



Lee Kuan Yew
School of Public Policy

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A Newsletter of the Lee Kuan Yew School of Public Policy



LKY School
Explores
Policy Options
for Global
Financial Crisis

contents

- 01 The LKY School Explores Policy Options for Global Financial Crisis
- 02 Notable Lectures
- 04 Executive Education Update
- 05 The LKY School Co-Sponsors Global Public Policy Network Meeting
The LKY School Opens Institute of Water Policy
- 06 Hana Alhadad Heals Disaster Victims with Dance and Drama
- 07 Dean Receives Honorary Professorship in Kazakhstan
Upcoming Events
- 08 Faculty News
- 10 Research Centre News
- 11 Alumni Snapshot
- 12 The LKY School and the Economist Let the World Weigh in on US Election
- 13 LKY School Accepting Applications
About the Asian Journal of Public Affairs
- 14 LKY Student Jack Sim Named Time Magazine 'Hero of the Environment'
- 15 New Faculty Appointments
- 16 Tycoon Donates \$7 Million to LKY School
UN Fellow Lino Sciarra Highlights the Human Side of International Policy Careers

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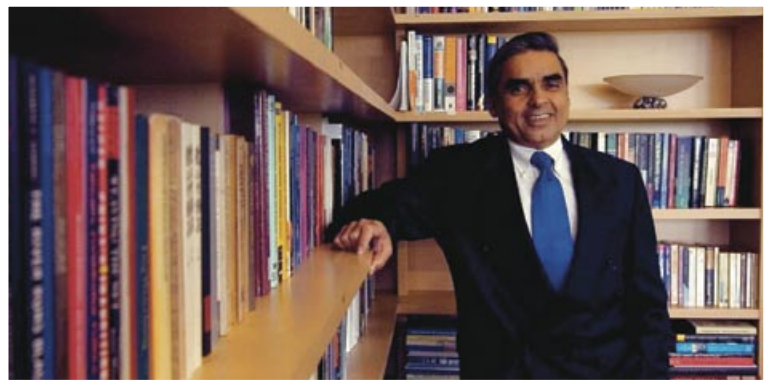
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Message from the Dean



WELCOME TO THE FIRST ISSUE of *GLOBAL-IS-ASIAN*, the quarterly newsletter of the Lee Kuan Yew School of Public Policy. This issue highlights recent events at the school, faculty publications and activities, and the recent traffic of people, ideas, and achievements involving our staff, alumni, and guests. Through this newsletter, the School hopes to connect effectively with friends, colleagues, and supporters in Asia and around the world.

The LKY School was formally launched in August 2004, expanding the old Master in Public Policy Programme of the National University of Singapore (NUS). We began with roughly 60 students four years ago, and today we have 282 students from 43 countries. Just over 20 percent of our graduate students come from Singapore. This diversity creates a rich learning environment.

Our programmes have also become more selective over the years. In the last cycle of student recruitment, for example, the school received a total of 862 applications—an increase of 48 percent over the previous year—while at the same time we have kept enrollment numbers relatively constant.

Our school's 30-plus faculty members also come from all over the world and represent a strong, world-class cohort of researchers and teachers. Among them are younger academics trained in some of the world's best institutions of higher learning, as well as more seasoned professors and practitioners with decades of experience in public policy and in the private sector. Recent hires include Sanjaya Baru (former media advisor to Prime Minister Manmohan Singh of India); Shreekanth Gupta (Ph.D., University of Maryland); Huang Jing (Ph.D., Harvard University); Viktor Mayer-Schönberger (formerly from the Harvard Kennedy School of Government); K.E. Seetharam (director of the Institute of Water Policy); and Astrid S. Tuminez (Harvard and MIT).

Our five centres of excellence are thriving as well. These include the Centre on Asia and Globalisation (CAG); the Asia Competitiveness Institute (ACI); the Institute of Policy Studies (IPS); the recently-formed Institute of Water Policy (IWP) and the Information and Innovation Policy Research Centre (IIPRC).

The LKY School has set for itself a high mandate: to inspire leaders, improve lives, and transform Asia. Our community, although young, is vibrant, strong and committed to its purpose. We are off to a good start, as the content of this newsletter attests, but we also see room to grow and more challenges ahead. The work of our faculty and students, as well as the support of the school's many friends, donors, and associates, make us confident that we can rise to the challenge assigned to us and make a valuable contribution to public policy education and practice in Asia and the rest of the world.

“Our community, although young, is vibrant, strong and committed to its purpose.”


Kishore Mahbubani

The LKY School Explores Policy Options for Global Financial Crisis

TEXT | NATALIA OLYNEC



THE FINANCIAL CRISIS that has crippled growth in the U.S. and Europe is threatening to engulf Asia's export-driven economies. With the financial landscape changing daily, or even hourly, the Lee Kuan Yew School of Public Policy has become a centre for thought-leaders to exchange ideas on the credit crunch and plunge in markets and discuss the policies needed to soften the blow on Asian economies.

Most notably, former U.S. Federal Reserve Chairman Paul Volcker warned an audience of more than 500 people at the National University of Singapore Cultural Centre that the U.S. and Europe are facing a "considerable" recession. Government takeovers of some of the largest banks are necessary to inject liquidity into the battered financial system, Volcker, a member of the school's Governing Board, said in a lecture October 14, 2008.

"I have been around for a while," said Volcker, 81, chairman-designate of the newly formed Economic Recovery Advisory Board under President-Elect Barack Obama. "I've seen a lot of crises, but I've never seen anything quite like this. I think we almost inevitably face a considerable recession."

First appointed to the Federal Reserve when the U.S. was facing double-digit inflation, Volcker gained widespread recognition for sticking to tough economic policies to curb inflation.

"I don't think we can escape damage to the real economy," said Volcker. The global financial system is in "intensive care" and will remain there for "a considerable period of time before it returns to normal."

TASK FORCE

As economies around the world head for recession, many are asking whether Asia could experience a crisis similar in scope to the most recent one in 1997, which brought banks, corporations and governments to their knees. Growth in export-driven Asian economies is being stunted as their main markets in the U.S. and Europe contract. In response, some Asian leaders have turned to interest rate cuts and government spending in an attempt to prop up their economies.

"I have been around for a while. I've seen a lot of crises, but I've never seen anything quite like this. I think we almost inevitably face a considerable recession."

To explore these and other questions related to the global economic slump, the LKY School has set up a Task Force on the Asian Financial Crisis with some of the top economists and scholars in the region. The group will publish a set of policy recommendations on how Asia can best manage the crisis, set out the key areas in need of reform, and explore the role of multilateral organisations. *continued on page 4 >*

NOTABLE
LECTURESMAR
NOV
2008

P. Chidambaram
Minister of Finance, India

Book launch: "A View from the Outside: Why Good Economics Works for Everyone"

The Indian minister of finance spoke of the relentless pressure that rising oil and food prices is putting on India. Chidambaram was highly critical of the policy of certain nations to keep fuel prices low for the transportation sector while parts of the globe go without any food at all.

