

global-is-asian

A Newsletter of the Lee Kuan Yew School of Public Policy

Economic Crisis Spurs Regional Cooperation in Asia



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Message from the Dean



THE ENDURING LESSONS from the ongoing Global Financial Crisis, which has morphed into a Global Economic Crisis, are not yet apparent. Despite US Federal Reserve Chairman Ben Bernanke’s claim that we may be seeing some “green shoots” of recovery, most people believe that the crisis is far from over.

One lesson that may well emerge involves the continuing resilience of the Asian economies. Very few developed economies will experience positive growth in 2009, but the three most populous countries in Asia, namely China, India and Indonesia, are all forecasted to experience positive growth. How have they successfully bucked the trend of global downturn?

The answer may well lie in the quality of economic management. China developed a stimulus package that is working well. India, too, has managed the crisis competently, with the Central Bank Governor Dr. D. Subbarao saying that the Indian Central Bank has adopted both conventional and unconventional measures. Indonesia, similarly, has avoided worse outcomes because bold economic management by President Susilo Bambang Yudhoyono and his finance minister, Sri Mulyani, in earlier years, which included courageously reducing petroleum subsidies in 2005, is paying off.

This spread of economic competence from the West to Asia is good for Asia and for the world. If the Asian economic engines move into full scale recovery before the rest of the world, they will certainly give a boost to global economic growth. Indian economist Dr. Rajiv Kumar has observed, “The world will watch with heightened anticipation the Chinese attempts at turning around the economic juggernaut and shoring up global demand. The Chinese miracle is best summed up by observing that in 1978 Deng said that China could not do without global capitalism. Three decades later it is clear that global capitalism cannot do without China!” As a result of Asia’s relative resilience, global interest in Asian models of governance will grow. The Lee Kuan Yew School of Public Policy is well positioned to benefit from this new global interest.

I hope that the current issue of our newsletter will give a glimpse of the rich offerings provided by the School to help improve governance in Asia and beyond. This crisis may well prove that our School has been set up at the right time and in the right place to promote good governance in general, and to develop a deeper understanding of Asian practices of good governance, in particular.

“This spread of economic competence from the West to Asia is good for Asia and for the world.”

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Kishore Mahbubani

Economic Crisis Spurs Regional Cooperation in Asia

TEXT | NATALIA OLYNEC



Indonesian President Susilo Bambang Yudhoyono (front centre) and attending finance ministers pose for a group photo during the opening of the 42nd Asian Development Bank (ADB) annual meeting in Nusa Dua in Bali on May 4. (SONNY TUMBELAKA/AFP/Getty Images)

REGIONAL COOPERATION in Asia has received a new impetus as the region's export-dependent countries try to address the steep decline in trade and financing during the global economic crisis. While recent initiatives have been lauded, a lack of clear leadership and weak institutions are obstacles to developing an Asian influence on the restructuring of the global economic architecture and establishing regional support mechanisms, experts at the Lee Kuan Yew School of Public Policy said.

"There have been some ad hoc attempts, but there is no systematic way yet to formulate an Asian view on the crisis, on crisis management, and on ways to give input on the global debate on how to reform international financial institutions," said Klaus Regling, EU Fellow at the LKY School. "This is an opportunity to get the process going more profoundly."

As the global recession deepens, some recent agreements have helped move the process of Asian regional cooperation forward.

Leaders of the Asia Development Bank who gathered in Bali, Indonesia in May agreed to

a 200 percent increase in the bank's ordinary capital resources and to accelerate payments from the ADB's soft-loan Asia Development Fund for countries in need. ADB lending will likely increase by 50 percent over the next two years, to about \$16 billion.

In another important step, the ten members of the Association of Southeast Asian Nations (Asean) as well as China, Japan, and South Korea, known as Asean plus 3, also agreed to complete by year-end a \$120 billion currency pool, known as the Chiang Mai Initiative (CMI), which can be used to defend Asian exchange rates during a recession. Japan will also offer \$60 billion of yen-denominated swap facilities and guarantee Samurai bonds.

"There is now a desire, as a result of this financial turmoil, to go further in cooperating, to ensure all the countries in the region can respond adequately," said Ong Keng Yong, director of the Institute of Policy Studies at the LKY School and ambassador-at-large in the Singapore Ministry of Foreign Affairs. "We are going to see more and more integration."

Japan will contribute \$38.4 billion to the fund, while China and Hong Kong together will add another \$38.4 billion. South Korea will add \$19.2 billion. The Southeast Asian nations will contribute 20 percent of the total.

The ministers also agreed to establish an independent regional surveillance unit to monitor and analyse regional economies and support Chiang Mai Initiative Multilateralisation decision making. As a start, there would be an advisory panel of experts to work closely with the ADB and the Asean Secretariat.

Too Slow

The process of creating and activating CMI has spanned more than ten years since the 1998 Asian financial crisis, and critics say the process has been too slow. When the global economic crisis hit, Asian countries such as Korea and Indonesia had to turn to other sources of lending.

“If countries like Korea and Indonesia are basically getting money from outside the region, then something isn’t working,” said Charles Adams, visiting professor at the LKY School, pointing out that the region has more than \$3 trillion in reserves. “There was a failure in getting the regional mechanisms working. It has been each country on its own. That’s a disappointment, eleven years after the Asian crisis.”

“There was a failure in getting the regional mechanisms working. It has been each country on its own. That’s a disappointment, eleven years after the Asian crisis.”

Asian economic growth this year will slow to the weakest since 1998 as the global recession stunts exports, the ADB said in March. Asia, excluding Japan, will grow 3.4 percent this year, after expanding 6.3 percent in 2008, the ADB forecast.

Asian attempts at crisis management came too late, according to Regling. Japan, Korea, and China met on the sidelines of the G-20 summit in Washington, DC in November to underline their commitment to financial cooperation. Asean



President of the Asian Development Bank (ADB), Haruhiko Kuroda, talks to journalists during a press conference after the closing of the 42nd ADB annual meeting in Nusa Dua on the resort island of Bali on May 5, 2009. The Asian Development Bank is embarking on a huge expansion of its lending activities.

(SONNY TUMBELAKA/AFP/Getty Images)

leaders were not able to coordinate a common view before that meeting. Indonesia, the only member of Asean that is also a member of the G-20, has failed to take on the role of a regional representative at these meetings, Regling said.

“If Indonesia could go to the G-20 meeting and speak on behalf of Asean, it would be far more influential,” Regling said.

For Indonesia to take on this role, it must put aside some national interests to represent the region, said Ong.

“There must be a sense of vision,” he said. “Most of the Asean countries feel the bigger countries in the group tend to favour their national stand more than the region’s interests.”

Lack of Leadership

The lack of leadership in the region is highlighted by a “huge proliferation” of bilateral and sub-regional free trade agreements rather than coordination on a wider level, said Adams. Also, the inability of China and Japan to reconcile their many differences is also a “major factor accounting for the lack of progress in the region,” he said.

For regional economic integration to succeed, institutions must be strengthened, Regling said.

“As a minimum the Asean secretariat needs to be strengthened,” he said. “Somebody has to play this role that the European Commission plays in Europe – an independent body with an independent competent staff to monitor the situation and make an impartial analysis. Somebody has got to take the lead.”

Uneven development in the region means some of the poorer countries will have to catch up and build capacity, Ong said. *continued on page 5 >*

From “Good to Great” in Global Public Policy Education

Scott Fritzen, vice dean (academic affairs) and associate professor at the LKY School, shares his views on the globalisation of public policy education.

IT HAS BEEN NEARLY TEN YEARS since Jim Collins captured the aspiration of business managers with the title of his bestseller, *Good to Great*. Collins argued that the capacities that get companies to moderate success are not necessarily the ones that drive an enterprise to the pinnacle of excellence. Collins' phrase can often be heard in NUS' own corridors, because it captures a key element of our aspirations as a global university in Asia.

What might the phrase mean when applied to the public policy education enterprise? Just as in Collins' business cases, the critical factor in going from 'good to great' depends on how schools of public policy respond to the changing demands of their environment. In that regard, three critical changes are shaping contemporary policy education.

The first is the shift from the North American to the global classroom. Twenty years ago, the vast majority of the world's public policy students were *from* North America and studying *in* North America, reflecting the origins of the discipline. Today we see a great increase in the number of public policy schools on every *other* continent of the globe, and in the number of students crossing their own national and cultural boundaries to study public policy. Great schools of public policy will themselves need to 'go global', in terms of the partnerships they form, the students and faculty they attract, and the educational experience they offer.

