum or possible a negative sum game. Whatever it was, it was definitely not a positive sum game and it was not one of international cooperation.

Adam Smith argued that division of labour and specialisation created the basis for increasing per capita production and that achievement of division of labour and specialisation were limited by the extent of the market. Thus trade was a positive sum game in which all benefited. Note that division of labour

involves a "cooperative" endeavour not necessarily a competitive one. Competition (and the market through which it operated) was not the "model" but the "mechanism" by which people all over the world who did not even know of each others' existence could cooperate together in a global productive process in which all benefited. A country is more or less "cooperative" (competitive) to the extent that it is able to participate in increasing global cooperativeness by working together with other countries to allow more to participate. The more who participate in a positive sum game, the greater the benefit for all.

In order for the competitive market to work, there must be cooperation (partnerships) between and within countries to establish the rules and framework for competition. Markets are in effect, the rules of the game that are cooperatively established.

Smith and others since have recognised that there were activities in which the competitive mechanism did not work or did not work effectively such as setting the rules (law), national defence, and a number of other "public goods." So we use a cooperative mechanism, government, to facilitate further cooperativeness. But even here, this form of cooperation can use some competitive mechanisms - bidding on contracts for example - in order to implement the goal of the cooperative action.

Similarly, the participants using the competitive mechanism of the market to achieve the global cooperative effort will themselves use cooperative means to do so. Firms will expect their employees to work hard and cooperate with one another to enhance a firm's competitiveness. These are in effect, Smart Partnerships within the firm.

At no point is there competitiveness without cooperativeness.

Smart Partnership is a mechanism that furthers the process of developing global cooperativeness. It has become absolutely essential because for the last two centuries we have so focused on "competitiveness" and ignored "cooperativeness" and therefore limited the gains and distribution of the gains inherent in international division of labour.

Smart Partnership & New International Cooperative Governance

The role of Smart Partnership can also be extended to regional and international cooperation, as in the case of SADC, APEC and CPTM. The Association of South East Asian Nations (ASEAN) is another such partnership. ASEAN has devised elements of complementarity for the manufacturing industries of the participating countries. There are also efforts to promote joint development among member ASEAN countries through the setting up of growth triangles involving adjacent territories of neighbouring member states.

Regional organizations such as ASEAN go beyond traditional geo-politics to what is called geo-economics. There are four central **differences between geopolitics and geo-economics**:

- ◆ geopolitics concerns the politico-military security of the nation state; geo-economics concerns dynamic economic development,
- ◆ geopolitics is concerned with defending borders; geo-economics tries to maximise cross border flows of goods, services, technology and investments,
- ◆ geopolitics concerns enemies; geo-economics considers neighbours as potential Smart Partners to be cooperated with and empowered as better trading partners,
- ◆ geo-economics replaces diplomats with entrepreneurs as the central actors;

Regional groupings and geo-economics serve the purposes of Smart Partnership in an era of co-operation and reciprocity in business where the goal is achieved together with Partners, including competitors in an increasingly borderless world.

❖ CHALLENGES & KEY TASKS

Challenges

Basis & Rationale - A definition of Smart Partnership is: creation of a win-win position where each party benefits over the long term. Smart Partnerships open new avenues to creating and sharing wealth

Preconditions for Smart Partnership - If there is a strong and stable Government there is a good chance for Smart Partnerships to be formed. In Smart Partnerships, an important factor is a shared Vision between Government and the Private Sector. A Smart environment is needed to create Smart Partnerships, entailing:

- ◆ Government involvement in consultation with business and Unions;
- ◆ people development;
- ◆ empowerment of women, the poor and landless and minority groups;
- ◆ racial harmony;
- ◆ trust;

Relationships Between the Partners - Smart Partnerships are established and maintained through a continuous process of "dialogue" between the Partners, as far as possible face to face and person to person. Each partner must relinquish any idea of absolute management control; each will have partial control and autonomy; and the outcome, although it must conform with the basic win-win expectation, may well be different from what was envisaged at the outset by any of the Partners. Smart Partnership must be dynamic.

Longevity & Monitoring - A time factor is involved in the transition from simple partnership to Smart Partnership: a partnership is not Smart without longevity. For a Smart Partnership to be maintained, there must be continuous measurement and monitoring of the partnership at every level.

Difficulties in Practice - The majority of existing partnerships are not Smart; some measurement of Smartness is essential; there is a need to ensure that a partnership remains Smart, or to dissolve it. It is rare to find an example of an international Smart Partnership and, where an example exists, it is usually unduly complex.

Key Tasks for Global 2000 Smart Partnership

Through the CPTM efforts in promoting Smart Partnership and dialogues since 1995, a group of CPTM Fellows, has been established, formed of distinguished Government and business leaders. In April 1998, they agreed on six key tasks to be developed in Smart Partnership Dialogues at the national and international levels during 1998 and 1999. The outcomes should be integrated into a working guide for **Liberalising Emerging Economies through Smart Partnership**.

The six key tasks are:

- ◆ Economic empowerment through Smart Partnership
- ◆ Identifying incentives for competitiveness in Partnership modes
- ◆ Managing technology in an open economy
- ◆ Role of regulation in achieving openness and enhancing trust
- ◆ Economic management lessons from East Asia (whether in boom or bust)
- ◆ Managing liberalisation in open economies

In particular, the CPTM Fellows considered that the scope of **Technology Management**, as the key to generating wealth, needs to be broadened as follows:

- ◆ Integration of technology into national vision, economic management, planning and budgeting
- ◆ Development and adaptation of best practice in technology management
- ◆ Promotion of sound technology management through appropriate organisational modes
- ◆ Promotion of technological change through cooperative mechanisms

The key Smart Partners to continue to mobilise for these tasks are:

Government; Private sector; Labour; some of the key aspects of which these Smart Partners are concerned with are: integration of the civil service, the media, the poor and the landless and Academia.

❖ CONCLUSIONS

Smart Partnership in Context - Smart Partnership is just one element in the formula for success, which depends on many other factors including the political and economic environment both inside and outside the country, the culture and the value system of the people, and many other factors.

Smart Partnerships are based on competition/cooperation rather than competition/conflict. Competition/cooperation creates an evolutionary system which is not a zero-sum endeavour. By cooperative action, individuals, groups and the system evolve new possibilities which expand the potential of all its members.

The key to Smart Partnership is that it is underpinned by a win-win outcome for all the Partners, so that it is in everyone's self-interest for it to continue. Any apparently "weaker" partner must not be disadvantaged. This means that the Partnership is crafted intelligently at the outset and continues to be managed intelligently.

Relationships Between Smart Partners - Smart Partnerships do not tie Partners together hierarchically or by formal contractual relationships which are inhibiting in a rapidly-changing world. Freed from these restrictions, Partners are able to seize opportunities and avert threats as they arise, to the greater benefit of all Partners.

Smart Partnerships are often characterised in practice by a mixture of formal and informal relationships working in synergy with one another and each chosen to suit the particular purposes of the relationship.

Smart Partnerships can transcend differences in language and culture and are able to derive strength from these factors.

Successful Smart Partnerships cannot flourish within a bureaucratic infrastructure. Other ways of implementing and maintaining them have to be found.

Smart Partnerships, Stakeholders & Wealth Creation - There is a need to develop healthy relationships in the ordinary day-to-day interactions within and between businesses and Government. All parties should see themselves as **stakeholders** in a common endeavour, with the prospect of a win-win outcome for all. Smart Partnerships opens new avenues to creating and sharing wealth.

Smart Partnerships & Networks - In order to flourish, Smart Partnerships need Networks, which themselves require trust and expectation of mutual benefit among Network members. The development of Smart Partnership comes about as a result of organic growth through "hubs" and "nodes" in a world-wide web of Networks.

Smart Partnerships & Trust - Trust will grow from experience in working together, beginning with collaboration on smaller matters. Trust must be painstakingly built up by all parties displaying fairness at all times. A litmus test is perhaps a willingness to review and re-negotiate when the original win-win outcome becomes skewed through unforeseen developments.

Smart Partnerships may be regarded as generating a Smart Equity, which consists of the intangible assets generated by the working relationship and mutual trust. All Smart Partners adhere to an **implied code of ethics**, based on win-win relationship.

THE WAY FORWARD - SMART PARTNERSHIP MOVEMENT IN 1999

OVERVIEW OF NAMIBIA DIALOGUE

The Second Southern Africa International Dialogue on Smart Partnership has been an excellent and timely opportunity for all of us. **Together with representatives from Governments, the civil service, the private sector and labour** we have sharpened our ideas of using Smart Partnership to generate wealth.

During our Dialogues and fora we have verified concrete examples of Smart Partnership both within each country and across countries as governments and businesses tackled the challenges of **liberalisation and privatisation** sweeping across global markets.

The role of the labour force was recognised as a key stakeholder, along with government, and the public and private sector in the application of Smart Partnership to help **resolve problems of infrastructure capacity and cost, and of the landless and poor**.

We have reasserted the need for a new way forward across the seas of change and uncertainties in the external economic environment.

Having recognised that Smart Partnership dialogues play a leading role in the advancement of its principles and methodology for not simply the resolution of problems, but also to generate dynamic win-win situations, it is proposed that the way forward is to hold Smart Partnership Dialogues on three levels:

- a) **National Smart Partnership Dialogues;**
- b) **Regional Smart Partnership Dialogues and**
- c) **International Smart Partnership Dialogues.**

National Smart Partnership Dialogues can be held in several countries and these will result in the **creation of Smart Partnership hubs within the individual countries**.

These national hubs will advance the practice of Smart Partnership and will then share experiences at both the regional and International Dialogues. These hubs will, in fact, be the bedrock of all other dialogues.

Various National Smart Partnership Dialogues are planned to be held in 1999 and these should help to expand the practice of Smart Partnership to other African Countries such as Zambia, Zimbabwe, Swaziland, Uganda and others.

The role of the **Regional Smart Partnership Dialogues** is to focus on particular areas such as Southern Africa, East Asia and the Mediterranean regions.

Very importantly, Regional Smart Partnership Dialogues will serve to **maintain political cohesion amongst emerging economies** and to sustain unity to face the challenges of liberalisation and globalization in a co-operative framework.

We have agreed that Regional Smart Partnership Dialogues **will be held in Barbados and Langkawi in January and July 1999 respectively, and in Zimbabwe for Southern Africa incorporating the East African Community in 1999.**

International Smart Partnership Dialogues will normally be held biennially to review the strategy of Smart Partnership in the light of global social and economic developments and **as fora for the sharing of national and regional experiences.**

[The next International Dialogue will be held in Petra, Jordan 16-19 May 1999 – postponed in February 1999, new date tbc]

As we enter the New Millennium it will be useful to look back to where we started in 1995 and to reflect on where we want to be in the 21st century. Langkawi will, therefore, be the venue of the International Dialogue 'Global 2000'.

In order to sustain the **SMART PARTNERSHIP** movement on the global scale, we need a clear agenda not only for place and time but also for content. In this context it is suggested that all Dialogues bear in mind the following key tasks:

- ◆ Economic empowerment through Smart Partnership;
- ◆ Identifying incentives for competitiveness in Partnership modes;
- ◆ Managing technology in an open economy;
- ◆ Role of regulation in achieving openness and enhancing trust;
- ◆ Economic management lessons from other regions; and
- ◆ Managing liberalisation in open economies.

Everything indicates that the Smart Partnership movement is expanding in a spiral manner through the various Dialogues. It is important for the momentum to be held but not to lose track.

The Commonwealth Partnership for Technology Management (CPTM) has not only been inspirational in the development of Smart Partnership but has also proved to be a reliable partner.

It is suggested that CPTM as an adviser, facilitator and catalyser will continue in its pivotal role in anchoring and managing the Smart Partnership movement.

We will be **relying on the continuing assistance of CPTM in working out the finer details of The Way Forward**. All our Governments here today are members of CPTM and, in this context, **there is a need to support CPTM both financially and in kind to do its job** in a sustainable fashion.

In conclusion, I wish to sincerely express my gratitude for your active and enthusiastic participation, which made this a most memorable event for Southern Africa and Namibia.

It may well be said that SAID '98 has achieved much in **ensuring that the philosophy and practice of Smart Partnership has finally taken root in our Region. I am very confident that we are on our way to a very smart Southern Africa.**

I thank you.

Statement on behalf of Council of Patrons and Advisers of SAID'98 by His Excellency Dr Sam Nujoma, President of the Republic of Namibia, Host Patron and Adviser, at Southern Africa International Dialogue 1998, July, Namibia

Some Key Smart Partners

- ◆ Government (Political Leaders, Civil Service)
- ◆ Business
- ◆ Labour
- ◆ Political Parties
- ◆ Media
- ◆ "The Poor and the landless"

Technology Management for The Generation of Wealth

- ◆ Integration of Technology into National Visions & Economic Management
- ◆ Matching the Technology Agenda in support of Macro-Economic Objectives
- ◆ Development of Best Practice in Technology Management through Public/Private Sector Smart Partnerships
- ◆ Promotion of Technological change through Co-operative Mechanisms at National & International Levels

SMART PARTNERSHIP DIALOGUES

International/Regional Dialogues

- 1995 - First Langkawi International Dialogue (LID) in Malaysia (July)
- 1996 - Second Langkawi International Dialogue (LID) in Malaysia (July)
 - First Barbados International Dialogue (BID) in Barbados (June)
 - Third Langkawi International Dialogue (LID) in Malaysia (July)
 - First Southern Africa International Dialogue (SAID) in Kasane, Botswana (May)
- 1998 - Second Southern Africa International Dialogue (SAID) in Swakopmund, Namibia (July)
- 1999 - *Second Barbados International Dialogue (BID) in Barbados, 24-26 January with Regional emphasis*
 - *First Petra International Dialogue (PID) in Petra, Jordan, 16-18 May*
 - *Fourth Langkawi International Dialogue (LID) in Malaysia, 25-27 July, with Regional emphasis*
 - *Third Southern Africa International Dialogue (SAID) at Victoria Falls, Zimbabwe, 3-5 October, with Regional emphasis*
- 2000 - Global 2000 Smart Partnership Dialogue (July)

National Dialogues

- 1997 - National Smart Partnership Dialogue in Mozambique (November)
- 1998 - National Smart Partnership Dialogue in St Lucia (January)
 - National Smart Partnership Dialogue in Zimbabwe (January & April)
 - National Smart Partnership Dialogue in Malaysia (March & October)
 - National Smart Partnership Dialogue in Botswana (March)
 - National Smart Partnership Dialogue in Dominica (November)
 - National Smart Partnership Dialogue in Malawi (December)
- 1998-1999
 - National Smart Partnership Dialogues in Southern Africa
 - Caribbean & South East Asia (preparations in progress)

"THE SMART PARTNERSHIP WAY FOR EMERGING ECONOMIES" - THE DIALOGUE SPIRAL -

The SPIRAL

(Smart - Partnership - International - Regional - Action - Liberalisation)

Imagine our activities as a kind of SPIRAL. Moving from Dialogue to Dialogue, we progressively refine our ideas of what a Smart Partnership ought to be in different cultural and socio-economic environments. Through cooperative networking, we develop **Smart Partnership** principles and practice at the **International** and **Regional** levels. Bringing in key Smart Partners, we take **Action** through **Liberalisation** in order to move towards and ultimately to realise the **Vision of Limitless Opportunities for Emerging Economies.**

Through SAID'98 as an International Dialogue event, we hope to achieve the following:

- ◆ Strengthen cooperative networks and enhance working relationships among Governments, the Private Sector and Labour through Smart Partnership National, Regional and Commonwealth Hubs.
- ◆ Develop person-to-person relationships and trust among people in the Commonwealth and beyond.
- ◆ Build a Southern African cooperative team and a common Vision.
- ◆ Identify "win-win" situations so as to promote the development of Southern Africa as a prosperous Growth Area, facilitating interregional trade and investment.
- ◆ Project Southern Africa to the international business community as an emerging Growth Area.

A Dialogue:

- ◆ is a continuous process
- ◆ is about the beginning of consensus-seeking
- ◆ is about people listening and sharing as equals
- ◆ is about identifying commonalities
- ◆ is an open system where interchange can lead to new perspectives
- ◆ is what people say, and what people hear, leading to what people do

A Dialogue:

- ◆ is not ordering or telling
- ◆ is not making statements or defining positions
- ◆ is not about identifying differences
- ◆ is not a closed system where answers are pre-ordained

Dialogues:

- ◆ are about understanding one another's position
- ◆ communications are always a two-way street. They cannot be effective without a receptive audience
- ◆ result in mutually beneficial exchanges
- ◆ learning comes through enquiry and exposure
- ◆ see the whole among the parts
- ◆ create shared meaning among many

Therefore Smart Partnerships and Dialogues:

- ◆ are about people and their needs
- ◆ are about sharing political, social and economic risks
- ◆ are about sharing experiences through Dialogues, from which action emerges
- ◆ provide limitless opportunities through Liberalisation
- ◆ provide a framework for cooperation to form a competing team
- ◆ achieve empowerment by agreeing with people what they are going to do, and then making sure they have the tools to do it

Some Criteria for evaluating Smartness of a Partnership are:

- ◆ shared, long term Vision, both articulated and implicitly understood
- ◆ ethical commitment
- ◆ private-sector led, within a favourable climate created by Government.
- ◆ personal trust at the core
- ◆ sense of community
- ◆ "Win-Win" (synergistic and synoptic)
- ◆ leadership (behavioural responsiveness and flexibility)

Globalisation & Economic Cooperative Governance

The globalisation of markets of all kinds is firmly with us. Globalisation comes in all shapes and sizes. For example, speaking of the proposed link-up between the London and Frankfurt stock exchanges, the Spanish stock exchange President, Antonio Zoido, said recently: "The process is irreversible because the globalisation of markets has already been accepted.

Frankfurt and London have taken a first step towards what could be an exemplary form of cooperation. We consider the new agreement to be a very positive move that will boost European markets."

Globalisation is both an opportunity and a real threat. It is an opportunity through wider markets for goods and services of all kinds. It is a threat not least because of increased competition. Without Smart Partnerships it may limit the opportunities for fuller participation by emerging economies.

Governments are urged to open goods and financial markets and embrace globalisation even at the risk of political difficulties. The emphasis is on building more efficient financial markets and economic governance. Pursuing policies essential to success in the global economy will be politically difficult in any country, but no country can afford to turn away from these difficult political challenges.

Competing through Cooperation

The African continent needs to become a more effective player in the global economy. At the same time, African cultures stress the important role of cooperative action within the family and community. The Smart Partnership approach, of achieving effective competition through cooperation, is a means of creating a uniquely African Pathway to Global Competitiveness, by building on the systems of cooperation which are inherent in African culture. Similarly, Smart Partnership can build Pathways to Global Competitiveness for other cultures, such as those in Asia and the Caribbean, by building on the systems of cooperation which are inherent in their cultures. As we argue in our booklet, Limitless Opportunities, Competitiveness is only achievable within a Cooperative framework, a fact too often forgotten in discussions of Global Competitiveness. **It is also argued that the final results of an effective Competition are "Win-Win" situations and therefore are the likely best indices for Global Competitiveness.**

Smart Partnership is a way of increasing Global Cooperativeness by working together to allow more to participate. The more who participate in a win-win game the better for all. **To make the Competitive market work, there must be Cooperation (Partnerships) between and within countries to establish the rules and framework for Competition. Markets are, in effect, the rules of the game that are Cooperatively established.**

Smart Partnership in Real Situations

In this Dialogue, we want to identify and make happen a large number of Smart Partnership examples in which competitiveness is achieved through cooperation. We can use these examples to understand how Smart Partnerships can best be set up against the background of different cultures and different socio-economic settings. This cannot be done through the activities of a small group, but only through the efforts of everyone in a Dialogue. Thus, I am talking about a two-stage process: first, to identify the examples; and second, to use them to draw up an Operative Guide on Global Smartness by the year 2000.

Liberalisation for Limitless Opportunities - The Six Key Issues for an operative guide

In the context of the major theme of liberalisation for limitless opportunities, CPTM has identified six key elements for the consideration of Governments, privatisation and labour in emerging economies. Exploration of these six key elements will provide the basis, by the year 2000, for the operative guide. Each element needs to be addressed as a means of raising the level of performance as emerging economies face the challenges and opportunities of the fast-evolving global marketplace. The six key issues are:

- ◆ Economic empowerment through Smart Partnership
- ◆ Cooperating to Compete – creating new Partnership frameworks
- ◆ Managing technology in an open economy
- ◆ Role of regulation in achieving openness and trust
- ◆ Economic management lessons from East Asia (whether in boom or bust)
- ◆ Managing liberalisation in open economies

We have a Vision - of Limitless Opportunities for Emerging Economies. Liberalisation seems to be necessary to make it possible to realise these opportunities. But liberalisation may be a double-edged sword.

Here are some questions from the Smart Partners, which underpin the six key issues. They may provoke some examples at this Dialogue:

- ◆ Can there be too much liberalisation? Should there be limits? If there should be limits, who should be involved in setting them? (Government, political parties, the private sector, unions, the poor, the civil service, the media, ordinary citizens?) What should the process be?
- ◆ Should any limits to liberalisation include limits to competition? Can and should limits on liberalisation be used as a means of focusing activities into productive areas? Do protectionist policies inhibit progress towards limitless opportunities?
- ◆ Can the pace of liberalisation be too fast? And can the pace be controlled? If so, who should be involved in controlling it? What should the process be?
- ◆ In designing a regulatory framework, how can the requirement to safeguard the national interest be weighed against the need to attract and retain investors? How can law and regulations keep pace simultaneously with liberalisation and technological change? How can regulation be optimised to maximise liberalisation?
- ◆ Can a Smart Partnership approach minimise/eliminate risks (political, economic, social)?

- ◆ What level of economic empowerment produces “win-win” situations? What is the priority - economic empowerment or global competitiveness?
- ◆ Smart Partnerships are about trust. They are self-replicating and they facilitate transparency. True or false?
- ◆ Can the Smart Partnership approach balance the economic demands with environmental protection?
- ◆ How do you balance long-term benefits of “green-field” investments by global companies against threats to indigenous industries?
- ◆ Can Smart Partnership eliminate tensions between Government and the private sector in privatisation projects?

These questions are intended to trigger specific examples of Smart Partnership, **each of which will have as an outcome what a businessman calls “deliverables”. These deliverables need to be “benchmarks” for achieving entry into the global economy.**

“The Smart Partnership Way” for Emerging Economies

The emerging economies have entered the Age of Regeneration and Renewal or, as we might call it, Renaissance. But, paradoxically, it is also the Age of Uncertainty, of unpredictable changes and shifts in direction. Financial crises like that in Asia will become more common unless global financial regulation is improved. With globalisation still in its infancy, the likelihood of such crises recurring is high. Finding new structures to manage the recurrences is an urgent task. The “politics of ideology” are behind us and we have now entered an era of the “politics of reasonableness” and the age of evolutionary politics. The search for “The Third Way”, as they call it in countries like Britain, begins by rejecting all forms of political ideology, including benign socialism and benign Thatcherism. In our emerging economies it is called “The Smart Partnership Way” and its practice in the Commonwealth and beyond since 1995 has already produced “deliverables” for Governments, Private Sector and Labour. Smart Partnership is largely about pragmatism: the best way is the one that works, harnessing all the resources available. Smart Partnership policies are driven using both the “top-down” and the “bottom-up” approach. The goals are to achieve win-win and “prosper-thy-neighbour” outcomes for all Partners.