"While rising demand is one reason for rising food prices, the diversion of food items to produce bio fuels is another reason."



Kamal Nath
Minister of Commerce and Industry, India

Book launch: "India's Century"

Kamal Nath emphasised that his ambition was not to write a book that would simply be labelled as controversial or partisan. Instead, the objective was to illustrate how the years after India's independence contributed to the present picture of a nation with many complexities.

"On one hand we talk about this 8-9 percent growth but on the other, we forgot the 300 million people living on less than \$1 a day."



Paul Kagame
President of the Republic of Rwanda

"Africa and Rwanda: from Crisis to Development"

Kagame explained that an important growth benchmark is that in Africa, enterprises are no longer just state monopolies or limited to industries that extract raw materials, as had been in the past.

"We are convinced that private investment is the real basis for economic growth, greater prosperity and improved lives. Success on this front certainly demands relentless and focused efforts at dispelling the misconceptions that paint our country and continent as unfit for business."



Shaukat Aziz
Former Prime Minister
of Pakistan

“Causes of Terrorism and Possible Solutions”

The former Pakistani prime minister outlined how deprivation has led to acts of violence and terrorism. He himself was almost a victim of such an attack while campaigning for the Pakistan by-elections in 2004.

“Terrorism is not a security/military issue alone if at all. The battle of fighting terrorism is the battle to win the hearts and the minds of people.”



Ng Eng Hen
Minister of Education,
Singapore

“Educating the Next Generation”

On the day of the LKY School’s 4th Anniversary, Singapore’s minister for education signaled that it was time for education to evolve into a system that focuses on the entirety of the individual rather than one which simply looks at grades and focuses on the purely meritocratic aspects.

“Singapore needs to nurture each child, to believe in himself and be self-sufficient, to care for his fellow man, and to be able to contribute to the larger society around him.”



Paul Volcker
Chairman, Board of
Trustees, The Group of
Thirty

“Reflections on the World Economy”

The crisis that began in the U.S. housing market has become a global problem that requires a global solution. Paul Volker argued the mortgage crisis underlined the “disturbing unsustainable” trends in the global economy and especially in the US.

“I don’t believe managers of financial institutions understood the risks. Markets became opaque and difficult to analyse.”



Chris Patten
Co-chair, International
Crisis Group & Anglo-
Indian Round Table
Chancellor, Oxford &
Newcastle Universities

Book launch: “Shifting Patterns of Global Power”

Chris Patten, who was the last governor of Hong Kong, explained the downside of globalisation and pinpointed what he calls a major change in the era of modern history, which started after the fall of the Berlin Wall in 1989. Noticeable since then, is the fact that the world’s population has increased four-fold and the number of industries 40 times.

“My only worry is that after some time, the developed economies will stop believing in globalisation and start feeling that China and India are better off and eventually lurch into protectionism - the bane of free trade.”

< *continued from page 1* While the 1997 crisis was limited to emerging economies, this one knows no borders and policy recommendations for Asia will have to take into account international responses. Recent failures by Asian multilateral organisations to produce a coordinated reaction to the financial turmoil also raise questions about leadership in the region.

The task force is chaired by Kishore Mahbubani, dean of the LKY School of Public Policy, and was initiated by Astrid S. Tuminez, the assistant dean for executive education and director (research). Participants from the school include Charles Adams, Ann Florini, Mukul Asher, and Klaus Regling, together with top officials from the public and private sector.

Regling, European Union Fellow at the school, said in a recent seminar that economic forecasts may need to be revised downward if the global financial crisis deepens. Downside risks include a deepening of the housing price slump, and a further surge in the cost of credit. Regling was director general for economic and financial affairs of the European Commission from 2001 to June 2008.

“Because this crisis is exceptional, there is a high degree of uncertainty related to these forecasts,” said Regling, who is also senior advisor to the European Commission. “This crisis is not well captured by our models.” **gisa**

Executive Education Update

The LKY School Completes Three Executive Education Programmes

IMPROVING GOVERNANCE IN AFRICAN COUNTRIES

The LKY School hosted 19 senior officers from 11 African countries on October 17-23, 2008. The participants came from various ministries in Namibia, Uganda, Sierra Leone, Liberia, Kenya, Tanzania, Ghana, Swaziland, Mozambique, Mauritius and Rwanda.

Jointly sponsored by the Singapore Cooperation Programme of the Ministry of Foreign Affairs and the Japan International Cooperation Agency, the “Governance for African Countries Executive Programme” provided a highly interactive learning experience that addressed global trends in good governance. Participants worked on diagnosing governance risks and developing integrated policy responses; developing integrated frameworks for good governance; marshalling stakeholder buy-in and support; and applying lessons on governance from Singapore. Participants also visited

their peers in Singapore, including senior members of the Corrupt Practices Investigation Bureau (CPIB) and the Attorney-General’s Chambers (AGC).

STRENGTHENING LEADERSHIP IN THE SOCIAL SERVICES IN SINGAPORE

The LKY School collaborated with the Social Service Training Institute in delivering their Executive Leadership Development Programme for Singapore’s social service sector for three weeks from August – September 2008.

The aim of the programme was to develop three critical skill sets: a better appreciation of the broader governance context in which service delivery systems are evolving around the region; an understanding of how to build and effectively deploy the organisational capacities that underpin service delivery excellence, continuous improvement and innovation; and an

introduction to leadership, understood from a practical perspective of how to contribute to positive change and develop personal and professional effectiveness from a variety of positions within an organisation. The 10 participants were carefully selected emerging leaders from the National Council of Social Service and other social organisations in Singapore.

INCREASING AID EFFECTIVENESS

The LKY School and the United Nations Development Programme (UNDP) hosted 24 mid-to senior-level officers from Indonesia, Laos PDR and Nepal for a pilot Regional Executive Peer Exchange Programme (REPEP) on Effective Aid Management on October 14-17, 2008. The programme also addressed ways to improve the fit between Overseas Development Assistance (ODA) and national development priorities, and how to build a common approach towards aid policy. **gisa**

LKY School Co-Sponsors 3rd Global Public Policy Network Meeting



Dean Kishore Mahbubani at the GPPN Conference with LKY School students

THE LEE KUAN YEW School of Public Policy co-hosted, with Peking University, the third conference of the Global Public Policy Network (GPPN), in Beijing on October 20-21, 2008. The conference, which focused on the theme “Harmonising Globalisation: Seeking Solutions to Common Problems,” opened with a keynote speech by Pascal Lamy, director-general of the World Trade Organisation. Approximately 300 public policy scholars, practitioners, and students from around the world participated in the conference.

In addition to the LKY School, GPPN members include Columbia University (School of International and Public Affairs), the London School of Economics and Political Science (LSE), and Sciences Po, Paris: Institut d’Etudes Politiques de Paris. GPPN members offer a dual Master degree programme in a subject related to public administration, which allows selected students from the four GPPN partners to spend one year studying a Master degree at their ‘home’ institution and one year studying a corresponding Master degree at one other GPPN institution in New York, London, Paris or Singapore. **gis**

LKY School Launches Institute of Water Policy During International Water Week

TEXT | PANOS VRAHIOTIS

THE LEE KUAN YEW SCHOOL OF PUBLIC POLICY opened the Institute of Water Policy to address policy and governance issues related to some of Asia’s critical water challenges.