This leads to the next shift: from a national to a global curriculum. Schools that cater to a global clientele can no longer teach from an essentially nationality-specific playbook. This is no minor problem: the great majority of published policy textbooks are based on a default set of institutional examples – from the United States. Students in the global classroom will only accept studying cases from



Great schools of public policy will themselves need to 'go global', in terms of the partnerships they form, the students and faculty they attract, and the educational experience they offer.

the New York Police Department or Portland's library system if and when these are made part of a broader, comparative analysis – “What worked in Case X and why? Can it work for Country Y; why or why not?” These

become the touchstone questions in a policy school with a global curriculum. They evoke the centrality of critical, comparative thinking, the inclusion of diverse cases, and sensitivity to the global problems, forces and networks that span different countries and regions.

A final shift is towards what we might call “global careers”. This is the post-graduation side of our enterprise. The days in which public policy graduates reliably took up jobs as analysts in the planning and evaluation divisions of central government ministries are over. Decentralisation trends mean that more of the public sector action is at regional and local government levels, while the demands of global governance also make the supranational scene a growth market. Across the world and for a plethora of issues, partnerships at the nexus of the public, private, and people sectors have become sites of innovative problem-solving. Schools preparing students for global careers need to rethink their core curriculum, emphasising dynamic linkages between sectors and levels of governance.

The LKY School takes these three challenges extremely seriously; they form the cornerstone of our medium-term academic strategy, presented to our Governing Board a few months ago. The nature of globalisation is changing the way schools of public policy must approach their enterprise. To stay relevant and achieve real impact, universities – among the oldest and most conservative institutions in the world – will have to adapt to 21st century demands and opportunities. **gisa**

Scott A. Fritzen, PhD (Public Affairs), Princeton University, specialises in the analysis of governance reforms in developing countries. His current research focuses on the comparative analysis of anti-corruption strategies and public sector decentralisation trends. He has taught a wide range of courses at NUS since 2000, including public management, negotiation and conflict management, public sector reform, and strategies for poverty alleviation. His active consulting practice includes clients such as the World Bank, UNDP and Oxfam.

“The US and the World: Beyond the Financial Crisis”



Robert M. Kimmitt
Former Deputy Secretary of
the US Treasury

World leaders must resist the urge to retreat into protectionism amid the global economic crisis, Kimmitt said. Leaders must find a balance between prudential regulation and market discipline, reform the global financial architecture, and back up their commitment to free trade and open investment as guiding principles of a healthy global economy. These issues must be interwoven with on-going crisis management discussions and decisions.

“We have never had a crisis this global. We are living in the midst of a unique moment in the global economy. We will recover, but the timing depends on our commitment to resisting protectionism and to reforming the financial architecture.”

“Growing Together: The United States, Asia, and Latin America”



Carlos M. Gutierrez
Former US Secretary of
the Department of Commerce

Proposed measures to close tax loopholes in the US by preventing US multinational companies from keeping profits in foreign companies in order to defer tax payment are likely to reduce foreign direct investment to Asia, Gutierrez said. The proposals are likely to lead to more double taxation of foreign profits.

“These are policies that I don’t believe will answer the question of how we are going to grow. If the answer is, we are going to grow by applying a double taxation to multinational firms, I have trouble seeing how those two coincide.”

<continued from page 2 >

"In implementing these economic integration measures, we really need to have an effective and more efficient bureaucratic set-up," he said. "They will have to put in the resources."

The task force report on Asia and the Global Economic Crisis released by the LKY School in March urged Asian leaders to form "a broad coalition to coordinate, articulate, and propagate Asian inputs in global decision making."

"The gradualism that has marked Asian leadership needs to be replaced by a more concentrated, coordinated, and expedited style," the report said.

"The challenge is how we reconcile the population's desire for nationality against the consensus to have a common regional identity for the sake of getting a bigger market and more economic advantages."

Asia can learn from the experience of the European Union, but several factors prevent the region from replicating that model of integration. The political systems in Asia range from democratic to authoritarian; the geography is very diverse; and the standard of living varies greatly within the region. Most importantly, statehood is still very new in some Asian countries.

"The challenge is how we reconcile the population's desire for nationality against the consensus to have a common regional identity for the sake of getting a bigger market and more economic advantages," said Ong. "Asian countries are still very sensitive about sovereignty."

The suitable framework for regional integration and cooperation in Asia, such as Asean, Asean plus 3 or the East Asian Summit (which also includes India, Australia and New

Zealand), is not yet clear, according Regling. But one of the lessons that Asia can learn from the European experience is that starting with a small group may be easier. The EU laid its foundations with just six countries and has since grown to 27.

"The big integration steps have to be taken by consensus," he said.

Instead of the European model, the region may instead adopt the concept of "variable geometry," the idea that not every country must take part in every policy, but some countries will cooperate more closely depending on the issue, said Adams.

"There are areas where there can be a lot more cooperation on macroeconomic surveillance, on developing financial markets, on facilitating trade," he said. "These are all areas where groups of countries can practice a sovereign form of cooperation. These soft forms of cooperation are actually preconditions for going deeper anyway."

Meanwhile, China's role in the region will continue to grow. China has created a \$10 billion investment cooperation fund and will offer \$15 billion in credit to its Southeast Asian neighbours, in a move that has been "widely interpreted as China's efforts towards playing a stronger role as a regional power," according to Regling. The investment fund will promote infrastructure development in the region, and the loans will be offered over three to five years. China has already signed currency swap agreements with Indonesia, South Korea, Hong Kong and Malaysia this year to help ease foreign exchange shortages.

The International Monetary Fund has also vowed to change its governance structure to give greater representation to large emerging economies, many of which are in Asia. The lender has recently beefed up its coffers and relaxed its conditions for loans. Still, Asian governments may not be ready to take on greater responsibility for the global financial system.

"Even if that changes, Asia won't really have greater representation because there's no common Asian voice," Adams said.

While the steps taken during the economic crisis give hope, greater political will and capacity building will be essential elements to accelerate regional cooperation and integration, said Ong.

"I am not satisfied with the pace of integration," he said. "The goal post is there, but no one is playing in front of the goal post. There is no action." **gisa**

Asia Competitiveness Institute Conducts Programme on Developing Clusters

TEXT | PANOS VRAHIOTIS



Participants of the programme on Developing Clusters and National Competitiveness

THE ASIA COMPETITIVENESS INSTITUTE (ACI) conducted its flagship programme on Developing Clusters and National Competitiveness (DCNC) on April 20 – 24. This was the second time ACI's open-enrolment programme was organised in collaboration with the LKY School's executive education department.

The programme centred on competitiveness and the economic development of business clusters, which are geographic concentrations of interconnected businesses, suppliers, and associated institutions in a particular field. In recent years, a number of governments and organisations worldwide have turned to this concept as a means of stimulating urban and regional economic growth.

Neo Boon Siong, director of ACI and visiting professor, and Ashish Lall, associate professor, were the key faculty in the programme. Kevin Murphy, CEO of JE Austin Associates Inc, and Andreas Schaffer, Principal of Monitor Group Singapore, which has conducted a hands-on exercise in cluster assessment, were invited as guest speakers to share their experience and practical knowledge on the cluster initiative process.

Of the 20 participants, five were senior officials from local government agencies, while the others were government officials from Asean countries and the Middle East. The Ministry of Foreign Affairs provided sponsorship for eight of the Asean government officials participating in the programme.

Ruy Moreno, director of operations, private sector, at the National Competitiveness Council in Manila, described DCNC as an "excellent programme with readings, case studies relevant to competitiveness, and instructors and lecturers with cutting edge knowledge." **gisa**



Kazakh Officials Complete Public Administration Programme

THE ACADEMY of Public Administration of Kazakhstan engaged the LKY School to deliver an executive programme on Public Administration and Management for public sector officials of Kazakhstan on April 13 – 24.

The two-week programme was specifically designed for 19 officials from the Institute of State and Local Administration of the Academy of Public Administration under the President of Kazakhstan.

It introduced key concepts relating to the theory and practice of public administration and management. The topics included public finance and government budget decision-making, tools and strategies to promote

effective leadership, and aspects of organisational and national competitiveness.

The programme was conducted in the form of an interactive workshop, comprising discussions, debates, and application of case studies.

“The programme was very good in terms of organisation and teaching,” said Rustem Nurgazinov, advisor to the dean of the academy. “What was most interesting were the people themselves, because they have so much experience. Every lecturer added value with their unique opinion and systematic approach.” gisa

LKY School Offers Course on Public Management to Promising Leaders from Dubai

THE LKY SCHOOL delivered a course on Public Management on May 4 – 10 for 30 promising young leaders, who were from the public and private sectors of Dubai and part of the Promising Leaders Programme (PLP) run by the Mohammed Bin Rashid Programme for Leadership Development (MBRPLD).