*On behalf of **The Smart Partners** by **Mihaela Y. Smith**, Chief Executive and International Dialogue Convener, CPTM Hub SAID'98, Swakopmund, Namibia - July 1998*

– *Pushing the Limits* –

–Leveraging the Value of Data through
Smart Partnership Movement–
(2018–2020)





Towards a Smarter Globe..... Towards Smarter Nations
*"Leveraging Technology for Socio Economic Transformation:
 The Smart Partnership Way" - The Next Steps*
Smart Partnership International Dialogues/initiatives



**COUNCIL OF PATRONS & ADVISERS
 SMART PARTNERSHIP MOVEMENT**

HE Yoweri Kaguta Museveni
 President of Uganda
 CPTM Fellow & Companion
 Chair, Smart Partnership Movement
 Co-Founder CPTM Fellows
 Endowment Fund

SOUTHERN AFRICA DIALOGUES (SAID)

Angola
 Botswana (SAID 1997)
 Democratic Republic of Congo
 Lesotho (Global 2005)
 Madagascar
 Malawi
 Mauritius
 Mozambique (Global 2000)
 Namibia (SAID 1998)
 Seychelles
 South Africa (Global 2014/15 deferred)
 Swaziland (Global 2003)
 Zambia (Global 2008)
 Zimbabwe (SAID 1999)

EAST AFRICA DIALOGUES (EAID)

Burundi
Kenya
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 Uganda (Global 2009 & 2001)

WEST AFRICA DIALOGUES

Through Ghana

CARIBBEAN DIALOGUES (BID)

Through Barbados
 (BID 1999, 1996)

SOUTH EAST ASIA DIALOGUES (LID)

LANGKAWI INTERNATIONAL DIALOGUE
 Through Malaysia
 (Global 2015 tbc, 2011, 2007, 2004, 2002,
 2000, 1999, 1997 1996, 1995)

Tan Sri Datuk Dr Omar Abdul Rahman
 Chairman CPTM/Board
 CPTM Fellow, Malaysia

Dr Mihaela Y. Smith PJN KMN
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Pushing the Limits

**- The CPTM Smart Partnership Way
 in the Emerging Digital Landscape-**

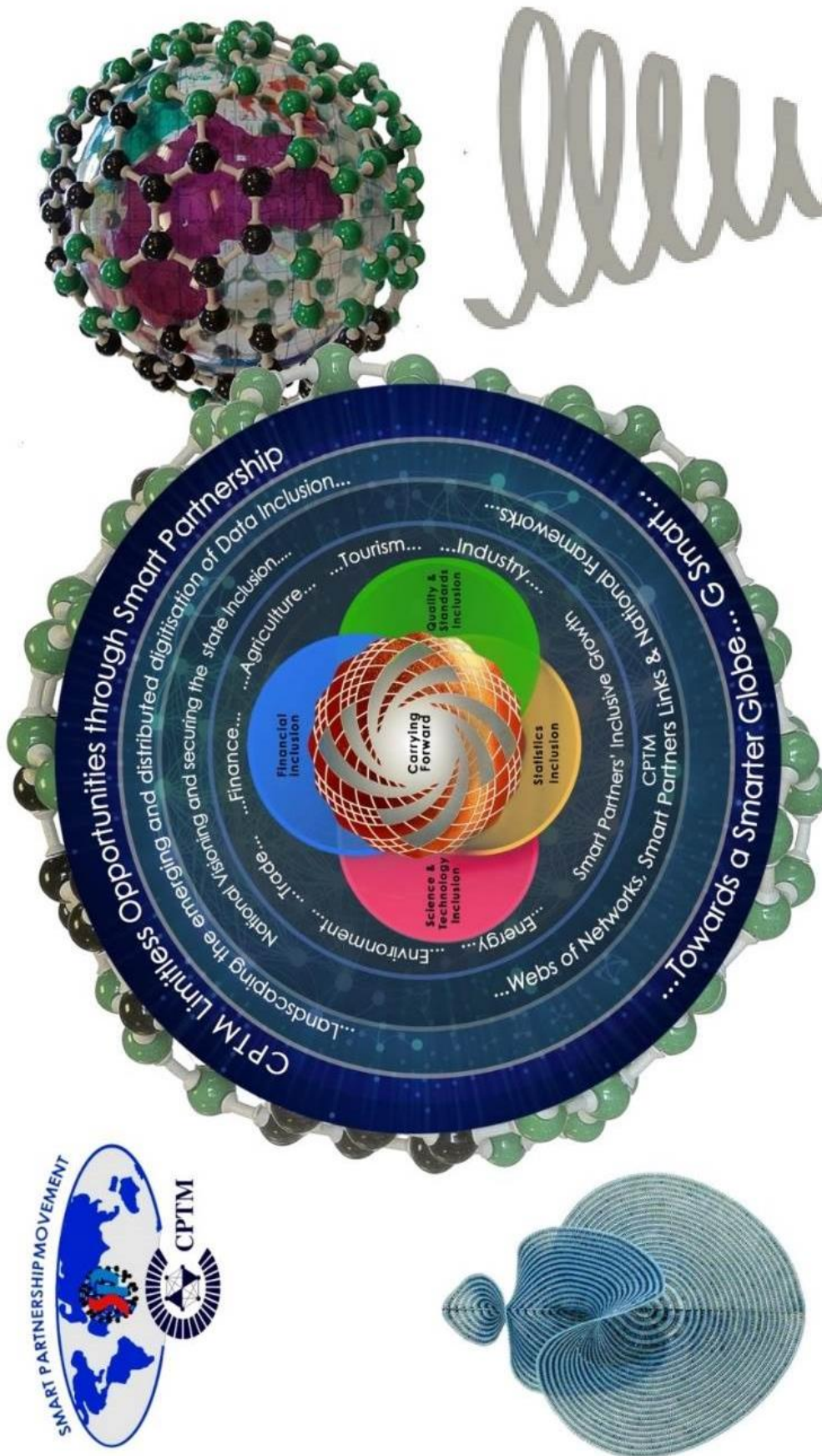
**CPTM Smart Partnership Movement,
 April 2018 and beyond**

....." As a Smart Partner, I was reflecting at the April CPTM Open House, which took place during the Commonwealth Summit that **"as I walked through the door [of the CPTM Smart Partners' Hub in London] I thought 'it's the same but different'. There's that same constancy of purpose that I found so invigorating in the past, this belief in the value of sharing things and improving them in our own environment."**

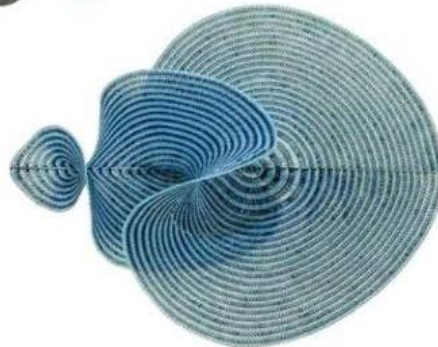
"Smart Partnership is just as the Commonwealth range of food on the [welcoming table at the CPTM Hub.....] – it's what's on the table. It's this consistency of purpose, the insistence that people are important, the trust it engenders, at a time of potential re-energising of the Commonwealth. There's no time of greater relevance with what's happening in the Commonwealth of what CPTM has on the table."

(Mr Keith Jordan, CPTM Networking Member, UK)

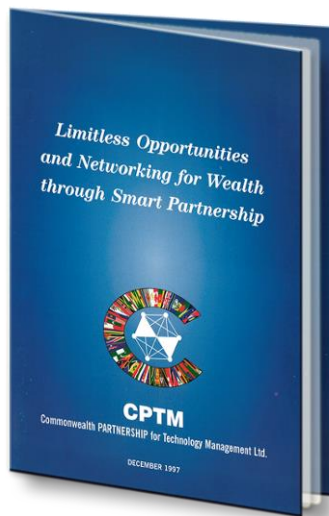
CPTM Smart Partners' ...



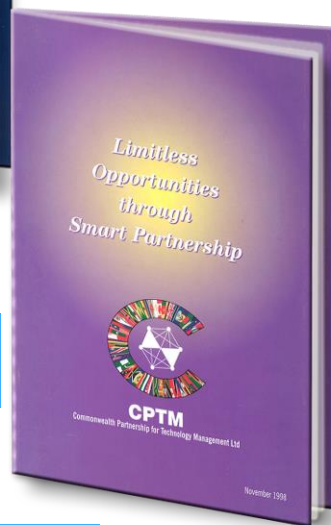
...Leveraging the value of Data and Knowledge through Smart Partnership
...The Way Ahead...







In Southern Africa we say “Letsema Indaba Kopono Ubuntu”



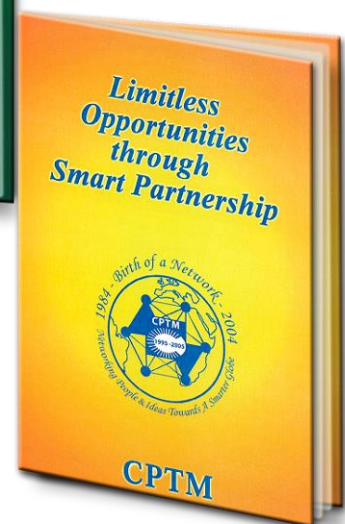
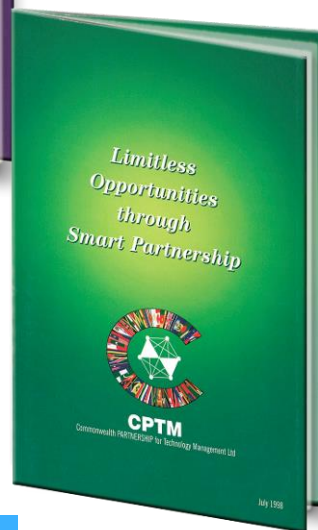
In Mbabane, we shouted “Kushiyelana ligwayi”

In Maputo, we said “Parceria inteligente”

In Kampala, it was “Abateisa hamwe, batunga hamwe”

In Maseru, we said “letsema”, or “Motho ke motho ka batho”

In Mulungushi we said “Umunwe umo tausala inda”, meaning “a challenge is overcome by working together”



In Langkawi, we said “Gotong Royong” or “Perkongsian Bestari”

In Dar es Salaam we met again to say “Ushirikiano Kwa Manufaa Ya Wote”



*“In order to sustain the **SMART PARTNERSHIP MOVEMENT** on the global scale, we need a clear agenda not only for place and time but also for content. In this context it is suggested that all Dialogues bear in mind the following key tasks:*

- ◆ *Economic empowerment through Smart Partnership;*
- ◆ *Identifying incentives for competitiveness in Partnership modes;*
- ◆ *Managing technology in an open economy;*
- ◆ *Role of regulation in achieving openness and enhancing trust;*
- ◆ *Economic management lessons from other regions; and*
- ◆ *Managing liberalisation in open economies.*

Everything indicates that the Smart Partnership Movement is expanding in a spiral manner through the various Dialogues. It is important for the momentum to be held but not to lose track.

The Commonwealth Partnership for Technology Management (CPTM) has not only been inspirational in the development of Smart Partnership but has also proved to be a reliable partner.

It is suggested that CPTM as an adviser, facilitator and catalyser will continue in its pivotal role in anchoring and managing the Smart Partnership Movement.

*We will be **relying on the continuing assistance of CPTM in working out the finer details of The Way Forward.** All our Governments here today are members of CPTM and, in this context, **there is a need to support CPTM both financially and in kind to do its job** in a sustainable fashion.*

In conclusion, I wish to sincerely express my gratitude for your active and enthusiastic participation, which made this a most memorable event for Southern Africa and Namibia.

*It may well be said that SAID '98 has achieved much in **ensuring that the philosophy and practice of Smart Partnership has finally taken root in our Region.** I am very confident that we are on our way to a very smart Southern Africa.*

I thank you.”

*Statement on behalf of Council of Patrons and Advisers of SAID'98 by **His Excellency Dr Sam Nujoma, former President of the Republic of Namibia, Host Patron and Adviser, at Southern Africa International Dialogue 1998, July, Swakopmund, Namibia.***

COUNCIL OF PATRONS & ADVISERS SMART PARTNERSHIP MOVEMENT

HE Yoweri Kaguta Museveni, President of Uganda, CPTM Fellow & Companion, Chair, Smart Partnership Movement, Co-Founder CPTM Fellows, Endowment Fund

SOUTHERN AFRICA DIALOGUES (SAID): Angola; Botswana (SAID 1997); **Democratic Republic of Congo; Lesotho** (Global 2005); **Madagascar; Malawi; Mauritius; Mozambique** (Global 2000); **Namibia** (SAID 1998); **Seychelles; South Africa** (Global 2014/15 deferred); **Swaziland** (Global 2003); **Zambia** (Global 2008); **Zimbabwe** (SAID 1999); **EAST AFRICA DIALOGUES (EAID):** Burundi; Kenya; Rwanda; Tanzania (Global 2013); **Uganda** (Global 2009 & 2001); **WEST AFRICA DIALOGUES:** Through Ghana; **CARIBBEAN DIALOGUES (BID):** Through Barbados (BID 1999, 1996); **SOUTH EAST ASIA DIALOGUES (LID) LANGKAWI INTERNATIONAL DIALOGUE:** Through Malaysia (Global 2015 tbc, 2011, 2007, 2004, 2002, 2000, 1999, 1997, 1996, 1995); **Tan Sri Datuk Dr Omar Abdul Rahman, Chairman Endowment Fund, Malaysia; Dr Mihaela Y. Smith PJN KMN, Chief Executive, CPTM, Joint Dialogue Convener, Smart Partnership Movement**

CPTM Fellows: HE Mr Yoweri Kaguta Museveni, President of Uganda; Tun Dr Mahathir bin Mohamad, Prime Minister of Malaysia; Mr Cyril Ramaphosa, President of Republic of South Africa; HM King Mswati III, Head of State of Eswatini; HRH Prince El-Hassan bin Talal of Jordan, Club of Rome Member; The Hon Tun Daim Zainuddin, Former Minister of Finance, Malaysia; Tan Sri Dato' Francis Yeoh Sock Ping, Managing Director, YTL Corporation, Malaysia; Sir Martin Laing CBE, Malta; Sr. Rafael Hernandez Colon, Past Governor of Puerto Rico; Lady Balfour of Burleigh, UK; Lord Craig of Radley GCB OBE, UK; Sir Charles Masefield, former BAE SYSTEMS plc, UK; Professor Tom deGregori, University of Houston, USA; Tan Sri Datuk Dr Omar Abdul Rahman, Chairman CPTM

CPTM Fellows Emeritus: HE Mr Festus G Mogae, President of Botswana; HE Lt-Gen Seretse Khama Ian Khama, President of Botswana; Fl. Lt. (Rtd) Jerry J. Rawlings, Former President of Ghana; The Hon Dato' Seri Abdullah bin Haji Ahmad Badawi, Former Prime Minister of Malaysia; HE Dr Edward Fenech Adami, Former President of Malta; The Rt Hon Dr Navinchandra Ramgoolam, Former Prime Minister of Mauritius; HE Mr Armando Guebuza, Former President of Mozambique; HE Mr Joaquim Alberto Chissano, Former President of Mozambique; HE Mr Hifikepunye Pohamba, Former President of Namibia; HE Dr Sam Nujoma, Former President of Namibia; Hon Dr Kenny D Anthony, Former Prime Minister of St Lucia; HE Mr Thabo Mbeki, Former President of South Africa; HE Mr Jakaya Mrisho Kikwete, Former President of Tanzania; HE Mr Benjamin William Mkapa, Former President of Tanzania; HE Mr Rupiah Banda, Former President of Zambia.

Updated list of Fellows submitted to Chair of the Movement-June 2018

Smart Partnership International Dialogues - Joint Dialogue Conveners: Mr Basil Springer, Barbados 1996 & 1999; Mr Lekoma Mothibatsela, Kasane 1997; Dr Ndeutala Angolo, Swakopmund 1998; Dr Misheck Sibanda, Victoria Falls 1999; Dr Fernando Sumbana, Maputo 2000; Dr Ruhakana Rugunda, Munyonyo 2001; HRH Prince Guduza, Ezulwini 2003, Ezulwini 2003; Mr Tlohang Sekhamane, Maseru 2005; Dr Beatrice Wabudeya, Munyonyo 2009; Ambassador Ombeni Y Sefue, Dar es Salaam 2013; Dr Cassius Reginald Lubisi, South Africa 2014/15 (deferred); Tan Sri Omar Abdul Rahman, Chairman JEG; Dr Mihaela Y Smith, JDC

Joint Executive Group (JEG) Members (incl Project Management Group (PMG)/National Hubs (among others): Antigua & Barbuda: Mrs Dianne Lalla-Rodrigues; Barbados: Mr Harold Codrington, Mr Dudley Rhynd; Botswana: Dr Bernard Bulawayo, Mr Elias Mbonini, Mr Thapelo Nteta, Ms Gaone Masire; India: Dr Ashok Jain; Jordan: Lt. General (Retd) Ihsan Shurdom; Lesotho: Mr Lira Ralebese, Ms Masentle Ntobaki; Malaysia: Dato' Eng Guan Choo, Tan Sri Kishu Tirathrai, Tan Sri Dato' Ramon Navaratnam, Mr Yazli Saleh, Mr Ahmad Izham bin Khairuddin; Mozambique: Dr Eneas da Conceicao Comiche, Sr Armando Pedro Muiwane, Dr Mario Saraiva Ngwenya; Namibia: Mr Henk Schoeman, Mrs Joan Guriras, Mr Hennie Fourie; Seychelles: Ambassador Barry Faure; South Africa: Mr John Carter, Mr Ian Strachan, His Honour Deon Van Zyl, Ms Gwen Strachan; Saint Lucia: Mr Adrian Augier; Kingdom of Eswatini: Mr Majosi Sithole, Mr Absalom Themba Dlamini, Mr Lutfo Dlamini, Mr Moses Zungu, Mr Martin Dlamini, Mr Phiwayinkosi Ginindza, Mr Walter Matsebula; United Republic of Tanzania: Dr Hassan Mshinda, HE Mr John Haule, HE Ms Victoria Mwakasege, Ms Rosemary Chambe Jairo; Trinidad & Tobago: Mr Lennox Lewis; Uganda: Hon Gen Elly Tumwine, Professor Sam Tulya-Muhika, Mr John Nagenda, Mrs Hope Nyakairu, Mr Robert Kyukyu; United Kingdom: Dr Andrew Taussig, Mr John Mair, Mrs Catherine Cunningham, Dr Mike Wright; Zambia: Hon Felix Mutati, Dr Sixtus Mulenga, Mr Oliver Mubita Kalabo, Ms Juliana K Mwila; Zimbabwe: HE Colonel (Rtd) Chris Katsande, Professor Heneri Dzinotyiweyi, Mr Isidore Zindoga Manhando, Mrs Rose E Peters, Mr Norman M Chakanetsa, Ambassador Godfrey Magwenzi, Mr Shameck Mupeti



Towards a Smarter Globe..... Towards Smarter Nations
"Leveraging the Value of Knowledge and Data for Socio Economic Transformation: The Smart Partnership Way" – 2018-2022



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SMART PARTNERSHIP MOVEMENT**

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Tan Sri Datuk Dr Omar Abdul Rahman

Chairman CPTM/Board

CPTM Fellow, Malaysia

Dr Mihaela Y. Smith PJN KMN

Chief Executive, CPTM

JOINT DIALOGUE CONVENER

Smart Partnership Movement

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United Kingdom

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Fax +44 (0)20 7798 2525

Email: smart.partnership@cptm.org

Website: www.cptm.org

July 2018

Dear Members of the Council of Patrons & Advisers,
Chair of the Smart Partnership Movement,
CPTM Fellows,

Re Leveraging the Value of Knowledge and Data for Socio Economic Transformation

On behalf of CPTM Chairman and leading Smart Partners' Inclusive Initiatives, I have the honour to invite you to take part in the CPTM Integrated Cooperative Framework on **Leveraging the Value of Knowledge of Data** (July 2018 – June 2020).

Smart Partnership Movement, facilitated by CPTM, is a distinct, practical and effective **cooperative "win-win" platform**, together with Smart Partnership Dialogue mechanisms, which have emerged since 1995 from the interactions of Members of the Council of Patrons & Advisers such as **Malaysia, Botswana, Namibia, Uganda, Zambia, Zimbabwe, Mozambique, Tanzania, Lesotho, Swaziland and Barbados**.

CPTM Smart Partners' Inclusion Initiatives are strategically targeted towards growth opportunities in sectors such as: industrialisation, trade, agriculture, manufacturing, tourism, services, environmental protection and climate change. **Smart Partners' Initiatives** emerged as an implementation of the Global 2013 Dar es Salaam Dialogue on **"Leveraging Technology for Socio Economic Transformation"** and they are as follows: **National Visioning and Security; Financial Inclusion and Adaptive Flexibility; Quality and Standards; Science, Technology and Innovation; National Statistics and Emerging Digital Landscape**.

The CPTM Initiatives' overall objectives are:

- **to facilitate** Central Banks, National Standards Bodies (NSBs), National Statistics Offices (NSOs) and Science, Technology and Innovation Agencies (STIA) from Smart Partnership Movement countries
- **to develop and adopt** an inclusive **National Smart Partnership Framework** for integrated delivery of National Visions and Sustainable Development Goals (SDGs);
- **to support** Central Banks, NSBs, NSOs and STIAs to **leverage the value of data including participation in emerging new standards and regulations and new measures for economic statistics through CPTM Cooperative Framework (2018-2020)**

...2/-

CPTM SMART PARTNERSHIP DIALOGUE™

The April 2018 CPTM Report to the **pre-CHOGM Foreign Ministers' Meeting** urged the Commonwealth Heads of Government **"to consider active participation of the Commonwealth countries in the CPTM Smart Partnership Inclusivity platform on the *"Leveraging the value of data for Commonwealth emerging economies"* to be launched in 2018 and to report on the progress and effectiveness of its implementation by CHOGM 2020"**.

The **Overall Strategy Outline** of the CPTM Smart Partners' Inclusion Initiatives (2018 – 2020) together with the active **Networks participants, timeline and indicative costs** is included in **this document for your consideration alongside the "Insights & Glimpses from the 7th Central Bank Governors' Think Tanking"**. In addition, CPTM will continue to engage and provide briefs to **Commonwealth Finance Ministers and Central Bank Governors** Annual Meetings in 2018 and 2019, **International Organisation for Standardisation (ISO) / DEVCO Annual General Assembly, International Telecommunication Union (ITU)**, as well as to regional organisations such as **Southern African Development Coordination Conference (SADCC), CARICOM**, among others.

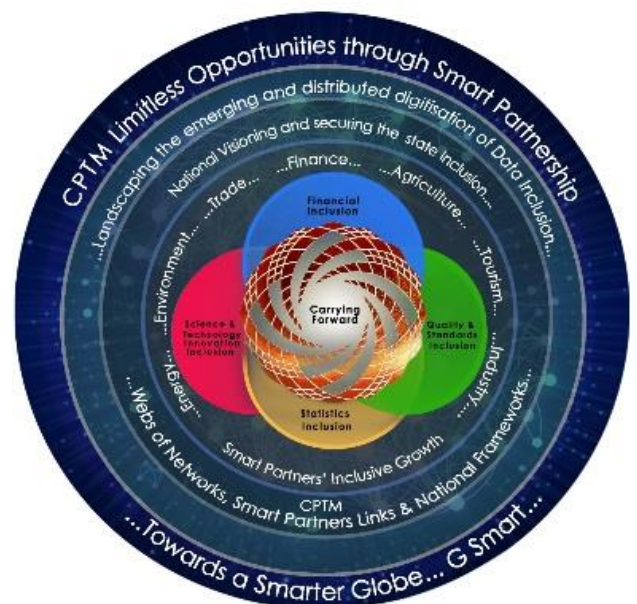
CPTM Smart Partners' Inclusion Networks of the Smart Partnership Movement are eager to **implement the Cooperative Framework of Activities (July 2018 – June 2020)** in the national and regional context. CPTM Smart Partners are also looking forward to the Council of Patrons and Advisers to jointly organise the next Smart Partnership Dialogue and thank to the Chair of the Smart Partnership Movement for continued support, since Global 2013, Dar es Salaam Dialogue,

Yours sincerely
On behalf of the Joint Executive Group



Dr Mihaela Y. Smith, PJN, KMN
Chief Executive, CPTM
Joint Dialogue Convener, Smart Partnership Movement

Please note that this document needs to be read in conjunction with the digital version
(www.cptm.org/documents/governors2018.pdf).



CPTM Smart Partners' Inclusive Initiatives

CPTM SMART PARTNERSHIP DIALOGUE™

CPTM Smart Partners' Think Tanking



Think Tanking is one of the smart engagement activities of CPTM, the others being the **Smart Partnership Dialogue**, the **Open House Session** and the **Farm House Retreat**.

Think Tanking is an ongoing dialoguing process, through which Smart Partners come together to define, understand and frame a range of possible ways forward to problems facing the people and countries of the Smart Partnership Movement and the world at large. Participating partners are involved in all aspects of the Think Tanking process including any decision-making that may follow. **Smart Partners' Think Tanking is an ideas factory** which can lead to solutions, but that also generates further questions to help interpret complex problems.

"Solutions are not immediate...solutions come from within communities, and [smart partnership approach] is a 'tool'...a 'culture' through which scientific approaches are cultivated".
(Sir Ketumile Masire, Former President of Botswana)

"The important thing is not to provide answers – which are very unlikely to be correct – but to generate questions – challenging assumptions and putting new considerations on the agenda." For ideas to be translated into action, they have to have champions and prime movers who are participants in their generation and implementation.

Unlike a conventional "Think-Tank", **Smart Partners' Think Tanking involves few if any fixed ideas** or interests, but **favours free-thinking** and those ideas that can be put to use in understanding the problems in their context.

Think Tanking aims to be a global creative force for generating and transcribing a Smarter Globe. "...our multi-cultural family - with its shared values, commitment to a common purpose, and capacity to work together – has something to offer in a troubled world.....*The Smart Partnership Movement gives junior members of the Commonwealth an important forum of their own in the same way that the G7 is the rich nations' club*" [their **G SMART**]

How it all began



The idea of Think-Tanking within the Smart Partnership Movement was mooted at several Dialogues, and was formally endorsed by the Fellows at the Munyonyo Dialogue in August 2001. It was also raised at the Special CPTM Fellows Working Session in London in February 2002 when both HE Yoweri Kaguta Museveni, President of Uganda, CPTM Fellow & Companion and **Tun Dr Mahathir bin Mohamad, Prime Minister of Malaysia, CPTM Fellow & Companion** were present.

Once the concept, structure and process had been formulated, the first CPTM Think-Tanking Exercise was undertaken in 2002 in London and Kampala. In the words of HE Yoweri Kaguta Museveni, President of Uganda, CPTM Fellow & Companion:

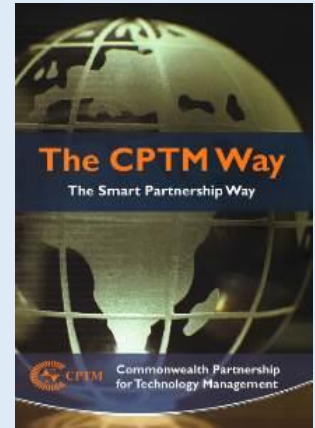
"[A Think Tanking session] should be a 'Free house of ideas', we should meet without the pressure of having constituencies, you see the problems with other forums when you go as a delegate to the UN, you go as part of a constituency, and when you are part of a constituency you are not a free agent. That constituency has some industrialists, this group, that group, groups that stop you from being a free thinker and if you are not a free thinker you cannot provide a solution to a problem. We need non-partisan positions. All positions in an international forum are partisan positions. Each person has a different partisan position, so how do we get a consensus? This is why CPTM is really unique, that is why (we) support it. This is why (we) have come here, and from here (we) are off to Australia (CHOGM 2002), but otherwise I wouldn't have come all this way if I didn't think that there was some value in this work here. So if we are going to do this 'think tanking' around some of the major points, we need people who are capable, such as economists, scientists and medical people to all think tank around particular issues then we can crystallise a possible solution, technically sound, sound from the point of view of economics and then we can go and sell it to some of our constituencies. We want to be free people first. We can take a good idea and try to sell these ideas using the strength of those constituencies" (2002, CPTM Smart Partners' Hub in London).



CPTM Smart Partnership Initiative in the Commonwealth

<< Enhancing Ownership by Emerging Countries

- A distinctive platform, different from the conventional inter-government format, facilitating enhanced effort in national development
- Enlightenment through sharing, collaboration and partnering - cooperative Self-help
- Smart Partnership principles as the basis of sharing, and the framework for collaboration and partnering
- The forum is the SP Dialog, Think tanking and Open houses



- The Smart Partnership principles and practices promote openness, frankness, trust and confidence www.cptm.org/documents/centralbankgovernors.pdf

What is Smart Partnership?

- Smart Partnership can be summarised as “Cooperation, Collaboration, Partnering and any form of human relationship based on shared Vision, long-term commitment based on evolving common objective that goes beyond strategic alliance, fair and equitable outcome for all partners and ethical values based on respect, integrity, trust, transparency, tolerance and accommodation”.
- Smart constructive engagement:
Continuous Dialogue: free & frank discussions, preparedness to express and share views, listen to others and their views, open-mindedness and with the purpose of always seeking win-win, equitable, mutually beneficial outcome.