The institute was officially opened during International Water Week, an inaugural international event hosted by Singapore in June to showcase new water technologies and solutions. More than 8,500 delegates and trade visitors from 79 countries gathered for the five-day programme.

“Water is a global priority,” said Kishore Mahbubani, dean of the LKY School. “It is also a regional priority. Through IWP, we hope to catalyse more regional collaboration in addressing new challenges in water governance.” The director of IWP is K.E. Seetharam, who is on deputation from the Asian Development Bank (ADB), where he was the principal water supply and sanitation specialist.

About 700 million people in the region lack access to safe water, and about 2 billion lack access to basic sanitation facilities, according to the ADB.

“The research we produce will hopefully provide data that will convince policy makers across the



Minister Mentor Lee Kuan Yew with Dr Andrew Benedek, winner of Lee Kuan Yew Water Prize in 2008

region that good water economics is also good water politics,” said Mahbubani. “This is probably one of the least appreciated facts amongst Asian policymakers and politicians.”

The IWP will receive about \$7.5 million in funding from the Singapore government and the Public Utilities Board (PUB), the country’s water utility, for five years. The institute is partnering with PUB, the 2007 winner of the Stockholm Industry Water

Prize, to leverage on its sound water policy and governance as well as its operational and technical expertise in managing water resources.

“Singapore has identified the water sector to be one of the key growth sectors for the economy, and has formulated plans to become a global hydro-hub through R&D, engineering and manufacturing,” said Khoo Teng Chye, chief executive of PUB.

The Lee Kuan Yew Water Prize, an international award recognising an individual or organisation for outstanding contributions in water management, was awarded during the International Water Week to Canadian water technology expert, Andrew Benedek.

Benedek helped create a low-pressure membrane technology to produce drinking water from just about any water source. He hopes his membrane technology can benefit remote parts of the world.

“I’m hoping that in the next decade, we’ll be able to have what Singapore has done on a large scale – to recycle water in small Asian villages and in areas which are short of water,” he said. **gis**

Healing Disaster Victims with the Spirit of Dance and Drama



HANA ALHADAD, LKY SCHOOL OF PUBLIC POLICY '04, combined her knowledge of conflict resolution and poverty alleviation with her passion for the arts to help the most vulnerable victims of disaster – children.

Her Children of the Sea project works with children in disaster and conflict-ridden areas using theatre, music, and dance as a tool for development, rebuilding and reconciliation.

Alhadad first started the project in Sri Lanka following the tsunami disaster in 2004. Since then, with support from UNESCO, Plan International as well as international pop star Kylie Minogue, the project has expanded to Mali, Thailand, Cambodia, Indonesia and Brazil.

Alhadad is currently working with youths in the favelas of Rio de Janeiro and Salvador da Bahia in Brazil, using music, dance and drama as well as the martial art Capoeira as a medium for conflict transformation.

“I wanted to marry the knowledge I attained at the LKY School with my experience working with vulnerable youths and my passion, know-how and contacts in the arts field to spark a positive change in the lives of youths – one life of a child at a time” says Alhadad.

We interviewed Alhadad to gain insight from her experience at the

“I wanted to marry the knowledge attained at the LKY School with my experience working with vulnerable youths and my passion, know-how and contacts in the arts field to spark a positive change in the lives of youths – one life of a child at a time.”

School and the journey she has taken since graduating:

How have you benefited from your education at the LKY School?

The beauty about the MPP was that it provided a brilliant balance between theory and practice in public policy. All the modules proved to be very useful as I apply them in my work, especially the Conflict Resolution and Poverty Alleviation modules.

The scholarship made it possible for me to continue my MPP degree without financial restraint. If not for the scholarship, I would not have been able to start Children of the Sea when I wanted as I would have been hindered by having to work to pay off my graduate student loan!

What significant lessons have you learnt and what has been most fulfilling about your job?

Although I am accustomed to working in cross-cultural situations, I was surprised at the sectarian and cultural gulf I found dividing Sri Lanka. There are separate orphanages for Tamil kids and Sinhalese kids, separate schools for Tamil kids and Sinhalese kids. The two communities can't even communicate with each other.

The young cast initially had many preconceptions about each other. But by using the theatre process, in which you are forced to come up with improvisations and work

together, we have managed to erase a lot of that. And both groups have learned a little of the other's language. Normally in these communities, there is absolutely no linguistic or cultural crossover. I believe theatre is a great way to bring people together – and children are a good way to start. You know the saying 'wisdom from mouths of children'. People will listen to them. **gisa**



Alhadad and the youths after winning the awards at the Edinburgh Festival

Dean Receives Honorary Professorship

from the Academy of Public Administration in Kazakhstan



LKY SCHOOL DEAN KISHORE MAHBUBANI received an honorary professorship from the Academy of Public Administration under the President of the Republic of Kazakhstan during a visit to Astana, the Kazakh capital, on October 31, 2008. He also delivered a lecture to students and professors at the Academy, emphasising the role of meritocracy, pragmatism and honesty as values underpinning the rise and successful development of Singapore.

Vice-Dean Stavros Yiannouka, and Assistant Dean Astrid S. Tuminez accompanied Professor Mahbubani during his visit to Kazakhstan. The LKY School delegation met with Kazakh President Nursultan Nazarbaev, as well as Prime Minister Karim Massimov and other top officials. Discussions focused on a long-term partnership in public policy education between the LKY School and the Kazakh Academy of Public Administration.

The two institutions exchanged letters outlining the details of the partnership and signed a Memorandum of Cooperation. **gisa**



Upcoming Events

JANUARY

UNICEF Conference: Implications of Rising Food Prices for Children and Government Social Policies to Protect Them

Date January 6-7, 2009

Venue LKY School

Description It is hoped that the knowledge created and shared in this conference will assist governments to identify and implement policies that effectively protect children and women from the effects of the global financial crisis.

For more information:

http://www.unicef.org/eapro/media_9170.html

APPAM Conference Asian Social Protection in Comparative Perspective

Date January 7-9, 2009

Venue LKY School

Description The Lee Kuan Yew School of Public Policy and the University of Maryland School of Public Policy in association with the Association for Public Policy Analysis and Management (APPAM) will hold a conference to highlight scholarly—but policy-oriented—papers on social protection and social welfare programs and other similar topics.

For more information:

<http://www.appam.org/conferences/international/singapore2009/index.asp>

FEBRUARY

Public Lecture

Date

February 25, 2009

Venue

LKY School

Description

Clare Lockhart will be presenting her new book: *Fixing Failed States*. The book cites the experience of Singapore as one of five cases heralding very important lessons for the trajectory of institution-building. Clare is the co-founder and CEO of the Institute for State Effectiveness, established to develop new approaches to building effective states and markets in the world's 40 to 60 most unstable countries.