The programme, conducted during two days in Singapore (May 4 – 5) and four days in Beijing (May 7 – 10), engaged the participants in intensive discussions about public policy and management, historical and cultural backgrounds, and the policymaking structures and processes of Singapore and China.

“It was a pleasant journey full of experiences and I had the opportunity to learn many skills: personal, interpersonal, professional, and skills in public policy-making,” said Amna Al Muttawa, a case manager and clinical psychologist, and a member of MBRPLD. “Travelling to Singapore and China was a great way to gain knowledge and meet people from different cultures as it promotes cross-cultural exchanges.” gisa

Guangdong Executives Attend One-Month Course on Public Management

THE ONE-MONTH EXECUTIVE PROGRAMME on Public Management, designed by LKY School faculty in consultation with the Personnel Department of Guangdong Province, was held on April 2 – 29 at the LKY School.

The 32 participants, mainly senior executives from various government departments in the province of Guangdong, China, had the opportunity to learn extensively about sustainable development, dynamic governance, effective leadership, policy innovations and urban planning.

“This programme was an eye-opener for me,” said Chen Wei Hao, deputy director of the Guangdong Provisional General office. “It was very practical, informative and interesting.”

“Using real-life case studies of public management in Singapore, the speakers imparted knowledge and skills that will be of great help in my work.”

Additionally, the participants had the opportunity to visit and learn from the experiences of several government and non-government agencies in Singapore, including the Urban Redevelopment Authority, Civil Service College, Housing Development Board, NEWater Visitor Centre, and Corrupt Practices Investigation Bureau. gisa

Executives from Indian Railways Study the Role of Public-Private Partnerships

THE LKY SCHOOL conducted an executive programme on Public Private Partnerships on April 5 – 11 for 30 high-level executives from the Ministry of Railways of the Government of India. The programme, designed and taught mainly by LKY faculty, focused on elucidating the changing role of the state and public finance in the 21st century and bringing clarity to the role of public-private partnership with specific focus on the transportation sector.

In the seven days participants learned about the basic structure of public-private partnerships, studied international cases of public-private partnerships in railways, and explored the possibility of a public-private partnership to further improve the railway system in India. The participants also had the opportunity to visit Singapore Mass Rapid Transport (SMRT). Earlier this year, an agreement was reached with the Ministry of Railways of the Government of India for the LKY School to hold this programme four times annually over a period of two years. gisa

LKY School Task Force Urges Leaders to Rebalance Economies, Reform International Institutions

TEXT | NATALIA OLYNEC



EU Fellow Klaus Regling presents task force recommendations

ASIAN POLICY MAKERS must rebalance their economies to protect themselves from further economic and financial shocks, a report, “Asia and the Global Economic Crisis,” released by a task force of scholars at the Lee Kuan Yew School of Public Policy said.

The group urged Asian countries to boost regional cooperation and strengthen domestic demand in part by providing social safety nets. Global leaders must avoid protectionism, the report said. They should reform institutions such as the IMF to give a greater voice to developing countries and to take a greater role in monitoring and lending to countries in need.

“This crisis represents an opportunity for Asian leadership,” said Astrid S. Tuminez, assistant dean, executive education and director (research), at the launch of the report in Singapore. “If power is to shift to Asia, can Asia rise to this challenge? The thinking has to begin now if we want a different kind of order.”

The LKY School task force report was released as leaders from the G-20 nations prepared to meet in London in April to explore ways to address the global economic recession and prevent future crises. The group proposed medium- and long-term policy recommendations that would help maintain an open global economy amid enormous domestic pressures to protect jobs.

“Policymakers need to focus on effective crisis management in the near-term and reforms in the medium- to long-term to prevent a recurrence of crises such as the current one,” the report said. “Constructive steps have already been taken,

but many measures need to be enhanced and expedited. Focused leadership is crucial.”

The task force, chaired by Kishore Mahbubani, LKY School dean, and managed by Tuminez, included LKY School professors Charles Adams and Mukul Asher, as well as Manu Bhaskaran, CEO of Centennial Group, Khor Hoe Ee, president of the Economic Society of Singapore, and Klaus Regling, European Commission and EU Fellow at the LKY School.

“This crisis represents an opportunity for Asian leadership. If power is to shift to Asia, can Asia rise to this challenge? The thinking has to begin now if we want a different kind of order.”

The report was divided into three parts: general recommendations; recommendations on reform of the international financial architecture, and recommendations for Asian policy makers.



■ Assistant Dean Astrid S. Tuminez introduces the task force report

The group said all countries have a stake in maintaining an open global economy and avoiding protectionism. Protectionism, according to the report, is the “greatest risk of a policy mistake reminiscent of the 1930s . . .” Policy makers should also prevent the crisis from regressing into larger and unmanageable social and political problems or crowding out other significant policy priorities,

such as climate change and multilateral trade liberalisation.

The task force also urged policymakers to identify weaknesses and gaps in financial market supervision, with the objective of avoiding excessive build-up of leverage and risk and reducing the system’s pro-cyclicality. Reform of international financial institutions must be a central agenda item, the report said. Greater representation and voices from the developing and emerging markets are needed to boost the legitimacy of these institutions, while also preserving their effectiveness.

Asian countries must undertake a significant rebalancing of demand, the report said. Policies need to boost domestic demand, enhance output in non-tradeable goods and services, and better balance savings and consumption. It also recommended that Asian countries increase regional cooperation in trade, macroeconomic coordination, and the strengthening of financial systems. Such cooperation would benefit the entire region and allow a more resilient Asian economic system to emerge from this crisis.

The presentation of the report was followed by questions from a large audience comprised of senior diplomats, industry leaders, scholars, LKY School students, and media. **gisa**

Rwanda Marks 15th Anniversary of Genocide

TEXT | LIM MEI MEI

THE EMBASSY OF THE REPUBLIC OF RWANDA and the LKY School commemorated in April the 15th anniversary of the genocide of more than one million Tutsis in 1994.

“The genocide was a terrible event that sadly can and may happen again,” said LKY School Dean Kishore Mahbubani in his opening remarks to a standing room only audience.

Paul Kayoboke, Charge d’Affaires a.i., Embassy of the Republic of Rwanda, said there were many people who could have stopped the genocide from happening but chose to turn a blind eye.

“The media portrays Africans as people who kill one another senselessly... but the genocide was in actuality a deliberate and carefully planned massacre implemented by the government and led by extremists,” he said.

In a moving testimony, a survivor of the genocide shared the horrors that she encountered including torture, beatings and the eventual loss of her family members.

After the genocide, Rwanda was considered a failed state. But 15 years



■ Paul Kayoboke, Charge d’affaires Embassy of the Republic of Rwanda

later, Rwanda has beaten the odds to rebuild its social infrastructure and ensure a more sustainable future, Kayoboke said. It is one of the most successful states in Africa, enjoying the lowest crime rates on the continent. The country was cited in

a recent World Bank study as the best performing economy in sub-Saharan Africa.

In an address, Moses Tay, former Anglican Bishop of Singapore, asked victims to forgive as a way back to healing and freedom.

“The genocide was in actuality a deliberate and carefully planned massacre implemented by the government and led by extremists.”

Although Rwanda still faces many challenges, the country’s immense progress, along with the determination of the Rwandan people, has brought about a renewed sense of hope for a brighter future. **gisa**

In Conversation: Klaus Regling, European Union Fellow

The Lee Kuan Yew School bade farewell in June to EU Fellow Klaus Regling. In the following interview, Regling shares his experience as a fellow and his outlook for Asian economies and regional cooperation



What attracted you to the LKY School of Public Policy?

This was a good opportunity to learn more about Asia in an academic environment. Harvard's Kennedy School of Government was an option, but I really thought Singapore would be more attractive. In line with our dean's book, I believe this is "Asia's century" despite the current economic hiccup.

Why do you believe this is going to be Asia's century?

Through an economist's eyes, it's very clear that the dynamism of the Asian economies has been fantastic for the last decade. Growth rates are much higher than in mature industrialised economies. It's very realistic to expect this tremendous growth performance will continue, and that will change the world as a whole, given that half the world's population lives in Asia. The economic dynamics are a foundation for political influence.

What were the highlights of your fellowship?

I gave lectures, covered the economic aspects of a class on regional integration, and participated in the school's task force on the economic crisis. My research project was on regional monetary cooperation in Asia, but I spent a lot more time analysing the financial crisis. I was also part of an experts group advising German Chancellor Angela Merkel before the two G-20 summits.

Are Asian leaders responding appropriately to the economic crisis?

