




Lee Kuan Yew
School of Public Policy



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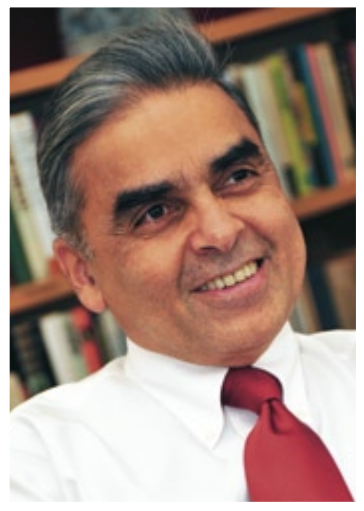


WATER CRISIS
MYTH
OR REALITY?

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Message from the Dean



“We hope that we are helping to generate innovative, implementable, and effective solutions to key global public policy challenges.”

A KEY GOAL of the Lee Kuan Yew School of Public Policy is to help find solutions to some of the most pressing public policy challenges faced by Asia and the world. One of the biggest challenges is water. A global consensus is emerging on the need for societies all over the world to find new and innovative solutions to their water problems.

Sometimes, however, the solutions could be very simple. They could even be staring us in the face. In the case of water, we have to get rid of the age-old assumption that water is free.

When we lived as simple nomads, wandering from lakes to oases, from streams to rivers, water was certainly free. But we no longer live as nomads. In 2008, for the first time in human history, a majority of the world's population began living in cities. Getting water piped into a dense urban environment is a complex and costly exercise. It requires an enormous amount of expensive physical infrastructure as well as sound public policies. None of this is free.

Yet water cannot be treated like any other economic commodity. It is essential for life. The poor cannot be deprived of water if they have no money for it. The challenge for any modern society therefore is to create the right pricing mechanism to deliver water to the poor and water to the rich. Fortunately, the world has many examples of good water governance.

This is why our School was happy to celebrate the first anniversary of the Institute of Water Policy (IWP), one of the School's five research centres, on June 24. It coincided with the visit of HRH Crown Prince of Orange, the Singapore International Water Week and the Inaugural Water Policy Dialogue. The IWP therefore had a lot to celebrate. This issue of *Global-is-Asian* provides valuable insights into a lot of the good work that IWP and the School are doing in the field of water. In doing so, we hope that we are helping to generate innovative, implementable, and effective solutions to key global public policy challenges.

Kishore Mahbubani

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WATER CRISIS: Myth or Reality?

TEXT | ASIT K. BISWAS AND CECILIA TORTAJADA

After a long life I have come to the conclusion that when all the establishment is united, it is always wrong.

Harold Macmillan, the former British Prime Minister, in his final speech to the House of Lords.

Asit K. Biswas is a Distinguished Visiting Professor at the Lee Kuan Yew School of Public Policy and President of the Third World Centre for Water Management in Mexico.

Cecilia Tortajada is a Visiting Professor at the Lee Kuan Yew School of Public Policy, Scientific Director of the International Centre of Water and Environment, Zaragoza, Spain, and President of the International Water Resources Association.

THIS SENTIMENT IS VERY TRUE NOW for the water establishment and the common related paradigms that are being vigorously promoted by most international organisations and some national institutions.

A few examples will illustrate this. First, it is common wisdom that the world will shortly be facing an unprecedented water crisis because of physical scarcities of water. However, what we are facing is NOT a crisis in terms of physical water availability but a continuing crisis in water governance. Water is being used very inefficiently in most countries of the world, and for nearly all purposes.

Second, there are regular reports in the media that countries are likely to go to war because of water shortages. This is sheer nonsense! No two countries have ever gone to war because of water in human history, and this is unlikely to happen in the foreseeable future. If there will be a war between two or more

“The water problems of the world are management-related and not supply-related. There is no question that the current and future water problems can be solved with existing knowledge, technology and adoption of good practices. We need ‘business unusual’ approaches.”

countries, the fifteenth reason may be water but most certainly not the first fourteen.

Third, the Millennium Development Goals (MDG) stipulate that the number of people without access to clean drinking water should be reduced by half between 1990 and 2015. However, from Delhi to Cairo, and Lagos to Mexico City, the water supplied is neither safe, nor drinkable, and yet these cities are assumed to have satisfied the MDG requirements. In many cities, citizens are forced to use membranes, a process used for desalination, to purify their water before it can be drunk. Sadly, the statistics are being manipulated only to meet the MDG targets.

Fourth, a global target has also been to reduce the number of people without access to sanitation by half between 1990 and 2015. Sanitation currently means that wastewater is taken out from cities and dumped untreated, or partially treated, into rivers, lakes and oceans. Delhi dumps its untreated wastewater to River Yamuna, and Mexico City transfers its untreated wastewater to Mezquital Valley, where it is used for agricultural production. These practices mean that people of cities like Delhi or Mexico are assumed to have proper sanitation. In fact, the problem has not been solved at all: it is simply being transferred from one location to another.