Faculty News

Charles Adams Visiting Professor

Charles Adams has been in high demand by the media to decipher the opaque financial markets and economic slump. In the past few months he's been a frequent commentator on TV and radio on BBC World London and BBC News Asia, Channel News Asia, and Al Jazeera, and has been quoted by both Newsweek and Far Eastern Economic Review.



In addition to media appearances, he gave three presentations at the Kavaq Equity and Investment Forum on the current crisis, regional financial markets, and lessons from the Asian crisis. Adams also spoke at the Singapore Economics Conference on global current account imbalances and in a panel discussion at the conference on the international financial crisis. He also participated in the Asian Development Bank's panel discussion on the crisis.

Adams' research areas include exchange rates; financial market developments and issues; monetary policy formulation; and regional economic integration and co-operation.

Shreekant Gupta Associate Professor

Shreekant Gupta is an environmental and urban policy specialist. He has taught at the universities of Delhi, Maryland and at NUS. In addition, he was a Fulbright Fellow at the Massachusetts Institute of Technology. His policy experience includes Directorship of the National Institute of Urban Affairs, New Delhi. He has served on several national and international committees on environmental and urban issues including Intergovernmental Panel on Climate Change (IPCC), which was awarded the Nobel Peace Prize in 2007.

Gupta was also invited to the Asia-Pacific Finance and Development Centre (AFDC) Biennial Forum in Shanghai this October. Supported by the Chinese government, the World Bank and other institutions, the forum facilitates communication among government officials, scholars, and practitioners, strengthens capacity-building in the fields of finance and development, and initiates training workshops that address issues of regional concern while contributing to stable and sustainable economic growth.

He was also at the World Economic Forum, which was held in Delhi on November 16-18, 2008. The programme was designed to generate insight on, and to improve the alignment of, India's development and industry priorities. It is organised on four thematic pillars: Global Shifts; Managing Risks; Inclusive Growth; and Future Competitiveness.

Gupta has worked as a researcher, policymaker and consultant on environment, natural resources, energy and urban issues. His teaching and research interests are in applied microeconomics and econometrics in these contexts.



Jonathan Marshall Assistant Professor

Jonathan Marshall was a panelist on December 10, 2008 for an NUS seminar featuring guest speaker, Alan Wallace, founding president of Santa Barbara Institute for Consciousness Studies. The seminar, called "Mental Resilience in Times of Crisis," discussed genetic predispositions to mental resilience, neuro-biological markers of mental resilience, and whether mental resilience can be taught.

Marshall was also a panelist at the first Annual Asian Conference on Happiness and Its Causes on November 20-21, 2008 in Singapore which brought together more than 20 leading speakers from fields such as science, psychology, philosophy, economics and religion.

Marshall conducts research on leadership, teaches applied leadership studies, and coaches business executives. His academic interests include examining how the public perceives its leaders, investigating how to facilitate the acquisition of leadership skills, and the use of psychological techniques to improve the abilities of high performing individuals.



Ora-Orn Poocharoen Assistant Professor

Ora-orn Poocharoen was nominated as one of the 50 new public administration scholars to attend the third Minnowbrook Conference in New York on September 3-7, 2008. She was the only representative from a non-U.S. institute. The conference occurs only once every 20 years. The first Minnowbrook Conference in 1968 conducted a re-examination of public administration scholarship and practice, leaving a lasting legacy for the field.

Poocharoen has also recently finished a year-long consultancy project for the National Counter-Corruption Commission of Thailand to develop new anti-corruption strategies for the country.

Her specialised area of research includes performance management and collaborative governance in Asia. She is also interested in public management reforms, public administration theories, organisation theories, comparative public administration, and public policy analysis.



Sanjaya Baru Visiting Professor

Sanjaya Baru joined European and American counterparts at the Battle of Ideas 2008 festival at Kensington's Royal College of Art in November. Together with other leading Indian thinkers, he discussed the impact of the credit crunch on emerging economies in front of a 2,000 strong UK audience. Specifically, Baru was involved in a keynote debate tackling the question "Capitalism: what is it good for?"

Baru is former advisor and spokesman for the Indian prime minister and presently a Consulting Senior Fellow of the International Institute of Strategic Studies, London.



Phua Kai Hong Associate Professor

Phua Kai Hong has been appointed as a member of the International Advisory Think Tank in Dubai, an advisory panel of five of the world's leading healthcare experts and economists. It was established to ensure that a suitable health funding model is proposed for Dubai, taking into consideration social growth and economic development. The think tank has recently endorsed a comprehensive healthcare framework that has been implemented in parallel with nationwide healthcare reforms.

He recently attended a workshop organised by the World Health Organisation's (WHO) regional office in Manila to discuss strategic plans to strengthen health systems and the setting up of an Asian Observatory on Health Systems. WHO Regional Director Dr. Shigeru Omi is keen to involve the LKY School to become a part of a regional consortium for comparative health systems studies.

Phua has recently submitted a research paper titled "Bridging the Health Systems Information Gap for Policy Makers in Asian Countries" for publication in the Journal of Health Services Research and Policy. The aim of the paper is to assess interest in the establishment of a health systems information and advisory entity to respond to questions from policy makers in Asia.

Phua frequently consults on health economics and financing for many governments within the region, public and international bodies, including the Asian Development Bank, Red Cross, WHO and World Bank. His publications cover the policy issues of population ageing, health care management and comparative health systems, especially in the emerging economies of Asia.



Viktor Mayer-Schönberger Associate Professor and Director, Information & Innovation Policy Research Centre

Viktor Mayer-Schönberger delivered a speech entitled "Regulating Virtuality 2.0", focusing on the mechanisms of governance in virtual worlds and the consequences for real world policymakers. The speech was delivered during the British Society of Computer and Law workshop in London on September 22, 2008, together with the deputy director general on competition of the European Commission.

Mayer-Schönberger moderated a panel discussion October 7, 2008 entitled "The Internet of Things" at the ministerial conference of the French EU presidency on the new governance of information agenda that will drive EU-US negotiations, as well as those at OECD and APEC.

He appeared on Austrian National Television in live newscasts for ORF 2 on the recent U.S. presidential elections and chaired a seminar at the LKY School for Urs Gasser, the executive director of Harvard's Berkman Center on Internet & Society and co-author of bestselling book *Born Digital*.

Mayer-Schönberger's research focuses on the role of information in a networked economy. Some of his areas of research are Information Technology; Intellectual Property Law; Innovation Policy; and Telecommunications Policy.



Recent Publication

Viktor Mayer-Schönberger, "Après le Moment Constitutionnel: la regulation des mondes virtuels 2.0," *Quaderni* No 67 (Automne 2008), pp. 75-84.

Kenneth Paul Tan Assistant Dean (Academic Affairs) & Assistant Professor

Kenneth Paul Tan explores Singapore from a variety of angles in his two books and article published in 2007- 2008. He contributes to the discussion of Singapore's public rhetoric about liberalisation and its association with development, national identity, civil society activism and the societal role of the younger generation in *Renaissance Singapore? Economy, Culture, and Politics*, published in 2007.