On the fiscal side, the response was appropriate in most countries. But cooperation in the area of crisis management

came very late. The Japanese, Korean, and Chinese leaders met for the first time in December to talk about the crisis. Asean met earlier this year, but also relatively late. I was surprised that Indonesia, which is the only participant from Asean in the G-20, did not call for a meeting after the first G-20 summit in November to inform the other Asean countries about the outcome and come up with some ideas for the next G-20 summit. If Indonesia could go to the G-20 meeting and speak on behalf of Asean, it would be much more influential.

Within Asean I didn't see that much of an attempt to coordinate views on issues like how to reform the international architecture or on financial regulation and supervision. It will not be enough to be more represented in international decision-making bodies. Asian countries have to be ready to give some input. The Europeans had special meetings of finance ministers and special summits to prepare for the G-20 to have a unified EU position.

If Asia wants to continue with regional economic integration, more institutional steps need to be taken. As a minimum, the Asean secretariat needs to be strengthened. Somebody has to play this role that the European Commission plays in Europe — an independent body with an independent competent staff to monitor the situation and make impartial analysis.

Will there be a change in power structures once we see an economic recovery?

There are already indications that it is changing. Over the next two years or so, work will be carried out to make changes in the IMF and other international institutions to give more weight to fast-growing economies. That will be a clear shift in power structures. The crisis will reinforce the trend that Asia is the continent for this century. **gisa**

Klaus Regling has worked for 33 years as an economist on global economic and monetary issues and is currently senior advisor of the European Commission. From 2001 to June 2008, he was director general for economic and financial affairs of the European Commission. In this role he gave policy advice to all EU member states, conducted budgetary surveillance, prepared economic forecasts, and maintained relationships with international financial institutions and major economies outside of Europe.

Previous positions include director general for European and international affairs at the German Ministry of Finance, where he worked for more than a decade preparing the Economic and Monetary Union. He also worked for 11 years for the International Monetary Fund.

CAG Hosts Contesting Indonesia Lecture Series

TEXT | ONG YANCHUN AND TOBY CARROLL



Nico Warouw from Gadjah Mada University

THE CENTRE FOR ASIA and Globalisation at the LKY School hosted the “Contesting Indonesia” public seminars, the centre’s first country-focused seminar series, which analysed the contested nature of the Indonesian experience with democratisation and decentralisation.

The series, which spanned five months through February, provided an opportunity for scholars and the broader public to engage with experts on the political nature and role of

state and non-state actors in the lead up to national elections. It was very well attended and played host to some vibrant debates on the democratic experiences of Southeast Asia’s biggest country.

“Contesting Indonesia brought the best speakers in the field into contact with students, faculty, and the public in a dynamic and pertinent way,” said Toby Carroll, CAG research fellow, who was convener and chair of the seminar series.

In the first half of the seminar series, scholars from the region shared insights on political developments since the fall of Suharto in 1998. Using Corporate Social Responsibility (CSR) as a lens, Andrew Rosser, senior lecturer at University of Adelaide, explored whether Indonesia should adopt a voluntary or a mandatory approach to CSR. He explained how these debates reflect broader issues of competing interests in resource distribution and accountability.

In an animated session, Vedi Hadiz, associate professor at the National University of Singapore, addressed how the processes of decentralisation and democratisation in Indonesia are shaped by underlying

social tensions and conflicts. Ian Wilson, research associate at the Asia Research Centre, Murdoch University, rounded off the series for 2008, tracing the development of protection rackets in Jakarta and the interesting roles that these social and political actors play in post-Suharto Indonesia.

The second half of the seminar series began in January with Max Lane, visiting fellow at the National University of Singapore and author of *Unfinished Nation: Indonesia Before and After Suharto* (Verso, 2008). Lane looked at the constitution and behaviour of political parties running in the 2009 elections. Scott Guggenheim, from AusAID, followed in February with an analysis of decentralisation and the evolution of the National Program for Community Empowerment. Nico Warouw, lecturer at Indonesia’s Gadjah Mada University, rounded off the series with an analysis of the role of labour in the elections. **gisa**

Podcasts and other information about the series can be found at: http://www.spp.nus.edu.sg/CAG/Indonesia_Seminar_Series.aspx

CAG Awarded US\$750,000 MacArthur Grant for Energy Security Project

TEXT | TAN YELING

THE CENTRE ON ASIA AND GLOBALISATION has been awarded a US\$750,000 grant by the MacArthur Foundation as part of its three-year Asia Security Initiative project. Ann Florini, Teresita Cruz-del Rosario and Benjamin K. Sovacool will be the primary researchers on the project.

The first research area will focus on issues of cross-border energy governance at multiple levels. Through in-house research and commissioned papers, CAG will explore the fractured and complex landscape of global energy governance, which includes both formal intergovernmental organisations and governance processes and a rapidly growing medley of alternative processes. At the regional scale, relevant issues include the emerging architecture of energy agreements crafted by Asean with a special

emphasis placed on the role of hydropower expansion and the Mekong River Commission and plans for the establishment of regional electricity transmission grids.

The second component will focus on creating an Energy Security Index to explore the potential for developing a rigorous, yet user-friendly, set of metrics comparing Asian country performances in achieving energy security. It will be utilised to disseminate information on energy security to policymakers and the public and to identify the best practices relating to energy policy within the region. The research will include extensive travel to collect data from government ministries and energy institutes throughout the world and the hosting of two workshops. **gisa**

Asia Foundation, CAG Host International Workshop on Transparency

TEXT | TAN YELING



Workshop participants including delegates from the LKY School, the Asia Foundation, Mexico, the United States, Singapore, China, Korea, Vietnam and India.

THE ASIA FOUNDATION and the Centre on Asia and Globalisation (CAG) of the LKY School jointly hosted the International Workshop on Transparency and Access to Information from March 4 – 6. The event brought together academics, civil society members, and government officials from around the world to discuss the use of transparency regulation in strengthening local governance.

“Transparency is an issue of tremendous importance for those involved in governance reform,” said Scott Fritzen, vice-dean of academic affairs at the LKY School. “One crucial question which merits attention is how transparency can be used to create important changes in society, from reducing systemic corruption to facilitating economic growth.”

Advances in electronic and digital communications are enabling people to access information that governments may not want publicised. More importantly, ideas and norms surrounding disclosure have fundamentally shifted. It is increasingly expected that “good” governments are transparent and open. Many are also recognising that transparency can be a useful regulatory tool to improve performance across a range of governance sectors.

The diversity of country experiences gathered in Singapore made for some intense discussion on the wide-ranging approaches to enacting transparency regulations. For example, India’s remarkable transparency law was the result of a sustained and extremely widespread campaign carried out by a vast network of civil society groups across the country. China’s Open Government Information regulation, in contrast, evolved from a combination of sustained experiments by local governments and central-level legislative commitment.

Participants engaged in lively debate on the various

roles of government, civil society, and academia in advancing the use and understanding of transparency as a governance tool. Some emphasised that civil society demand for information is crucial to the successful implementation of access to information laws and regulations, and in serving as a check against government.

Others placed greater store on the need to have strong political leadership to drive reform and overcome vested interests within the system, so as to create an effective system of disclosure and transform the mindsets of public officials. Some said it would be important for academic research to debunk some of the common misconceptions leading to fears about the potentially destabilising effects of government openness.

On the myriad challenges involved in implementing transparency regulations, participants noted that a culture of secrecy within the government and a lack of political will are major impediments. There is also the challenge of having adequate resources, building the proper systems for archiving and record-keeping, and training for public servants. Governments must establish consistency between new disclosure regulations and existing laws, particularly secrecy laws. Without outside pressure and demand for information, the government faces little incentive to implement disclosure systems properly.

Participants raised a wide-ranging set of research and programmatic agendas for potential future collaboration. They recommended the formation of global networks between academic institutions, civil society organisations, and governments to create awareness and build norms across sectors. Participants were also keenly interested in the development of indicators for assessing the performance of transparency initiatives. **gisa**

IPS and the Asia Foundation Launch “America’s Role in Asia” Report

TEXT | CHUA CHUN SER



■ J. Stapleton Roy, Tommy Koh, and C. Raja Mohan

THE ASIA FOUNDATION presented its report “America’s Role in Asia” at an event hosted by the Institute of Policy Studies (IPS) at the LKY School in February.

The report, which is written by leading Asian and American scholars every four years, provides a unique perspective on US policy towards Asia. Each report comprises sections on the United States, Southeast Asia, Northeast Asia and South Asia.

Ambassador J. Stapleton Roy, co-chair of the report, and John Brandon, director of international relations at the foundation and convenor of the project, travelled to Singapore for the presentation.