Why CPTM

- CPTM as a Networking Organisation is an honest broker, operating with discretion and confidentiality
- Not power broker, no political interest
- Non-public face, soft power” >>

Chairman CPTM, Tan Sri Datuk Dr Omar Abdul Rahman, CPTM Smart Partners' Hub in London, May 2017

*The theme of [Leveraging Value of Data] made us think that technology could be one of these vehicles to make Visions a success. (...) Finance is key to the success of any of these programmes. New technology allows us to simplify some of our financial needs..and all of this is to help us succeed in our Visions. **A Vision.. is a plan.. The most important is the desire to do things that will work to allow you to reach the goals you are striving for.** (...) For Smart Partners the most important is how we can use these vehicles to enable nations to succeed, to truly be inclusive. Smart Partnership exists to address the exclusions that exist in our societies, to overcome these shortfalls. (...) Smart Partnership looks at how do I consider what will be good for me but also my neighbour. Information flows are very important for this inclusion. Ignorance leads to conflict but with information flow and sharing you can create understanding. ‘Prosper thy neighbour’ is not only about material needs but also about information. People need a better understanding of what is happening in their society. (...) The system should be inclusive, opening opportunities to all in society. As we think about why certain nations succeed and others fail I believe it is about the inclusiveness of the system. Systems that exclude people in one way or the other are a real factor in this. (...) An open system is not one that allows anything and everything; it is one that doesn't exclude. Everyone preaches good governance but when you look at specific systems or organisations they are closed to many. (...) Systems should be predictable, not secretive. (...) Good governance and transparency can make this better. By educating people and sharing information properly you can maximise what a country can achieve. (...)*



Hon Mr Marco Hausiku, former Deputy Prime Minister, Namibia, CPTM Companion, July 2017



7th Central Bank Governors' Think Tank
Optimising the use of Data and Digital
Technologies for Financial Inclusion through
Smart Partnership Adaptive Flexibility



Spotting Signals in Real-Time for Taking Forward the INSIGHTS by

CPTM Smart Partners' Inclusion Initiatives Networks

(https://www.sugarsync.com/pf/D667256_92_8282908126)

On behalf of the Chair of the Smart Partnership Movement, the CPTM Chair and the leading Smart Partners' Financial Inclusion Group, I am now forwarding the **INSIGHTS & GLIMPSES** from the **7th Annual Think Tanking Dialogue** led by Central Bank Governors at the **CPTM Smart Partners' Hub Library** in London. This took place on 28th and 29th June 2018, following the Annual BIS (Bank of International Settlement) conference in Basel.

As per tradition, the core founding group (**Tanzania, Eswatini, Uganda, Namibia, Malaysia, Mauritius, Zambia**) who initiated the CPTM Financial Inclusion at Langkawi International Dialogue (LID) in 2007, invited Colleagues from **Barbados, Botswana, Cameroon, Guyana, India, Kenya, Lesotho, Malawi, Malta, Mozambique, Seychelles, South Africa, Trinidad & Tobago, Zimbabwe, UK, Canada**, among others to their 7th Think Tanking in London.

This year's *Think Tanking* had as a *starting point*, **Reflections** and follow-ups since the **2017 Governors' Think Tanking** and the **2017 Commonwealth Finance Ministers/Central Bank Governors Meetings**, integrating the emerging digital landscape issues and the contributions from all the **CPTM Inclusion Initiatives**, such as **National Visioning** and **Securing the State, Quality & Standards, Statistics, Science, Technology & Innovation**.

It was pointed out that the CPTM Central Bank Governors' Think Tanking promoted, **well ahead of time, the understanding, the value, opportunities and risks of the leading edge applications of Data/Digital technologies**. The outcomes of their Think Tanking have been shared, appreciated and implemented within the National, Regional and Commonwealth context, due also to the distinct approach based on the **Smart Partnership Adaptive Flexibility**.

Through the on-going activities of the CPTM Inclusion Networks, the 2018 Governors' Think Tanking benefitted from Smart Partners' '**spotting signals**' with reference to **application of DLT, crypto landscape, smart ledgers, data & new statistics for measuring digital sectors, Artificial Intelligence, machine learning and issues related to legislative frameworks and to digital infrastructure** overall.

2018 Think Tanking also took forward the CPTM Recommendations made to the Commonwealth Heads of Government Meeting, April 2018, UK, on '**Leveraging the Value of Knowledge and Data through Smart Partnership**' (the **CPTM Integrated Programme for 2018-2020**). In addition, the Governor of Bank of Uganda, participated in the most successful **CPTM Smart Partners' Open House Week during the Commonwealth Summit**.



During the two *Think Tanking Sessions* headed as **Accelerating, Learning and Innovating ... & Leveraging, Measuring and Navigating**, it was recognised that never before has there been such simple and comprehensive access to **information as there is today**. In the floods of facts and forecasts, however, one is increasingly losing one's orientation: it's becoming more difficult to distinguish important content from the irrelevant, to differentiate and identify which innovations bring net added value.

Amidst this **dynamic** change and **information overload**, one can easily lose sight of the **urgent issues** not immediately apparent in the public narrative of policies and decision making. The information revolution is now disrupting the provision of services. Service industries around the world are being disrupted by both **Data/Digital Technologies** and the new **business models** that come with them, as well as the changing nature of work with the automating and augmenting of jobs previously done by humans. The emerging digital technologies landscape includes among other things: **machine learning** and **Artificial Intelligence**, **Advanced Data Analytics** and **Distributed Ledger Technologies** (i.e. **Smart Ledgers**), which brings in new **Digital Infrastructure**, but also new **threats** and **vulnerabilities**, such as **Cybersecurity** threats and questions about **how to tax and regulate companies that aim to operate as supernational entities**.

In the final *Think Tanking Session* headed as ***Liberating the Value of Data for Central Banks and NSOs***, it was emphasised that using data to its full potential is much more about **management**, than it is about **technology**.

The Governors' Think Tanking was joined by most experienced Smart Partners from Governments, Academia, Business, Finance Sector and Financial Times in **blockchain technology, data science, data visualisation, application of data analytics to new economic statistics and emerging regulatory frameworks**, etc. The Think Tanking took place in the **Smart Partners' Library at the CPTM Hub**, which offered a **uniquely, informal and professional place for private, while open** dialogue. Three of the main sessions were **live streamed/broadcasted** to CPTM Smart Partners' Networks together with **Smart Partners' Reading Tips**.

Finally, the **INSIGHTS & GLIMPSES** is a hybrid document (www.cptm.org/documents/governors2018.pdf), which includes Smart Partners webcasts and special background *As it happened, Real-Time*.

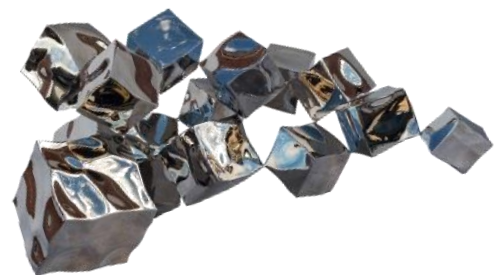
It is forwarded to the **CPTM Inclusion Initiatives Networks** on behalf of CPTM core group of Governors of Central Banks, as an invitation to take part actively in the CPTM platform. It is also forwarded to the Council of Patrons and Advisers and CPTM Fellows for their consideration to support the Cooperative Framework for **Leveraging the Value of Knowledge & Data for Socio Economic Transformation: the Smart Partnership Way (July 2018 – June 2020)**.

Dr Mihaela Y Smith, PJN, KMN
Chief Executive, CPTM
Joint Dialogue Convener, Smart Partnership Movement



Balancing cubes, 2018
By Rado Kirov

Please note that this document needs to be read in conjunction with the digital version (www.cptm.org/documents/governors2018.pdf).



Tumbling cubes, 2018
By Rado Kirov



Insights & Glimpses
www.cptm.org/documents/governors2018.pdf



Recorded/Broadcasted Videos & Glimpses

www.cptm.org/governors2018.html

Inclusive Initiatives Networks

www.cptm.org/governors2018.html

Participants Profiles

www.cptm.org/governors2018.html

Smart Partners' Reading Tips

THE FUTURE OF MONEY & CENTRAL BANKS; DIGITAL CURRENCIES

www.cptm.org/documents/future_of_money.pdf

EMERGING REGULATORY APPROACH & LEGISLATIVE

FRAMEWORKS TO FINTECH CRYPTO FINANCIAL ASSETS

www.cptm.org/documents/crypto_legislations.pdf

BLOCKCHAIN, DLT & SMART LEDGERS

www.cptm.org/documents/blockchain_techonology.pdf

DATA SCIENCE /ANALYTICS/VIZUALISATION/AI & MACHINE LEARNING

www.cptm.org/documents/datascience_machine_learning.pdf

MEASURING MODERN ECONOMIES & DIGITAL SECTORS

www.cptm.org/documents/staistics_measuring.pdf

RISE OF THE INTANGIBLE ECONOMY, NETWORKING & SCALING;

PEOPLE & DISRUPTIVE TECHNOLOGIES

www.cptm.org/documents/intangible_economy.pdf

Relevant documents

CPTM Activities Publications

www.cptm.org/documents/activitiespublications.pdf

CPTM Governance Activities Publications

www.cptm.org/documents/governancepublication.pdf

Power Point Presentations

Regulatory Approaches to Blockchain _ Dr Ganado_Malta

https://www.sugarsync.com/pf/D667256_92_8149186291

Blockchain standards committee activities update_Emelie Bratt

https://www.sugarsync.com/pf/D667256_92_8149186207

ONS_Jonathan Athow

https://www.sugarsync.com/pf/D667256_92_8149186215

TU-T FG DFC-28June2018 Mr Vijay Mauree_ITU

https://www.sugarsync.com/pf/D667256_92_8149186210

Bringing data to life_Lyndsey Pereira-Brereton

https://www.sugarsync.com/pf/D667256_92_8149186222

FinTech for smart partnerships Cordelia Kafetz

https://www.sugarsync.com/pf/D667256_92_8149186238

Central-bankers_Alan Smith_Financial Times

https://www.sugarsync.com/pf/D667256_92_8149186368

Leveraging the Value of Knowledge & Data through Smart Partnership

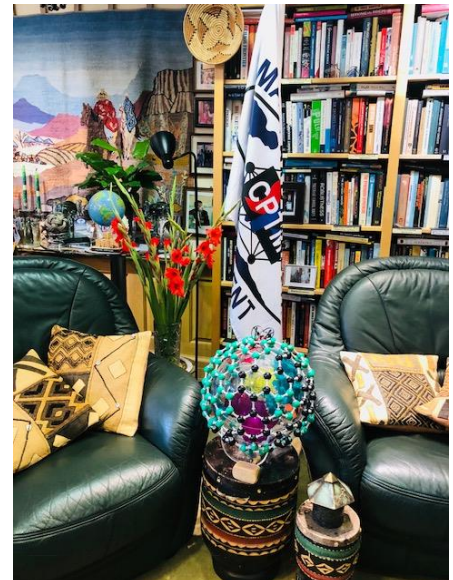
2018... 2020...

www.cptm.org/documents/smartpartnership2020.pdf

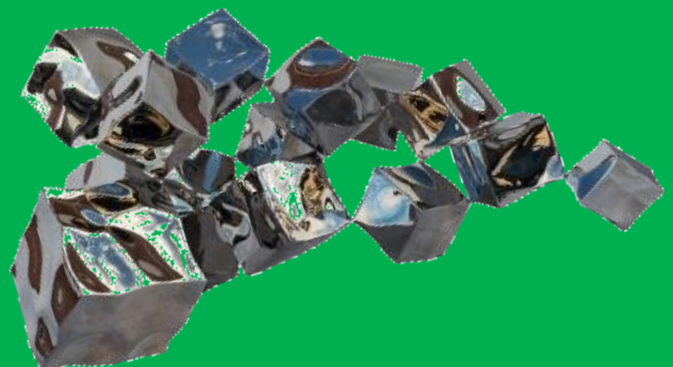
To download/access the full list of documents please logon to www.cptm.org/documents/links.pdf



“The Library”
for Networking People & Ideas
in situ or/and online



**The Imperatives
for socio-economic transformation/
change through smart partnership
to harness interdependency/
interconnectedness
and trust**



The Imperatives for socio-economic transformation and change through smart partnership to harness interdependency, interconnectedness and trust

The purpose of this Manifesto is to illustrate how the **process of socio-economic transformation** as a path to sustainable growth can be enabled through the means of a ‘Smart Partnership’ approach. It is through the Smart Partnership approach that we developed, countries and their members can carry forward National Visions in order to achieve socio-economic transformation.

“The need for [smart partnership] dialogue among civilizations is long overdue...[Smart partnership] dialogue could help us deal with some of the headaches and dilemmas confronted by humanity.” (HE Yoweri Kaguta Museveni, President of Uganda, UN General Assembly, 2009)

Background

“We note that the membership of the Commonwealth comprises countries at different levels of political, economic and human development, and that historical factors and circumstances have been a significant contributory factor. We also recognise that many of our members are endowed with natural advantages upon which they have the potential to achieve positive economic and social transformation, while many countries also have natural handicaps that constrain such transformations...”

...We recognise that human and political transformation cannot be successful or enduring unless people themselves have a strong sense of ownership of the institutions put in place to govern and support their lives and welfare. Nor will human transformation occur sustainably unless people have a growing sense of achievement, benefit and self-worth.” (Kampala declaration on transforming societies to achieve political, economic and human development, November 2007, CHOGM)

Smart Partnership Perspective

“The spirit of Smart Partnership is inherent in our various cultures. This spirit is often reflected in simple slogans and in the collective wisdom and manner in which we conduct our day-to-day activities, particularly at community level. In Maputo in 2000, we said “Parceria inteligente”; in Kampala in 2001, it was “Abateisa hamwe, batunga hamwe”; in Mbabane in 2003, we shouted “Kushiyelana ligwayi”; in Maseru in 2005, we said “letsema”, or “Motho ke motho ka batho”; while in Langkawi in 2007, we said “Gotong Royong” or “Perkongsian Bestari”; and now in Lusaka in 2008 we meet again to say “Umunwe umo tausala inda”, meaning “a challenge is overcome by

working together”...it is only through the “prosperity-neighbour” spirit and the “win-win” practice that we can engage governments, the private sector, the civil society, traditional leaders, the youth, the media and the community as a whole, to work together for long-term mutual benefits...” This approach is achieved through dialogue...*“the development of the Lesotho National Vision followed a consultative and all-inclusive process to bring together the views of a cross-section of Basotho across the entire country. This was indeed the “letsema” spirit of partnership in action”* (Rt. Hon Bethuel Pakalitha Mosisili, Prime Minister of Lesotho, Global 2008, Zambia.

“The dialogues provide an open platform for sharing experiences and exploring new ideas in national development, and understanding new global issues. The dialogues also offer unparalleled opportunities for Heads of Government to interact directly with the various groups of participants (government officials, business leaders, media, labour and young entrepreneurs) from all the participating countries giving valuable insight in to matters concerning governance. In addition, the dialogues provide excellent opportunities for business networking.” (Tun Dr Mahathir bin Mohamad, former Prime Minister of Malaysia)

The dialogues are frameworks for synchronizing our understanding...and also provide “schools for new leaders” (Tun Dr Mahathir bin Mohamad, former Prime Minister of Malaysia).

Vision, Transition and Transformation

“Vision, Transition, Transformation and occasionally revolution are used interchangeably. Although superficially synonyms, they are subtly and profoundly different in their meaning and substance...”

Vision is the ‘Holy Grail’; that nexus of all national aspirations; the final objective upon which our eyes must be forever set...

Transition infers [a reversible] step by step movement from where we are, to where we want to be, along the road to the [Vision] ...

Transformation however implies some steep change in the way things are thought about and done. Therefore, unlike transition, transformation does not forgive mistakes easily.

Historically Transformation has often been achieved by Revolution, often bloody. **The Smart Partnership Movement has now firmly set its back against such strategies, in favour of peaceful change** (even if radical) through the development of new cooperative frameworks, integrating tradition and modernity.” (Global 2009 Think Tanking Dialogue, Uganda)

Socio-Economic Transformation and Qualitative Growth

Transformation, as qualitative economic growth can only occur when certain socio-economic conditions are met:

- Peace;
- Democracy;
- Education and Health for all;
- Macro-economic stability and economic liberalization;
- Electricity generation and distribution to banish the very low levels of kWh per capita;
- Modernising the roads and rebuilding and modernizing the railways;
- Commercializing and modernizing agriculture away from the traditional subsistence farming;
- Value-addition to our agricultural and mineral products, instead of just exporting raw materials – including petroleum and gas;
- Regional integration to widen the markets as well as accessing international markets;
- Environmental protection;
- Scientific research and technology integration.

(HE Yoweri Kaguta Museveni, President of Uganda, UN General Assembly, 2009)

“Solutions are not immediate...solutions come from within communities, and [smart partnership approach] is a ‘tool’...a ‘culture’ through which scientific approaches are cultivated”. (Sir Ketumile Masire, Former President of Botswana)

“Here we’re all equal – there are no presidents here! We get involved as individuals, not to represent and defend a position of the government. We’re here to interact, to exchange opinions with the journalist, the trade-unionist, the factory worker...as an equal... The Smart Partnership Movement is a group of people coming from countries around the world, including Canada and Australia, who believe in a better world for the benefit of all, in common good for humanity. That may be an ideal, a faraway ideal, but it is a goal, a common co-operative goal in partnership. You contribute with knowledge and experience, sharing all the time. We decided to progress Smart Partnership in my country without thinking of immediate gain for ourselves, but more of the benefit to society, to people wherever they are. It differs from religion, where sometimes we don’t transform ourselves because we all pray the same way! We believe we can get a better future for humanity through partnership, a **smart** partnership because it takes care of the benefit of

all... We need strong Smart Partnership Movements in the developed countries, as well as the developing nations. Britain and the United States should have strong movements of Smart Partners. But first our ideas must be made more widely known in a way that is **very clear** and **very concise**.” (HE Joaquim Chissano, Former President of Mozambique)

“The embryo of the Smart Partnership Movement was the Science Management Unit of the Commonwealth Science Council twenty years ago. Instead of a purely inter-governmental operation, Dr Mihaela Smith and Tan Sri Datuk Omar Rahman had created a partnership between public and private bodies. This had both a political and an economic dimension: from the political point of view there was the association in governance of all stakeholders; from the economic there was the corresponding idea of a ‘third way’ between state-controlled economic development and the ungoverned free market.

This two-sided philosophy remains highly relevant today, but account has to be taken of the changes which have intervened in these twenty years. Firstly, most notably, there has been the collapse of the state-controlled system which had been adopted more or less as the model by most so-called ‘Third World’ countries. We lost also the bargaining advantage which we had: vis-à-vis both sides while they were at Cold War between themselves. The resultant ‘globalisation’ as it has been called, started hastening its pace in an ideological vacuum, except that the current crisis has made clear the dominance of ultra-liberalism. But the present financial/economic political system pivoting on just one superpower with its economic corollaries, is just as bankrupt as the state-controlled system. Secondly, from a Commonwealth-based organisation’s point of view, there occurred a decisive change in British government policy, following its marriage with the European Union, however reluctantly entered into on both sides.

On the one hand, this shift resulted in the weakening of the personal networking that had been the main strength of our efforts from the days of the Science Management Unit, until today. On the other hand, there has appeared within the European Union, a realisation that is yet far from being a consensus that in the ‘globalised’ world of today, the European Union is too small a unit to be a major player on a par with ‘America’ or China. Consequently, there is a great desire to forge a partnership of a new style, particularly with African countries, overcoming division between Francophone and Commonwealth, as well as with some Asian countries, that must not be overshadowed by the emerging giants.

In this context, it seems appropriate to recover the original complementarity between the institutional and the charismatic, which originally Max Weber had introduced.

We had always stressed the primacy to be given to people, not as opposed to, but as the objective of institutional arrangements. It also seems that the Smart Partnership Movement needs to present a more rigorously stated formulation of its objectives and to stimulate in the plurality of its constituents, more reflection on different ways in which its philosophy can be translated into institutions.

The method to be followed needs - because of the very nature of our philosophy - to continue on the lines established from the origins - i.e. networking - as informally as possible between committed persons.

(Professor Peter Serracino-Ingloft of Malta)

“Thus, in order to achieve socio-economic transformation, countries and their members must partner in a Smart Partnership way.

Some examples of initiatives launched in the Movement in Global 2009, Munyonyo through which socio-economic transformation is taken forward are:

- African Smart Partnership Peace Hub (at a national, regional and international level)
- National / regional Strategies for Quality Infrastructure (in order to achieve internal, regional and international market access)
- National Smart Management and Governance for resilient public services
- These need to be embedded into the ongoing progression of a country / region’s Vision.” **(The Way Forward, Global 2009, Munyonyo)**

“The Smart Partnership Movement gives junior members of the Commonwealth an important forum of their own in the same way that the G8 is the rich nations’ club”
[Smart Partnership Movement is the G SMART]
(Sir Ketumile Masire, Former President of Botswana, 2009)

In this way, we can identify weaknesses and strengths in order to map progress.

*“In the case of Uganda and many of the African countries and emerging economies we have a double challenge: the first challenge is the **struggle to transform our [countries] from their pre-industrial state to modern state; the second challenge is to cope with the problems caused by others such as the present global financial crisis and the environmental degradation**”* **(HE Yoweri Kaguta Museveni, President of Uganda, UN General Assembly, 2009)**

“The problem is that we are rushing all the time and not thinking, CPTM is a caucus for informal think-tanking for new ideas...” **(HE Yoweri Kaguta Museveni, President of Uganda)**

Purpose and Role of CPTM Think Tanking

Think Tanking is a new dialoguing process through which Smart Partners come together to define, understand and frame a range of possible ways forward to problems facing the people and countries of the Smart Partnership Movement and the world at large. Think Tanking involves partners in all aspects of the Think Tanking process including any decision-making that may follow. Smart Partners’ Think Tanking is an ideas factory producing ideas which can lead to generating questions to help interpretations of the problems.

“The important thing is not to provide answers – which are very unlikely to be correct – but to generate questions – challenging assumptions and putting new considerations on the agenda.” For ideas to be translated into action, they have to have champions and prime movers who are participants in their generation and implementation.

Unlike a conventional “Think-Tank”, Smart Partners Think Tanking involves few if any fixed ideas or interests, but favours free-thinking with a bias only in favour of those ideas that can be put to use in understanding the problems in their context.

Think Tanking aims to be a global creative force for generating and transcribing a Smarter Globe. “...our multi-cultural family - with its shared values, commitment to a common purpose, and capacity to work together – has something to offer in a troubled world.”

How It All Began

The idea of Think-Tanking within the Smart Partnership Movement was mooted at several previous Dialogues, and was formally endorsed by the Fellows at the Munyonyo Dialogue in August 2001. It was also raised at the Special CPTM Fellows Working Session in London in February 2002 when both H.E President Museveni and The Right Hon. Prime Minister Mahathir were present.

Once the concept, structure and process had been formulated, the first CPTM Think-Tanking Exercise was undertaken in 2002 in London and Kampala.

In the words of HE Yoweri Kaguta Museveni, President of Uganda:

“[A Think Tanking session] should be a ‘Free house of ideas’, we should meet without the pressure of having constituencies, you see the problems with other forums when you go as a delegate to the UN, you go as part of a constituency, and when you are part of a constituency you are not a free agent. That constituency has some industrialists, this group, that group, groups that stop you from being a free thinker and if you are not a free

thinker you can not provide a solution to a problem. We need non-partisan positions. All positions in an international forum are partisan positions. Each person has a different partisan position, so how do we get a consensus? This is why CPTM is really unique, that is why (we) support it. This is why (we) have come here, and from here (we) are off to Australia (CHOGM 2002), but otherwise I wouldn't have come all this way if I didn't think that there was some value in this work here. So if we are going to do this 'think tanking' around some of the major points, we need people who are capable, such as economists, scientists and medical people to all think tank around particular issues then we can crystallise a possible solution, technically sound, sound from the point of view of economics and then we can go and sell it to some of our constituencies. We want to be free people first. We can take a good idea and try to sell these ideas using the strength of those constituencies" (February 26, 2002, at the CPTM Smart Partners Hub in London).

Smart Partnership as Intellectual Equity

PSI Kingmaker: Life, thought and adventures of Peter Serracino-Inglott
(extracts from Daniel Massa, Valletta 2013)

During that same year, on the international stage, he attended the first Langkawi International Dialogue in Malaysia, during which he developed ideas he had been mulling over since his Oxford days. Mihaela Smith invited Fr Peter to deliver a keynote address to provide a "moral philosophical basis and support for the pursuit and translation of the principles of smart partnership" among nations, nationalities, governments as well as the business and social sectors. Fr Peter described the philosophy:

Smart partnership philosophy is particularly appropriate as the basis of organisational forms which have to deal with 'smart goods', knowledge-based goods which have information as a main ingredient. It is not an alternative mechanism to the free market, but a necessary complement to it in a society which gives high positive value both to economic efficiency and to reasonable equity. It combines a reference to sheer intelligence and to stored-up knowledge without the other connotations such as opportunism. The meaning of partnerships is radically changed with the adjective 'smart' ... these are partnerships made between partners who trade not only in material goods, but partners who trade in knowledge and ideas.¹²⁵

The paper Fr Peter gave at Langkawi in 1995 had a main thrust. It centred on what Fr Peter defined as intellectual equity:

When I was a student of economics at Oxford, one of the principles that we were taught was how the economy worked or how it should work if you left out personal considerations – you saw the world objectively. Whereas with the shift from the prevalence of the manufacturing industries to that of the service sector (tourism, administration etcetera) that could no longer be the rule. When you provide services you have to pay attention to people.

Since standardization does not work in service industries, a lot of the economy has to depend on personal networks and personal trust. For instance, in Malaysia they were getting British and other Commonwealth chiefs of industries to meet with Malaysian capitalists and urge them to establish partnerships built on trust. Intellectual equity is trust, or more generally, a consensus on a set of commonly agreed ethical guidelines of conduct. It has economic value, an economic asset, it's also a moral value. I trust you because you're not going to cheat, screw me. Personal knowledge was the most important asset to be developed at that particular time.

The realization was brought about partly because of this shift to the services, the tertiary sector. Partly the realization that our problem with the welfare state, the critique of which I was developing with Louis Galea, was that social policymakers had been adopting this 'objective approach' – to everybody in need you give the same amount of money, while in fact what was needed were personalized services; to each according to his need.