In his second book, *Cinema and Television in Singapore: Resistance in One Dimension*, published in 2008, he investigates the possibilities and limitations of art and popular culture in contemporary Singapore. He looks at how these are transforming the stringent strains of government, market and culture into more fluid and complex articulations of often contradictory ideas and practices. Tan discusses the particular challenges of meritocracy as well as the tensions between the egalitarian aspect and rewards aspect of this notion in an article in the *International Political Science Review*.

Tan's research interests have been in the fields of political theory, comparative politics, and cinema studies, specialising in Singapore studies and focusing on topics such as democracy, civil society, media, multiculturalism, and meritocracy.



Recent Publications

Kenneth Paul Tan. 2008. *Cinema and Television in Singapore: Resistance in One Dimension*. Leiden, The Netherlands: Brill.

Kenneth Paul Tan. (editor). 2007. *Renaissance Singapore? Economy, Culture, and Politics*. Singapore: NUS Press.

Kenneth Paul Tan. 2008. "Meritocracy and elitism in a global city: ideological shifts in Singapore." *International Political Science Review* vol. 29, no. 1: 7-27.

Asia Competitiveness Institute

ACI is organising a joint workshop with the Asia Foundation on economic reform and development to be held February 24-27, 2009 at the school. Participants will comprise regional researchers and staff from the Asia Foundation, faculty of the school and ACI researchers. The Asia Foundation's Economic Reform and Development (ERD) programmes support Asian initiatives that enhance economic governance aimed at accelerating and sustaining broad-based economic growth. It seeks to promote open and inclusive economic governance not only within countries but also across economies, and support continuing efforts to build multilateral trade arrangements that enable all to gain from the benefits of open international trade and exchange.

Institute of Water Policy

Executive Programme launch: Leadership and Water Governance

The Institute of Water Policy (IWP) held its first Executive Programme on Leadership and Water Governance from November 24, 2008 to December 5, 2008.

The programme included policy makers in the water sector, senior managers in water utilities and companies, as well as senior government officials responsible for water resource management.

"This Executive Programme will help nurture water leaders, who can be the change agents," said Seetharam, director of IWP. "With Singapore as its venue, Leadership in Water Governance enables participants to observe first-hand how Singapore has emerged as a model city for sustainable water management."

Centre on Asia and Globalisation

S.T. Lee Project on Governance

The S.T. Lee Project on Global Governance brings together the best thinkers and practitioners from Asia and the West to develop new approaches to global governance and develop recommendations on how to govern a world that includes a rising Asia. The inaugural conference of the project "Governance of a Globalising World: Whither Asia and the West" was held in Singapore on December 4-6, 2008.

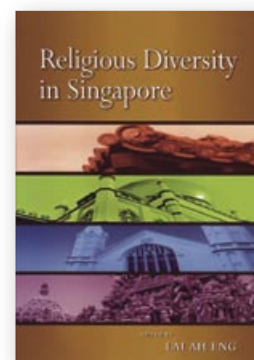
Over the course of three years, the project will commission a number of papers, produce policy briefs and academic articles, hold a series of workshops and international conferences, and culminate with the production of an edited volume and one or more single-authored books by project participants.

New IPS Book Calls for More Interfaith Education, Dialogue in Singapore

"Religious Diversity in Singapore" is the Institute of Policy Studies' contribution toward filling important gaps in the knowledge and understanding of Singapore's religious diversity and its complexity. The new book's topic is consistent with IPS' mission to undertake strategic policy research and build bridges of understanding among diverse communities and stakeholders in Singapore.

"It is never easy to undertake research on religion because of the potential sensitivities," said IPS Chairman Tommy Koh on the challenges of the project. "It becomes all the more difficult when we study religion at a time when it has been politicised and hijacked by violent groups to further their political agendas. But for that very reason, this book is both timely and significant. The attention to religious revivalism, ethno-religious issues, inter-religious interaction and intra-religious divisions further add to the book's importance."

The new research unearthed by the contributors to the IPS book point to some key trends that need closer attention. These include the dangers of a growing binary view of religiosity and secularism that is antagonistic and artificial and the challenges of special



inter-religious issues such as proselytisation. It also explores the question of providing space for religious expression and the need to track the impact of external influences on local communities. The book also considers the threat of political mobilisation through religion. There is also the difficult and unending task of balancing diversity with unity by the state, religious communities, broader society and citizens themselves, which will require greater interfaith education, dialogue and interaction in Singapore.

These are some of the key conclusions of a seminal study and publication by the Institute of Policy Studies' 'Multiculturalism and Identities' research cluster. Lai Ah Eng, who is now at the Asia Research Institute, led the study and edited the book while she was a Senior Research Fellow at IPS.

The study surveys the complexities of the major religious groups in Singapore, the state's management of religion, religious education, as well as the impact and role of religion in schools, in the mass media, in the delivery of social services and on Singaporean youth. The research also examines issues arising from interfaith interaction. The 30 contributors include academics, religious practitioners and graduate students from diverse disciplines and backgrounds. There is new primary and secondary up-to-date quantitative and qualitative data. Each chapter also ends with recommendations for policy and practice.

In a foreword to the book, Singapore President S R Nathan says, "Its collection of reflective essays provides a range of information, illustrations and insights of Singapore's religious landscape, discusses candidly specific religious issues and developments, and offers suggestions for managing them. It will help to address, to a certain extent, the concern about the need for understanding both intra-religious and inter-religious tensions that surround us."

More about the book can be found here http://www.ips.org.sg/publications/pub_Religious_Diversity_in_Singapore.htm

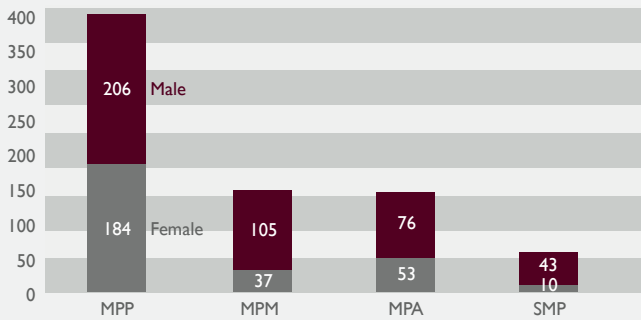
Institute of Policy Studies

Costa Rican President Oscar Arias Sanchez delivered the third Institute of Policy Studies Nobel Laureate Lecture December 3, 2008. President Sanchez was awarded the Nobel Peace Prize in 1987 for his work in bringing peace to Central America, which culminated with the signing of the peace accord among Nicaragua, El Salvador, Guatemala, Honduras and Costa Rica in 1987. He was the main architect of the peace plan.