“We looked at issues of bilateral relations as well as issues that transcend regional or national boundaries, such as climate change, energy security, nuclear non-proliferation, regional trade, and Asian regionalism,” Brandon said at the presentation.

Tommy Koh, Singapore’s ambassador-at-large and chairman of IPS, wrote the section on Southeast Asia. He recommended that US Secretary of State Hillary Clinton participate in the ministerial meetings of the Asean Regional Forum and urged the US to ratify the Asean Treaty of Amity and Cooperation. He said the US should have a presidential summit with Asean. Koh reiterated Asean’s support for free trade and said he was concerned that protectionist policies would be adopted during the current economic crisis.

“The lesson we have all learned from the Great Depression is that protectionism is not the answer,” said Koh. “It would lead to trade wars and economic disaster for all of us.”

Regarding South Asia, C. Raja Mohan, professor at the S Rajaratnam School of International Studies at the Nanyang Technological University, focused on Afghanistan as the main front of the war against terrorism.

To increase security, the US must commit to a range of economic and development measures that would allow Afghanistan to govern effectively, he said. India, the US, Pakistan, and Afghanistan must work together on policies that would ensure advancement in India, democratisation in Pakistan and stabilisation in Afghanistan.

In the section on North Asia, Ambassador Han Sung-Joo, chairman of the Asan Institute for Policy Studies in Seoul, urged the US to ratify the US-Korea Free Trade Agreement. He suggested that the Obama administration continue earlier policies such as agreeing to significant reductions in American and Russian nuclear arsenals, encouraging China and India to contribute more to nuclear non-proliferation, boosting the institutional capacity of the International Atomic Energy Agency, and balancing the competing imperatives of increased use of nuclear energy for electric power generation.

The United States is increasing its focus on relations with Asia, said Roy. This was highlighted when Clinton chose to go to Asia on her first foreign trip as secretary of state. US involvement in Asia and Asean would open up opportunities for economic and political cooperation, he said.

“We looked at issues of bilateral relations as well as issues that transcend regional or national boundaries, such as climate change, energy security, nuclear non proliferation, regional trade, and Asian regionalism.”

The Asia Foundation is a non-profit, non-governmental, grant-making organisation committed to the development of a peaceful, prosperous, just, and open Asia-Pacific region. The foundation supports programmes in Asia that improve governance, law and civil society, women’s empowerment, economic reform, development, and international relations. **gisa**

The report can be found at <http://www.asiafoundation.org/program/overview/americas-role-in-asia>

IWP Presents Results of World Water Forum to Students

TEXT | NURUL ISMAIL



THE INSTITUTE OF WATER POLICY (IWP) in April presented reflections on the 5th World Water Forum to students of the Water Policy and Governance module at the LKY School.

Anthony D'Agostino, research fellow at IWP, was in Istanbul for the 5th World Water Forum in March with his co-presenter Ruth Khan, a manager in the industry development department of Singapore's Public Utilities Board (PUB).

"It's important that our students recognise that Asia's water problems are by no means unique," said D'Agostino. "Global events such as the World Water Forum reinforce the need for good governance and effective resource management in the water sector, measures that are equally applicable to Europe, Africa, and all other continents."

The forum, which was organised by the World Water Council (WWC), was attended by water policy makers and water technology innovators from the public, private, academic, and non-government sectors. According to the France-based WWC, this recent forum was attended by about 31,000 delegates from more than 120 countries.

The forum's theme this year was "Bridging Divides for Water." Participants identified the numerous divides that exist globally between the affluent and the poor, as well as between the developed and developing nations, with regard to access to safe drinking water and sanitation services.

Khan, who attended the forum as a delegate of the PUB, participated in a series of preparatory meetings for almost a year, supporting Yaacob Ibrahim, Singapore's minister for the environment and water resources. Ministers who attended the Forum released a 22-point Istanbul Ministerial Statement which offered policy recommendations for how decision makers worldwide might address the growing number of urgent water and sanitation issues.

There was wide consensus throughout the political process on the importance of setting appropriate policies and on enacting reform measures to improve efficiencies in the water sector so as to curb corruption and to incentivise water conservation.

"Global events such as the World Water Forum reinforce the need for good governance and effective resource management in the water sector, measures that are equally applicable to Europe, Africa, and all other continents."

Khan and D'Agostino also shared with the class how the numerous forum presenters emphasised the effects that climate change would have on the water sector. According to D'Agostino, the forum speakers used illustrations to draw attention to the probability of increased frequency and magnitude of natural disasters, decreased freshwater supplies because of saline intrusion from the rise in sea-levels, and unpredictable changes in the world's hydrological cycle.

The results of the forum will be shared at the United Nations Framework Convention on Climate Change (UNFCCC) Conference of Parties to be held in Copenhagen, Denmark in December. International climate change negotiators will develop a plan there for responding to climate change, which will succeed the Kyoto Protocol. **gisa**

Faculty Win NUS Teaching, Service Awards



■ Kenneth Paul Tan celebrates his award with LKY School faculty



Kenneth Paul Tan
NUS Outstanding Educator Award 2009

Kenneth Paul Tan, the LKY School's assistant dean (academic affairs) and associate professor, was awarded in April the Outstanding Educator Award (OEA), the highest teaching honour the National University of Singapore bestows on its faculty for consistent outstanding teaching.

Tan, who was awarded tenure and promoted to associate professor earlier this year, is the LKY School's first recipient of the award. He has already received more than 10 teaching

awards during his nine-year career at NUS, which includes stints in the political science department and the University Scholars Programme.

Tan describes his teaching practice as "a series of intellectual, moral, and aesthetic puzzles whose purposes must extend beyond the technical mastery of academic subjects to the development of an expanded mode of reasoning and

judgement about their appropriate, beneficial, just, and creative application in the world."

He currently teaches three modules: State-Society Relations in Singapore, Arts and Cultural Policy, and Singapore: The City, which he team-teaches with Alan Altshuler, Harvard University's Distinguished Service Professor & Stanton Professor of Urban Policy and Planning.

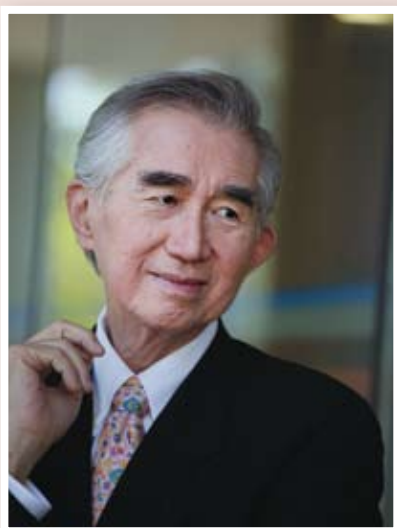
Tan has designed innovative curriculum and pedagogy to inculcate in his students a life-long habit of critical thinking; to sharpen their ability to engage at the intuitive, theoretical, empirical, and practical levels; and to raise confidence in their capacity to effect positive transformations in the world. For instance, he introduced “service learning” at NUS, mainly in the form of student attachments to civil society organisations that enable students to bridge theory and practice. He has devised numerous simulation and role-play exercises and also conceived a “Socratic method plus

mind-mapping” approach widely acknowledged by students to have made classes highly participative.

Tan’s contributions have gone well beyond teaching. He has served on various university and national-level committees, and has most recently accepted an invitation to be a fellow and executive council member of the newly formed NUS Teaching Academy. As assistant dean, he has worked closely with student leaders in contributing to the school’s vibrancy. He was instrumental in developing The Singapore Experience @ The LKY School, where students regularly get to interact with Singapore leaders

from the public and private sectors, the media, and cultural and voluntary sectors at lunchtime seminars, dinner-lectures, and informal discussions.

In his public lecture on April 28 titled “Against Uncritical Pragmatism: Education for Doers Who Can Think and Thinkers Who Can Do,” Tan argued that universities have a responsibility to ensure that their students will have “the philosophical capacity, the moral courage, and the imaginative vision to understand what it really means to be in the service of humanity.”



Liu Thai Ker
NUS Outstanding Service Award

Liu Thai Ker, adjunct professor at the LKY School, was awarded the NUS Outstanding Service award. Liu was also adjunct professor of the School of Design and Environment, or SDE, and Chair of its Advisory Committee from 2000 to 2007. He was also a member of SDE’s International Advisory Panel in 2008.

“I am happy to be involved with NUS on academic matters, campus planning, and architecture,” said Liu, who played an essential role in implementing public housing in Singapore and developing a vision for the urban development of the city. “It is a privilege and pleasure to see NUS growing from strength to strength.”