It became apparent that this personalization worked even in industries of the type which had given cause to the rise of what I call "the objectivist heresy", such as in the automobile industry where there was no idea of remunerating workers equitably. Because of the existing system, the Ford flat rate type of system, where all you had to do was turn the left screw ... which everyone could do, and where personal differences did not matter ... but in Toyota you get workers doing different jobs ... then immediately personal differences and knowledge gain value and weight, and it becomes worthwhile for management to see that a worker's family problems are taken into consideration if it affects performance.¹²⁶ Personalization comes in, it becomes a value. The idea of SMART partnerships had already began, but in the 1990s its intellectual basis was still surprisingly not very widely understood...¹²⁷

*Mihaela Smith who continued to make full use of Fr Peter's ideas on the Commonwealth Science Council (CSC) as well as the Commonwealth Partnership for Technology Management (CPTM) gives the fullest credit to Fr Peter for the development of the "intellectual equity" concept, which he developed to give a philosophic core to SMART partnerships and networking concepts. She says: "Our 1987 Networking ideas developed into our own CPTM Smart Partnership Philosophy and Practice, first with Fr Peter in Kuala Lumpur in 1993 and more formally in the first Langkawi International Dialogue in Malaysia, in 1995."*¹²⁸

Then the following morning he delivered his results to over 150 business and government leaders from more than 30 countries from the Commonwealth and beyond, some of whom participated eagerly in the highly interactive dialogues – interactive dialogue being the format he always preferred. Mihaela Smith remembers the delegates' reactions:

*Initially they were saying: this is irrelevant – he's an academic, he's a philosopher ... but gradually some of them came round to his idea. Ten years and 16 dialogues later he has achieved, started a movement – a different business approach based on 'intellectual equity'. Now business people not only accept this idea, but use it, it has become part of people's discourse. And we practically always aim for 'intellectual equity'. The value of our dialogue meetings is often shown through the creation and coming together of stimuli from a variety of shared experiences which provoke innovative networked solutions to problems. This novelty involves adapting and developing solutions between countries in ways which add intellectual equity. Working so closely with Fr Peter allowed me to remind the groups that CPTM is not just about projects or networking but about a special relationship that takes in and understands differences – like an organism that has a heart and a brain. And you can only realise that through participatory experience – and an informality that stimulates relationships. CPTM Ltd as a formal structure is therefore less relevant than the informality that it spawns – which Fr Peter calls CPTM at large.*¹³⁰

Those ideas relating to intellectual equity – a shared vision, a code of ethics, trust and transparency, making for effective networking through complementarity, Fr Peter always tried to push on the international scene.

Smart Partnership, Sustained Commitment, Real Benefits

Patience and tolerance, including respect for sovereignty and equality among states must be insisted upon for successful smart partnership. They mean more

than just non-interference in one and another's affairs. The ideas and opinions, the hopes and the fears, of all countries must matter, and their views must be given full consideration. Sometimes, the dominant partner has to postpone certain decisions when no consensus has been reached so as to preserve the partnership.

Successful partnerships begin and thrive with a clear understanding that mutual benefits will accrue to the partners involved. Each partner may not benefit equally, but each must realise a value-added benefit. Without concrete results, sustained commitment to the partnership is not possible. Without real benefits, no one is going to sacrifice their time, energy and money to sustain the partnership.

(Tun Daim Zainuddin, Former Minister of Finance, CPTM Fellow, Malaysia)

How Smart Is Smart Partnership ?

When Tan Sri Kishu Thirathrai first introduced the term Smart Partnership (SP) in 1993, it was in the context of cooperation between the private sector and government agencies to facilitate the process of business and trading. In his particular case the public sector minimized red tape in processing his merchandise for export. The outcome was a win-win-win; for Tan Sri Kishu's company, a timely delivery of goods; for his customer, timely availability of new stock for its stores and for the government, timely collection of excise duties. The SP concept was discussed in depth during a MIGHT-CPTM Roundtable on Smart Partnership for Global Business in July, 1994. It emerged that SP, based on time honoured principles of good partnering, was applicable in much wider context. It was also seen as the conceptual basis of the Malaysia Inc policy introduced by Prime Minister Dato' Seri Dr Mahathir Mohamad, in 1991. The First Langkawi International Dialogue in 1995 (LID, '95), which was convened "to match people, companies and industry for increased investment, trade and practical research for the benefit of all concerned", explored that idea further.

Dr Mahathir, at LID '95, interpreted SP as follows: "..... is about companies working together for mutual gains. It is the logical and best approach. We should all prosper not at the expense of, but together with, our partners and even our competitors. Smart Partnerships apply to individuals too, and certainly to nations worldwide." The discussion that followed gave credence to the proposition that SP is the underlying basic principles of Malaysia Inc.

At a subsequent Dialogue, a philosophical interpretation was given by Father Peter Serracino-Inglott : "Smart Partnership philosophy is particularly appropriate as the basis of organizational forms which have to deal with 'smart goods', knowledge-based goods which have information as the main ingredient. It is not

an alternative mechanism to the free market, but a necessary complement to it in a society which gives high positive value both to economic efficiency and to reasonably equity. It combines a reference to sheer intelligence and to stored-up knowledge without the other connotations such as opportunism. The meaning of partnership is radically changed with the adjective 'smart'.....these are partnerships made between partners who trade not only in material goods, but partners who trade in knowledge and ideas." Father Peter also introduced the term 'intellectual equity' meaning trust, or more generally, a consensus on a set of commonly agreed ethical guidelines of conduct. It has economic value, an economic asset, and also a moral value.

This widens the meaning and scope of SP. It becomes both a philosophy and a framework for the relationship among all the players in any form of partnering. In a multi-stakeholder partnering, SP is engendered through a continuous constructive engagement of all stakeholders which allows for 'sharing experiences, voicing concerns and encouraging informed decisions at both personal and institutional levels.' This 'smart engagement' takes the form of dialogues, think-tankings and open houses. They provide the 'opportunity for synchronising perceptions which can lead to consensus on conflicting and contentious issues, for new insight into common concerns which can lead into new ways of dealing with them, and for unifying positions leading into cooperative actions."

CPTM and Smart Partnership

It was not difficult for CPTM to embrace SP and make it its own. It has been practicing SP before the term was uttered by Tan Sri Kishu. Its modus operandi has been based on the SP principles from its SMO days through to COMMANSAT and CCGTM. Unlike many international agencies with propensity for carrying out their tasks by delivering prescriptive best practice solutions, which has been likened to a disease termed 'best practicitis', CPTM and its predecessors have done so through 'smart networking'. By this is meant promoting best practice through sharing experiences and cooperative networking involving both the public and private sectors, resulting in finding win-win home-grown solutions to problems or issues at hand.

The concept of SP has developed, through the smart engagement processes, into an all embracing cooperative and collaborative framework for dealing with issues at national or organisational level or even at international level, and engaging all relevant stakeholders. These issues can be about national cohesion, stability and prosperity, about cooperation and the conduct of business at national and international levels or about regional and international relationship, geopolitics and science diplomacy.

In December 1997, CPTM published 'Limitless Opportunities through Smart Partnership' describing in great details the philosophy, the characteristics and application of SP. The book has undergone several revisions, the latest being a streamlined version in 2010. Ten core elements of SP are enumerated as follows: Shared Vision, Cultural Diversity, Code of Ethics, Trust, Longevity, Networks, Transparency, Equity, Fair Play and Values.

The above ten has been summarised as partnering based on 'shared vision- long-term commitment based on evolving common objectives that goes beyond strategic alliance -, fair and equitable outcome for all partners, and on ethical values based on respect, trust, transparency and tolerance'. These core elements can be used as a checklist for a robust partnering framework that will have a greater chance of securing the intended outcome.

CPTM's activities over the years have concentrated mainly on enhancing national cohesion, stability and prosperity through SP, by promoting transfer of best practice in governance for development. This encompasses the development of national vision and the strategies and action plans for achieving its objectives through the SP cooperative frameworks. A good number of countries has benefitted from these activities.

Smart Partnership in Malaysia

In Malaysia, the principles of SP are at the core of three initiatives which have preserved national cohesion and stability and propelled prosperity. These are the creation of the political 'alliance' leading to the formation of the National Front by the Founding Fathers at Independence, the introduction of 'Malaysia Inc' by Dr Mahathir and the 'One Malaysia' initiative of Prime Minister Dato'Seri Najib. There are many other manifestations of SP in Malaysia although they are not necessarily described or recognised as such. As a multiracial and multicultural country, ensuring continuous constructive engagement and inclusive stakeholder participation and equitable outcome for national programmes and other national agenda, all being elements of SP, are the only way to maintain national cohesion, stability and prosperity. This basic fact is fortunately not lost on the current leadership in Malaysia.

Smart Partnership and Technology Management

The original core business of CPTM can be said to be the promotion of best practices in technology management(TM) for sustainable development in Commonwealth countries. How is the promotion of SP then justified to be the main concern of CPTM ?

Actually, from the experience of CPTM, and its predecessors, in the field, TM is more than just managing 'technological change'. It is, as redefined by CPTM in 1997 "the mechanism, processes and infrastructure needed to foster, promote, manage and sustain the development of scientific knowledge and technological innovations and related skills and expertise for the attainment and sustainability of the overall national development objectives."

Further, the components of TM are enumerated as follows:

1. Political Commitment
2. Policy Integration
3. STI Advisory System
4. STI Policy Development Planning, Implementation, Coordination, Monitoring and Evaluation
5. Infrastructure for STI Development, Acquisition and Dissamination
6. Funding and Management of R&D
7. Mechanism for Commercialisation of Research and Technology
8. Integrated Human Resource Development
9. Mechanism for S&T Enculturisation, and
10. SMART PARTNERSHIP and Science Ethical Principles and Practice.

The above ten components are more inclusive than just S&T. They include issues and subjects dealt with by CPTM in promoting best practice in governance for development, mentioned earlier. And SP is an important component. In practical terms, the above ten components can be used as TM best practice checklist for 'a country's current STI status, assessing weaknesses needing enhancement and gaps requiring new initiatives'. Furthermore with minor modification, the TM framework can also be used as a checklist to assess strengths and weaknesses of projects at institutional levels.

Since the implementation of a national agenda or an institutional programme depends on people and the organisation behind them, the 'smartness' of the relationship between them is an important factor. In real situations in Malaysia, when the TM checklist was crossed checked against the ten components of SP framework, a useful indication could be made on the chances of success or failure of the project. A poor score on the SP framework has resulted in less than satisfactory outcome. The conclusion that can be made is that a higher chance of success can be expected when the relationship between partners in an enterprise or a project is founded on SP principles.

Conclusions

The crucial role of SP in any multi-stakeholder undertaking at organisational, national and international levels is undeniable. It is a robust framework for the relationship among partners or stakeholders that will open the way for limitless opportunities in creating a smarter globe.

So the answer to the question how smart is Smart Partnership, is an emphatic "VERY". **Tan Sri Datuk Dr Omar Abdul Rahman, Chairman CPTM & Endowment Fund; former Science Adviser, Prime Ministers' Office, Malaysia**

Message from HE Bill Clinton, former President of USA
Quote **"The Smart Partnership Movement is showing that a tailored use of technology in strategic partnerships can support development, and create a smarter, cleaner, wealthier Africa, from which all of us will benefit.**

There are no limits to knowledge and no limits to what we can achieve when we work together in innovative ways" Unquote

"...A Vision for the country cannot be narrowly economic; it must be about building and constructing a society....It must speak about the spirit and ethos of society...A Vision must have an artistic interpretation of a society and speak about how to unlock creativity and seize opportunity...A Vision should express the need to build a society that is resilient, where businesses and citizens can operate without government concessions and government recognizes the need for building the capacity of its people but in a way that excites imagination and innovation to compete. There is a need for the public and private sector to come up with creative solutions that could translate into policy and budgets and strengthen and support the transformation of the main sectors of the economy, such as tourism." **(The Honourable Dr Kenny Anthony, Prime Minister of St Lucia).**

..... "the concept of the Smart Partnership Dialogue was an ancestral practice for Swazis as it embraces some strong tenets which are entrenched in Swazi culture.In our custom, we believe in consultations and this has been passed from generation to generation. We have always upheld the notion that, for our country to attain positive sustainable development, dialogue is essential. It is for this reason that the nation is afforded the opportunity to dialogue among itself on a regular basis.... dialogue is a vehicle for building a national consensus and this practice has stood the test of time factually and historically for over 400 years".....**(HM King Mswati III, Head of State of Swaziland).**

..... "Every time I come to a [smart partnership Think Tanking dialogue] I go back as a different person with new issues & ideas; by taking part we are all gaining and I would like to thank all Members & Smart Partners for sharing Smart thoughts; we take thoughts away to be used back home in both the private & public spheres"

..... *"Trust is a value that is developed through sharing and openness. I believe that all I say here is what I would like to see happen and I'm hiding nothing from the group. This openness develops trust. Every time I come here I go back enriched and look at problems anew. I am learning from an honest group that can shape my future and the future of my thinking. Here we open our hearts and share and look for a better way of doing things, this creates the trust. This platform has allowed me to understand*

some of our leaders in a way I hadn't before, by listening to them and sharing. I would definitely trust you were you to share information about Namibia!"

*A Movement should grow. It should have an core idea that takes root in people and grows. It is not enough to be a leader of a party, needs to keep moving forward and reach many people. **Delivery should be sowing the seed in new areas, growing the Movement.** (Former DPM Hon Marco Hausiku)*

Companions of CPTM from 2002 – 2017: Tan Sri Dato' Seri Shamsuddin Kadir, Malaysia; Tan Sri Ramon Navaratnam, Malaysia; Professor Ephraim E Okon, Nigeria; Mr Clive Palmer, New Zealand; Ir Louis Paul, Malaysia; Tan Sri Kishu Tirathrai, Malaysia; Professor S Varadarajan, India

Tun Dr Siti Hasmah binti Haji Mohd Ali, Malaysia; Her Majesty the Queen Mother Indlovukazi Ntombi, Swaziland

Tun Dr Mahathir bin Mohamad, Prime Minister of Malaysia; HE Mr Yoweri Kaguta Museveni, President of Uganda; Chief Emeka Anyaoku, Nigeria; Lady Balfour of Burleigh, UK; Lord Prior of Brampton, UK; Sir Ralph Robins, UK

HE Mr Joaquim Alberto Chissano, former President of Mozambique; HE Dr Sam Nujoma, former President of Namibia; Mr Rundheersing Bheenick, Mauritius

Mrs Mathato Mosisili, Lesotho; Mr Lekoma Mothibatsela, Botswana; Prof. Thomas DeGregori, USA

Mrs Catherine Cunningham, UK; Dr Ashok Jain, India; Prof. Heneri Dzinotyiweyi, Zimbabwe

HE Jacob Zuma, former President of South Africa; Mr Henk Schoeman, Namibia; Mr John Carter, South Africa; Mr Isidore Zindoga, Zimbabwe; Mr Basil Springer, Barbados; Tan Sri Dato Sri Mohd Hassan bin Marican, Malaysia; Mr James Best, UK; Tan Sri Datuk Dr Zeti Akhtar Aziz, Malaysia; Mr Tlohang Sekhamane, Lesotho; Hon Gen Elly Tumwine, Uganda; Mrs Margaret Shurdom, Jordan; Mr Robert Smith, UK

Sir Martin Laing, Malta; Lord Craig of Radley, UK; Sir Charles Masefield, UK

Mr Ian Downing, UK

HE Mr Jakaya Mrisho Kikwete, former President of United Republic of Tanzania; The Hon Marco Mukoso Hausiku, Namibia; The Hon Martin G Dlamini, Swaziland; HE Godfrey Magwenzi, Zimbabwe; Mr John Blackshaw, Australia; Mr Thapelo N J Nteta, Botswana; Ms Mpho Vivienne Makhema, Botswana; Mr Alan Bryden, France; Mr Ahmad Izham bin Khairuddin, Malaysia; Mr Joseph Tsang Mang Kin, Mauritius; Dr Eneas da Conceicao Comiche, Mozambique; Dr Lomkhosi Mkhonta, Swaziland; Mr Martin Dlamini, Swaziland; Professor Emmanuel Tumusiime-Mutebile, Uganda; Dr Alan Smith, UK; Professor Luke Georgiou, UK; Mr Richard Unwin, UK; Professor Virginia Gamba, USA; Prof. Benno J Ndulu, United Republic of Tanzania; Prof. Christopher Chetsanga, Zimbabwe

Mr Majazi V Sithole, Swaziland

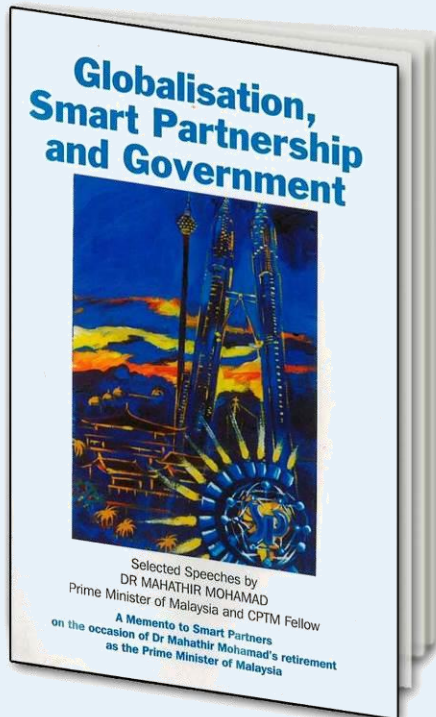
Globalisation, Smart Partnership and Government



Globalisation, Smart Partnership and Government

(Extracts from selected Speeches by Tun Dr Mahathir Mohamad, Prime Minister of Malaysia;
CPTM Fellow & Companion)

Smart Partnerships for Global Cooperative Security



With the Compliments of the
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[A Speech delivered at the Inaugural International Dialogue on Smart Partnerships in Langkawi, Malaysia on July 26, 1995].....

A term which we hear often is the zero-sum game, a game in which the winner wins at the expense of the loser. When we add up the result of the contest, there is no real gain from it. It is just a process of transferring what one contestant has to the other so-called winner. The net result is no different from the situation or the assets at the start.

If this is to be the basis for trade between nations, then there will be no growth for the world as a whole; only growth for one or the other of the trading partners. Thus the growth of the poor nations must result in the impoverishment of the rich. In which case there is every reason for the rich to prevent the poor from ever growing. Similarly, the growth of the rich must be at the expense of the poor. Not being in a position to prevent this, the poor will merely become poorer.

But we know for a fact that this is not the case. Over the years, the economies of all the countries of the world have grown. There are many reasons for this, but I would like to draw attention to Malaysia's experience where economic growth has not really been at the expense of others.....

The foreign partners who brought about Malaysia's prosperity have not suffered. Indeed, they gained by being able to sell more goods and get more contracts from a more prosperous Malaysia. The investing companies and countries prospered by making Malaysia prosperous enough to buy their goods and services.

Today, Malaysia in a small way is trying to do the same to the less developed economies of Southeast Asia.....

"Beggaring thy neighbour" is never a good policy. And today all the countries of the world are neighbours. By impoverishing neighbours a price will have to be paid, including by the country which follows this policy.....

It is not just a lose-lose situation for developing countries. It is a lose-lose-lose situation for everyone. Making Japan uncompetitive may be good for the ego but it is not a smart move in the long term.

When are we ever going to learn that beggaring one's neighbour does one nothing good? Indeed, it has done everyone a bad turn. Surely the better thing to do is to prosper thy neighbour.

What applies to countries also applies to companies and individuals. Again, Malaysia can provide an illustration. We had an abundance of low-cost labour who are quick to learn new skills, the result of a low cost of living. The manufacturing companies which came to Malaysia availed themselves of Malaysia's assets which also included political stability and general hospitality. The result is that their products became affordable and competitive in the world markets.....

Investments by companies from developed countries in developing countries can be considered a form of smart partnership. Similarly, cooperation between individuals possessing complementary skills fall within the ambit of smart partnership.

Nations, companies and individuals should really strive for a win-win situation, for partnerships which benefits both instead of one at the expense of the other. By adopting this philosophy or mind-set, individuals, companies and nations will all be more prosperous. As it is, relative to the unprecedented advances in science and technology, the world today is poor. Whole nations are being impoverished. Even the rich countries are finding more and more of their citizens living under bridges, pitifully covering themselves with cardboard boxes and begging for a living.....

Can Asia be stopped? Not likely. Sooner or later, the Asian economies must outstrip the rest of the world. Will Asia then browbeat the Western nations the way Asian countries are being browbeaten now?

It will be unfortunate if Asia's emergence as a powerful economic region results in a confrontation with the rest of the world. There is nothing to be gained by anyone in the end. Asia needs the rest of the world to prosper even as Europe and America need a prosperous Asian market. A troubled Europe and America is just not good for Asia.

If there is to be no confrontation, if there is to be a smart partnership between Asia and the developed West, the foundations must be laid now. By adopting an unfriendly attitude towards each of the countries of Asia, the West is unnecessarily antagonising them and pushing them together. On their own, they are already a handful, united, they will be beyond handling.....

Smart Partnerships

A Speech delivered at the 1st Southern Africa International Dialogue (SAID) in Kasane, Botswana, on May 5, 1997.....

Malaysia Inc, within the context of smart partnership implies the deliberate policy of tripartite cooperation amongst the civil service, the private sector and the political leaders. The partnership is smart because it yielded results – results which are shared without exception by everyone, not only by the three partners but by the people and the nation as a whole. I am glad to report that now the unions have come on board, to be a partner within Malaysia Inc so as to contribute towards the national agenda. It is recognised by the trade unions that their own struggle can only be successful if the nation is successful and prosperous. The failure of the nation to attain economic success cannot result in prosperity for the workers. In an economically poor country, striking and taking to the streets cannot increase your income simply because there is really no wealth to distribute or redistribute.

We have also extended the concept of smart partnership to regional cooperation. The formation of the Association of Southeast Asian Nations or Asean is one such partnership. Within Asean, we have devised elements of complementarity for our manufacturing industries. There are also efforts to promote joint development amongst member Asean countries through the setting up of growth triangles involving adjacent territories of neighbouring member states.

Smart partnerships clearly can take place between many entities. Apart from government and the Private Sector, and nations in a region there can be smart partnerships between individuals, between companies, between twin cities and a host of others.

I believe the South African Development Cooperation (SADC) too will evolve into a smart partnership and this inaugural South African International Dialogue or SAID '97 will definitely accelerate the process. I am most happy to note that SAID '97 is the second International Dialogue to take off after the Langkawi International Dialogue launched in 1995. The first one was the Barbados International Dialogue for Small Nation-States (BID '96) last year. Other regions may follow suit. When such a time comes, it will usher in a new understanding between regions and groupings which may contribute to an era of global peace and prosperity, a Commonwealth of the world where wealth would truly be common.

I would like to warn you however that smart partnership is just one element in the formula for success. Systems and formulae by themselves cannot guarantee success. This is because other elements play a role and can affect the success or otherwise of a formula or system. And so smart partnership depends also on the environment, not the trees and forests but the political and economic environment within the country and without, the culture and the value system of the people, and a lot of other minor elements.....

Aid is welcome but aid with strings often negate the help extended. In the early years of the IMF, developing countries were persuaded to borrow money for development. This they did with a great deal of hope. But today most developing countries which borrowed from the World Bank are deeply in debt. In some cases fully 80 per cent of their meagre foreign exchange earnings go towards paying debts, leaving them totally unable even to pay the salaries of government employees. And as is customary with banks, when you most need loans, that is when they rate you as not creditworthy and refuse to lend to you. The IMF is no different. Today the net flow has been reversed and the World Bank receives more in loan payments than the loans they give out.

The World Bank is profitable for the shareholders who are almost all developed rich countries.

But having lent money to the poor countries, the World Bank insists on directing the management of the economy of these countries.

The advice they give is calculated to benefit the repayment of loans they had given out. The political effects of their directives do not bother them. Frequently countries are destabilised and governments overthrown due to following the advice of the World Bank.....

People do chose representatives and parties not because they are capable of forming good clean governments. They do chose people because they hate the previous government for imposing necessary taxes or for collecting taxes. Good government is very often far from their minds. Instead, they may simply hate the government even though the government had brought prosperity to them. Then they may allow themselves to be instigated into bringing down a government to help achieve the narrow ambitions of politicians who are corrupt or intent to rape the nation.

Mass movements in a democracy can be whipped into a frenzy by irresponsible politicians. Far too many multiparty democratic countries have been quite unable to have effective governments because no party has been able to gain a good majority. Post-election coalitions of weak parties which constantly bicker amongst themselves have proven to be worse than no government. The country suffers politically and economically. Poverty spreads, infrastructure and public utilities and services collapse. And people generally suffer. The nation becomes weak and is manipulated by powerful nations. Debts mount and eventually the country becomes bankrupt.

All these things are actually happening. These are not hypothetical cases. They are happening not because democracy is a bad system. They are happening because people assume that systems can solve problems. Systems do not solve anything. People do. Democracy or for that matter any form of government can bring about development and a good life for the people if the people know how the system works and the limits of the system. The best political system or government system requires discipline from the people in order to make them work. The value system and the political understanding of the people is important. They must not expect to get everything for themselves. They must accord power to the government, i.e. they must accept unpleasant decisions made by the government as for example imposing taxes and collecting them, limiting freedom, regulating whole lot of things which may prevent untoward things from happening. Above all they must allow the government to govern and not distract it by destabilising actions. If the country is to be democratic the government should be removed only through regular elections. And of course the government must never abuse its power.

A multiparty liberal democratic system is not something which everyone is familiar with, least of all a newly-independent country which had been ruled autocratically by foreigners as a colony for decades or even centuries. To expect such a country, to expect its people at the midnight lowering of the imperial flag, to suddenly practise the most sophisticated form of liberal democratic government, is insane. To expect a true and proper election even is too much.

We should go for democracy of course. But we should be tolerant of the fumbling attempts, the failures and the mismanagements. The world must help in the training of government in the management of the economy. We should not expect the ultimate. We should not tolerate the dictators who emerge of course. But we should understand why they emerged. They emerge because we impose a system on people who do not understand or had no experience of working the system.....

But the Japanese had already invested for production in the lower-cost countries of Southeast Asia. A campaign was mounted in the International Labour Organisation (ILO) by trade unions of the North to push up labour costs in Southeast Asia to negate the competitive advantage these countries offer to the Japanese. Workers in these countries were urged to demand high wages and to destabilise the country through industrial actions so that foreign investors would shy away. The ultimate result of the sympathy of trade unions of the North for our workers is to push cost up, reduce direct foreign investments and reduce employment opportunities for the workers. This way the workers in the North will not face unemployment, will continue to enjoy high wages, and a high standard of living.

I will not speak about the linking of non-trade issues with trade and the threat of sanctions because we all know that it is not because of concern for our environment or workers' rights, all of which in the end will stifle our economic development and impoverish our people.....

We live in an international jungle. There is no law and order in international relations. There is very little justice. The high and the mighty rules. The weak and the poor just have to lump it.....

The only way that the weak can face any challenge is to present a united front, better still to form a smart partnership. We are here today because I believe we are interested in smart partnerships. Nations can come together to form smart partnerships. Not only will we be able to present a united front but through smart partnerships we can actually strengthen each other. We are not without assets and experience. By exchanging our experiences in economic management, we can learn to do what is right and avoid the mistakes that any one of us may have made. By sharing whatever little assets we have we can consolidate our strength.

Not only should the countries of Southern Africa come together but they should establish contact and cooperate with groupings such as Asean or the Indian Ocean Rim countries. The regional organisations too can form smart partnerships. When faced with damaging proposals from the developed North the Regional Organisations can take a common stand. This we did at the WTO meeting in Singapore. And we prevailed.

At home we should form smart partnerships between the government and the private sector and also with the trade unions. We must ensure good government dedicated to developing the country and enriching the people.....

Political stability is absolutely essential for economic development, for fending off the predators from the developed North, and for maintaining the independence, the hard-won independence of our nation. We must realise that left to them, the North that is, globalisation will become another form of colonisation. We had fought hard for independence. We had shed blood for it. But we must know that globalisation, the breaking down of national borders, will result in the loss of independence. How can we be independent nations if we have no borders?