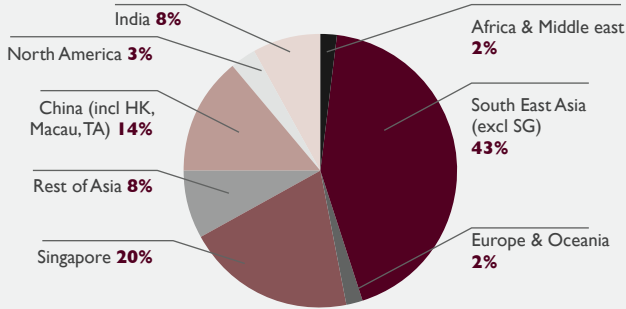
Alumni Snapshot

LKY School of Public Policy currently has 718 alumni from 42 countries. This is an achievement as the number has more than doubled in 4 years since 2004.

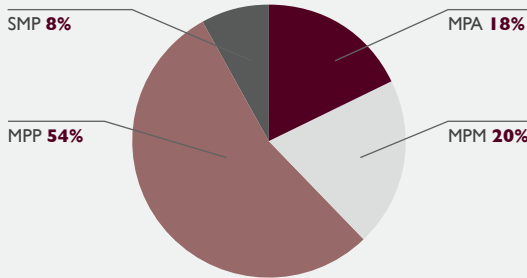
Alumni breakdown by Gender



Alumni breakdown by Region



Alumni breakdown by Programme



Country/Territory Breakdown

Afghanistan	3	India	55	Myanmar	33
Australia	1	Indonesia	53	Nigeria	4
Bahrain	2	Italy	1	Pakistan	14
Bangladesh	8	Japan	4	Papua New Guinea	8
Bhutan	7	Kazakhstan	2	Philippines	67
Brunei	5	Kenya	2	Singapore	146
Cambodia	26	Korea	12	Sri Lanka	4
Cameroon	1	Laos	10	Taiwan	6
Canada	4	Macau	1	Tanzania	1
China	91	Malaysia	17	Thailand	24
France	2	Maldives	4	UAE	1
Germany	1	Mexico	9	USA	6
Ghana	1	Mongolia	2	Vietnam	77
Hong Kong	3				
Grand Total			718		

The LKY School and the Economist Let the World Weigh in on the US Election

TEXT | PREETI DAWRA

The American presidential election caught the imagination of people around the world. The Economist magazine capitalised on this trend and asked the world a simple question: what would happen if the whole world had a say?

THE ECONOMIST LAUNCHED the exciting online Global Electoral College (GEC) campaign from August to November 4, 2008, giving the world an opportunity to vote for the next US President. The LKY School sponsored this campaign.

“The exercise was designed to be enjoyable for our readers around the world,” said Daniel Franklin, executive

the most electoral college votes not surprisingly was Obama who received 9,115 GEC votes; 203 GEC votes went for McCain.

Votes were cast at www.economist.com/vote2008 on a country-wide level. Each country was assigned a vote according to the size of its population. These were called electoral-college votes based on the

the actual results of the American elections while the results were being tabulated. Clearly, we were all interested in the outcome.”

According to an informal survey conducted, a majority of LKY School students, faculty and staff also voted for Obama.

“As a global public policy school in Asia, we wanted to participate in this exciting campaign that engaged the world,” said Stavros Yiannouka, vice dean, executive education. “Clearly, the US remains the most important global power and its choice of leader affects all of us. Sponsoring this campaign was a way of furthering our own debate on critical issues being discussed around the world. While the GEC votes did not count in the actual elections, the results were revealing.”



editor of the Economist. “Some people think of the Economist as a very conservative publication and yet the GEC poll showed that our readership is overwhelmingly pro-Obama.”

U.S. President-Elect Barack Obama won the magazine’s global election by a landslide. Voters on the Economist’s GEC favoured the Democratic candidate over his Republican rival, John McCain, by more than five to one. More than 52,000 people around the world cast a vote, with more than 44,000 votes going for Obama. The candidate with

model of America’s actual electoral-college system. Then all the countries’ votes were tallied to determine each candidate’s worldwide total.

The LKY School campus was abuzz with students following the voting patterns on GEC.

“We passed the word to our friends all over the world to vote on the GEC through blogs and Facebook,” said Sanjana Govindan, a second-year MPP student. “It was a cool way to get involved. The LKY students chatted on-line with our peers at Columbia University all night on

The GEC also very quickly caught the attention of media worldwide. Major publications in the US, Europe, Asia, and Latin America including The Wall Street Journal, The Economist, and China Post analysed the outcome and published the results of the GEC campaign. Even the Times Square board flashed an alert to New Yorkers to have their say online. The world truly had a say through the GEC and fortunately the actual results of the US elections reflected the wishes of the global voter. **gis**

LKY School Accepting Applications for MPP and MPA Programmes

The Lee Kuan Yew School of Public Policy is accepting applications for both its Masters in Public Policy and Masters in Public Administration programmes until January 31, 2009. Generous scholarships are available on a competitive basis.

Masters in Public Policy

The MPP programme is designed to provide early professionals with the fundamental skills of public policy analysis and key concepts from the disciplines of politics, economics, and public management. In addition to this, students now enjoy a wider range of elective and advanced modules.

In particular, they have the opportunity to deepen their understanding of a specific area by electing to focus their studies on one of five areas of concentration: Development Studies, Economic Policy and Analysis, International Relations and Security Studies, Social and Environmental Policy, and Public Management and Governance.

Students take internships with organisations in Singapore and abroad. LKY School students have worked in

institutions such as the United Nations Environment Programme (Bangkok), National Economic Development Authority (Philippines), World Bank (Washington, DC), Government Investment Corporation (Singapore) and Standard Chartered Bank.

Students may also enroll in double degree programmes with Columbia University's School of International and Public Affairs (SIPA), the London School of Economics and Political Science (LSE) and the Institut d'Etudes Politiques de Paris (Sciences Po). The double Masters degree programmes combine the School's MPP with corresponding degrees from the other institutions participating in the Global Public Policy Network (GPPN) alliance.

As part of the School's continuous effort to enrich the MPP classroom experience, the School has also launched concurrent degree programmes with the NUS Faculty of Law and NUS Business School. These programmes allow the top students from the Bachelor of Laws and Bachelor of Business Administration programmes to begin their Master in Public Policy Programme concurrently with the 3rd or 4th year of their Law or Business studies.

Masters in Public Administration

The MPA is designed to enhance the effectiveness of mid-career professionals from the public, private and non-profit sectors in managing and resolving complex multidimensional policy issues. MPA graduates also develop their skills in policy analysis and programme evaluation, as well as hone their leadership abilities. MPA students need to have at least five years of work experience. Compared to the MPP programme, therefore, the MPA programme places greater emphasis on management and decision-making.

The School launched double degree programmes with NUS Faculty of Law and NUS Business School this year in its continuous effort to broaden the MPA classroom experience. The Master of Laws (LLM) and MPA double degree programme aims to provide students of law and public administration broad exposure to the issues and challenges that lawyers and leaders of public institutions face, while the Master of Business Administration (MBA) and MPA double degree programme provides an intensive, interdisciplinary course of study for experienced professionals who wish to acquire new knowledge and skills to enhance their leadership and managerial capabilities. **g'sa**

About the Asian Journal of Public Affairs



The Asian Journal of Public Affairs (AJPA), which is published by LKY School students, will come out with its first print issue in January 2009.