Because of the current practices, the world is facing a crisis in terms of water quality. All water bodies in or near urban centres of developing countries are now

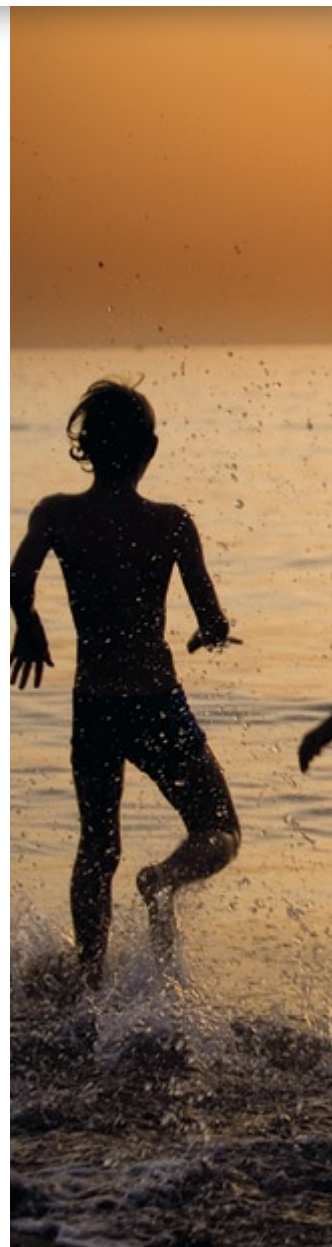
highly contaminated. If we frame the question differently in terms of what percentage of people in a region like Latin America have access to proper wastewater treatment, the research carried out at the Third World Centre for Water Management shows that it is less than 10 percent. We suspect the situation is somewhat similar in developing Asian countries, but probably worse in Africa. Yet, by looking at the issue in a politically correct manner in terms of simple sanitation, this percentage figure of population having access to sanitation in Latin America increases by at least 300% to 400%.

The fact is, the world is NOT running out of water, but we have to manage our water resources much better than in the past. We have a serious governance problem. Take the case of Cherrapunji, India, one of the rainiest places in the world. The average annual rainfall is 11,433 mm. Even with this heavy annual rainfall, Cherrapunji now has a water problem during the dry season.

The water problems of the world are management-related and not supply-related. There is no question that current and future water problems can be solved with existing knowledge, technology and adoption of good practices. We need “business unusual” approaches.

Let us consider one example: Phnom Penh. In 1996, the Phnom Penh Water Supply Association (PPWSA) was nearly bankrupt, lost about 75 percent of its water due to leakages, and only the rich and the powerful had sporadic access to water. A decade later, everyone, rich or poor, has access to clean, drinkable water, and losses have been cut to about 8 percent, significantly better than London where losses are around 28 percent, or Paris, New York, and Los Angeles. This public sector institution is now financially independent, profits are increasing every year, and donors are fighting with each other to have the privilege of lending money to PPWSA. All it needed was one capable and committed individual, Ek Sonn Chan, who cleaned up the old corrupt and inefficient practices, built a dedicated team, and is constantly improving its management. The world needs to follow Phnom Penh’s “can do” approach.

If Phnom Penh can solve its water problems, so can Delhi, Dhaka, Cairo, Lagos, and Sao Paulo. They all have significantly better technical and administrative expertise than Cambodia, and also a thriving private sector that Phnom Penh does not have. It is criminal that cities of more than 500,000 people in the developing world still cannot provide 24-hour, uninterrupted supply





of clean and drinkable water. The fact that most cities in developing countries do not have this access is an indictment of their poor governance. Instead of tackling the real problem, many excuses are offered: there is not enough water, there is not enough money, etc.

Agriculture, which accounts for about 70 percent of total water use, is the biggest user of water. However, nearly all over the world, agricultural water use is highly inefficient. There are no signs that concerted attempts are being made to encourage efficient use of water in this sector, where high water and energy subsidies are endemic. In major agricultural countries such as China and India, energy for pumping water for farmers is either free or heavily subsidised. As a result of overpumping and extravagant water abstractions, facilitated by free or highly subsidised electricity, groundwater levels in many farming areas are declining very rapidly. Most Indian state electricity boards are now almost bankrupt because of the subsidies provided for water pumping. This is no way to manage water and

energy resources to maximise food production. It is basically a “lose-lose” situation for all the sectors and is not sustainable.

Water is an important cross-cutting issue to assure food, energy, and environmental security. And yet, it is probably the most neglected or ignored resource issue of the world. The World Health Organization estimates that 6 percent of global diseases are related to water, and about 3.4 million people die each year because of water-related diseases. With such high sustained human costs over the years, one would logically expect that water issues receive, at the very least, a similar level of interest as other popular issues such as climate change. However, water is not receiving even 5 percent of the global interest given to climate change at present. Therein lies a global conundrum, especially as world water problems are now solvable. Unlike climate change, we have the knowledge, technology and know-how to solve the world’s water problems. We now need determined global interest and appropriate policies and governance practices to solve them. **gisa**

Singapore's Active Citizens Finding a Way Between Dogmatism and Uncritical Pragmatism



Kenneth Paul Tan, assistant dean (academic affairs) and associate professor, shares his views on Singapore's civil society.

ABOUT 3,000 EXCITED PEOPLE gathered in May at a meeting of Singapore's most established women's organisation, the Association of Women for Action and Research (AWARE).

Set up in 1985 in an outraged reaction to government policies that sought to encourage the better educated women to get married and have children, AWARE was one of a small number of autonomous ground initiatives in the 1980s that marked something of a renaissance of Singapore's civil society.

The meeting this year brought together supporters of and objectors to an extraordinary motion to remove members of its newly elected executive committee, made up almost entirely of women who attended an Anglican church known for its conservative stand and activities against homosexuality. These women had surreptitiously orchestrated a successful leadership takeover of AWARE about a month earlier. They were stridently opposed to the comprehensive sexuality education programme that AWARE had been conducting in some public schools, specifically its progressive approach to same-sex relationships. The new leadership received a resounding vote of no confidence – 1,414 to 761 – and members of the old guard, buttressed by a strong mandate, regained the leadership.

The event was viewed as a sign that Singaporeans valued and would come forward to protect their secular space in a multi-religious society – secular in the sense that no religion should be allowed to impose its beliefs on others. It was also a sign that Singaporeans were not as politically apathetic as often portrayed. Much of

the “AWARE saga” was organised and magnified in cyberspace, particularly through new media platforms like Facebook. Debates surrounding this event continued long after in both traditional and new media spaces. Subsequently, other civic initiatives to promote inter-religious harmony, tolerance, diversity, compassion, and the freedom to love were either inspired or energised by the AWARE saga. While such an event would have been unremarkable in other countries, it was significant in the public life of this society where political activity happens continuously beneath an apparently uneventful surface.