The North can gain much by recolonising. But we do have the ultimate weapon. People are more mobile now. They can go anywhere. In a borderless world we can go anywhere. If we are not allowed a good life in our countries, if we are going to be global citizens, then we should migrate North. We should migrate North in our millions, legally or illegally. Masses of Asians and Africans should inundate Europe and America. If there is any strength that we have, it is in the numbers.

Three-fourths of the world is either black, brown, yellow or some combination of all these. We will make all nations in the world rainbow nations.....

I do not want to be pessimistic, too pessimistic. There is some hope. There is hope if we can work together, if we can form smart partnerships, if we can help each other, if we can devise ways of mutual help for the benefit of partners.

Many of us have come a long way to attend this dialogue, the First Southern Africa International Dialogue. We are here because we are all concerned about our countries, about our people. As leaders we have responsibilities to our people. And we have to be serious, of course.....

Forging Successful Strategic Business Alliances

A Speech delivered at the 1997 Langkawi International Dialogue in Langkawi, Malaysia, on July 28, 1997

Partnerships are a common feature of human society. We accept partners in every field of activity; in politics, in business, in games, in social activities, and of course in life when we marry, set up home and raise families. Generally partners benefit in ways which individuals cannot. But the benefits are often not equally shared, one partner benefitting more than the other. The idea of smart partnership is to maximise and balance the benefits for both and for all, even if the contribution towards the partnership may not be equal.

At the last LID, I spoke of the smart partnership between the Malaysian government and the Malaysian private sector under the concept of Malaysian Inc. I lamented then that we were missing a third partner, the workers' union. I am glad to report that the unions have agreed to come on board. I am sure that the resultant partnership between the three parties will be even smarter, and will certainly benefit the nation as well as the partners.

But this year I would like to talk about smart partnership in politics. Smart partnership between the public, the private and the union sectors is only possible if each entity is coherent and effective. In a democracy where governments have to be elected, it is not always that the government, i.e. the public sector is effective enough to be a contributing partner.

And it won't be effective if the elected government itself is not an example of smart partnership either within the government party or if there is a coalition government as we have in Malaysia, between the parties in the coalition.

A democratic government is a partnership. Otherwise it will be an autocratic government or an anarchy. If the responsibility for governing is to be democratic, then the elected representatives, more so the Cabinet, must be a form of partnership. There will have to be a leader to set the direction. He can be the first amongst equals.

He must have sufficient authority. But he must never forget that he is a partner. Alone he cannot accomplish much but in partnership, in smart partnership, he will become very effective and he will be a true leader.

We recognise this need for sharing in Malaysia where sharing, fair and equitable sharing, is even more crucial because ours is a multiracial, multilingual, multicultural and multireligious nation. Fair and equitable, it must be emphasised, is not about absolutely equal sharing. Absolutely equal sharing is impractical, is often unjust and negates human potential. Fair and equitable sharing must relate to the situations, the contributions and the roles played by the partners. The idea that merit alone decides apportionment of the benefits is contrary to fairness and equitability. Other factors must be taken into consideration.....

Smart partnership is about sharing fairly and equitably. Not all partnerships are smart. A partnership of unequals in which decision is entirely based on majorities is not a smart partnership. In such a partnership the minority really has no say and may not gain even a proportionate share of the returns, whatever they may be.....

Smart partnerships between nations must take into consideration the relative strength and weakness of the partners. It actually pays to give a handicap to the poorer partner, as for example through the Generalised System of Preferences (GSP), for by so doing you will be hastening the process of their graduation to non-GSP status. And of course when they graduate they would have achieved a certain degree of development which will make them a good market for the rich.....

Smart partnership is for long-term results. Partnerships which are based on immediate sharing of the spoils cannot be considered as smart. Such partnerships are likely to result in dissatisfaction once the immediate benefits wear off as they are bound to wear off.

It is part of human nature never to be permanently satisfied. Gratefulness and a sense of obligation wears off very fast. That is why the gains and success of trade unions for example are never lasting. Almost as soon as negotiation or strikes succeeded, there will be new demands. Leaders of unions in particular have to continuously present new demands or else they will lose the support of their members. If no new demands are being made, then the whole union will become quite irrelevant. Certainly the leaders will find no justification for their leadership. The relation between workers unions and the employers is certainly not one of a smart partnership. It is because of this that despite the tremendous success achieved by trade unions in the West in terms of workers' rights and benefits there has never been any permanent satisfaction on the part of workers and their unions. Trade disputes have become a permanent feature in these societies.....

Politics is an essential element in human society. Politics really means conferring authority on someone or some group to maintain law and order for the well-being of society. Through the ages human society has tried to develop a political system which would confer the power without too much risk of abuse. But none of the systems developed has resulted in a smart partnership between those in authority and those who have to submit to authority.

During the period of colonial rule there was no smart partnership. Malaysians as a colonised people simply accepted whatever was decided by those in authority. Naively we believed that a democratic system would result in a smart partnership between the people and those they put in authority. But democracy does not deliver simply because the system is capable of delivering. Within the government and between the government and the people. The sharing can be very unfair and far from being smart.

There is really no smart system of politics which is so smart that it will deliver irrespective of who applies the system. When I speak of smart partnership in Malaysian politics I am not trying to imply that is the only way politics should be managed. Nor do I think that our system is perfect and should therefore be used by everyone. I am simply saying that our way of applying democracy has resulted in a smart partnership and that in turn has contributed to Malaysia's stability and whatever economic growth it has achieved.

We in Malaysia are great believers in sharing information and exchanging ideas. What we have devised for ourselves is not all due to original thinking. Much of it is due to observing what others do and adapting the methods of others to our own needs and situation. For us learning from others has worked. I do hope that there is something in what we do here which may be of interest to the participants at this dialogue. I am also looking forward to hearing about what you have been doing in the hope that we can learn from you and your experience.

A dialogue is not a soliloquy. It involves exchanges of views, ideas and experience. The LID is not a talkshop. It is a process in educating ourselves. We all have responsibilities and we all want to discharge our responsibilities well. This dialogue can help us in doing what is expected of us.

I hope we will all follow up on this dialogue with action and I hope we can help monitor each other's action. Hopefully we, our countries and our peoples, will make tangible gains from our sojourn in this resort islands of many legends.....

Trade and Investment: The Road To Commonwealth Prosperity

A Speech delivered at the Commonwealth Heads of Government Meeting (CHOGM) in Edinburgh, United Kingdom, on October 24, 1997.....

I have said before that the wealth of the Commonwealth is not common. Most of the wealth is still with the original five members. Over the past 50 years many former British territories upon attaining independence had opted to join the Commonwealth. No doubt many expected to have a share of the wealth. But the fact is that the wealth has not become common to the Commonwealth. And yet it should not be. The countries of the Commonwealth are in a unique position to help each other achieve development and wealth. This is because no group of countries in the world enjoy such a wealth of common features.

First, we all understand a common language – English. We know very well how important is a common language in business. We obviously have a decided advantage.

Second, despite the adoption of different ideologies and systems, the administrative machinery has always been modelled after the same British model. The laws are also similar, being based on British Common Laws.

The very organisation of the Commonwealth enable us to keep in close touch, to consult and to compare notes and to cooperate in various ways.....

The Commonwealth certainly can do a lot to make a success of the smart partnerships proposed by the Langkawi International Dialogue (LID), the Southern African International Dialogue (SAID '97) and the Barbados International Dialogue (BID). Many of the Commonwealth countries which have matured and successfully managed their development would be in a position to help. They can provide the training, participate in the smart partnership enterprises and help market the products. They can engage in the privatisation of the government institutions and the infrastructure projects.

All the while it should be remembered that the partnership is an equal partnership between parties which are not equal. The interest of the weakest partner must be given special consideration even though the commercial viability and profitability must be maintained.....

The Commonwealth may soon find that membership of the Commonwealth would be considered less important than membership of the world community. The non-Commonwealth powers are not going to allow exclusivity within the Commonwealth. They see wealth to be exploited in the Commonwealth. And they are not going to be kept out simply because they are members of the club.....

With the advent of the Information Age we have no choice but to become more liberal and to accept globalisation. But doing away with borders and national policies and laws need not mean doing away with rules and regulations completely. The globe or the world should have a properly legislated code of behaviour which are applicable to everyone and which will protect the weak from the strong.

I hope the Commonwealth will survive the Information Age and the globalised world. It will if it makes itself relevant in terms of tradition, trade, investments and development. But it will take some doing for the forces which are lined up to take advantage of the new trend may not necessarily be sympathetic to what they see as an anachronism in a globalised world.....

Smart Partnerships in the 21st Century

A Speech delivered at the 4th Asia-Kyushu Regional Exchange Summit in Langkawi, Malaysia, on November 15, 1997.....

The Fukuoka Declaration, as it is called, emphasises the need to pursue 'mutually complementary economic exchange'; to work towards 'mutual cooperation at the international and regional levels in environment conservation', and also to work towards 'the development of human resources that will be able to play a leading role in the Asia of the 21st century'.

It is characteristic of all meetings, or seminars, or conferences, or summits, to make declarations of intent or resolutions. Such declarations of intent are of course important as they identify the objectives that participants will have to strive for. But objectives will remain just objectives, if we do not travel along the paths that we have marked out. All too often, we would merely travel the path already well trodden by others. Nothing new usually is discovered on old paths. We need therefore to blaze new trails and embark on new directions.....

There are other types of investments which are also not smart, although they may result in stimulating the economy and creating instant wealth. Smart partnerships are usually involved in investments which cannot be liquidated easily in order to make off with the gains. They are usually serious, long terms, open, and concerned with production of goods and services.

Let all delegates to the Asia-Kyushu Summit demonstrate to the rest of the world not only what regional cooperation is all about, but what is meant by true partnership, smart partnership. Show them that in a smart partnership the overriding concern is that both will benefit. Remember that in enriching the other you enrich yourself.....

Kyushu is well suited for a smart partnership with other regions in Asia. Geographically, Kyushu located in the southern-most tip of Japan, is the closest region of Japan to other regions in Asia. Kyushu does a lot of business with Asian countries. Almost 50 per cent of its exports go to Asia, twice as big as its exports to the US, and more than the national average of 45 per cent. As for imports, almost 46 per cent originate from Asia, still higher than the national average of 35 per cent. A bigger number of Japanese from Kyushu than from other regions in Japan visit other countries in Asia. No less than 60 per cent of Kyushu tourists go to Asia. Foreign visitors to Japan also show a preference for Kyushu. Almost 89 per cent of foreign visitors go to Kyushu. These statistics are not the latest. I believe the numbers now may have gone up even more.

Therefore, it is my firm conviction that there are many things that Asia and Kyushu can do together. In almost every area of useful human endeavour, Asian countries are looking for partners – serious, equal and more importantly, smart partners. In information technology, for instance, there is plenty of scope for partnerships. In Malaysia we are building a Multimedia Super Corridor to be home to multinational or transnational companies. The MSC, in short, is to provide a unique test bed, an healthy environment for multimedia business to grow and flourish and contribute to the well-being and progress of the world. In this effort Malaysia needs partners to develop this ambitious project. We are not doing this for nothing, of course. We expect to benefit a lot, but we wish to be a smart partner to the world. We expect the world to benefit from our MSC.....

Today, I talk about smart partnerships in the next millennium, I hope the little I have said about smart partnerships will serve to promote the concept of consultation between the countries of East Asia which is embodied in the EAEC proposal.....

Nurturing Smart Partnerships for Mutual Prosperity

A Speech delivered at the 2nd Canada-Malaysia Business Leaders Dialogue in Ottawa, Canada, on November 21, 1997.....

For today's Dialogue, I have been requested to speak on the topic 'Malaysia and Canada: Nurturing a Smart Partnership for Mutual Prosperity'. This topic is indeed very relevant and pertinent. Partnerships are a common feature in all our societies. We accept partners in almost every endeavour, be it in politics, business ventures, sports, social activities and of course, in the institution of marriage. Generally, partners benefit in numerous ways which the individual alone cannot. However, very often a partnership is not equally shared, with one party benefiting more than the other. The idea of a 'smart partnership' therefore refers to the concept of maximising and balancing the benefits for both parties and for all, regardless of an unequal contribution towards the partnership. When this concept was first introduced in 1995, during the First Langkawi International Dialogue held in Malaysia, we emphasised that it was based upon the idea of 'win-win' and 'prosperity-neighbour' policy, guided by the universal values of trust, respect, understanding, good faith and fair play. To us, the originality of a smart partnership lies in the practice and not the principle. Smart partnerships are often characterised in practice by a mixture of formal and informal relationships, working in synergy with one another and each chosen to suit the particular purpose of the relationship. Smart partnerships are about government organisations and people working together for long-term mutual gains to help bring about global harmony and cooperative prosperity. To me, smart partnerships require the following ingredients for success: a shared vision, common goals, clear understanding of each partner's strengths and weaknesses, willingness to compromise, and to be patient and tolerant. These key success factors can produce outstanding results.

Allow me to share with you two practices in Malaysia which clearly demonstrate the workings of a 'smart partnership'. First is the concept of Malaysia Inc. This concept within the context of smart partnership implies the

deliberate policy of tripartite cooperation between the public and private sectors as well as the political leaders. The partnership is 'smart' because it does not merely yield results, but rather results which are shared without exception by all – the three parties involved, the people and the Malaysian nation as a whole. Today, we are also glad to state that the trade unions have become a vital component of this smart partnership in contributing towards the national agenda. It can be said with all honesty that a significant portion of Malaysia's rapid economic development for the last 10 years can be attributed to the successful implementation of the Malaysia Inc concept. Although Malaysia would still have undergone economic development without implementing the concept, its progress would have been much slower.

Another area where the 'smart partnership' concept has served Malaysia well is in the national political arena. In Malaysia, the National Front (Barisan Nasional) which comprises 14 political parties, represents a smart partnership because consideration is given not according to the strength or weakness of a party, but on fair sharing. There are in Malaysia three major racial groups – the Malays, the Chinese and the Indians. The Malays who consist of nearly 60 per cent of the total population form the overwhelming majority whilst the Indians who make up 10 per cent of the total population, is in the minority. However, they are equally represented in the councils of the party and are ensured of fair representation in the State Assemblies, the Parliament and the Cabinet. This practice is also extended to the smaller members of the 14 party coalition. We are a pre-election coalition and not a post-election coalition of convenience. Hence in the National Front government, we are committed to power-sharing and to democratic elections. Furthermore, in the Barisan Nasional, decisions are usually made by consensus, thus ensuring that the views of the smaller parties are heard and given due consideration. Having a membership of a large number of parties is also a smart decision. A coalition of two parties where neither is strong enough to form the government is unstable. In Malaysia, the Parliamentary majority for the coalition is large, exceeding two-thirds of the seats. Therefore, should any of the smaller parties decide to go their separate ways, the government will not fall. On the other hand, if the biggest party leaves the coalition it will not have the majority to form a government on its own. This smart partnership has also contributed to Malaysia's economic growth as it created political stability, a crucial element in the economic development of the country.....

We have also extended the concept of smart partnership to regional cooperation.....

One may well ask why the need and urgency to establish smart partnerships. I believe that the economies of this world are presently being redefined because of the process of 'globalisation'. To get the full benefit of globalisation the economies of the world should shift their emphasis from the purely competitive to include cooperative elements, hence the 'win-win' philosophy which underlines the concept of smart partnership. Today's global economic system is no longer a simple chain of one-way effects but a very complex web of feedback relations. However, conducting business operations in a global economy is no simple task. We need partners who are willing to contribute and make the alliance a fruitful one. This marks the beginning of a new kind of relationship, one which we may call 'smart partnership'.....

For Malaysia, we aspire to be a fully developed nation by the year 2020. To realise this vision, we must be able to sustain an average growth rate of at least 7 per cent until the year 2020. As such, Malaysia cannot merely depend on the manufacturing sector alone but must also develop a second engine of growth. We have decided to make the Information and Communication Technologies the dynamo for growth, within all economic sectors. To begin with, we have embarked on the ambitious plan to create the world's first ever Multimedia Super Corridor (MSC). The MSC will bring together an integrated environment with all the necessary attributes to create the perfect global multimedia climate.....

Through the MSC, we would also like to take the concept of Malaysia Inc a step further, i.e. towards global smart partnerships. We would like to invite the world community to join us to shape a common future together. We can work as one for mutual benefit and prosperity. I envisage a virtual commonwealth of nations, one that will benefit all mankind. We invite our Canadian friends to join us in this exciting endeavour. We cannot succeed alone. We need partners with the expertise and the technology and Canadian organisations are the right partners that we are looking for.....

Smart Partnership: Doing Business The Smart Way

A Speech delivered at the National Smart Partnership Dialogue in Petaling Jaya, Selangor, on March 2, 1998.....

Smart partnerships are not intended to achieve absolute equality of benefits but a much fairer distribution of results.....

Smart partnership was extended when Malaysia officially adopted the concept of Malaysia Inc. Here the public sector and the private sector worked as partners in order to facilitate the economic development of the country in

which both have a stake. The old confrontative attitude between public and private sectors was discarded in favour of mutual help. The public sector realises that the success of the private sector actually contributes to the revenue of the government, which goes to pay for the salary bills of government employees as well as the provision of public utilities, etc. In helping the private sector the public sector is therefore actually helping itself. Of course, the private sector benefits much by the positive attitude towards them adopted by the public sector. They in turn collaborate with the public sector in order to ensure that the objectives of the government are achieved speedily and at minimum cost. Both sides therefore benefit and the nation as a whole also benefits. Altogether the Malaysia Inc partnership between public and private sectors is a manifestation of smart partnership in which not only do the partners gain but the public as a whole also gains.....

The privatised entities are in fact jointly owned by the government and the private companies, although legally they belong to the private companies for the duration of the concession. There is therefore a partnership between the government and the private sector. Such a partnership must constitute a smart partnership, for it serves not only the private company but also the government and in fact the public as well.....

From the foregoing it may seem that all partnerships are partnerships which bring benefit to both partners. But this is not always so. In the colonial days the colonies and their peoples were exploited without regard for sharing. If the peoples in the colonies were not cooperative then immigrant workers and traders were brought in order to facilitate the extraction of the wealth of the colonies to the maximum.....

There are many more instances of partnerships which are not smart but Malaysians have been able to practise smart partnerships since independence and so build a prosperous country in which everyone has a fair share. It looked like they were going to go on developing until they achieve their target of becoming a developed country by 2020. The smart partnership they had developed between the different ethnic groups, between the public and the private sectors and between the workers and management looked set to boost the country's growth.

But what they had not expected was the emergence of the antithesis of smart partnership. The world economic culture has been changing so that the old ethics of mutual help and mutual gains were being replaced by aggressive attacks and hostile acquisitions which have no regard for mutual benefits. Instead of smart partnerships, dominance and a winner takes all creed have gained acceptance. The old ideas about morality, ethics, honour and equitable sharing and caring have now been replaced by ideas that openness and transparency in business dealings are sufficient to ensure that unacceptable practices such as corruption and cronyism be eliminated.....

Since the governments of many developing countries, especially those in the East, are believed to be corrupt and practise crony-capitalism then their rapid growth and development must have been achieved through this. It is also assumed that only a chosen few had benefited from the sterling performance of these countries. The fact that clearly all the people seem to have benefited is dismissed as an illusion. Whatever may be the apparent result, the elimination of corruption and cronyism would make these governments and their countries better.....

In smart partnerships, the partners all benefit. Openness and transparency may be able to eliminate corruption and cronyism and other undesirable practices, although this is far from certain.....

In smart partnership, there is not only a fair apportionment of the gains but there is also an increase in the original wealth. But in the new commercial ethics there is actually a diminution in the original wealth. This cannot be regarded as smart.

The advocates and practitioners of smart partnerships must be cautious about accepting the new ethics of the commercial community. Openness and transparency is not enough if there is no accompanying morality, honesty, honour and caring from others.....

The partnerships that we have developed between the races when implementing the NEP and the NDP, the partnerships between the government, the private sector and the workers and their unions, and the partnerships inherent in the methods of privatisation we have developed must not only be continued but must be intensified.....

.....By the kind of smart partnerships that we have developed good growth can be sustained.

Smart partnerships also demand that we make some sacrifices now in order that recovery would be hastened. The government has formulated many approaches and policies which may seem to impose restrictions in our quest for personal or even company interest. But in the long run we will benefit through the minor sacrifices that we are called upon to make. We all, members of the government, the business community, workers and others must accept these sacrifices. They will benefit all of us in the end.

In whatever we do, we must consider ourselves as partners to everyone else. By caring for the interest of our partners, by helping them, we will be hastening economic recovery. And when we recover we all reap benefits. Clearly, by helping others we will be helping ourselves. Smart partnership is the way towards economic recovery. Anything that stands in the way of smart partnership must be eschewed, rejected. That way we will recover sooner and we will all benefit.....

Building The New Asia-Europe Partnership

A Speech delivered at the Asia-Europe Partnership Conference in London, United Kingdom, on April 4, 1998.....

We can no longer live in isolation but being forced to be close neighbours must put a strain on all of us. History has shown that neighbours are more likely to be at odds with each other than are people separated by distance and are ignorant about each other. Since modern technology has made us all next door neighbours it is important that we take the idea of reshaping our relations seriously.....

But what should this partnership be like? In many countries of the South we are now talking about smart partnerships. Perhaps there should be other words to describe the kind of partnerships we would like to propagate but smart partnership simply means a partnership which benefits both or all partners as the case may be.

Obviously some partnerships do not benefit partners fairly. The partnerships between developing countries and developed countries do not always result in a fair distribution of benefits or profits. The dominant partner tends to impose its will on the weaker partner which may not benefit the latter very much. In trade for example it is well known that the commodity-producing developing countries had to sell more and more primary products in order to buy less and less of the manufactured goods that they need. The terms of trade kept on deteriorating, so much so that the developing countries kept getting poorer relative to the developed.....

In smart partnership there should be no dominant partner and any gains due to technology or other factors should be fairly shared between the partners. This does not mean that workers in developing countries should be paid the same wages as those in developed countries. Because of lower cost of living workers in developing countries actually get to buy more with less money. But it does mean that any rise in the prices of the manufactured imports from developed countries should be balanced by a rise in the price of raw materials from the developing countries. With this rise in primary materials price, the wages of workers in the developing countries can be increased slightly.

Smart partnership is smart also because it helps hasten the development of the poorer partner, which in turn contributes towards the continued well-being of the other partner. When the multinationals of the developed countries invested in manufacturing in the developing countries, they created jobs and helped enrich these countries. When these countries prosper they become better markets for the products of the countries of the investors. In fact the investments helped to industrialise the developing host countries, transferred certain low-level technologies to them and fostered the entrepreneurial development of the people. The developing countries may take off economically and so reduce the developmental gaps between them.

Europe would not lose from developing smart partnerships with Asia. True, certain industries tend to migrate to Asia as the Asians acquire the skills and the capacity accorded by cost advantages. But these industries are mostly of the kinds no longer suitable for the highly trained and expensive European workers.....

There really is nothing to fear from sharing the wealth generated through partnerships between Europe and Asia. We would really be helping to build a better world. Europeans have already made known their concern and desire to see people everywhere enjoy human rights and a better life. If smart partnership can lead to a better life, then surely we should work towards a smart partnership between Europe and Asia.....

For the herd there is no concern about partnerships, smart or otherwise, with anyone. There is only the desire to use the power of the herd unthinkingly. But incidentally they make huge profits while using this power. Unfortunately they made this profit by impoverishing the countries, the people and the governments they use their powers on. They may claim to be disciplining these governments but the effect is to destroy the countries while making huge profits.....

It is legitimate and right for the countries of Asia to want to progress, to develop and to become better off than they are now. We want to eradicate poverty in our midst, to educate and provide health care for our people. We are not forgetting human rights but we believe that one of the fundamental human rights is the right to work for a decent living. Political freedom manifested only in the right to vote, to demonstrate, to strike and to be free of oppressive laws without any improvement in the well-being and standard of life of the people becomes quite meaningless. Freedom to be poor is not freedom at all. It is inconsiderate to deprive people of their livelihood because we want

them to be free from their allegedly corrupt or oppressive government. Let them decide their own fate, whether to be free or to be poor and to starve. Their self appointed partners and saviours should not force their solutions on them. That is not smart. It is not even democratic.

In the partnership between Europe and Asia, let us not be fanatical about the means to the extent that we forget the ends. Let us be pragmatic. Today the peoples of Asia have lost their means of sustenance because governments of Europe have decided to abdicate their role in favour of the free market. Can there be partnership between Europe and Asia without governments? Can markets provide the partners and a partnership that goes beyond merely the maximising of profits? Should partnerships be between equals with fair shares or should partnerships be between clients and patrons?

These are the questions which we must answer, and answer them with all sincerity if we want to develop a new partnership between Europe and Asia.....

Governance, Smart Partnerships and Unfettered Globalisation

A Speech delivered at the 2nd Southern Africa International Dialogue (SAID) on Smart Partnership in Swakopmund, Namibia, on July 28, 1998

At the First Southern Africa International Dialogue, I spoke of globalisation, its inevitability and its challenges. I spoke of the possible social and economic injustice that can result from unfettered globalisation where the interest of the strongest reigns supreme. Finally, I spoke of the need for developing nations to present a united front and to form smart partnerships to face these challenges. This need has become very acute for the developing world is now under siege.

When I mentioned all those things at the first Southern Africa International Dialogue, I had no inkling of the economic catastrophe that was soon to befall my country and the other countries of prosperous dynamic Southeast Asia. I had every faith in the milk of human kindness, in the belief that in this day and age the exploitation of the poor by the rich is a thing of the past and our modern civilisation would not allow it to come back. Now I know otherwise.....

The communists and the socialists were absolutely convinced that they had the formula for human salvation. What could be more fair and just than to give everyone an equal share of the wealth of the nation? If in the course of doing so people were killed or oppressed or otherwise terrorised, that could not be helped. The main thing was that their way and objectives were right.

And so country after country were forced in one way or another to choose between socialism or communism or capitalism, all of which were perfect and God-given. Millions were killed in the process, wealth was destroyed, whole populations were enslaved, all because a minority was convinced of the superiority of the ideologies they believed in and the ultimate heaven for the people which they were going to create.....

In the early years of our independence, we nationalised everything, frequently seizing the properties and enterprises of the rich. Then we messed up everything with our inexperience and our wealth was destroyed. Far from becoming rich egalitarian states, we became poor and indebted to foreign agencies and banks. Soon we were working merely to service these loans.....

The collapse of the communist bloc deprived the poor countries of the option to defect to the other side. Now there is only capitalism. The need for a friendly face for capitalism is no longer there. And so capitalism, baleful, unmitigated capitalism, is free to do what it likes.