AJPA is an academic publication

that focuses on public affairs issues in wider Asia including the Middle East, Central and South Asia, and the Asia Pacific region. Spearheaded by graduate students, and published on a biannual basis, AJPA was established to influence and analyse policy making through an interdisciplinary lens, including public policy, public administration, international relations, international political economy, and economics. Each edition features scholarly submissions, case studies, book reviews and commentaries.

AJPA has attracted 17 policy papers for the next issue which are under review. The topics of the articles include international politics, governance, urban development, social engineering, and energy as well as financial and trade issues that have been of topical interest in recent times. The focus of the journal's editorial will be the ongoing financial crises.

AJPA seeks contributions from graduate students and recent graduates. Founded in June 2007, its earlier three issues were Web-based publications. The Journal aims to become an important benchmark in the field of public policy publications. **g'sa**

LKY Student JACK SIM

Named Time Magazine 'Hero of the Environment'

TEXT | LIM MEI MEI

For Jack Sim, luxury cars, precious jewels, or the latest gadgets are not enough to set people apart. The ultimate status symbol for a nation, he says, is clean toilets.

LACK OF PROPER SANITATION is one of the biggest problems faced by developing countries. There are an estimated 2.6 billion people in the world who do not have access to basic toilets and sanitation. The United Nations has set a target to halve this figure by 2015. Sim, 51, founded the World Toilet Organisation (WTO) in 2001 to improve the standards of sanitation around the world. Sim's work has been recognised by many international organisations and he was named a Hero of the Environment this year by Time magazine.

Sim's organisation held the three-day World Toilet Summit and Expo 2008 in Macau November 4, 2008 to explore ways to provide affordable and environmentally friendly sanitation. The theme for 2008 was "Sanitation as a Business."

The WTO, which now has 133 member organisations, has worked to match up toilet makers with fertilizer businesses so that human waste can improve crops. He urges governments not to donate toilets to poor communities, but find ways to find business solutions to waste issues.

The only sustainable solution to ensure that governments continue to invest in sanitation is if people want to buy and pay for their own toilets, he said.

"Toilets need to become a symbol of status and an object of desire," said Sim, who retired at the age of 40 to do social work.

The WTO, created in 2001, is Sim's answer to a challenge by Singapore Senior Minister



"Toilets need to become a symbol of status and an object of desire."

Goh Chok Tong that people should measure their graciousness against the cleanliness of their public toilets.

In support of the UN International Year of Sanitation, the WTO is jointly developing a Leadership Programme on Sanitation with the Institute of Water Policy (IWP). The Institute was established at the Lee Kuan Yew School of Public Policy to undertake research on water policies and governance within Singapore and the region.

The Leadership Programme will help develop new ideas, create networks for strategic partners and advance public policy on sanitation. It aims to have a significant positive impact on health and hygiene that will have an immediate ripple effect on tourism and economic activity, said K.E. Seetharam, director of IWP, who spoke at the World Toilet Summit.

"In a way, it's like how mobile phones have revolutionised telecommunications," he said. "Now everyone has a mobile phone. In the same way, we will look at new ways to provide sanitation for everybody. It is

going to be fashionable, trendy and different. It's going to be about hygiene and a new technique for doing things."

Apart from developing the programme with IWP, Sim will also be pursuing a part-time Masters in Public Administration (MPA) degree at the Lee Kuan Yew School of Public Policy.

His dream is to find ways to help governments cut through the red-tape and take advantage of innovation to improve the standard of living. Sim said he's pursuing the degree to find ways to "redesign the incentives system so that rules-based bureaucrats can become mission-driven people."

He laments that international conferences tend to discuss the same ideals over and over without much progress in real terms.

"There is a global unspoken agenda that needs to be discussed: 'Bureau-crazy,'" said Sim, who proudly notes that the WTO is the only "made-in-Singapore" global Non-Governmental Organisation (NGO).

"The LKY School has the legitimacy to help me work to break through otherwise bureaucratic barriers." **gisa**

Global experts join LKY public policy school

The Lee Kuan Yew School of Public Policy is expanding its global footprint, with its hiring of experts on India, China and Russia as well as experts on technological, environmental and financial issues. The new arrivals at the LKY School will head research centres on technological and water policy and will also strengthen the school's expertise in regional politics.

APRIL 2008

HUANG JING, visiting professor, is an expert on security issues in Asia-Pacific and plans to study issues of Asian regionalism. Huang is senior analyst for China's Xinhua News Agency and the overseas advisor to The China Foundation for International and Strategic Studies. He is currently an advisor in talks between Beijing and Tibet's exiled Dalai Lama.



JUNE 2008

ONG KENG YONG, director of the Institute of Policy Studies (IPS), ambassador-at-large in the Singapore Ministry of Foreign Affairs (MFA) and Singapore's non-resident ambassador to Iran. He was secretary-general of ASEAN from January 2003 to January 2008. He started his diplomatic career in 1979 and was posted to the Singapore embassies in Saudi Arabia, Malaysia and the U.S. He was Singapore's ambassador to India and Nepal from 1996 to 1998. From 1998 to 2002, he was press secretary to Prime Minister Goh Chok Tong.



JULY 2008

SHREEKANT GUPTA, associate professor, is an environmental policy specialist. He has worked at the World Bank in Washington DC, National Institute of Public Finance and Policy and The Policy Group (both in New Delhi). He has also consulted with the World Bank, Asian Development Bank, OECD, UNEP and Resources for the Future.



SEPTEMBER 2008

ASTRID S. TUMINEZ, assistant dean of executive education and director (Research), will strengthen executive education and enhance the school's research and other links with governments, universities and funding bodies. She has worked at the U.S. Institute of Peace, AIG Global Investment Corp., Carnegie Corporation and Harvard's Kennedy School of Government. In 1998, Tuminez helped launch the Project on New Approaches to Russian Security (PONARS) and has written a book on Russian nationalism.



WONG MARN HEONG, assistant professor, researches the influence of knowledge, technology and openness on business performance, industry evolution and economic growth. She has studied the contribution of firm dynamics to industry productivity growth in Australia and was lead researcher in a pioneer Productivity Commission-Australian Bureau of Statistics project that explored the effects of Australian business innovations on performance.



AUGUST 2008

SANJAYA BARU, visiting professor, is an economist and a media expert from India. He was an advisor to the prime minister of India and has been a member of India's National Security Advisory Board. He has researched the emergence of first generation business enterprise in India and has written extensively on Indian economic and foreign policy.



K. E. SEETHARAM, founding director of the Institute of Water Policy, has 20 years of experience in development cooperation, infrastructure, and diplomacy. He is on deputation from the Asian Development Bank (ADB), where he was the principal water supply and sanitation specialist, and the local point guiding ADB's operations in water supply, sanitation, and wastewater management.