This semester, I will be asking students enrolled in my class on State-Society Relations in Singapore to do a close study of the AWARE saga for their research projects. This elective module explores the evolving relationship between state and society in a global city that appears to be liberalising in some respects, and yet not others. Through a theoretically informed discussion of the Singapore case, students will critically discuss the state, governance, democracy, liberalisation, globalisation, and civil society.

The AWARE saga presents a rich case study for interrogating the multidimensional changes observed in Singapore's politics, economy, society, and culture over the last two decades. Is Singapore undergoing a process of liberalisation in which constituents of a diversifying society find themselves better able to organise, articulate, and resolve their interests, without the state always having to intervene directly in matters of public importance? Is Singapore's political society expanding beyond the limits set by a strong state

and maturing into a stable complex where an active citizenry can flourish in collaboration – perhaps even in respectful disagreement – with the state? Or is this the start of a noisy, contentious, and divisive future for Singapore's political society, which will result in either a breakdown or a return of the Leviathan state to prevent a war of all against all?

The “disruptive” role that civil society activists can play in Singapore's public life is valuable as they force political society to pause and consider what it is doing and where it is going. Activists can serve in a timely way to hold up a mirror to the blind spots where the nation might regain sight of things that are intangible, uncomfortable, neglected, and forgotten. In that way, they can help Singapore to advance towards a more just and socially inclusive, environmentally sustainable, and enlightened society, much less endangered by latent destructive forces waiting to explode on an unsuspecting world.

For this positive “disruptiveness” to become a peaceful and constructive feature of Singapore's progress towards mature democracy, the public sphere needs to be enriched with social capital, generalised trust, and democratic communication skills. Its participants must be allowed to act upon their principled convictions but in conditions of empathy, open-mindedness, and receptivity: They must attempt to navigate a safe and transformative journey between the Scylla of dogmatic tribalism and the Charybdis of a pragmatic idiocy that excludes moral judgement and critical imagination. This is particularly important in a global city with a markedly cosmopolitan society, where the multicultural condition has become more dynamic and complicated.

In his National Day Rally address in August, Prime Minister Lee Hsien Loong cautioned against proselytisation, intolerance, and exclusiveness in multiracial and multi-religious Singapore. He advocated an approach marked by tolerance and restraint, the separation of

religion and politics, a secular government, and a neutral common space. Elsewhere, I have argued that religious reasons should not be indiscriminately excluded from the public sphere. The real problem is a dogmatic frame of mind, driven by an authoritarian impulse to impose one's opinions on others as absolute truths and unwillingness to communicate according to terms acceptable to all. This impulse may be found as easily among faith communities as among those who profess to be secular; and it can infect ideological positions from right to left.

In a public lecture I delivered recently as the recipient of the National University of Singapore's Outstanding Educator Award, I argued for an approach to education that goes beyond the concerns of technical mastery and that resists both dogmatism and uncritical forms of pragmatism that disregard philosophical, moral, and aesthetic reasoning (see http://www.youtube.com/watch?v=4L_ILUF4t9g).

This, I believe, is crucial especially in public policy education that can make a direct, if gradual, impact on leadership in the public, private, and people sectors. At the LKY School, where students and faculty come from more than 50 different countries, the classroom is itself a mini-cosmopolis where "citizens" can learn to interact from principled positions, informed by technical expertise and ethical judgements, while being open to the claims of others, sensitive to their beliefs, convictions, cultural-linguistic assumptions, and cognitive differences. **gisa**

Kenneth Paul Tan has received more than 10 teaching awards, including the Outstanding Educator Award 2009. He teaches modules on State-Society Relations in Singapore, Singapore: The City, and Art and Cultural Policy. He has published in high quality international journals such as *Asian Studies Review*, *International Political Science Review*, and positions: east asia cultures critique, and has authored two books: *Renaissance Singapore? Economy, Culture, and Politics* (edited volume, NUS Press, 2007) and *Cinema and Television in Singapore: Resistance in One Dimension* (Brill, 2008).



“Inevitable Surprises”

Peter Schwartz
Cofounder and Chairman of Global Business Network

Schwartz outlined the major surprises likely in the 21st century during a public lecture. He described key scenarios in global economics, social change, geopolitics, science, and the environment. The rise of China will be one of the biggest economic stories in the next decades, and the political and foreign policy decisions its government makes will resonate around the world, he said.

“Will China create a system of laws and institutions that help distribute power away from the centre? Which will China choose: interests and alliances or institutions and laws?”



“What Can Architecture Do?”

Rem Koolhaas
Founder, Office for Metropolitan Architecture, Rotterdam
Professor, Harvard University

Koolhaas outlined new trends in architecture and design. He said that Asia is becoming a centre of modern design, especially with the growth of megacities in the region.

“Modernisation is now more owned by Asia than the western world. There has been an incredible acceleration of Chinese sophistication in architecture.”

LKY School Partners PUB at Singapore International Water Week

TEXT | SAHANA SINGH, CECILIA TORTAJADA, BERNARD TAN

PUB, Singapore's water utility authority, hosted the annual Singapore International Water Week (SIWW) on June 22 – 25 to inspire leaders to implement creative and effective solutions to the challenges of water management. As part of SIWW, the Institute of Water Policy (IWP) at the LKY School played a key role in the SIWW Water Leaders Summit and hosted the inaugural Water Policy Dialogue.

THE LIST OF ATTENDEES of the event, which was chaired by Tommy Koh, Singapore's ambassador-at-large and chairman of the Institute of Policy Studies, included prominent leaders in all aspects of the field of water management.