But their countries have become too small for the capitalists and the huge capital they had amassed or invented. They need a bigger arena. They need the world for the maximum deployment of their capital. Borders which divide countries are barriers to their acquisitiveness and unlimited greed.....

The State of Governance Today

A Speech delivered at the Biennial Conference of the Commonwealth Association for Public Administration and Management (CAPAM) in Bangi, Selangor, on September 8, 1998.....

Besides financial capital, the 21st century will witness similar cross-border movements of other economic factors, such as workers and professionals. The use of electronic communication technologies may allow workers to reside in one country and work in another. But eventually they will move from country to country in a borderless world. There will be no single-ethnic country. All will be multiracial like Malaysia. The cost insulated single-ethnic nations must learn to adjust to rainbow-coloured polyglot populations.....

The law of the jungle does not fit into the framework of good governance. Therefore, the architecture of governance will have to be re-examined so that technological progress and the accompanying new value systems will not result in the collapse of governments and governance.

When we talk about governance, we speak of the exercise of political, economic and administrative authority to manage a nation's affairs. This definition broadly includes the complex array of mechanisms, processes, relationships and institutions through which citizens manage affairs involving public life. However, present conditions have shown that governance is no longer the exclusive domain of the state.....

Now a new claimant has come into the field of governance. In a world that is more and more preoccupied with economic wealth to the exclusion of political and social well-being, "market forces" have laid claim to a dominant role in governance. "Market forces" now unabashedly claim a right to discipline governments even. Not unnaturally the concern of market forces is with the maximisation of profits for themselves at the expense of everything else.

Governments have always known the need to create and maintain an environment that is conducive to doing business. After all, much of governments' revenues comes from the activities and the profits of business. But governments must also be concerned with and must respond to the needs of society and political imperatives. Businesses are not overly concerned with social and political needs. For them the governments are there to keep society and politics at bay while they make money for themselves.

Who are the market forces? Strictly speaking, all consumers and everyone involved in businesses, big and small, should be considered a part of the forces of the market. But of late market forces seem to mean only the capitalists who invest in shares and trade in currencies. They have become the definitive market forces simply because they can exert tremendous influence on the performance of the economies of countries.

This has been made possible by instant communication and the mobility of funds across borders. Market forces have advocated and won support for the free flow of unlimited capital across borders so that they can invest without restriction and maximise their profits. They insist that this is the essence of free trade. Without the free flow of capital across borders there is no free trade.....

Then, suddenly, the market forces "lost confidence" in the governments and the people of these countries. They accused the governments of poor governance, of lack of transparency, of corruption, of nepotism and crony-capitalism.....

The market forces now wish to impose a system of governance and economic management which would enable them, the market forces, to maximise their profits without restriction and regardless of the cost to other segments of society. Their stress is on minimal government role in the management of the economy, meaning finance and business activities. But governments must regulate and restrict other activities.....

Whether we like them or not, supranational organisations, NGOs and market forces are now inextricable part of any country's governance. Market forces, in particular, have no 'heart', no concern for the fate of the common man or woman. The administrative machinery must adjust to having less authority to govern, which in turn decreases their own effectiveness. The question is whether present-day governments can adjust to this new environment of less government control and more public self-administration?

Self-regulation is an attractive idea. Some vehemently argue that the global economy is and should be totally self-organising, the only way, they say, to maximise efficiency, which in turn leads to increased wealth and better living standards. Alas, the world is not quite that simple and people are not quite so altruistic. It would be a wonderful society, indeed, if every member would restrain himself from doing what is wrong. Unfortunately, this is expecting too much of mere mortals. Besides, it is not possible for everyone to determine what is right and what is wrong; what appears right to one person may appear to be wrong to another. Indeed, the exercise of one's right can often impinge upon and negate the rights of others. Without a player with the power to decide, to arbitrate and to enforce, a self-regulating society (or a self-organising global economy) is doomed to perpetual conflict and turmoil, if not outright anarchy.

Society thus requires a regulatory institution possessing the required authority. Current wisdom in the form of elementary political science says that, at least within a nation, only an institution chosen by a majority can govern fairly. To ensure that the authority is not abused, a system of checks and balances must be put in place; in a typical democracy these safety mechanisms are provided by separating the roles in the voice of the people, or at least the majority of the people, then the elected institution should have the final say about any disagreement. But, depending on the relative strength of the elected institution, the final say may rest with any of the other two.

The checks and balances in a democracy are obviously not perfect, but nonetheless, there remains a high degree of legitimacy and order in such a system.....

Whatever the new ideas about governance may be, we cannot yet assume that governments and administration are things of the past. Adjustments may have to be made by the administrative bodies but they will still have a role to play. Societies must achieve sustainable growth to further the well-being of even its poorest members, a task impossible to fulfil without some methodology and orderly planning. Even protests must be dealt with in an orderly way. This is expected by the protesters. And so there must be an administrative machinery to deal with the new forces in human society. In a disorderly world where everyone can participate in the governance of a nation, the machinery of administration must still be maintained in workable condition and must increase its flexibility so as to deal with every eventuality.....

Governance is not going to be better anytime soon. It will become worse before it gets any better. And administrators must exchange views and experiences if you are to avoid repeating mistakes and creating chaos as we approach the next century and a new millennium. It is going to be tough for administrators to handle political, economic, social and technological changes simultaneously. But unless you want to be irrelevant, you have not only to adjust but to learn as much as possible about the changes so as to contribute towards a better society through better governance.

Systems of governments are not an end in themselves. They are means to an end. When systems fail they must go. But the interest of people and their government must always remain paramount.....

Globalisation and Smart Partnership

A Speech delivered at the 4th Langkawi International Dialogue in Langkawi, Malaysia, on July 25, 1999.....

It took a long time for communism and socialism, the ideas whose time had come, to be rejected and discarded. A lot of cunning and determination was required in order to reject an accepted idea.

Mikhail Gorbachev and F W de Klerk are two of a kind. To get rid of ideas which they believed to be wrong and harmful they had to hide their intentions until they reached the pinnacle of power. Then and then only did they reveal their true feelings about the ideologies they had apparently believed in and propagated in the past. Had they revealed their intentions before they attained supreme power they would have been summarily removed. Their career would have ended as the fanatics would have refused to support their bids for leadership and would have ensured only pure believers would lead.

Using whatever power or influence over the party, the fanatics would have ensured that the heretic would be thrown out and prevented from propagating their heretical ideas. Thus an idea which has outlived its time would go on being practised and would continue to do harm for much longer than it should.....

This digression is necessary in order to appreciate that an idea whose time has come may not be the ideal that it is made out to be even as it is put into practice. Throughout the history of mankind there had been innumerable ideas which had come, had been accepted as ideal and infallible, only to be found wanting in every way as to be discarded.....

The nation-state which we are all urged to dismantle in order to make way for globalisation is largely the result of the evolution of tribalism. In Europe, the nation-state realised its peak of sophistication, where loyalty to the country of one's birth entails making the supreme sacrifice for its defence and offence. Such is the loyalty expected of the nations that even when the country is obviously in the wrong loyalty is still expected. My country, may it always be right, but my country right or wrong expresses the thinking and attitude of European nationals towards their country.....

The new nation-states have hardly understood the concept of the nationalism and national governments before they are urged to give up their national identities in order to embrace the totally new concept of a global state, for that is what globalisation is all about.....

While globalisation brings in renewed capital for developing countries to grow and prosper, the other side of globalisation will begin to take its effect. Developing countries which accepted the free inflow of capital and goods grew and prospered.....

All these have a very direct connection with the free flow of capital across borders in a globalised economy. Currencies do not devalue by themselves. They have no built-in sensors. Governments and currency traders, devalue or revalue currencies. Governments devalue currencies in order to help their countries by reducing the costs of goods exported. Governments are not interested in making a profit for themselves through devaluation. But currency traders devalue currencies for profit. They may claim that they are disciplining governments but they will not discipline governments if they are going to lose money in the process.....

If globalisation is to bring equitable benefits to all nations, the first thing that everyone must admit is that a level playing field is simply not enough. The players must at least be of the same size. If that is not possible, disadvantaged nations must be given handicaps, something akin to sports which can be extended to international market competition where the competitors are less evenly matched.

Second, in order to have free trade we must regulate. We must discard some regulations and replace them with new ones worked out by the international community and enforced by truly independent international agencies, not those under the control of the powerful and the rich.....

We must therefore work to put a human face to globalisation. During our struggle for independence, there were many amongst the rich who were with us, who appreciate our views. Let them join up and be counted. Let them join us in our new struggle to preserve our self-respect and our rights.....

I have therefore attempted to paint as true a picture as possible of what globalisation can bring about if present interpretations are accepted unquestioningly. There is a high price to pay for blindly embracing globalisation as promoted by the West. We must be cautious of the dangers of globalisation as it may rob developing countries of not just their social and economic independence but their political freedom as well.....

Making Globalisation Work: Measures to Encourage Investment and Trade Flows

A Speech delivered at the Commonwealth Business Forum in Johannesburg, South Africa, on November 10, 1999.....

The Commonwealth is a grouping of rich and poor nations bound by historical ties, an ability to speak a common language and a roughly common system of government and laws. Without doubt our worldview our perception of things are also roughly similar. We still have the capacity to think our own thoughts and to act on them together. With the considerable influence we wield we have often been a force for the good. With regard to globalisation we need to ensure that our members and other countries do not suffer because our individual voices are insignificant in the WTO especially. We need to achieve a consensus on globalisation and speak with one voice, especially in the WTO.....

The Commonwealth is a representative segment of the world. Perhaps we should try our interpretation of globalisation amongst us first. We should devise rules and regulations for capital flows so that there will be economic stability instead of turmoil. Free trade need not be full of uncertainties and tumult. There need not be excessive gambling and speculation simply because free trade enables them. If, in order to benefit all, some regulations have to be put in place, there is no reason not to. Trade has benefited the world immensely. Currency trading is said to be 20 times bigger than world trade. But what do we have to show for it? The world is not 20 times richer. Instead the world is very much poorer. True a few currency traders and banks have become extremely rich. But surely trade is not about making a few people very, very rich. As I said earlier trade is about supplying needs and demands. This is basic and when we find trade has been abused bringing disaster with it, we have to go back to basics.

If the Commonwealth wants to see trade and investment flows bringing with them prosperity in a globalised world, the Commonwealth must be willing to challenge conventional wisdom and propose rules and regulations to make free trade create wealth and not destroy it.....

COUNTERING NEGATIVE ASPECTS OF GLOBALISATION THROUGH SMART PARTNERSHIP

A Speech delivered at the Meeting on Global 2000 International Smart Partnership in Maputo, Mozambique on August 21, 2000.....

Let us be reminded that globalisation is not merely a process but has also become an ideology. From one international forum to another, the proponents of unbridled, supposedly “unstoppable” forces of globalisation and trade liberalisation continue to sing their song of “the ticket to a better life for everyone”. This ideology is preached to us as being full of glorious benefits. I continue to look long and hard for evidence that this may, in fact, be true. But all around, the arrows point in the opposite direction. Sadly, the number of downturns and negative aspects of globalisation which many of us have actually experienced are seldom mentioned or discussed. If they are, they are not attributed to globalisation but to things like bad governance, lack of democracy, cronyism, etc.

In nation-building, when caution is not exercised and care not taken; when the interest of people and nations are gambled upon on the basis of an “ideology”, when decisions are not grounded in reality and the hard facts are ignored, there will be calamity. The promoters of the ideologies are to blame, of course. But we who make the decision to convert cannot be totally blameless. How many times have we seen ideologies destroy nations and yet when a new ideology is promoted we accept it as the perfect and infallible solution to all our problems.

The man in the street may be oblivious to the forces of globalisation. Yet it will affect him with as much intensity, as it will the heads of government and captains of industries. The reactions of governments and industries to globalisation will bear finally on the ability of individuals to enjoy economic freedom and empowerment; and whether individuals live in a free land and be master of their own destiny. Globalisation merits serious thinking and we need to strategise our responses to the major issues ranging from business globalisation and trade liberalisation, sustainable development, the knowledge-driven economy and the socio-political concerns such as democracy, the rule of law and human rights.....

I am not convinced that the developed nations are at all interested in this so-called “level playing field”. Globalisation as it stands clearly means access of products of developed nations into the developing world. And yet, high tariffs still persist in developed countries in sectors such as agriculture, textiles and steel in which developing countries may have comparative advantage. If not tariffs, then it is standards, subsidies, labour conditions, human rights – the goalposts keep changing against our favour.

This clearly calls for a new way of thinking, for developing nations to chart a new paradigm in nation-building such that old mistakes are not repeated. Given the onslaught of voices propagating the good of an open and liberal economy, sovereignty as a basis for self-determination and empowerment seems contradictory and out of place. Yet at no time is it more relevant than it is now.

It is not without a good reason that the last WTO round in Seattle came to a stalemate. Nation-building is not only about the lowest cost, it is equally about social justice and a conducive environment for the development of human dignity. A grain of rice, wheat, maize or barley is not simply an issue of how much it cost to produce but does the person planting it make a decent living? And who ends up eating the produce? Nation-building is about the ability and freedom and flexibility to make strategic choices in finance, trade and investment for oneself. If nations are willing to accept higher prices in order to acquire the technologies to compete later, that should be the right of sovereign nations to decide.

It is ironic that the very same people who advocate freedom of speech and rights of expression are the very same to clamp down hard on what they see as dissenting views on their brand of globalisation. Malaysia’s rejection on the IMF formula and the decision to regain exchange rate control and regulate the flows of short-term capital have now been reluctantly accepted by the international community as a viable alternative to the IMF prescription. By their own admission, a “cure all” for economic ills of the world simply does not exist. Yet barely are we out of the crisis, a new “prescription” is being forced down our throats. How soon we forget. And what is the price of such a memory lapse?

Developing nations must ask themselves where do they want to go from here. What are the options open to them and what they intend to do about it. While the developed world embraces the new knowledge-driven economy in all eagerness, developing economies, to the level that is comfortable and attainable, must also embark on a quest for knowledge in all its forms.

Knowledge is the domain of all the citizens of the world and cuts across all strata of economic activity. It is certainly not limited to cutting-edge technology and the ICT sector, as we are commonly led to believe.

It is on this premise that Malaysia has embarked on an agenda for intensification of knowledge use in all sectors of the economy, new and traditional. This entails the concerted effort of all stakeholders in the Malaysian economy to

acquire and generate bodies of knowledge. Coupled with the ability to effectively translate knowledge into technological and social advancement that elevates the living standards of the populace, this is empowerment in its truest sense.

Technology-based economic development is a unique phenomenon. Development was once a matter of accumulating physical and human capital. Within that process there is what is known as the “convergence factor”. This assumes that a well-governed developing country experiences high returns from investment, which in turn attracts an inflow of foreign capital, thus narrowing the gap between rich and poor nations.

Technological advancement, however, dances to a different tune. With increasing returns to scale in their favour, regions with advanced technologies are best placed to further innovate, with the gap between the technological haves and have-nots ever widening. Innovation requires physical, financial and social infrastructure – demanding even to the most advanced of nations. But a developing country grappling with limited resources and a multitude of needs will fail to innovate. Worse still, whatever talents they may have would be enticed away because they lack the facilities and could not match the terms offered by rich countries.....

It is precisely in this context that the smart partnership practice promises to make the most impact. Smart partnership can help unify concerns and actions and to formulate a common stand and embark on cooperative actions in order to counter any perceived negative forces of globalisation affecting the emerging economies. The smart partnership dialogues, such as this, can well serve as focal points to deliberate and share our views and experiences and to nurture continued interactions among members and smart partners in between dialogues.

I observe that CPTM, the Commonwealth Partnership for Technology Management, can assume a catalytic role in synergising the many different dimensions of the subject of globalisation with a truly achievable “win-win” result. “National smart partnership hubs” will have to come forward, and work closely with CPTM, and set priorities for action.....

Beyond Globalism and Globalisation

A Speech delivered at the 7th International Conference on the Future of Asia in Tokyo, Japan, on June 8, 2001.....

Perhaps it is too much to expect to foresee what will the situation be in the world beyond globalisation, considering that we are only just into globalisation and we are not only unable to fully comprehend it but quite obviously we are making a mess of it.....

There is no doubt about the benefits of unlimited communication. We can be lost in the ocean or the desert and yet be able to talk to people and indicate our position through the magic of cellular telephony. We can see things even as they happen on the other side of the world.....

Technology advanced, is advancing and will advance ever more rapidly. There is nothing that technology cannot do. If an animal, a fish or a plant is not big enough, we can double their sizes and their food contents. The genetically modified salmon is three times bigger, the vegetable greener and nutritious and cattle yield the exact combination of fat and protein and carbohydrate to suit our taste buds, and perhaps our health.....

We are more civilised now but the lunatic fringe keeps pushing us to go too far. We are going too far with our globalisation also. We want globalisation to be totally unregulated, to be left to the markets to govern it. But the market is about making profits, maximising profits. In the process it is likely to leave a trail of disasters and tragedies. But never mind, the important thing is that globalisation must be accompanied by market deregulation. As long as the global marketplace is deregulated what happens to people does not matter. The system has become more important than the people it is supposed to serve.

Remember socialism and communism? They were all responses and reactions to the inequities and the oppressions in human societies. The great thinkers of the time believed that if men were made absolutely equal, then they would enjoy a life free of oppression, free of envy, free of conflicts and of war. They believed that all that man wanted was to be equal and free. They invented the slogan “Liberté, Egalité, Fraternité” and made a region of it.

In the end these great dreams, these ideologies were recognised for what they were, the cause of further sufferings and the deaths of millions. And they were discarded.

Democracy too will go this way, not because it is a bad system but because it keeps on being reinterpreted and embellished. At first democracy was only about majority rule. Then minority rights was added, then individual rights. These rights were constantly being broadened so that in the end they became more important than majority rights. The government may be elected by the majority but minorities may bring it down by street violence helped by the media and even foreign interests. The rule of law is advocated but this simply means that those opposed to the government may break the law but the government may not enforce the law against them.....

Smart Partnership in Practice –
Then, Now and Tomorrow



Smart Partnership in Practice: Then, Now and Tomorrow

Smart Partnership Then.....

Tan Sri Kishu Tirathrai, Founder member of CPTM Business Link and CPTM Companion, who first articulated 'Smart Partnership' in 1995, and Mr Tim Jones, CPTM Business member, UK, shared their experience of what 'Smart Partnership' was in the 1990's. The key idea behind the evolution of the concept was people talking formally and informally about making partnerships, and this was recognised by Tun Dr Mahathir, CPTM Fellow and Companion, then Prime Minister of Malaysia, who wanted to engage Malaysia to support Vision 2020. This concept was very relevant to the current business community, whose business could benefit from realising partnership that are 'Smart' for both parties. He recognised that a business could obtain a critical edge over competition by having mutually advantageous relationships with other partners. The inclusion of business within the Smart Partnership Group helped to bring real world applications of the concept in developing a robust and timeless practice.

"...We are rising to the challenges of socio-economic transformation...the challenges that Tanzania faces, Africa faces, all the emerging countries face. A strong Science, Technology & Innovation base is emerging in Tanzania & everywhere; there is a lot of work to be done, but we will get there... getting money for technology is always a struggle... now, we have to anchor technology to sustain smart growth... If we can't, we will be held accountable. We must run, whilst others walk... Let's engage all our Smart Partnership Movement's experience & intellectual equity towards Dar es Salaam, June 2013! Smart Partnership Dialogue will inspire us all!" (HE Jakaya Mrisho Kikwete, former President of United Republic of Tanzania).

As the brainchild of the Commonwealth Partnership for Technology Management (CPTM) based in London, UK, which was adopted by Commonwealth Heads of State in 1995, SMART Partnership is a national and international consultative forum where governments engage with all sectors of society to share information, knowledge and expertise in finding solutions to development challenges. Thus, it is appropriate that all partners come together again to review and evaluate the progress made in the implementation of the outcomes of the [2009 and] 2011 Summit[s].

*Let me therefore congratulate you for hosting next year's get-together which has been branded "**Towards a Smarter Globe**" in anticipation of the interest the chosen theme is likely to raise. Indeed, the theme you have chosen; "**Leveraging Technology for Africa's Socio-Economic Transformation: The Smart Partnership Way**", is most appropriate as technology and*

particularly ICT, is a global topic issue and it is therefore more than likely that a dialogue on technology for development shall merit global attention and have a global audience.

[Extracts from reply to the above letter of invitation, August 2012, HE Dr Sam Nujoma, former President of Namibia]

Taking Forward smart values, smart ideas and their smart delivery emanating from the largest Think Tanking Dialogue in Munyonyo, Uganda (August 2009) and the outstanding showcasing of 1 Malaysia in Putrajaya (June 2011) will be inspiring, as well as challenging.

*His Excellency Jakaya Mrisho Kikwete, former President of the United Republic of Tanzania and CPTM Fellow, launching the preparation of the Global Smart Partnership Dialogue in Dar es Salaam in May 2013, called on the Smart Partnership Movement to bring their **rich experiences – accumulated in anchoring technology in socio-economic transformation – alongside the Smart Partnership Strategic Initiatives related to National Visions; Quality & Standards and Financial Inclusion in the Commonwealth and beyond.***

***Technology Inclusiveness** refers to policy frameworks and approaches for using Innovation to foster 'inclusive growth', not only strong growth, but 'resilient growth', 'smart growth'. This approach requires synchronisation, joined up thinking and action with measures to support new entrants with riskier projects in advanced materials, nanotechnology, information and communication technologies, super computers, biotechnology and advanced manufacturing. **Technology** could be looked at as having three meanings: **technology** as a means to fulfil a human purpose, **technology** as assemblage of practices and components and **technology** as the entire collection of devices and engineering practices available in a given context.*

*Technology Inclusiveness – achieved through Smart Partnership methods – increases resilience of the socio-economic **transformation**, some of the main aspects of resilience being vulnerability, adaptation, adaptive capacity, transformability and robustness.*

*Smart Partners declared an interest in the main focus of Global 2013, since CPTM emerged as a new Commonwealth organisation, at the Commonwealth Heads of Government Meeting '95 (CHOGM) in New Zealand to promote innovative approaches for achieving '**Technology Inclusivity**' through Smart Partnership dialogue. The CPTM Smart Partnership Movement is*

an emerging force of 'networks of networks with a cause'. Smart Partnership practice is rooted on the traditional ways of working together and is embracing modernity through Smart networks, hubs, nodes, Smart Partners' links. Smart Partnership Dialogue is striking the balance between modernity and tradition while maintaining authentic identity, simplicity and dignity.

*Smart Partnership is about creating **limitless opportunities and wealth that is shared, that is sustainable and that allows the participants to function in the global economy.** Its successful functioning depends on a "win-win" and "prosper -thy-neighbour" relationship among Partners. All the Partners, whether they be political leaders, civil servants, entrepreneurs, corporate leaders, management, labour, or people in general, play different roles according to their different circumstances, but all operate from the same set of principles. Smart Partnership is a process which unites people in growing co-prosperity.*

[Letter to Smart Partners, August 2012, Ambassador Ombeni Y Sefue & Dr Mihaela Y Smith, Joint-Dialogue Conveners, Global 2013 Smart Partnership Dialogue]

Smart Partnership Now.....

The Smart Partnership concept, although developed in the 1990's, is applicable to today's world. The value that is derived from dialogue is evident in the success enjoyed to this day by the Smart Partnership Movement. The concept is not restricted to finding business solutions, or political solutions. It is not even a solution, but a proposed approach that might enable people to work better together, and as such, applies to all situations. The concept of Smart Partnership is very relevant now, especially for the developed countries who have been brought to their feet by big business.

Smart Partnership Tomorrow.....

The philosophy and practice of Smart Partnership must be communicated as accurately, briefly and clearly as possible, together with the issues to be focused on. The Ethics supporting Smart Partnership should be shared with those, who are motivated by greed at the expense of many. Some of the Key features which will survive time and borders are:

Smart Partnership is based on Trust. There is a Code of Ethics which can be applied to business partnerships. Certain business practices are not condoned within Smart Partnership. Similarly when examining why a country has 'failed', it is reasonable to assume that Smart Partnership principles have almost certainly not been applied within government. It is easy to construct

negative scenarios, but much harder to construct positive ones. Smart Partnerships offer hope and vision, and promotes something positive. Recently legislation has changed business practice and certain methods are no longer brushed under the carpet.

Boundaries – or the lack of them are important in Smart Partnership. We live in a world limited by boundaries. Smart Partnership however sets out to be 'limitless' and 'boundary-less' through human interaction and informal networking. In business it is good to understand business 'norms' and apply them internally, but not to accept them at face value. In order to expand boundaries, check-lists and lists of processes are not helpful. It is better to operate the principle of 'better' rather than 'best practices' – i.e. learning from one another. Through learning and obtaining better practices, limitless opportunities can be achieved. 'Mutual advantage' is a worthwhile outcome of Smart Partnership. The question is not 'what's in it for me?' but 'what's in it for us?'

Respect is also a key principle of Smart Partnership. Respect is a building block for listening. One of the keys to being culturally sensitive is to have the ability to listen, to absorb differences and to acknowledge that there is a different way of looking at things. There is a need to embrace another point of view. It is also important to be aware in business that your opponent this year might be your partner next year. A key challenge is learning how to deal with situations where there is little or no respect. Smart Partnership dialogue in these situations plays a key role. Once respect is there, it becomes very empowering and if misunderstandings arise, an agenda is in place to resolve them. There is a need to build respect from the bottom up – you cannot tell people to do this –they must feel it themselves. We also need to learn to do things not just in a 'smart' way, but in a wise way – using wiser values.

Interconnectedness is also another advantage of applying Smart Partnership principles. The Smart Partnership network establishes a common ground, which can offer many business advantages and 'bonding' when common Smart Partners are identified. Links are everywhere – they are not often seen unless you are right next to them, but have wide repercussions. CPTM Smart Partnership Dialogue™ is one way of building knowledge of the links that join processes, actions and events.

[Extracts from Webcasts with Tan Sri Kishu Tirathrai, Malaysia & Tim Jones, UK]

CPTM Overall Strategy – Towards Commonwealth Heads of Government, April 2018 and beyond

“CPTM Smart Partnership initiatives are not just inter-related but also mutually reinforcing. Smart Partners' characteristic convening power brings together - for Dialogues, Think-Tanking, and sharing Ideas-in-Action - real-time contributors from a wide range of disciplines and life experiences. In so doing Smart Partnership highlights and promotes new linkages which are key in building and publicizing the potential for new platforms which can be launching pads for specific steps towards socio-economic transformation and coordinated, sustainable scientific and technological innovation.

Within the global web of inter-connecting circles, those marked "Politics", "Academia", "Communications" and "Culture" play a key role in awareness-raising among parallel professionals who traditionally "pass each other in the night" but to whom Smart Partnership offers the chance to engage in the true "prosper thy neighbour" spirit of sharing and learning, to take a risk coming "out of their boxes", and so create something 'without limits', bigger than the sum of the parts.”