VIKTOR MAYER-SCHONBERGER, associate professor and founding director, Information + Innovation Policy Research Centre, is a former Harvard University professor and technopreneur. He was voted Top-5 Software Entrepreneur and Person of the Year in Austria. He has published seven books including Governance and Information Technology (MIT Press 2007).



DECEMBER 2008

BLANE LEWIS, associate professor, is a senior economist with the World Bank and executive director of the multi-donor funded Decentralisation Support Facility in Jakarta, Indonesia, where he specialises in policy issues related to inter-governmental fiscal relations and sub-national public finance.



Tycoon Profits From Rise in AIG Shares, Donates \$7 Million to LKY School

TEXT | PANOS VRAHIOTIS



SINGAPORE-BASED BUSINESSMAN Oei Hong Leong presented \$7 million to the Lee Kuan Yew School of Public Policy to fund the studies of post graduate students from China.

The donation arose from the fortunate timing of his trades of one million AIG shares that he donated to the school. Oei scooped up shares of the embattled American insurer for US \$1.80 September 16, 2008 and sold the shares at US \$5 only six days later, making a gain of 177 percent.

Oei viewed his gift as Singapore’s long-term investment in future Chinese leaders who pass through the school. Students from China are the next largest intake after Singaporeans.

Besides highlighting the educational target of this initiative, Oei also explained the broader scope of this generous donation.

“Philanthropy will keep a society cohesive by developing bonds between the successful and the less successful and for Singapore to stay a united society as incomes in a free market economy widen in the present globalised environment,” he said. **gisa**

U.N. Fellow Lino Sciarra Highlights the Human Side of International Policy Careers

TEXT | NATALIA OLYNEC



The LKY School of Public Policy said farewell in December to United Nations Fellow Lino Sciarra, who inspired students to consider a career at the U.N. with vibrant and practical seminars and a thought-provoking photo exhibition.

SCIARRA, who has been serving as a civil affairs officer in the U.N. Mission in Liberia since 2003, lectured on the employment of national staff during peace keeping operations as well as engaging transnational corporations in the Liberian peace process. His final seminar on how to begin a career in the U.N. system garnered an enthusiastic response from a packed hall of more than 80 students.

During his four months at the LKY School, Sciarra says he hopes he was able to instill in students a passion for the ‘human side’ of work in international organisations. He brought that idea alive with an exhibition of about 50 photos of the extraordinary people he encountered during his five years in Liberia, a country that was battered by civil war until 2003 and is now rebuilding its economy and infrastructure.

Before his current assignment, Sciarra worked in 11 different peace operations and electoral missions with the U.N. (Kosovo and Timor-Leste), European Union (Rwanda and Madagascar), and Organisation for Security and Co-operation in Europe (Albania, Bosnia and Herzegovina, Former Yugoslav Republic of Macedonia, and Serbia).

The following are excerpts of an interview with Sciarra:

How much interest do students at the LKY School have in United Nations work?

When I first came to Singapore there were some assumptions that students in this country are very money oriented, that people only think about business. I realised the students here are not like that. The questions they asked me were interesting and challenging. My final seminar at LKY was a full house.

The stereotype is obviously wrong. There is huge potential here that needs to be fully explored. No matter what country you are in, young people have a strong component of idealism.

What was your mandate in Liberia?

As a U.N. civil affairs officer, my main mandate is to assist the national and local governments to reinstate themselves after a long civil war. I started out in Monrovia, working with university students and religious organisations. Then I was sent to Fishtown, the capital of River Gee, one of the country’s 15 counties, and worked to help reinstate the



local government. I lived in one of the poorest, most remote parts of the country. Later and until my departure for Singapore I was based in Buchanan, Grand Bassa County, the core of Liberian economic revitalisation where major transnational corporations are beginning to invest. On my return at the end of the fellowship I will be reassigned to a new duty station.

What were the particular challenges you faced in Liberia?

It was always very difficult, particularly during the rainy season. When I was in Fishtown for several months we were completely isolated. The only way in and out was by helicopter. I was the only international civilian there for many months.

At the time of my arrival there were no international NGO's and not a single doctor. If you are poor and have a real medical problem, you are dead. As most of my colleagues serving in Liberia, I caught malaria. It was pure poverty. Even if you had money, it was difficult to find food that was safe to eat. Sometimes to find a chicken you had to travel 30 kilometers. All the food is either boiled or fried or not safe to eat. Some of the Ethiopian Army peacekeepers kindly shared their food with me. My housing was very basic: a mud and stick hut with no electricity and running water. It was the first house in the town with a toilet inside. You risk a lot in such a posting, sharing in the hardship suffered by the local population.

How did working in such environments affect you personally?

I am very grateful for the experience, but it took a toll on my private life. The experience changes you. It's not always easy to reconnect with friends

“In this kind of work, even at a young age, you can change things. You take decisions at a high level that have a large impact.”

and family. During my first mission in Albania, everyone had weapons. The army collapsed, the prisons were open. I was completely shocked. After two months, I went back home to Italy and it was business as usual for my friends. This was just the news on TV. In some ways, your life accelerates because you are forced to face so many things.

That's why it's good to first do volunteer work for a few months to see if UN work would suit you. You should know the reality beyond your green garden.

day we are all human beings. If you could make a difference for a single person it was worth it. I wasn't allowed to bring in special helicopters, but was able to include emergency cases in our normal shuttle flight. It required enormous amounts of paperwork and risks. But it's my duty as a human being to try. It was a very humbling experience.

In this job we realise it's not theory. These are all people with feelings, who maybe cannot always make their presence felt. These people are not numbers.



To do this kind of work, you have to know who you are and where you want to go. You have to be ready for the price. At the end, the prestige, salary and opportunity to travel will not be enough if you are not really convinced in the mission.

At the U.N. compound we had a satellite dish for Internet, but it was very slow. We were able to call family and friends by satellite phone. I needed that connection. In such a remote place you are working seven days a week. The most difficult part was to find someone to talk to as a friend.

What are the unique challenges of working in the field?

The job was very hands on and we were often called to do things beyond the scope of our mandate. You had to be very flexible and self-reliant. In one day you may be writing an analytical report and then stuck in the mud in your 4X4.

I was also faced with medical emergencies such as difficult pregnancies and had to organise evacuations. This was beyond my mandate, but at the end of the

How have you benefitted from working for the U.N.?

It was good for me to live in such conditions. My beliefs became more concrete. The experience makes you age, become more mature.

I started at a young age – 27. In this kind of work, even at a young age, you can change things. You take decisions at a high level that have a large impact. Despite the large size of the organisation, particularly in the field, there's a lot of room for initiative. You set the agenda.

If you are passionate, work hard, and are competent, sometimes you can even set up national policies. It's a rare opportunity to change things. In the field, you need to develop leadership capacity. These are things you will never learn in books.

You get to work with colleagues with totally different backgrounds. I'm so humbled and impressed by them. You need to find a common language.

I came to believe that everyone can make a difference in this world when you do your work to the best of your ability. **gisa**

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