Liu has contributed to the LKY School by speaking in its regular seminar series and executive programmes. He brings to the classroom insights garnered from his

rich experience in Singapore’s public sector and his work in the private sector as a director of a consulting firm with projects in more than a dozen countries, as well as a planning advisor to the governments of over a dozen major cities in China. He has been able to help the LKY School’s largely international student body understand the fundamental factors contributing to successful urban planning and development in cities all over the world.

During his tenure as adjunct professor and chair of SDE’s Advisory Committee, he contributed to the school’s curriculum review by giving invaluable feedback, based on his

many years of experience as a practising architect-planner, and gathered from his positions as Chief Executive Officer and Chief Architect of the Housing & Development Board from 1969 to 1989, Chief Executive Officer and Chief Planner of Urban Redevelopment Authority from 1989 to 1992 and Director of RSP Architects Planners & Engineers Pte Ltd since 1992. He provided professional insight to improve the relevance of SDE’s programmes and worked with the departments in developing new strategic initiatives and strengthening the ties between practice, teaching, and research in architecture, building and real estate.



Ora-Orn Poocharoen
Assistant Professor

Ora-orn Poocharoen was awarded a three-year new faculty grant of S\$180,000 to study the state of performance management systems of the public sector in four countries: Singapore, Malaysia, Thailand, and China. Performance information of public organisations is considered a fundamental tool to show accountability and effectiveness of the public sector.

The project will focus on natural resource management and selected social services. In the first phase, the project will explore the kinds of performance management systems that are in place and how performance information is gathered and used. In the second phase, the project will explore how performance management systems are managed in network governance settings, where multiple organisations work together to deliver public services. When more than one organisation is responsible for achieving a policy goal, the design and usage of performance information become more trivial. Ultimately, the research will show if any of the performance information can be trusted and whether the information truly shows the level of accountability and effectiveness of the selected governments.



Shreekant Gupta
Associate Professor

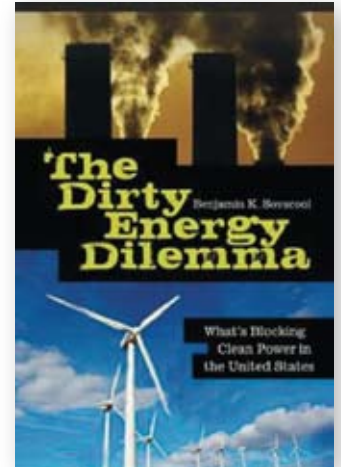
Shreekant Gupta was awarded a S\$180,000, three-year new faculty grant for a research project on air quality and global warming. In the first phase, a solution is proposed to two of the key problems holding back an international agreement on global warming: uncertainty about the cost of abatement of greenhouse gases (GHGs), and sharing of this burden across countries.

The project will formulate and simulate the working of a price-stabilised, cap-and-trade scheme that will address both of these issues.

The project examines policies within South Asia with regard to GHG abatement that are intertwined with air quality management (AQM). Recent research on atmospheric science suggests that air pollutants such as aerosols and black carbon play an important part in global warming and that integrating air pollution abatement and climate change mitigation policies makes more sense than addressing the problems separately. While most cities in Asia, including those in South Asia, have initiated activities that address air pollution, much remains to be done to improve air quality. The project will also assess the ability of selected South Asian countries and cities to manage air pollution and integrate climate change mitigation.

Benjamin K. Sovacool
Assistant Professor

Benjamin K. Sovacool is the winner of the 2009 Nautilus Silver Award in the "Investigative Reporting" category for his recent book *The Dirty Energy Dilemma: What's Blocking Clean Power in the United States* (Praeger Publishers, 2008). In his book, Sovacool argues that the American electric utility system has become inefficient, fragmented, expensive, and harmful to public health and the environment. The solution lies in renewable energy systems that produce few harmful by-products, relieve congestion on the transmission grid, require less maintenance, and enhance security. Through extensive field research, Sovacool shows that the barriers to these solutions are not technology, but institutions. Obstacles include organisational conservatism, technological incompatibility, legal inertia, ill-founded prejudices, and apathy. Significant conversion to clean energy systems requires a whole new set of policies to dismantle social barriers that are blocking decisions.



Benjamin Sovacool next to an array of solar photovoltaic panels at the official testing facility of the U.S. National Renewable Energy Laboratory in Golden, Colorado

Assistant Dean Astrid S. Tuminez Addresses Women Leaders in Dubai

Astrid S. Tuminez served as a keynote speaker on March 3 at a programme on leadership, organised by the Mohammad Bin Rashid Center for Leadership Development (MBRCLD) in Dubai. She presented on “State-building: National Identity, Leadership and Institutions” to a group of promising leaders attending the Spectator Forum hosted by MBRCLD.

She also spoke to an enthusiastic group of women at the Al Emaratia Forum 2009, hosted by the Dubai Women Establishment (DWE) in partnership with Mohammad Bin Rashid Programme for Leadership Development (MBRPLD), an innovative programme designed to develop future national leaders capable of promoting the sustainable development of Dubai.

The inspirational speech she delivered, “Half the Sky: Women and Leadership,” emphasised the general foundations of effective leadership in today’s globalised world and also gave

pointers specifically directed at women aspiring to become leaders.

To become effective leaders, she encouraged women to “remove fear from your vocabulary” and devote themselves to a field they love. The Al Emaratia Forum is an innovative

medium that aims to empower working women in Dubai to discuss challenges and opportunities faced in the public sector. Since this Al Emaratia Forum was the first of its kind, it generated much interest and was widely covered in the Dubai media.



■ Astrid S. Tuminez with some of the participants at the Al Emaratia Forum

New Faculty



Durreen Shahnaz
Adjunct Associate
Professor

Durreen Shahnaz is the head of the Programme on Social Innovation and Change (PSIC), which focuses on the social innovation taking place among sustainable social enterprises in Asia. Examples of areas where social enterprises have demonstrated success include micro-credit, alternative

technology, fair trade, eco-tourism, rural education and healthcare reform. PSIC, a part of the Centre on Asia and Globalisation, is dedicated to the research, study and promotion of sustainable social enterprises.

Shahnaz has been a change maker throughout her career which has spanned both the private and social sectors. In the private sector, as the head of three regional media companies (Asia City Publishing Group, Hearst Magazines International and Reader’s Digest Asia), she worked vigorously to incorporate social responsibility in these companies’ work. She also has a track record as a successful social entrepreneur; she founded, ran and sold a socially conscious, for-profit business called oneNest in New York. She also had banking stints at Morgan Stanley, Merrill Lynch, Grameen Bank (Bangladesh) and World Bank. Shahnaz holds a BA from Smith College (double major in Economics and Government); and a joint graduate degree – MBA from Wharton School, University of Pennsylvania (Finance) and MA from School for Advanced International Studies at Johns Hopkins University (International Economics and International Relations).

Faculty Publications

Books/Book Chapters/Journal Articles

Florini, Ann. "The context for India's energy geopolitics." In *The Geopolitics of Energy in South Asia*, ed. Marie Lall, Singapore: ISEAS, 2009.

Fuller, B.W. "Surprising cooperation despite apparently irreconcilable differences: agricultural water use efficiency and CALFED." *Environmental Science and Policy*, vol. 12, no. 2, 2009.

Lewis, Blane David and Daan Pattinasarany. "Determining citizen satisfaction with local public education in Indonesia: the significance of actual service quality and governance conditions." *Growth and Change*, vol. 40, no. 1, 2009.

Mayer-Schönberger, Viktor. "Crouching tiger, hidden dragon: proxy battles over peer-to-peer movie sharing." In *Peer-to-Peer Video*, ed. Eli M. Noam & Lorenzo Maria Pupillo, Springer, 2008.

Ooi GL and Phua KH. "SARS in Singapore – challenges of a global health threat to local institutions." *Natural Hazards*, vol. 48, 2009: 317-327.

Phua KL and Phua KH. *Health Economics: An Introduction for Biomedical and Other Health Professionals*. Malaysia: USM Press, 2009.

Phua KH. "Prescribing new economic medicine for healthcare." In *Impressions: The Goh Years in Singapore*, ed. Bridget Welsh, James Chin, Arun Mahizhan and Tan Tarn How, Singapore: NUS Press, 2009.

Phua KH. "Review of healthcare in Malaysia: the dynamics of provision, financing and access," ed. Chee Heng Leng and Simon Barraclough. *Singapore Journal of Tropical Geography*, vol. 30, no. 1, 2009: 144-147.

Sovacool, Benjamin K. "The Importance of comprehensiveness in renewable electricity and energy efficiency policy." *Energy Policy*, vol. 37, no. 4, April 2009: 1529-1541.