(Dr Andrew Taussig, CPTM Director, UK)

“Smart Partnership is like Quantum Mechanics or Jazz adages:

If you think that you understand Quantum Mechanics, you don't understand Quantum Mechanics

If you need a definition of Jazz, you do not understand Jazz.

CPTM Smart Partnership is not what you define; it is what you do like a Jazz rift. It is like what International Diplomacy is supposed to be but rarely is. You try to see the world as others see it and what they want and need so you can figure out how you can with integrity respond to them. Similarly you present to them your wishes and needs in a way that they can understand and respond with integrity. Smart Partnership is not external to the participants but built into their thought processes like Jazz is to those who play it or like FDR's Good neighbor or those who engage in International Diplomacy (unlike The Donald) as it is supposed to be done.”

(Professor Thomas DeGregori, CPTM Fellow & Companion, USA)

“Uppermost in UK minds is cyber-crime, which can be state supported. It overtakes the old security model in which you secured your own assets. Central Banks are a concern to national security bodies and vice-versa. In a sense we've sold ourselves to the internet, led by financial services. People are no longer there to manage transactions and devil has come calling in the shape of malware and cyber-crime.”

“National security has to be a concern of Central Banks,” he adds. “And banking and finance, as critical infrastructure, has to be of concern to those responsible for national security. We are only at the beginning of the digital revolution...and it's not something that will just affect the advanced economies of the West. We are all interdependent and as strong as the weakest link.”

(Professor Sir David Omand GCB, King's College London and Former Head of GCHQ)

“The effective global deployment of FinTechs implies the existence and use of international standards, whether related to interoperability, security and risk assessment, quality management or best practice. ISO and ITU are actively engaged in developing and deploying such standards. The National Standards Bodies, members of ISO, are the natural national public-private forum where governments and Central Bank Governors may keep abreast and influential on this aspect. CPTM Q&S and Central Bank Governors Networks are facilitating this process since 2010.”

(Alan Bryden, Former Secretary General of ISO, CPTM Companion, France)

Towards a National Code of Ethical Conduct.....

“..... One important application of the Smart Partnership principles and practise is in the area of promoting and strengthening cohesion, harmony and unity at national or sub-national levels. At national level I am happy to report that in we just held in Kuala Lumpur, a Dialog Rakyat (People's Dialogue) on December 3rd to revisit the Smart Partnership ethos and practise and to build upon them a code of ethical conduct to promote national cohesion, harmony and unity. I am pleased to inform that Dialog Rakyat Code of Ethical Conduct, based on the principles of Smart Partnership, was successfully adopted. This will be promoted nationally.

I might also mention that our Director / Founder General Ihsan Shurdom had on 5th November, successfully organised a Circassians Smart Partnership Dialogue in Amman, Jordan to strengthen cohesion among the Circassian community in the country.

Another potential application of Smart Partnership at the national level would be in Cyprus, once the leaders of both the Greek and the Turkish parts of the country have come to an agreement on reunification. I understand our Director/Founder Dr George Christodoulides is keen to get that organised.”
Tan Sri Datuk Dr Omar Abdul Rahman, extracts from CPTM Chairman, AGM 2016



DIALOG RAKYAT CODE OF ETHICAL CONDUCT FOR NATIONAL COHESION AND UNITY

*Alarmed by the emerging sectarian, divisive and polarising rhetoric and behaviour from various irresponsible quarters which threaten our national cohesion, harmony and unity, we the Concerned and Responsible Citizens of Malaysia attending the first Dialog Rakyat forum held on the 3rd day of December 2016 in Kuala Lumpur, recognise the need for a commonly agreed **Code of Ethical Conduct (CEC)** as a set of **guidelines of behaviour** for ourselves, individually and collectively, to counter this unhealthy development.*

The CEC takes into consideration various areas of concern expressed during the Dialog Rakyat including an education system that promotes civic consciousness, human rights, and national unity; adherence to the Federal Constitution and upholding of the Rukunegara, better interfaith understanding; encouraging volunteerism and being socially responsible for our own words and actions. Other important issues raised were the promotion of civic nationalism which was interpreted as an inclusive sense of belonging, compatible with universal values of equity, tolerance and accommodation as opposed to the exclusive ethnic nationalism; concern about perceived rampant corrupt practices and kleptocracy, the latter interpreted as personal exploitation of national resources by those in power, and the imperative of good governance in fostering national unity.

*The CEC is developed from the **principles of Smart Partnership** which call for a harmonious relationship between and **among all citizens of Malaysia based on respect, trust, transparency, tolerance and accommodation. Smart Partnership is also a multi stakeholders' partnering and cooperation anchored on shared values, long-term commitment based on evolving common objectives, fair and equitable outcome for all partners and on protecting and enhancing the dignity of every person.***

The values, are non-sectarian, universal values which are in harmony with the Federal Constitution and the Rukunegara. They are engendered through a continuous constructive engagement of all stakeholders which allow for synergising commonalities, recognising and respecting differences, sharing experiences, voicing concerns and facilitating informed and fair decisions at both the personal, organisational and institutional levels.

We, the Concerned and Responsible Citizens of Malaysia undertake therefore to adopt a set of behavioural patterns that embodies Moderation, Respect, Understanding, Trust, Transparency, Tolerance and Accommodation that reflects

- *respect for one another regardless of ethnicity, religion, geographical region, status or political leaning*
- *recognition of our similarities and acceptance of our differences*

We, the Concerned and Responsible Citizens of Malaysia agree to

- *respect the Federal Constitution and uphold the Rukunegara so as to preserve the independence and sovereignty of our nation*
- *promote activities that nurture civic consciousness, civic nationalism, patriotism, national cohesiveness, harmony, and unity at all levels of society*
- *advocate justice and fairness, transparency and integrity in all aspects of management and governance*
- *resolve contentions and differences through constructive engagement always seeking for equitable, mutually beneficial outcomes*
- *refrain from actions that offend, insult, humiliate, or intimidate others*
- *reject any form of discrimination, bigotry, extremism, unjustified acts causing harm to any individual or group, including any actions that can disrupt harmony and cohesion*
- *fight corruption and kleptocracy at all levels and in all its manifestations*

We, the Concerned and Responsible Citizens of Malaysia, resolve to

- *adhere to and promote the Code of Ethical Conduct*
- *mobilise citizens towards a Citizen Movement for National Cohesion and Unity*

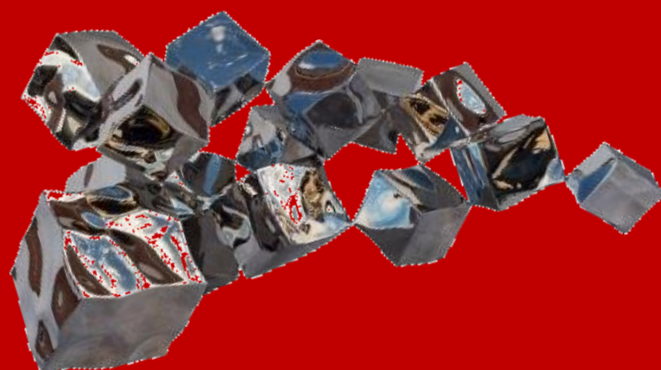
First Dialog Rakyat forum, 3rd December 2016, Kuala Lumpur, Malaysia

**CPTM Smart Partnership Movements’
Value to the Commonwealth
2018 and beyond**



CPTM

Commonwealth PARTNERSHIP for
Technology Management





CPTM Value to the Commonwealth

- Background Briefing, April 2018 -

Launch
of
CPTM



1995 CHOGM,
Auckland,
New Zealand

- **CPTM Commonwealth and beyond:** Because of the rapid changes in the geo-political environment, economic trends and technological development, it is becoming necessary for Commonwealth countries to seek and avail themselves of new platforms, structures and **DYNAMICS IN COOPERATION** so as to be timely and fully briefed and updated, to assess the implications of change and to design the right type of policy responses.
- CPTM, through its Smart Partnership process which emphasises win-win outcomes with benefits and concessions accruing to all stakeholders, encourages peer relationships based on respect, trust, tolerance and transparency, provides an unique **INFORMAL, CONSULTATIVE PLATFORM**, bringing together the **HIGHEST LEVEL** leadership, competent subject- matter specialists and **SUMMIT LEVEL** participants, to **DELIBERATE**, through **DISCREET** discussions, and **COORDINATE** Commonwealth group and individual country positions, viz-a-viz the rest of the world. CPTM created **SYNERGY, COMMON APPROACH AND COMMON STANDARDS** for pre negotiation processors followed by action, thus CPTM is a mature Smart Partnership interactive method for UN's comprehensive approach to the key items for the present and the future ie. 2020 Agenda with its strategic development goals towards 2030, creating bridges to existing goals, peace and security development, and humanitarian, all of which forms the basis for common interest.



Smart Partnership International Dialogue, Dar es Salaam, 2013 on “Leveraging Technology for Socio-Economic Transformation”, CPTM Youth Link interacting with Leaders

- Since 1995, CPTM has pursued and developed a unique, practical and effective *Smart Partnership Dialogues*’ platform with 21 Dialogues; about 9700 participants in average; 12 countries jointly organised the Dialogues; each Dialogue had 10 to 15 Leaders and representatives; in average 20 countries present, mainly Southern and Eastern Africa, and also South East Asia and Caribbean.
- The CPTM Smart Partnership platform is, therefore, an excellent alternative, or complement, to the conventional inter-governmental approach in dealing with new trends affecting national development and global issues, particularly in the pre policy development and use of sounding board for areas of disagreement or decision. CPTM and Smart Partnership interactive method could be utilised as a confidence building measure that will allow further global interactions.



Lord Craig of Radley
CPTM Fellow

- **Commonwealth Partnership for Technology Management:** First, why **Commonwealth?** CPTM owes its foundation and continuing existence to CHOGM. It was set up by the 1995 CHOGM in New Zealand to replace earlier Commonwealth-wide consultative arrangements for technology management. It was formed as a company, limited by guarantee, in England to act as a cooperative organisation dedicated to bringing together elements of Commonwealth Governments, the private and public sectors and individual professionals on an open networking basis. The Commonwealth secretary-general appoints a liaison officer. The organisation is mandated to report biennially on its activities and achievements, latterly to the pre-CHOGM Foreign Ministers’ meetings.
- **Partnership** is a key word in CPTM’s title. Unique to this organisation is a code of practice — indeed, a philosophy — that the most valuable form of partnership is one that stresses and strives for win-win solutions and outcomes, rather than beggar-my-neighbour or confrontational exchanges. The values of tolerance and co-operation are equally prized. It has proved its worth as an organisation that relies totally on being able to bring together groups and individuals from around the Commonwealth — and beyond — to work, discuss and engage co-operatively together. A whole variety of topics has been addressed over the years, ranging from agriculture to tourism, from industry to academia and from disruptive digital technologies to programmes for national vision ambitions. The spread of interest that this has generated in the Commonwealth nations of Africa, Malaysia, the island communities of the Caribbean, Mauritius and elsewhere is impressive. So, too, is the level of engagement. One of the key features of CPTM over the past two decades has been its ability to bring together large, 500-plus groups from many Commonwealth countries, including up to a dozen Heads of State or Government prepared personally to devote considerable time and effort to the dialogues that take place. I have attended or spoken at a number of them.
- Another key development in this partnership has been the growth of a younger element of participants, known colloquially as the 29ers. Their interest and enthusiastic engagement gives me confidence that the work of CPTM will be taken forward by new generations of participants. That confidence is further enhanced because, over the years, I have seen that many of today’s heads of participating countries, like their predecessors in office, have been attracted to CPTM and are actively pursuing their involvement. This partnership is encapsulated in the phrase “smart partnership”, and it is proving to be just that — smart in achievement, smart in bettering human relations and smart in striving for win-win outcomes and understandings.
- **Technology** is the third word of CPTM’s title. It is perhaps hard to recall now that, 20 to 25 years ago, the buzzword for covering modernisation and development was just that — technology. It has, of course, been much superseded by the digital language and outlook of today’s fourth industrial revolution. CPTM, in that sense, may best be characterised as a platform for

interactions. It provides the lodestone for progressive and interactive developments in today's ever more integrated global societies. Certainly, CPTM has found that it has become a platform for much interaction and exchanges of ideas on modern developments. A most successful interchange has taken place recently within the CPTM format on disruptive digital technologies and their relationship to new currencies like bitcoins, engaging the active participation of a number of governors of national banks.

- Finally, I turn to **Management**, the fourth of the words in CPTM's title. An important aspect of CPTM's work is that it brings together individuals and groups with much experience and interest in the methods, theory and practice of leadership and governance, both in the public and private sectors. These are individuals with ideas and experiences to impart to newer and younger generations on how to bring out the best in national or personal endeavours.
- **CPTM Leveraging through Inclusive Initiatives:** Using its pioneering Smart Partnership Inclusion Initiatives, and bringing in high-level expert advice as appropriate, CPTM has enabled Commonwealth countries to focus quickly on new and emerging developments such as: cybersecurity; distributed ledger technology (blockchain), the new standards it requires, its general applications and its specific applications to crypto-currencies; and, in a world of *big data*, leveraging the value of these data as applied to better trade, agriculture, health, industrialisation, mining, tourism, environmental management and so forth.
- CPTM's Smart Partnership platform and approach enable Commonwealth emerging economies quickly to leverage the many current and newly-arising opportunities for development. This is demonstrated through the *CPTM Integrated Framework of Inclusive Initiatives*, carried forward by individual CPTM Networks such as those of Central Bank Governors, National Standards Bureaux, National Statistics Offices, and Science and Technology Innovation Agencies.
- Particularly during the last two years, CPTM has enabled senior professionals from Commonwealth governments and private sector organisations to support and assist one another in ways that would otherwise have been less efficient and sustainable, if achievable at all. Support and assistance of this type is much valued and trusted by Commonwealth countries.
- In 2018 CPTM is launching a Smart Partnership Inclusivity Initiative on Leveraging the Value of Data for Commonwealth Emerging Economies, whose outcome will be reported to CHOGM 2020.

Extract from Hansard online <https://hansard.parliament.uk/Lords/2018-03-22/debates/DF1E4C72-5B6D-486D-A8DA-33C772965FCB/CommonwealthHeadsOfGovernmentMeeting2018#contribution-263457FD-D0E4-48EE-A4CA-FCF4CEF046C4>

Message from Tan Sri Omar Abdul Rahman (Malaysia)



Tan Sri Datuk Dr Omar Abdul Rahman
CPTM Chairman & CPTM Fellow
Chairman JEG

I believe the 'formal Commonwealth' of the biennial CHOGMs has little or no impact on ordinary citizens of member countries whose only awareness of the Commonwealth would be from the publicity in local media surrounding their Heads when they attend the meeting once every two years. When a Head is represented by another official, there would be less publicity and much less awareness at home.

Within governments, only the Ministries of Foreign Affairs used to be involved with the Commonwealth, their officers being members of the COW (Committee of the Whole) involved in the CHOGM officials meetings. Only lately at the Commonwealth Summit the COW is replaced by a meeting of the Ministers of Foreign Affairs and this year special meetings were organised for government and industry leaders in business.

There is however the People's Forum, the gathering at the time of CHOGM but not part of it, of the members of special interest groups, professional associations and the many other NGOs with the word Commonwealth in their names. For them their Commonwealth is the respective groups and associations that they belong to. Their numbers would be small in comparison with the total Commonwealth population, and for them their connection to the Commonwealth would be ephemeral, probably coming into realisation only briefly once every two years.

My own connection with the Commonwealth, not an ephemeral but an enduring one, is an organisation that owes its origin partly to CHOGM Kuala Lumpur in 1989. This organisation is CPTM - the Commonwealth Partnership for Technology Management - that began life as the Strategic Management of Science and Technology (COMMANSAT) component of the Science Management and Organisation (SMO) programme of the now defunct Commonwealth Science Council. The work of COMMANSAT was promoting the development of optimal organisation and management system for S&T and its strategic integration into economic policy and development planning. Its approach was non prescriptive but through the sharing of experiences involving participation of policy makers and senior managers from both the public and private sectors.

Malaysia appreciated and benefitted from the work of COMMANSAT and proposed at CHOGM 1989 for it to be given greater prominence and support as a Commonwealth activity promoting a cooperative public-private sector approach in dealing with economic and technological issues in development. The outcome was CCGTM - the Commonwealth Consultative Group on Technology Management. I was appointed as chairman and Dr Mihaela Smith, project manager of the SMO remained as the project manager for the new entity which was transferred from the Commonwealth Science Council to the Economic Division of the Commonwealth Secretariat.

The final transformation into CPTM took place at CHOGM 1995 in New Zealand where the recommendation of the working group headed by Deputy Secretary General Sir Humphrey Maud, established at CHOGM Cyprus 1993 to strengthen the organisation and management of this public-private sector partnership organisation, was accepted as proclaimed in the CHOGM 1995 communique: "Heads of Governments welcomed the establishment of CPTM as an innovative joint venture between Government and Private Sector and urge both to contribute."

CPTM was registered in London as a private limited company in 1995 with a 10-member board of directors representing governments, private sector companies, networking members and a representative of the Commonwealth Secretary General. Its objective was to harness the collective wisdom and experience of both the public and private sector to identify and promote best practices in technology management in support of sustainable development; and technology management was defined as "the mechanism, processes and infrastructure needed to foster, promote, manage and sustain the development of scientific knowledge and technological innovation and related skills and expertise for the attainment and sustainability of the overall national development objectives." Datuk Dr Mihaela Smith became the chief executive and I the chairman, and we remain in office until today.

It was the establishment of CCGTM and CPTM that triggered the setting up of the public-private sector organisation in Malaysia, originally known as CIP (Consortium for Prospecting), which later became MIGHT (the Malaysian Industry-Government Group for High Technology) in the Prime Minister's Department in 1993. A good number of leading Malaysian companies joint forces to form CIP and later, joined by others, became the founding corporate members of MIGHT as well as of CPTM.

Malaysia benefitted in many ways from the involvement in CCGTM and CPTM, learning to improve her S&T and R&D management practices from the experience of both developed and developing countries of the Commonwealth. Conversely the improvement made to her STI ecosystem became examples to other countries. The establishment of MIGHT, the improvement in the funding system for research in priority areas (IRPA), discussion on the manufacturing opportunities in carbon composites leading to the establishment of CTRM Ltd and inputs to a number of STI policy documents are some examples of the benefits of Malaysia's involvement in the activities of CCGTM and CPTM.

A major CPTM's contribution is the elaboration of the Smart Partnership (SP) principles, processes and practices, and their dissemination to many countries in Southern and East Africa. SP is a social innovation that was introduced to the world at the first Langkawi International Dialogue (LID) in 1995. After a series of LIDs and other SP Dialogues in various countries in Southern and East Africa and the Caribbean, the SP concept becomes accepted as "a multi-stakeholder cooperation, collaboration and partnering based on shared vision, long-term commitment and evolving common objectives that goes beyond strategic alliance; fair and equitable outcome for all partners and ethical values based on respect, trust, transparency and tolerance."

SP facilitates a continuous constructive engagement of stakeholders which allows for sharing of experiences, voicing concerns and encouraging informed decision at both institutional and personal levels. It also provides the opportunity for synchronising perceptions which can lead to consensus on conflicting and contentious issues; for new insight into concerns leading to new ways of dealing with them, and for unifying positions on common issues which may lead to cooperative actions.

CPTM was the joint convener with MIGHT for the LIDs and with host governments for the dialogues held in other countries, totaling 21 in all up to now. Nine of the dialogues were held in Malaysia, participated and hosted by our Prime Ministers in office, the last dialogue being held in Putra Jaya hosted by Dato Seri Najib Razak. In addition to creating awareness, understanding and acceptance of the SP principles and practices, the SP Dialogues became a protocol-minimal networking platform for Heads of Government and leaders from developing countries, Commonwealth and others, to learn about and appraise current and emerging global issues which might affect development efforts and to discuss and share experiences on issues in development and possible solutions through the SP framework. In this context, the experience of Malaysia was always of a major interest. One such experience was Vision 2020 which became an inspiration for the development of national visions in many countries in Africa, CPTM playing the role of the facilitator and myself as provider of the details and updates on 2020.

In short, CPTM's major role for the Commonwealth is promoting, through the SP ethos and practice and the SP Dialogues, good practice in governance for development through sharing of experiences. This non-prescriptive approach works well with Heads and leaders of the Commonwealth developing economies.

The SP Dialogue is one of three 'smart engagement' approaches CPTM employs to promote learning through sharing, the others being 'Think-Tanking' and 'Open House'. The former is an in-depth mini dialogue on a specific topic for information, clarification, comprehension and possible follow up action.

The Open House activity is inspired by the Malaysian practice of inviting relatives, friends and associates into one's home during a festival to share and enjoy food and drinks, exchange news and strengthen friendship. An Open House is sometime held during an SP Dialogue as a special session to share the host country's successful Smart Partnership experiences. It is also held in the CPTM Smart Partnership Hub in London on special occasions. During the CHOGM 2018 week I was in London attending an 'Open House of Information and Ideas' at the Hub. In addition to CPTM members in the UK, there were others from Cyprus, Malta, Namibia and we were joined by teleconference by CPTM networking members from Australia, Canada, USA, India, Uganda, Namibia, Swaziland, Botswana and South Africa. Our discussions over six days centred on a topic that has been the focus of CPTM's think tanking activities engaging senior managers in development planning and in standards institutions, governors of central banks and leaders in business in developing Commonwealth, for the past two years, namely leveraging the value of knowledge and data for development. We were being updated by experts in the area on the latest development, as part of increasing awareness and comprehension, of understanding the implications and of sharing ideas on possible actions.

We recalled the erstwhile conundrum of 'knowledge overload' and the need for the judicious process of sieving and selecting and evaluating to retrieve the relevant information useful for our specific purpose. Now we are faced with a 'data avalanche', the need is even greater. As a matter of fact the big data conundrum has spawned off two academic disciplines at some universities - data science and data analytics. Capacity in analytics is now essentials in benefitting from big data for the purpose of developing policy, national vision, standards and trading practices etc. We discussed and planned activities for the coming months on 'Getting Started on Leveraging the Value of Data and Knowledge' - meaning the sharing of information and ideas on what would be required in terms of policy, expertise, and institutions to leverage data for useful purposes and to minimise its illegal exploitation and abuse.

The official and formal inter-governmental Commonwealth certainly has a place and important role to play. But in the current situation of rapid changes in the geo-political environment, economic trends and technological development, it is becoming necessary for Commonwealth countries to seek and avail themselves of new platforms, structures and dynamics in cooperation so as to be timely and fully briefed and updated, to assess the implications of change and to design the right type of policy responses. A networking organisation, constantly engaging, nimble and alert in spotting signals of new trends and in timely transference of information like CPTM, has an important complementary role to play.

This CPTM is my Commonwealth; likewise that of my colleagues on all the five continents across the globe. Our Commonwealth does not come alive only once every two years; ours is alive, active, ongoing, engaging and enriching. It deserves more recognition from the centre.

30 April 2018
Kuala Lumpur

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Smart Partnership International Dialogues



1995 Langkawi, Malaysia ;
 1996 Bridgetown, Barbados
 & Langkawi, Malaysia;
 1997 Kasane Botswana &
 Langkawi Malaysia;
 1998 Swakopmund, Namibia;
 1999 Bridgetown, Barbados
 & Langkawi Malaysia;
 Victoria Falls, Zimbabwe;
 2000 Maputo, Mozambique &
 Langkawi Malaysia;



2001 Munyonyo, Uganda;
 2002 Langkawi Malaysia;
 2003 Ezulwini, Swaziland;
 2004 Pelangi, Malaysia;
 2005 Maseru, Lesotho;
 2007 Pelangi, Malaysia;
 2008 Mulungushi, Zambia;
 2009 , Munyonyo, Uganda;
 2011 Putrajaya, Malaysia;
 2013 Dar es Salaam, Tanzania





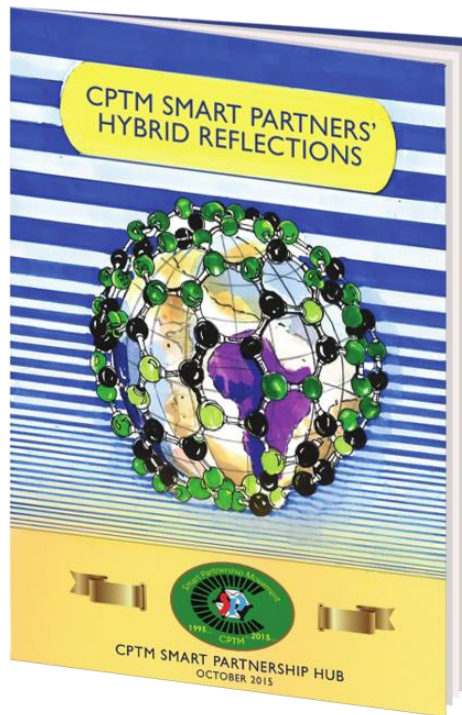
What It Means to be a CPTM Member Smart Partner?

“A Movement is different to an Organisation. A Movement is an open system that includes everybody. You, as a carrier of this ideology, you must go out there and plant the idea and promote the ideology. (...) In fact this should be an open-ended Movement that should reach the masses and have no limitations on who should promote it. Each country should have as many Hubs as possible, not just one. (...) We can’t carry a Movement in our pockets, otherwise it is not a Movement! (...) People don’t accept each other because they don’t understand each other. If you create a platform for people to understand one another and to also know what people are doing in other countries, you will get rewards from this. (...)”