In an opening address, Singapore's Environment and Water Resources Minister Yaacob Ibrahim urged governments to "take the lead and expedite infrastructure development." The economic downturn had "not left the water industry unscathed," he said.

In a special address, HRH Prince Willem-Alexander of the Netherlands, who is honorary member of the World Commission on Water for the 21st Century and patron of the Global Water Partnership, said every \$1 invested in sanitation yields a return of \$9, making sanitation vital to development. He applauded the role of Water Operators Partnerships,

which help water utilities to learn from each other.

At the Ministerial Forum, Saudi Arabia's role as the pioneer in desalination was highlighted. Mahindra Amaraweera, Sri Lanka's Minister of Water Supply, stressed the need for integrated water resources management. Meanwhile, General (Ret'd) Joginder Jaswant Singh, governor of Arunachal Pradesh, referred to the Himalayan rivers that flow through this northeastern state of India, reminding the audience that "water management is the starting point for getting rid of poverty in the world."

In the plenary session, Yue Zhongming, chairman of China's Pearl River Water Resources Commission, outlined the country's plans to ensure supplies of safe drinking water in rural areas. Len Rodman, chairman, president and CEO of Black & Veatch, a leading





global, engineering, consulting and construction company, pointed out that water does not recognise traditional borders and so solutions must be broad-based. James Adams, vice president (East Asia and Pacific) of the World Bank, spoke about his institution's efforts to finance the much-needed water projects around the world.

At the Singapore Water Lecture, Gatzke Lettinga, the second Lee Kuan Yew Water Prize Winner from the Netherlands, called on governments to adopt simple, sustainable methods of environmental protection that would "obey nature" and focus on the recovery of nutrients. The Dutch scientist pioneered the development of Upflow Anaerobic Sludge Blanket technology for treating used water.

Leadership Roundtables

Delegates at the Water Leaders Summit held high-level roundtable discussions to delve deeper into the key issues of water supply management.

The first roundtable titled "Seeing Light in the Cloud" looked at investment opportunities that improve water infrastructure. Lisa Henthorne, president of the International Desalination Association, argued that challenges should be perceived as opportunities to adopt sustainable practices and improved water efficiencies.

A panel discussion that followed concluded that governments that are committed to investing in water and wastewater such as Singapore and Saudi Arabia would not be deterred by the financial crisis. Looking at land and water management in an integrated manner with a strong coordinating and regulating agency would greatly help in moving towards sustainable infrastructure, panelists argued.

The second roundtable, chaired by David Garman, president of the International Water Association, examined how to use technology



to develop cost-effective water innovation. Panelists recalled their own experiences grappling with an inner sense of conservativeness that prevented them from embracing innovation and taking risks. They noted that the government, which plays such a pivotal role in facilitating innovation by funding research and education, needs to also help create markets that support innovation.

The importance of good leadership in water governance can never be emphasised enough, participants said. Referring to the findings of the New York-based Asia Society report on water security in Asia (April 2009), Tommy Koh, chairperson of the summit, said water is not just an economic issue or a human welfare issue or an environmental issue. It is also a "security" issue.

Quoting from the report to illustrate his point, Professor Koh said water was a "source of livelihoods, a vector of pathogens, a potent force behind extreme events and natural disasters and also a mechanism for cooperation among governments and communities." In the case of international rivers, water could either be a source of conflict between neighbouring states or a shared resource that inspires cooperation and mutual benefit, he said.

Water Policy Dialogue

As a follow up to Singapore International Water Week, the IWP hosted the inaugural "Water Policy Dialogue" on June 25 at the LKY School. IWP, which is celebrating its first anniversary, convened water leaders from around the world to discuss the achievements and challenges of water management.

The Dialogue opened with an NUS Symphony Orchestra performance of the *Malhaar Concerto*, which was composed by Kanniks Kannikeswaran to highlight the special place accorded to water resources in the ancient traditions and its relevance to today's globalised world.

The Dialogue began with the International Workshop on Water Governance, showcasing presentations and a panel session to identify critical and priority aspects of water governance.

In his welcoming address, Seetharam Kallidaikurichi E., director of IWP, emphasised the importance of public policies and good water governance. In his opening address, Woonchong Um, director, Asian Development Bank, stressed the relevance and need for meaningful water policy dialogues.

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The main presentations included an overview of water governance approaches and shortcomings by Asit K. Biswas, distinguished visiting professor at the LKY School; scientific advisor to the Government of Aragon, Spain; and president, Third World Centre for Water Management, Mexico. Additional presentations focused on perspectives on water governance from the agricultural sector by David Molden, deputy director general, International Water Management Institute, Colombo, and on the urban water management sector

by Cecilia Tortajada, visiting professor at the LKY School, and scientific director, International Centre of Water and Environment, Zaragoza, Spain.

A subsequent panel discussion was chaired by Biswas and included: Kishore Mahbubani, dean of the LKY School, Gee Paw Tan, chairman of PUB, Alexander Zehnder, president, Alberta Water Research Institute, Canada; Mahmoud Abu-Zeid, president, Arab Water Council, Cairo, Egypt; Dieter Ernst, CEO, Wasser Berlin, Germany, and Gérard Payen, president, Aquafed, France.

The Dialogue also featured a closed-door brainstorming session as well as roundtable presentations on IWP's research, which was showcased in *Asian Water Review*: "Patterns, Achievements, and Challenges and Good Practices in Urban Water Management in Asia". The Dialogue concluded with a reception, featuring a multimedia presentation and the launch of case research on Ek Sonn Chan, general director of Cambodia's Phnom Penh Water Supply Authority (PPWSA), written by LKY School PhD student Leong Ching. **gisa**

Blankert Launches New Book: *China Rising: Will the West Be Able to Cope?*

JAN WILLEM BLANKERT, special advisor, ASEAN, Delegation of the European Commission in Jakarta, presented in June his new book *China Rising: Will the West Be Able to Cope?*, which was published by World Scientific in their series on 21st century business.