Tan, Kenneth Paul. "Racial stereotypes in Singapore films: commercial value and critical possibilities." In *Race and Multiculturalism in Malaysia and Singapore*, ed. Daniel P.S. Goh, Matilda Gabrielpillai, Philip Holden, and Gaik Cheng Khoo, London: Routledge, 2009.

Papers Presented and Op-Eds

Mayer-Schönberger, Viktor. "Virtual world governance." OECD Conference *Innovation and Policy for Virtual Worlds*, March 11, 2009.

Tan, Kenneth Paul. "Monstrous women in Singapore cinema: coping with national anxieties." 59th Political Studies Association Annual Conference, *Challenges for Democracy in a Global Era*, April 7– 9, 2009, Manchester, UK.

Tan, Kenneth Paul. "Against uncritical pragmatism: education for doers who can think and thinkers who can do." NUS Outstanding Educator Award 2009 Public Lecture, April 28, 2009, National University of Singapore.

Tan, Kenneth Paul. "Pragmatism today: I think, therefore I do". *The Straits Times*, May 14, Review, p. A15.

In Other News

Eduardo Araral was invited to join the Editorial Board of *Journal of Public Administration, Research and Theory (JPART)*, the official journal of the Public Management Research Association, published by Oxford University Press.

Kenneth Paul Tan was invited by the organisers of the Political Studies Association Annual Conference 2009 to organise a panel on "Gender and Sexuality: Singapore", and to present his own paper "Monstrous women in Singapore cinema: coping with national anxieties".

Prakhar Sharma: Arming Afghanistan with Research

TEXT | EVELYN SO SUM-YEE

When Prakhar Sharma, MPP Class of '06, took his first class with Professor Ann Florini on global issues and institutions, he knew that his career path would not be that of a modern-day bureaucrat. Instead, he ended up advising policymakers in war-torn Afghanistan.



■ Sharma (second from left) dining in a village restaurant in Maimana, Afghanistan

“A CUSHY, DESK-BOUND JOB IS THE LEAST DESIRABLE FOR ME,” said Sharma. “Afghanistan is where I really applied the knowledge I attained in school. I was out there doing field research and reaching out to the Afghan community. I was contributing in some way to this honourable but largely misconstrued society.”

Sharma initially worked for the International Centre for Political Violence and Terrorism Research, a defence think tank in Singapore. He was sent to Afghanistan to head research at a local think tank, the Centre for Conflict and Peace Studies (CAPS), which trains Afghan analysts and provides policymakers with political and security analysis.

He is currently working as an analyst at the MRA Institute, which conducts research in Afghanistan and informs policy makers on the key trends in governance, security and development.

The international community should understand that promoting democracy comes second to addressing the basic needs of the populace, said Sharma.

“The war now is not about national security; it is about good governance,” he said.

We interviewed Sharma about his experience at the LKY School and his unique journey to Afghanistan.

What led you to take up a post in Afghanistan?

I grew interested in the history of various conflicts around the world. This led me to the Masters in Public Policy at the LKY School, during which I became specifically interested in the evolution of terrorism as a tactic, as well as the changing political and religious narratives which motivate terrorists.

How have you benefitted from your education in the LKY School?

The courses enabled me to connect the issues and immerse myself better in the Afghan context. Lack of security jeopardises the prospects for development, which undermines the credibility and effectiveness of governance and has a bearing on domestic and regional politics. For instance, rearming the tribal militias, as was recently proposed for Afghanistan, could bring security in the short term in Afghanistan, but it would pose insurmountable challenges for governance and

security in the medium to long-term. It could potentially scale back the progress made in Afghanistan since 2001. In a complex environment such as Afghanistan, understanding the interrelatedness of issues becomes increasingly critical. The political and economic costs of miscalculation are extremely high for stability in the region.

“The experience of living with local communities under precarious security conditions, undertaking field research, and managing projects gave me a unique perspective on conflict at the grassroots level.”

What has been the most fulfilling aspect of your job?

The experience of living with local communities under precarious security conditions, undertaking field research, and managing projects gave me a unique perspective on conflict at the grassroots level. Training new Afghan analysts, who have always been compelled by their circumstances to take sides on issues as determined by their religious sect or ethnic group, to undertake objective research and write dispassionate analysis was a considerable challenge and a fulfilling opportunity. **g'sa**

LKY School Alumnus Joel Aufrecht Awarded Presidential Management Fellowship

Lee Kuan Yew School of Public Policy alumnus Joel Aufrecht (MPA 2008) has been awarded a prestigious two-year Presidential Management Fellowship (PMF) by the U.S. Office of Personnel Management.



THIS RIGOROUS TWO-YEAR paid fellowship includes: 160 hours of classroom training, a mandatory four to six-month developmental assignment, optional rotations of one to six months in duration, challenging work assignments, potential for accelerated promotions, and opportunities to network with other future leaders.

More than 80 federal agencies currently partner with the PMF Program Office to hire fellows annually. Fellows engage in solving domestic and international issues including: public administration, foreign policy, technology, science, criminal justice, health, and financial management.

Aufrecht is the owner of Upright Consulting, a software and web application development consulting company. Before studying at the LKY School, he completed a Bachelor of Arts in Physics and Astronomy at Pomona College.

In the following interview, Aufrecht explains his motivation for applying for the fellowship and its benefits:

Why did you apply for the fellowship?

I applied to develop a career in public service. According to the Office of Personnel Management, “students can use this two-year fellowship as a stepping stone to highly visible and respected leadership positions in the Federal Government.”

How will the fellowship help you achieve your goals?

The fellowship provides access to a wide variety of US government management positions, across almost all agencies, with a broad support system and excellent opportunities to take on great responsibility during and after the fellowship.

What did you need to do to become a finalist?

First, I had to be nominated by the LKY School. Then, I took a test similar to other standardised tests such as the GRE, but incorporating a personality test section. I was told that over 5,000 nominees took the test this year; fewer than 800 were selected as finalists.

As a specialist in technology, why did you decide to study at the LKY School?

The very consistent pattern I have found working in technology is that the real problems are not technological; they are problems of communication, planning, risk management, and so forth. They are people problems. I was interested in an MPA degree to strengthen my skills in management and in working in groups and organisations.

How have you benefitted?

I found that almost all of my classes included many group projects. Because my classmates had very diverse backgrounds, I had many opportunities to focus on how the groups operated and to reflect on my role in each group. This was reinforced in the leadership class.

Which courses made a special impression on you and why?

The biggest impression, in fact, was how well my electives reinforced one another and the core classes, so that themes were developed across many points. Perhaps this was a happy accident, but I regularly found that discussion in one class provided insight into other classes. If I had to single out one class for its impact, Non-State Actors in Governance with Ann Florini and Durreen Shahnaz made me think deeply about whether or not I wanted to contribute in the public sector or through an NGO or other non-profit entity.

Would you recommend that other US students study here? Why?

Yes. It was very valuable in gaining a broader perspective outside of US borders, and in seeing how other countries (Singapore in particular) function. *gis*

Global-is-Asian's Student Spotlight looks at **Martino Tan** and **John Roberts**, two students who are working to make a difference in the lives of others.

Martino Tan Helps Youth Build Leadership Skills



Martino Tan posing with participants at the NYF Finale, on January 9, at the Suntec Singapore International Convention & Exhibition Centre. Also in the picture: Dr Vivian Balakrishnan, Minister for Community Development, Youth and Sports; Teo Ser Luck, Senior Parliamentary Secretary for Ministry of Community Development, Youth and Sports & Ministry of Transport; and Zaqy Mohamad, MP for Hong Kah GRC.

LKY SCHOOL STUDENT MARTINO TAN (MPP 2009) was chosen by Singapore's National Youth Council to serve as Chairman of the National Youth Forum (NYF) 2008 executive committee. Titled "Changing Perspectives," NYF 2008 was a three-month programme that provided a formal platform for youths to study policy formulation, debate national issues, and spearhead initiatives that benefit the community.

The programme aimed to raise awareness of national issues and the level of youth civic participation. The participants, ranging from 17 to 25 years of age, consisted of students and young working adults.

Tan, who had also been involved as programme chairman in NYF 2006, explained how the main challenge his team faced was to convince participants that they can take the lead today in effecting positive change in the community. Among the more

successful NYF community initiatives of the past is "Audible Hearts" (<http://audiblehearts.yah.sg/>), a web portal offering online peer support by youth for youth and sponsored by Singapore's Health Promotion Board.

"We witnessed our youth build their confidence, venture out, and ask the harder questions in life. We watched them grow as they created new realities by coming up with community initiatives that aim to solve

the common problems we face in Singapore," he said.