*Depending on the system you have you can still practice Smart Partnership the way you are. (...) **Our common interest has come out very strongly: a desire to do something good for our people.** The reason this platform CPTM Smart Partners’ was created was to avoid the reporting we have at the AU, UN and SADC systems. (...) An informal institution would allow Heads of State to look at issues practically. What are we supposed to do to impact the lives of our people? (...) These are the approaches of Smart Partnership. Real things that are happening on the ground and impact on our people’s lives, providing opportunities to people who have not had these chances before. Each system can define their own way to implement Smart Partnership so as best to impact people’s livelihoods. (...). Our future is to make sure we are a caring nation. We are currently a greedy world and greedy nations and individuals. **We don’t practice ‘prosper thy neighbour’ and we need to start doing it.** There is a need to care for the next person who may not have what they need to eat this evening.*

***The Dar es Salaam Dialogue provided us with some outstanding ideas for various visions for success.** The theme made us think that technology could be one of these vehicles to make Visions a success. (...) Finance is key to the success of any of these programmes. New technology allows us to simplify some of our financial needs..and all of this is to help us succeed in our Visions. **A Vision.. is a plan.. The most important is the desire to do things that will work to allow you to reach the goals you are striving for.** (...) For Smart Partners the most important is how we can use these vehicles to enable nations to succeed, to truly be inclusive. Smart Partnership exists to address the exclusions that exist in our societies, to overcome these shortfalls. (...) Smart Partnership looks at how do I consider what will be good for me but also my neighbour. Information flows are very important for this inclusion. Ignorance leads to conflict but with information flow and sharing you can create understanding. ‘Prosper thy neighbour’ is not only about material needs but also about information. People need a better understanding of what is happening in their society. (...) The system should be inclusive, opening opportunities to all in society. As we think about why certain nations succeed and others fail I believe it is about the inclusiveness of the system. Systems that exclude people in one way or the other are a real factor in this. (...) An open system is not one that allows anything and everything; it is one that doesn’t exclude. Everyone preaches good governance but when you look at specific systems or organisations they are closed to many. (...) Systems should be predictable, not secretive. (...) Good governance and transparency can make this better. By educating people and sharing information properly you can maximise what a country can achieve. (...) **Smart Partnership means a lot in terms of providing opportunities.** (...) When we craft a Vision we do it for the whole country. A Vision is for all. (...) In Namibia, we want to be better and more developed, and this should be continuous, like how you feed and bring up a child. (...) The system should be predictable. (...) Everyone that comes in does things they want to do. It is only once people understand what the Vision is that they can start discussing what the solutions are, not just the problems. “*

Hon Mr Marco Hausiku, former Deputy Prime Minister, Namibia, Think Tanking with Central Bank Governors at the CPTM Smart Partners’ Hub (**“As they said it”**), July 2015



*“The problem when one is trying to encapsulate greatness such as CPTM’s is that there is always a multitude of directions one can take, with everyone and everything being important. If you do not know where you have been, you cannot know where you are going and where you need to go. Knowing where you have been is often a lot of hard work, but necessary as too many try to skip this phase, and end up leading everyone nowhere. Our gratitude is to all our CPTM Smart Partners, because throughout the last decades, they never ceased the work of knowing where they had been, so that they could both creatively and responsibly show us where we needed to go – VISION – and in so doing, helping us to create our own Vision. CPTM Smart Partnership Vision has to be grounded in reality, so that it can show us the way from where we are, to new and better realities, which we can create with our own Vision. This is what **CPTM Smart Partners** did, and to them we are in their debt, as we commit to continue to moving forward.”*

Professor Tom De Gregori, CPTM Fellow, Reflections-October 2015

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To view the CPTM Smart Partners' Hybrid Reflections digitally please visit www.cptmhub.com

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N.V. National Visions

June 2017



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STATEMENT ON THE PASSING OF HIS EXCELLENCY

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Apr 2017



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Pushing the limits through Smart Partners














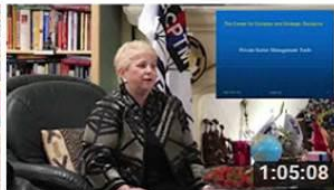






N.V. National Visions

Mar 2017

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Financial Working Group-Way Forward

F.I. Financial Inclusion Mar 2016



An Inclusive Commonwealth-Commonwealth Day 2016

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CPTM Smart Partnership Movement Smart 29ers

CA Country Activities Mar 2016



CPTM Smart Partnership Country Activities Tanzania

CA Country Activities Feb 2016



CPTM Smart Partnership Country Activities Namibia

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CPTM Smart Partnership Country Activities Zimbabwe

Country Activities Feb 2016



CPTM Smart Partnership Country Activities Seychelles

Country Activities Feb 2016



CPTM Smart Partnership Country Activities Uganda

Country Activities Feb 2016



CPTM Smart Partnership Country Activities Mozambique

Country Activities Feb 2016



CPTM Smart Partnership Country Activities Swaziland

Country Activities Feb 2016



CPTM Smart Partnership Country Activities Lesotho

Country Activities Feb 2016



CPTM Smart Partnership Country Activities Botswana

Country Activities Feb 2016



Smart Working - Code of Practice

Quality & Standards Inclusion



Weekend interactions on 'Thinking aloud'

National Visions Feb 2016



Emerging Landscape of Digital Challenges and Opportunities

Science & Technology Inclusion Jan 2016



CPTM 20Years and More Way-Forward

AGM & Think-Tanking Jan 2016



CPTM Anniversary Think-Tanking at the Hub December 2015

AGM & Think-Tanking Dec 2015



CPTM Anniversary Think-Tanking at the Hub December 2015

AGM & Think-Tanking Dec 2015



CPTM Anniversary Think-Tanking at the Hub December 2015

AGM & Think-Tanking Dec 2015



CPTM Anniversary Think-Tanking at the Hub December 2015

AGM & Think-Tanking Dec 2015



CPTM Anniversary Think-Tanking at the Hub December 2015

AGM & Think-Tanking Dec 2015



CPTM Anniversary Think-Tanking CPTM Companions Awards Dec'15

AGM & Think-Tanking Dec 2015



20th Anniversary CPTM AGM Session December 2015

AGM & Think-Tanking Dec 2015



CPTM 20 Years and More at the Hub December 2015

AGM & Think-Tanking Dec 2015



20year anniversary final countdown

AGM & Think-Tanking Nov 2015

Produced and Broadcasted by CPTM Smart Partners' Hub, London

CPTM Smart Partners' Webcasts

Please view further Webcasts & find background on www.cptm.org/webcasts.html



Key Message from Dr Tim Persons, U.S. GAO Chief Scientist
S&T Science & Technology Inclusion Nov 2015



CPTM Anniversary Think-Tanking Towards 20th CPTM AGM
T&T AGM & Think-Tanking Nov 2015



Countdown 20th Anniversary Think Tanking
T&T AGM & Think-Tanking Nov 2015



Countdown 20th Anniversary Think Tanking
N.V. National Visions Oct 2015



Towards 20th Anniversary Celebration Think-Tanking
T&T AGM & Think-Tanking Oct 2015



CPTM Working visit to Rwanda Highlights
N.V. National Visions Oct 2015



CPTM Future Directions dialogue with Dr Keith Suter
S&T Science & Technology Inclusion Oct 2015



CPTM Future Directions dialogue with Amb Barry Faure
F.I. Financial Inclusion Sep 2015



Achievements and Future Direction Lekoma Mothibatsela
C.A. Country Activities Jul 2015



2016 and Beyond Sir Ketumile Masire
C.A. Country Activities Jul 2015



Data & Statistics Inclusion and Digital Technology Landscape
S&T Science & Technology Inclusion Jun 2015



Dialogue with the Central Bank Governors
F.I. Financial Inclusion Jun 2015



Achievements and Future Direction Lord Craig
F.I. Financial Inclusion Jun 2015



Smart Partnership in Namibia 2014
N.V. National Visions Jun 2015



Government Interventions in Promoting Innovation Driven...
F.I. Financial Inclusion Jun 2015



Role of a Secretary Dialogue with Simon Osborne
S&T Science & Technology Inclusion Jun 2015



Raymond Parsons on Carbon Tax
S&T Science & Technology Inclusion May 2015



How Nations can succeed Dialogue with DrComiche
N.V. National Visions May 2015



Directors Face to Face Dialogue
F.I. Financial Inclusion May 2015



Achievements and Future Direction Dr David Fisk
S&T Science & Technology Inclusion May 2015

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ISOCPTM Quality & Standards E Dialogue

Q&S Quality & Standards Inclusion Oct 2014



Achievements and Future Direction Dr Ernest Sirolli

S&T Science & Technology Inclusion Oct 2014



CPTM Annual End of the Year Think-Tanking at the Hub Dec'14

T&T AGM & Think-Tanking Nov 2014



CPTM Annual End of the Year Think-Tanking at the Hub Dec'14

T&T AGM & Think-Tanking Nov 2014



CPTM Annual End of the Year Think-Tanking at the Hub Dec'14

T&T AGM & Think-Tanking Dec 2015



CPTM Annual End of the Year Think-Tanking at the Hub Dec'14

T&T AGM & Think-Tanking Oct 2015



CPTM Annual End of the Year Think-Tanking at the Hub Dec'14

T&T AGM & Think-Tanking Dec 2014



CPTM Annual End of the Year Think-Tanking at the Hub Dec'14

T&T AGM & Think-Tanking Dec 2014



CPTM Annual End of the Year Think-Tanking at the Hub Dec'14

T&T AGM & Think-Tanking Dec 2014



Complex Systems Science by Professor Yaneer Bar-Yam New...

T&T AGM & Think-Tanking Dec 2014



CPTM Annual End of the Year Think-Tanking at the Hub Dec'14

T&T AGM & Think-Tanking Dec 2014



Launch of the Annual AGM Week at the Hub

T&T AGM & Think-Tanking Oct 2014



Launch of the Annual AGM Week at the Hub

T&T AGM & Think-Tanking Sep 2014



Message from the Joint Dialogue Convener

T&T AGM & Think-Tanking Aug 2014



CPTM Achievements and Future Direction-Prof Virginia Gamba

S&T Science & Technology Inclusion Aug 2014



How networks smart works Dr David Dolowitz

S&T Science & Technology Inclusion Aug 2014



How smart network works Dr David Dolowitz

S&T Science & Technology Inclusion Apr 2014



Message by JDC Dr Mihaela Smith 26th September

CA Country Activities Apr 2014



Smart Partnership Awareness campaign launch

S&T Science & Technology Inclusion Mar 2014



Message by Andrew Taussig to Manou Bheenick

CA Country Activities Mar 2014

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CPTM Smart Partners' Webcasts

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Dialogue with Fadila Baharin on Standard Inclusion

Q&S Quality & Standards Inclusion Sep 2013



Building Up Towards AGM-Endowment Fund

T&T AGM & Think-Tanking Sep 2013



Global 2013 End Video
246 views • 3 years ago

CA Country Activities Aug 2013



Meet the directors: Dato' Choo Eng Guan

CA Country Activities Aug 2013



Meeting the Directors: Lennox Lewis

S&T Science & Technology Inclusion Aug 2013



A word from CPTM CEO: Dr Mihaela Smith

S&T Science & Technology Inclusion Aug 2013



Lt General Ishan Shurdom
95 views • 3 years ago

CA Country Activities Aug 2013



Meet the Directors: Lekoma Mothibatsela

CA Country Activities Aug 2013



Meet the Directors: Dr George Christodoulides

CA Country Activities Aug 2013



Meet the Directors: Ambassador Barry Faure

CA Country Activities Aug 2013



Meet the directors: Dr Ndeutala Angolo

CA Country Activities Aug 2013



Meet the directors: Dr Gideon Mahlalela

CA Country Activities Aug 2013



Message from Former US President Bill Clinton

S&T Science & Technology Inclusion July 2013



President Kikwete speech Global 2013 Smart Partnership Dialogue

S&T Science & Technology Inclusion Jun 2013



Book Launch of Tan Sri Omar Abdul Rahman

S&T Science & Technology Inclusion Jun 2013



CPTM Companions Awards 2013 in Dar es Salaam

CA Country Activities Jun 2013



Think Tank Session 3 followed by Insights from Geoff (NESTA)

T&T AGM & Think-Tanking Dec 2012



Think-Tanking Session 2 followed by Insights from 3D printing

T&T AGM & Think-Tanking Dec 2012



Think Tank Session 1-NATIONAL VISIONS--ASPIRATIONS &...

T&T AGM & Think-Tanking Dec 2012



Smart Partners face to face followed by SMARTP...

T&T AGM & Think-Tanking Dec 2012

Produced and Broadcasted by CPTM Smart Partners' Hub, London



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Namibia

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Swaziland

Alternate Director tbc

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Mr Gwinyai Dzinotyiwai
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Dr Andrew Taussig
UK

Alternate Director tbc

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Dr Mihaela Y Smith PJN KMN
Chief Executive/Network Facilitator
& Joint Dialogue Convener, UK

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Fax: +44 (0) 20 7798 2525
E-mail: smart.partnership@cptm.org
http://www.cptm.org

Networking People & Ideas – The CPTM co-operative way



CPTM SMART PARTNERSHIP MOVEMENT CODE OF ETHICS Governing Conduct

The CPTM Ltd Members' Code of Ethics was adopted at the Annual General Meeting (AGM) on 13 November 1996, London; and it was subsequently amended in November 2006, and presented and adopted at the CPTM AGM that year.

All those involved with CPTM should be conscious of how their thoughts, words and deeds might be interpreted and/or reported. Even if someone is operating in a personal capacity they should be conscious of their impact on CPTM, perhaps by association. It is therefore helpful to the mission of CPTM for matters of relevance to be reported to the CEO, and in the event that there should be a matter which is somewhat sensitive, or by association so, guidance should be sought from the CEO in good time. The CEO will seek Board approval for those matters deemed to need it.

The essence of Smart Partnership is based on:
Smart Partnership Core Values & Principles – Shared Vision; Cultural Diversity; Code of Ethics; Trust; Longevity

Multi partnering for specific objectives are based on the principles of long term commitment with evolving common objectives; equitable win-win outcome; synergy of complimentary attributes of the partners; ethical commitment based on respect, trust, transparency and tolerance; this results in synchronisation of perception; conflict resolution; consensus development; enhancing governance; cooperative action.

Modus Operandi is through continuing constructive engagement of stakeholders through dialogues and networking; and bound by a Code of Ethics.

Outcome is the limitless opportunities for 'Smart Growth'; Application is Partnering for National Cohesion, Stability and Prosperity; Partnering for Business and National or International levels; Partnering in Regional or International arena.

To ensure that CPTM executes its responsibilities properly, this Code of Ethics provides Guidelines for the conduct of all activities undertaken by any individual or group in the name of CPTM Ltd. A distinction should be drawn between CPTM Ltd, the Core Group of the Network, including the Smart Partners' Hub team, and the wider Network of Members who form CPTM at large (Smart Partnership Movement), all of whom are bound by this Code during any activity undertaken for or on behalf of CPTM Ltd

THE CONTEXT

The Partners in CPTM are the Members and Employees of the Company as well as the beneficiaries. As far as Members are concerned they represent interests under three categories:

- Governments of Commonwealth countries whose representatives are nominated as members of CPTM.
- companies whose representatives are nominated as members of CPTM.
- individuals who are invited to become members of CPTM as networking members.

Associated organisations with which CPTM has a formal or informal relationship eg. Nodes or the CPTM Endowment Fund Ltd. should also be counted among the partners.

CPTM espouses the philosophy of "smart partnership" in its activities whereby the providers and receivers of advice in activities delivered by the Company both benefit: this is a win-win situation.

CPTM Smart Partnership Dialogue™

Commonwealth Partnership for Technology Management Ltd.. Registered in England. Number 3067909

The principle on which a Networking member will operate through CPTM is that the member will give his/her time freely and without a fee (though expenses may be paid); and does so for the benefit of the countries receiving his/her services, and in his/her turn benefits from the experience. This is known as the principle of cooperative resourcing and applies equally to individuals and the organisations represented in CPTM. During any such period of cooperative resourcing a member will observe the conditions of the Code of Ethics.

Any person providing services as a paid employee through CPTM will be engaged on a contract which will require observance of the Code of Ethics in its terms.

THE CODE

1. Any individual operating in the name of CPTM will promote the objects of the Company and respect the ideals of the CPTM **vision and mission** statements, viz:
 - CPTM has a vision to become a leading agent of change in harnessing technology for growth and wealth creation through the application of the Smart Partnership approach, mainly within Commonwealth countries.
 - CPTM has a mission to enhance national capabilities by encouraging the development of sound technology management using public/private sector partnerships.
 - CPTM believes in promoting the exchange of information and experience through co-operative networking and resourcing of the members of the CPTM network.
 - CPTM will ensure the transfer of best practice in all fields of management, wherever this is appropriate and applicable.
2. This Code of Ethics highlights the principles which guide the behaviour of people representing CPTM in whatever guise under the following four headings:
 - Conduct
 - Protection of Information
 - Conflict of Interest
 - Cultural Differences

CONDUCT

3. Partner organisations taking part in the activities of CPTM will, during such activities, commit the bodies they represent to the extent to which they are authorised, always providing that such commitment is compatible with the objectives of CPTM.
4. All work done through or on behalf of CPTM will be executed in a manner consistent with the highest standards of the profession of an individual.
5. All Members and Staff of CPTM will respect the Codes of Ethics of other professions and entities insofar as their activities relate to CPTM.
6. All activities done through or on behalf of CPTM will be carried out in consonance with the principles of sustainable development.
7. All persons engaged on CPTM activities shall behave lawfully and in a manner consistent with good social conduct.
8. CPTM **must** remain politically neutral.
9. CPTM must not contribute to any effort that promotes or supports directly or indirectly, war, genocide or violent use of force against citizens.

PROTECTION OF INFORMATION

10. All persons will maintain confidentiality with regard to any manifestly confidential information, document or other data they may become privy to whilst engaged on tasks for CPTM.
11. The protection afforded such information, document or other data will remain in force until such time as the Board of CPTM sees fit to revoke it.
12. All persons shall respect the copyright and protection afforded to all publications, inventions, patents and other intellectual property during any period of work for or on behalf of CPTM.

CONFLICT OF INTEREST

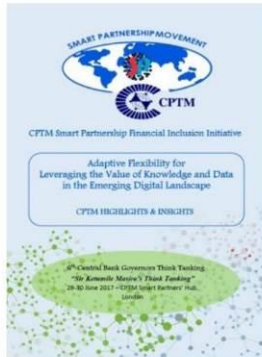
13. All persons engaged on CPTM activities shall ensure that no conflict of interest exists between their personal and professional activities and their duties on behalf of CPTM.
14. Should any such conflict of interest exist, or appear to exist, the person who becomes aware of this conflict shall Immediately report the matter to the Board or Chief Executive of CPTM.
15. In the course of their work with CPTM no person should give or receive gifts or take part in any transaction which might influence their attitude or behaviour in relation to a client or agency.
16. When engaged in CPTM activities, persons should not allow themselves to be placed in a position where they may be under any obligation to a third party to the detriment of CPTM or any clients of CPTM.
17. No payment, gift or favour should be made to any individual or organisation in order to obtain favourable treatment for CPTM.
17. No payment, gift or favour should be made to any individual or organisation in order to obtain favourable treatment for CPTM.

CULTURAL DIFFERENCES

18. All persons acting for or in the name of CPTM shall respect the laws, customs and religious beliefs of the countries in which they work for the Company.
19. All Members and Staff of CPTM shall, during work done for or on behalf of CPTM, endeavour not to give offence to others from different cultural and ethnic backgrounds, so as to preserve harmony in all the activities of CPTM.
20. While engaged in work for or on behalf of CPTM, persons should not behave in a manner likely to offend other individuals or groups by words or action on the basis of their gender, ethnicity or culture.

CPTM Activities Publications-June 2018

(Please log on to www.cptm.org to open/download the documents & for Reading Tips contact the CPTM Hub))



CPTM 6th Central Bank Governors Think Tanking'

www.cptm.org/documents/centralbankgovernors.pdf



'CPTM Brief to CFMM 2017'

https://www.sugarsync.com/pf/D667256_92_8792876699



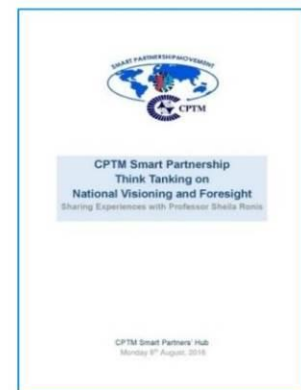
'CPTM Brief to ISO General Assembly 2017'

https://www.sugarsync.com/pf/D667256_92_8806321982



CPTM Briefing to Bank of Tanzania, 2017

https://www.sugarsync.com/pf/D667256_92_8918866576



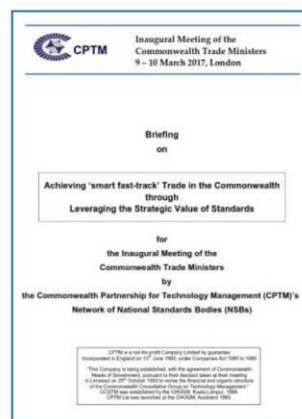
Think Tanking on National Visioning With Professor Sheila Ronis

https://www.sugarsync.com/pf/D667256_92_8918867672



'Spotting Signals for Tomorrow' Leveraging the value of Knowledge & Data

https://www.sugarsync.com/pf/D667256_92_8167663135



Brief for the Inaugural Meeting of the Commonwealth Trade Ministers
https://www.sugarsync.com/pf/D667256_92_8912444676

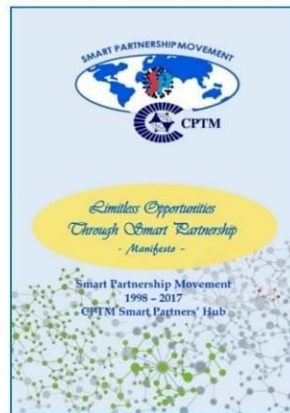
CPTM Governance Activities Publications- June 2018

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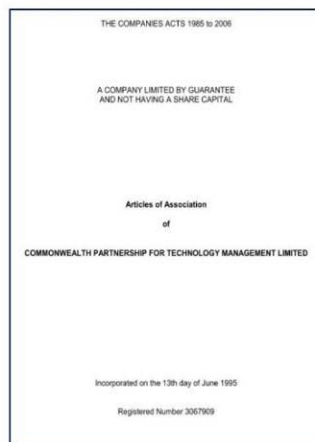
CPTM CHOGM
Report 2018

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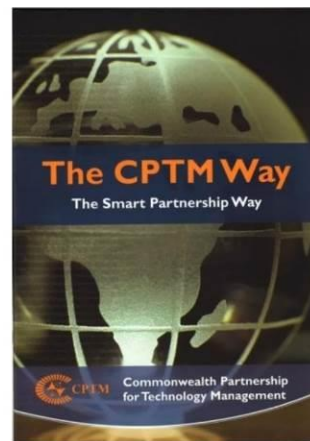


Limitless Opportunities through
Smart Partnership– Manifesto – 2017

https://www.sugarsync.com/pf/D667256_92_8918866768



CPTM Article of Association
https://www.sugarsync.com/pf/D667256_92_8925296988



CPTM Way

https://www.sugarsync.com/pf/D667256_92_8918866768



Membership Form
-Networking Member-

https://www.sugarsync.com/pf/D667256_92_8918866768



Membership Form
-Government Representative-

https://www.sugarsync.com/pf/D667256_92_8918866768



Membership Form
-Private/Public-

https://www.sugarsync.com/pf/D667256_92_8918866768



*Limitless Opportunities
Through Smart Partnership*

Living Manifesto
the story so far.....

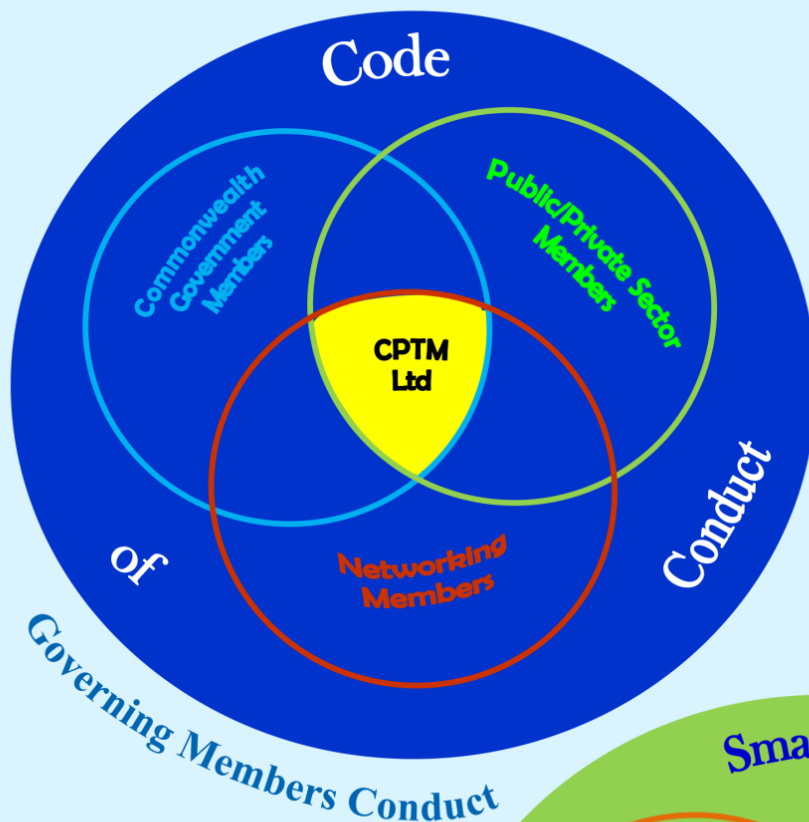
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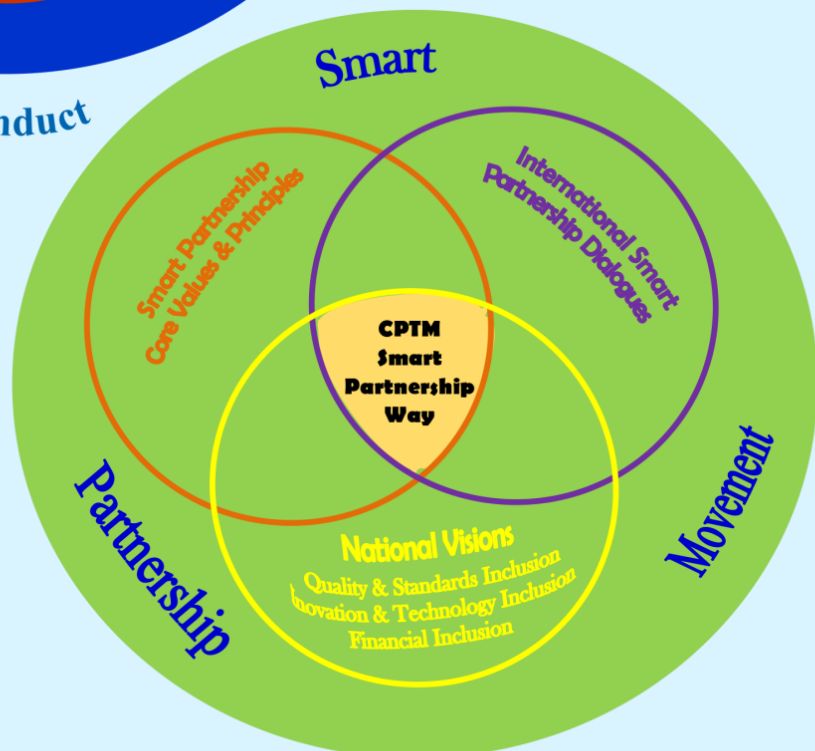
CPTM Smart Partners' Hub
London



August 2018



Join
CPTM
&
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Partnership
Movement



Commonwealth Partnership for
Technology Management (CPTM)
Smart Partnership Movement
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c/o Joint Dialogue Convener
Dr Mihaela Y Smith



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Published by
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