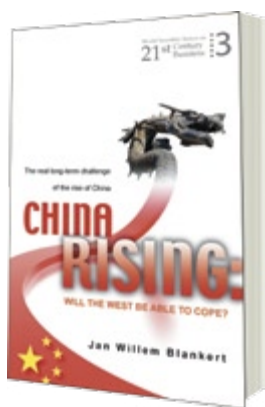
Blankert, a former EU Fellow at the LKY school, discussed drivers for long-term economic growth, international competition, and environmental challenges. In the book, he addresses questions such as: Why do some countries get rich and others don't? Does one country's gain mean another country's loss?

The biggest challenge posed by China's rise will be its effect on the environment, Blankert said.

"China's environmental challenge is huge," he said. "It is reminiscent of the early stages of industrialisation in Britain, the US, and other early starters."

China's total emissions today are at the same level as the US, but with four times as many people, Blankert said. The potential for an increase in emissions as China's economy grows is enormous. By 2050, the world will have nine billion people with three billion cars, he estimated.

"My biggest worry is what is already up there and what is being added," Blankert said. "Is this sustainable? I doubt it." **gisa**



LKY School, Education Ministry Publish Economics Textbook

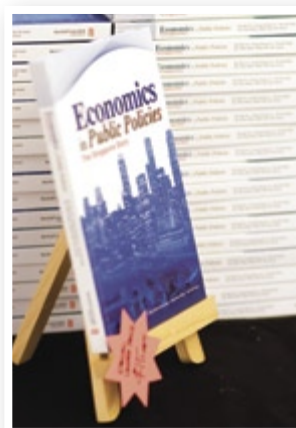
TEXT | PREM KOMAN DAMODARAN

ECONOMICS IN PUBLIC POLICIES — *The Singapore Story*, a resource book on economic concepts and principles, was officially launched on July 22 by Singapore's Minister for Finance Tharman Shanmugaratnam before a large gathering of academics and scholars. Produced by the Ministry of Education and the Lee Kuan Yew School of Public Policy, the book aims to not just enrich undergraduate or "A" level economics students, but also serve as a reference for public officials and those interested in public policy-making.

Welcoming the gathering, LKY School Dean Kishore Mahbubani said the occasion for the release of the book was auspicious as it marked the 80th anniversary of the official opening of the Bukit Timah Campus, which has nurtured several Singapore leaders.

According to Minister Tharman, the book is a significant contribution to public education and provides an understanding of the role that economics plays in designing sound policies. Such a book is timely because it was published at a juncture when economics is facing a crisis of faith around the world. He emphasised that Singapore stuck to a set of principles rooted in economic reasoning and pragmatism.

Academics from the LKY School, along with many others, provided inputs and comments for the book, which has a foreword by Singapore Prime Minister Lee Hsien Loong and is co-published by Marshall Cavendish. **gisa**



LKY School Hosts Launch of 2009 World Trade Report in Asia

TEXT | PREM KOMAN DAMODARAN



THE 2009 WORLD TRADE REPORT was launched by the World Trade Organisation (WTO) for the first time in Asia at an event hosted on July 22 by the Lee Kuan Yew School of Public Policy. The report asserted that in times of economic crisis governments face pressure to adopt measures which may restrict trade. There are real dangers that such pressures may lead to protectionism.

LKY School Dean Kishore Mahbubani said the launch in Asia was significant as the continent is witnessing the highest trade flows in its history. He stressed that it is important to keep trade open and welcomed the recent G8 declaration in Italy to target 2010 as a possible deadline to complete the Doha Round of trade talks.

WTO Director General Pascal Lamy voiced concern over a discernible increase in restrictive trade measures

since the economic crisis began. He said countries should be vigilant and open with one another and, if necessary, opt for contingency measures. These policy instruments are fundamental to the effectiveness and stability of trade agreements in difficult times, he said.

WTO Chief Economist Patrick Low explained the rationale behind the contingency measures, saying that these instruments gave governments maneuverability in difficult economic periods. Still, this requires effective monitoring and timely notifications by member nations. He argued that a right balance between flexibility and commitment is required for the success of trade agreements. The WTO has forecast a decline in global trade by 10 percent for 2009. [gisa](#)

Ministry of Foreign Affairs Hosts Lunches for Scholarship Recipients

KOH TIN FOOK, director of the Technical Cooperation Directorate of the Singapore Ministry of Foreign Affairs hosted two luncheons in July and August for students in the Master in Public Management (MPM) Programme of the LKY School. Since 2001, the Ministry of Foreign Affairs has generously provided scholarships to MPM students, who are senior public officials from Asian countries. They spend one full and one condensed semester at the LKY School, and another full semester at either the Harvard Kennedy School or the School of International and Public Affairs at Columbia University.

“The LKY Fellows of the MPM programme, coming from different countries and backgrounds, are dynamic, articulate and engaging,” said Koh. “We are glad that Singapore and the LKY School could provide them not just more knowledge but also an environment for camaraderie and networking that would be useful for all as they move on to bright and fulfilling careers in various leadership positions.” [gisa](#)



ADB and LKY School Train Senior Officials from Eight Central Asian Countries



THE LKY SCHOOL WON a competitive bid to provide an executive programme for the Leadership Development Initiative (LDI) of the Central Asia Regional Economic Cooperation (CAREC) Programme of the Asian Development Bank (ADB). To win this bid, the LKY School had to compete with renowned global institutions such as INSEAD, France's Ecole National d'Administration, the London School of Economics and Harvard Kennedy School.