Among the highlights of the programme were a tea session with Singapore President S. R. Nathan, and dialogue sessions with Prime Minister Lee Hsien Loong, Speaker of the House Abdullah Tarmugi, and Attorney-General Professor Walter Woon.

Other students from the LKY School also got in on the act. Jacqueline Chen (MPP 2009) was the finance chairperson. Several members of the MPP 2009 class volunteered to facilitate small-group case-study discussions. Kenneth Paul Tan, assistant dean (academic affairs) and associate professor, served as an advisor and guest speaker.

Martino Tan said his studies at the LKY School helped him prepare for the programme.

"The public policy education at the LKY School helped me not just to come up with a shopping list of familiar youth themes that you would find discussed at many other conferences, but to think critically about the key dilemmas facing the young people of Singapore and to design a really effective format for dealing with them," he said. **gisa**



Martino Tan addressing participants at the launch of NYF 2008 at Red Dot Museum

NGO Founder John Roberts Fights Poverty and Illiteracy

JOHN WHITE ROBERTS (MPP 2010) found his calling working amongst the homeless of Los Angeles. Together with friends, he set up a mobile soup kitchen that would feed as many as 80 people a week. The experience inspired him in 2007 to establish Heal the World, Inc., a non-denominational Christian humanitarian organisation committed globally to helping those in disadvantaged situations by providing the necessary tools to further their own development.

The joy he felt from his work with the homeless eventually led to projects in Africa, and now in Asia. Heal the World has run projects ranging from the procurement of school supplies for students in Mali, distribution of wheelchairs in Malawi, to the support of an orphanage housing facility in Botswana.

When Roberts set up Heal the World, he wanted simply to make a difference in any way that he could. Two years later, having gained more clarity, he aims to achieve universally accessible quality education.

“The secondary and tertiary benefits of this are myriad,” he explains, “The poverty of our world is still largely unresolved. Lack of education remains a major contributing factor.”

Roberts, who is also president of the organisation, acknowledges that the challenges he faces are daunting, but the problems are not insurmountable. Through the efforts of Heal the World, at least 200 children are able to go to school, eat lunch, and get medical care when sick.

One of the organisation’s latest projects is a plan to build the second full university in Burkina Faso, “Université d’Afrique d’Ouest – The University of West Africa” with core courses starting in September of 2013.

Currently, only 17 percent of secondary school-aged Burkinabe children are enrolled in school. Heal



Roberts (extreme right) with teachers at one of Heal the World’s classrooms

“Organisational leadership was something I was not versed in, thus we had growing pains. That is why I am at the LKY School, honing my skills to be a better leader, a more impactful policy maker.”

the World hopes to put a greater percentage of this population on a track toward completing secondary and also continuing on to a tertiary, pre-professional education.

Heal the World also supports a grade school in the suburbs of Ouagadougou. This project is funded in connection with a German NGO “What Else” and run together with a local NGO “Woman, Children, People and Health.”

Roberts thinks big and aims high.

“Heal the World is now at a tipping point,” he said.

Having spent two years developing this model, he is convinced that the time is right for scalable implementation.

He is confident that, in the next 18 months, the organisation will grow exponentially. Heal the World currently has an agreement with the Minister of Education in Burkina Faso to develop private schooling infrastructure from primary to tertiary for the entire country.

“Organisational leadership was something I was not versed in, thus we had growing pains,” Roberts said. “That is why I am at the LKY School, honing my skills to be a better leader, a more impactful policy maker.” **gis a**

For more information, go to: <http://www.healtheworld.org>

Singapore President Nathan Hosts Tea for Students, Faculty

TEXT | HONG BEE KUEN



SINGAPORE PRESIDENT S. R. Nathan invited the faculty members, staff and students of the LKY School to tea at his official residence, the Istana, on April 23 to learn about the school's progress and its research in the area of public policy. The session was attended by about 70 faculty and staff members and 35 student representatives from the MPP, MPA, MPM and PhD programmes.

Over tea and cakes, they shared with the president details of their current research work, stories of student life at the school and fond memories of their home countries.

Leong Chan-Hoong, a research fellow from the Institute of Policy Studies (IPS), described the event as a "splendid and memorable experience."

"It is endearing to note that despite being the president for so many years, President Nathan is in close contact with the academic community in Singapore," Leong said.

The students also felt privileged to have the opportunity to interact with the president. Some were impressed by his extensive knowledge of economic and political developments in their home countries, whilst others were honoured and touched by the interest he showed in learning more about them and their careers.

Brij Bhushan Gupta (MPA 2009) observed that the president's "achievements, cordial nature and humility are inspiring, and his gesture shows how he is willing to engage with the young generation, and listen to their thoughts, especially those of the international students." **gisa**



LKY SCHOOL DEAN KISHORE MAHBUBANI hosted a dinner in February for the students who earned a place on the Dean's List in the first semester of academic year 2008 – 2009. The Dean's List is a prestigious award that recognises the academic achievements of the top students at the school. The top three students from each cohort of the MPM, MPA and MPP programmes are placed on the Dean's List each semester. **gisa**

MPP Students Stage LKY School's First Play

TEXT | SHLESHA THAPALIYA

A GROUP OF STUDENTS from the Master in Public Policy (MPP) class of 2010 on April 3 staged "*Walk the Line*," the first play performed at the school.

A passion for theatre and artistic design inspired Saroj Dhakal and Tarun Sharma to organise the play, which the students rehearsed and put together in just two months.

"Initially, the idea was to use an existing script but we realised that if we wrote our own, something that reflected our lives here, and interspersed it with private jokes and innuendos, the play would be more memorable and enjoyable," said Dhakal, one of the script writers and directors of the play.

The play centres on the life of a smart and idealistic MPP student called Chris who, fuelled by his idealistic views of right and wrong, moves back to his country to work towards rooting out the evil of corruption. To follow his dreams, he leaves behind the carefree days of university, close friends, and the woman he loves. The play, which is quite comical and light-hearted in the first half, ends in a tragedy, with a face-off between Chris' staunch idealism and the ironic circumstances life tosses his way. **gisa**



Ten LKY School Students to Complete Double Degree Abroad

TEXT | LIM MEI MEI AND EVELYN SO SUM-YEE

TEN LKY SCHOOL STUDENTS from the Master in Public Policy 2010 class have been selected to complete a double degree abroad at a member institution from the Global Public Policy Network (GPPN).

The LKY School joined the GPPN in 2007, becoming the organisation's first and only member outside Europe and North America. The alliance includes 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 students selected for the double degree abroad are: Lee Junhua, Jonathan Louis, Shohei Yano, Richard Varghese, Ammar Anees Malik, Christian Ksoll, John White Roberts, Chen Haitao, Saad Ahmad Gulzar, Tan Li Wei Wilson, and Yeo Zhong Yi. We interviewed some of the students on their reasons for pursuing the double degree and their goals for the year.



Yeo Zhong Yi
(Singapore), SIPA,
Columbia University

“The opportunity to study in New York City really serves as an extension of the multi-cultural experience that I have seen at LKY School over the past year.”



Jonathan Lee
(Singapore), LSE

“I hope to learn as much as possible and do my best there, especially in the capstone project. Plus, I hope I'll be able to improve my culinary skills beyond “Maggie” instant noodles when I return!”



Richard Varghese
(India), LSE

“It offers me an opportunity to study policy and administration processes, assimilating perspectives of institutions in Asia and Europe that have contributed significantly to the exposition of public policy. This indeed will be valuable for an aspiring policymaker like me from a country in transition.”

Christian Ksoll
(Germany), Sciences Po

“In Paris, I would like to expand my knowledge in trade, energy, and environmental issues, complementing the foundation I have built at the LKY School in Singapore. In addition, I hope to hone my French language skills by being immersed in France's cultural, political, and economic climate.”



Ammar Malik
(Pakistan), Sciences Po

“As one of the handful of double degree students representing the LKY School, I consider myself an effective ambassador of the school. I believe that there is no better way of achieving this than by excelling in activities both inside and outside the auditorium.”



Saad Gulzar
(Pakistan), SIPA, Columbia University

“I hope to learn more about the ongoing financial crisis by being in the epicenter of the global economic downturn. It will be interesting to follow the debate from a Western focus after learning about it here in an Asian setting.”



Shohei Yano
(Japan), LSE

“As a financial regulator in the Japanese government, I would like to learn at LSE how regulatory policies affect economic activities and

maximise social welfare. I'll also be studying recent environmental issues and connect those ideas to find how policies can achieve sustainable development from the perspective of a regulator.”



Chen Haitao
(China), Sciences Po

“I will focus my studies on European experiences in public policy and management and then draw comparisons to my motherland — China. Meanwhile I will make full use of this opportunity to explore France and Europe at large.”



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