As part of this programme, the LKY School held the first of three Executive Leadership Development Programmes (ELDP) from August 16 – 22. The 29 participating senior officials, who travelled to Singapore for the courses represented the eight countries of CAREC—Afghanistan, Azerbaijan, China (Xinjiang Autonomous Region), Kazakhstan, Kyrgyzstan, Mongolia, Tajikistan, and Uzbekistan.

The programme aimed to strengthen the capacities of CAREC country leaders to forge regional cooperation and face their common challenges more effectively, particularly in public administration and public sector management. The curriculum included leadership, negotiation, strategic thinking and planning, public sector management, and public sector finance.

Besides sessions led by LKY School faculty, participants also had the opportunity to attend talks by prominent speakers, including PY Hwang, former chair, Economic Development Board, Singapore; Jesus Felipe, principal economist and head, Strategic Research Unit, Central and West Asia, ADB;

Ambassador Rodolfo Severino, former secretary-general, ASEAN; and Kishore Mahbubani, dean, LKY School. Visits to Land Transport Authority, Economic Development Board and Singapore Customs Authority were also included to provide an opportunity to learn from Singapore's best practices.

Participants unanimously commented that the programme was enriching and the lessons they had learned were of great value and something they could apply in their respective fields of work for improved leadership and governance.

In addition to the ELDP, the LKY School will also conduct an intensive Public Sector Management Short-Course Programme, to be delivered over two days per year in each of the eight CAREC countries (with up to 40 participants taking the course each time). The first of these programmes is scheduled in November. **gisa**



Microsoft, LKY School Train Public Sector Officials in Asia Pacific



Microsoft Corp. held the Innovative Government: Public Sector Executive Programme to train public sector officials in Asia Pacific in collaboration with the LKY School on May 27 – 29. In the following interview, Emilio Umeoka, president, Microsoft Asia Pacific, explains the purpose of the programme:



What was the main purpose of the Public Sector Executive Programme?

Microsoft was seeking suitable learning events that provided an intimate environment for the engagement of peers and customers. The LKY School offered the right mix of venue and professional environment that enabled our staff to engage and learn more about the challenges faced by our customers in these trying economic times.

What were the key lessons learned?

The three-day programme provided leading edge dialogues on the economic issues faced by public sector customers around the world and particularly here in Asia. The programme enabled our senior leadership team to share some innovative ways of using ICT to enable

economic growth and development and offered an opportunity to learn more about our customers who came from nine different countries to attend the event.

Why does Microsoft sponsor these types of programmes?

Microsoft regularly engages with our customers in the public and private sectors to better understand their needs and challenges and to offer solutions and services that help to address their needs. In addition to this type of engagement, Microsoft has a full suite of programmes that are designed to help us get to know our public sector customers better, which helps us design improved solutions and services. Each government has

unique needs and our local teams across the region work closely with the public sector in each of their respective countries to ensure that we are helping them meet their local objectives.

Who was the target audience and why?

Senior government leaders and policy makers from the region were the ideal participants for the programme. We sought out individuals who had significant experience in policy or government leadership in order to facilitate the right level of dialogue and activity.

How can the public sector in Asia Pacific use technology effectively to build capacity and develop good governance?

Technology usage and adoption can help increase the productivity of civil servants, which in the end will benefit society as a whole. While good governance cannot be established by technology adoption alone, technology can serve as a critical tool to enable greater transparency and improved governance capabilities for governments around the world.

Why did you choose the LKY School as a partner in this programme?

Microsoft regularly works with leading educational institutions around the world, and the LKY School has a very good reputation in Asia. Our public sector teams engage with academic institutions to ensure that our staff and executives are provided with suitable opportunities to seek out educated opinions on how the role of the public sector has emerged in changing times. The LKY School provided us with the right opportunity and venue to meet this objective. **gis**a



LKY School Conducts Senior Management Programme: Training Global Leaders

TEXT | PANOS VRAHIOTIS AND SHLESHA THAPALIYA



THE LKY SCHOOL CONDUCTED in July a one-month Senior Management Programme (SMP), which was jointly developed by the LKY School and the School of International and Public Affairs (SIPA) at Columbia University. The programme, which took place from June 29 to July 24, brought together a distinguished team of academic experts, senior practitioners and policymakers from the LKY School, SIPA, and Harvard Kennedy School, as well as public and private organisations in Singapore and abroad, to train the participants in leadership and governance.

For the past four years, the SMP, which is the LKY School's flagship programme, has provided senior executives who are poised to become the next generation of leaders in their organisations a chance to embark on a journey of intellectual and personal renewal to improve their performance. In the same vein, this year's SMP focused on three themes: Essential Tools for Leaders, Government & Business, and Global Realities. The overall aim of the programme was to help participants gain broader perspectives and heightened awareness of the impact of external forces on their organisations; sharpen leadership abilities and improve self-awareness to lead and inspire better; acquire new management approaches and strategic frameworks to lead their organisations to higher performance levels; and establish a valuable network of global peers from diverse backgrounds who will help expand their horizons and opportunities.

Some of the courses offered were Dynamic Governance, Leadership and Teamwork, Innovation in Financially Challenging Times, Performance

“Life is a journey and so is learning. You never stop learning, no matter what your age or position in your organisation.”

Management, Strategic Planning, Advanced Negotiation, and Social Entrepreneurship. The sessions were led by a stellar cast of faculty, who offered a wealth of global experience and perspectives. Additionally, participants engaged in lunchtime discussions and fireside chats with eminent speakers, including business and government leaders, renowned authors, and established academics such as Lam Chuan Leong, ambassador-at-large, Ministry of Foreign Affairs Singapore; Frank Siegfried, managing partner, Twin Success Consultants; Sue Suh, management team, Impact Investment Exchange Asia; Tom Plate, internationally syndicated columnist; Hsieh Tsun-yan, founder, McKinsey Center for Asian Leaders; and Kishore Mahbubani, dean, LKY School.

As in previous years, the programme attracted a diverse group of senior executives. The 27 participants with various backgrounds and experiences represented Botswana, Brunei, China, Hong Kong and Singapore.

“This is one of the best courses I have ever attended,” said Chiew Choon Peng, assistant



director, Water Supply Network, Public Utilities Board, Singapore. “The content of the programme was easy to understand and practical to apply in a working environment.”

Reflecting on the programme, Balakrishnan Madhubala, director (legal), Housing and Development Board, Singapore, said: “Life is a journey and so is learning. You never stop learning, no matter what your age or position in your organisation. This course was very enriching and gave me useful and relevant insights about myself, how to work for my organisation’s interest, my leadership style, and where I can improve. The learning experience was absolutely fulfilling. I have so much to share with my bosses, work colleagues, family, and friends.”

Global Leaders Programme

A new and distinct feature of this year’s SMP was the overseas executive development programme component, run in partnership with the Hong Kong-based Global Institute for Tomorrow (GIFT). The Global Leaders Programme allowed participants to apply the leadership skills and insights, gained over the first two weeks of the programme, to tackle a real world development challenge.

The participants spent a week in Vietnam, visiting the Binh Luc Hospital of the Ha Nam province in the River Delta region of Vietnam. The hospital faces uneven delivery of water resources and lacks waste water treatment facilities. This hinders its ability to administer quality healthcare services to the local population and places its patients as well as nearby residents

under substantial health risks. They also visited the Nha Xa village in Moc Nam commune, which specialises in silk textile works and only gained access to clean water supply after a non-functioning water factory was revitalised by a private operator in 2005, currently providing water to over 170,000 people in the region.

GIFT facilitated the week-long on-site programme and encouraged participants to use their own experience as well as other market models that they found in their research to develop an investment proposal for the hospital to establish reliable water supply as well as proper sanitation. During their stay, the participants worked with the local government, the Ministries of Health, Environment, Planning and Finance and had the guidance of Lien Aid, a Singapore-based NGO. They prepared and proposed an innovative investment model within a public-private partnership (PPP) framework with the aim of achieving the Vietnam government’s water supply and healthcare objectives. At the end of the week, participants presented their work in the form of a strategic plan at a conference organised by GIFT, which drew an audience from the public and private sectors, including Ernst and Young, and the Ministry of Foreign Affairs of Vietnam.

The participants said they saw this new addition to the SMP as an enriching and unique experience. “The Global Leaders programme in Vietnam made me realise that leadership is about improving people’s lives, no matter what it takes,” said Lawrence Tham, senior assistant director, Planning and Organisation Department, Singapore Police Force. **gisa**

Senior Officials from the Republic of Tatarstan Conduct Study Visit



THE LKY SCHOOL COLLABORATED with the Ministry of Foreign Affairs and the Civil Service College (CSC) of Singapore to design and deliver a study visit programme, Strengthening Good Governance, for senior officials from the Republic of Tatarstan, Russian Federation.

The programme, attended by 28 senior officials, was held from June 29 to July 3 at the LKY School and July 4 – 10 at CSC. The classroom component of the programme, taught by LKY School faculty, focused on political, economic,

social, and operational aspects of good governance. The programme explored examples from around the world and changes at the global level that are important for Tatarstan policy-makers to grasp for effective thinking and decision-making processes.

In the first week, the participants visited the Ministry of Finance, Infocomm Development Authority, International Enterprise Singapore, and the Singapore Business Federation.

The second week of the programme, conducted by CSC, included visits to the Housing and Development Board (HDB), the Urban Redevelopment Agency (URA), and the Corrupt Practices Investigation Bureau (CPIB). At these agencies, the participants engaged in dialogue with the respective CEOs and Directors. They also visited the Ministry of Home Affairs (MHA) and the Ministry of Health (MOH). Presentations at the MHA included glimpses into its efforts to enhance Singapore's security, resilience and preparedness against strategic threats, and the visit to the MOH provided an understanding of Singapore's healthcare system. By invitation of the Ministry of Foreign Affairs, senior members of the delegation also met with Minister Mentor Lee Kuan Yew at the Istana. **gisa**

researchcentrenews

IPS Launches Books on Goh Chok Tong Era and Singapore Diplomacy

TEXT | TAN TARN HOW

THE INSTITUTE OF POLICY STUDIES (IPS) PUBLISHED two new books in August on the era of Goh Chok Tong, who succeeded Lee Kuan Yew as prime minister from 1990 to 2004, and on Singapore diplomacy.

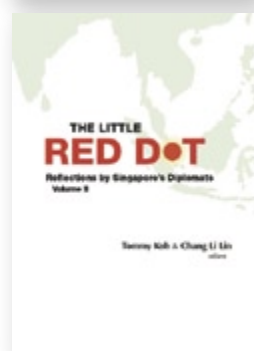
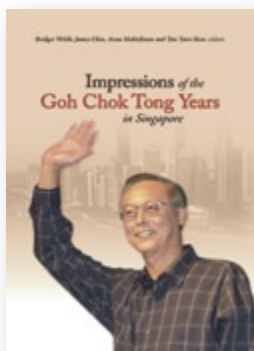
Goh Chok Tong Years

Impressions of the Goh Chok Tong Years in Singapore, edited by Bridget Welsh, James Chin, Arun Mahizhnan, and Tan Tarn How, focuses on a crucial period in Singapore's history that saw widespread changes in politics, society, and the arts.

In the introduction to the book, the editors write that the biggest contribution of the Goh government was that it "proved that Singapore could survive without Lee Kuan Yew at the helm. Indeed, Singapore not only survived, but flourished."

IPS Chairman Tommy Koh observes in his preface that "Mr Goh surprised his skeptics by his durability (14 years), by the success of his more congenial and consultative style of leadership, by delivering solid economic growth, by maintaining domestic peace and harmony, by launching many new foreign policy initiatives, and by enlarging Singapore's economic and political space."

Speaking to an audience of academics, diplomats and other guests at the launch of the book on August 6, Koh



recounted the beginnings of the 580-page publication. He was nursing the idea when he was approached by Welsh, currently associate professor at Singapore Management University, who was pursuing the same topic. A bigger, more comprehensive book co-published by IPS with NUS Press was thus born.

The Straits Times calls the book "an incisive first draft of the Goh years for the layman".

Little Red Dot

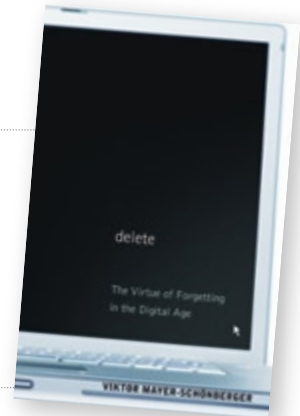
The Little Red Dot: Reflections by Singapore's Diplomats Volume II, co-edited by Koh and Chang Li Lin, was launched on August 13 at the Ministry of Foreign Affairs. The volume contains the stories of the third generation of ambassadors of Singapore. In this collection of 21 essays, there are personal insights into crisis management, managing cultural differences as a diplomat serving in a foreign country, and the behind-the-scenes stories of how treaties were negotiated.

"Following the favourable reception to the first volume of essays published in 2005, we felt the need to include the voices of the third generation in a new volume," Koh said. He said he

hopes that the stories of this younger generation of diplomats will resonate with younger Singaporeans. **gisa**

Mayer-Schönberger Explores the Need to Forget in New Book

In his new book, *Delete*, Viktor Mayer-Schönberger looks at the phenomenon of perfect remembering in the digital age and its wide-ranging implications. He explores the importance of forgetting and suggests how we can regain control over our history and our privacy.



MAYER-SCHÖNBERGER

is director of the Information and Innovation Policy Research Centre at the LKY School and has spent ten years on the faculty of Harvard University's John F. Kennedy School of Government.



Why is forgetting important?

Forgetting enables human beings to learn from past mistakes, to grow, to evolve, and to change over time. It enables us to forgive the trespasses of others and to live in the present rather than to be tethered forever in the past.

What are the major consequences of having perfect digital memory?

There are two kinds of consequences that I describe in the book, and I capture them with two phrases: power and time.

Power has to do with others being able to tap into that digital memory and know everything about us, even information that we ourselves have forgotten. They yield an informational power over us.

Digital memory adds another dimension, *time*. We have to assume that whatever we have done will be unearthed and we will be confronted with it. As young people, we may not want to voice our concerns because 20 years later we might be confronted with this by some employer or some government agency. This means we have no space and no time in our lives to be ourselves.

We have to assume that we are constantly being watched. As a result, we control our behaviour and self-censor. In the debate about democracy and freedom of speech in the US and elsewhere, this has been called the danger of the "chilling effect." It has an effect on our society's ability to engage in dialogue and discussion.

We are blessed with an ability to let past events just whither away in our minds. It is a very central self-preservation mechanism. If we undo that through digital comprehensive memory, it has very serious consequences.

How is information recorded without our knowledge?

We are social animals. As we engage with others using digital tools, all of our interactions are being recorded. It

happens whenever we make an ATM withdrawal, a credit card payment, whenever we even enquire through a travel reservations system. It remains stored for many months, linked to us.

Is there a Big Brother out there organising this information?

The interesting thing is there is not one big brother, there are a gazillion big brothers. And for a long period of time that was the saving grace. These were all silos that were not interconnected. But now through the Internet, Web 2.0, tagging, and so on, all these distinct informational silos are getting connected.

Suddenly we have this ability to provide people with a comprehensive dossier about us. For \$20 you can go online and buy somebody's data dossier – driver's licenses, registered cars, mortgages, credit reports, house valuations, diplomas and other educational accreditations. The pervasive information shadow is available now for a very low price. Through Google Earth you can even look into your neighbour's backyard.

It's our infatuation with transparency. There is a strong ideology of total information awareness. The question is, what is the downside?

How do you control it?

The most important element is to make people aware of the need to delete. By erasing information, you accept that information loses its value over time. Is a drunk driving citation 20 years ago still indicative of your current state of affairs? If this was a one time event in your youth, it is probably completely irrelevant and shouldn't be stored.

My suggestion is that we should be forced by our technological tools to set an expiry date before we store our information. When people understand the power of digital comprehensive memory, they will realise that expiry dates are an easy way to address that challenge. [gisa](#)

Tips for Protecting Privacy in the Digital Age

1. Be very careful and assume that whatever you share on the Internet will be made public.
2. Use the functionality of your browser. Switch to private/anonymous browsing, erase the cookies, and erase your search history regularly.
3. Think hard about what documents you really still need and get rid of those you don't.

CAG's Cruz-del Rosario Presents Book on Social Protest

TERESITA CRUZ-DEL ROSARIO, a senior research fellow at the Centre on Asia and Globalisation (CAG) presented on August 28 her new book *Scripted Clashes: A Dramaturgical Approach to Three Philippine Uprisings*.

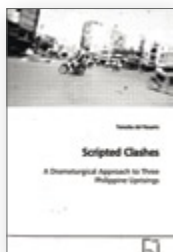
Cruz-del Rosario challenges the intellectual tradition that equates social protest with crowd behaviour – a form of sociopathology endemic in societies experiencing social breakdown. In looking at the three people power uprisings in the Philippines over a time period of fifteen years (1986-2001), she employs a Goffmanian perspective called “dramaturgy” – a theoretical variant within “cultural constructionism” that is largely premised on the idea that humans are “symbolic making creatures, who spin webs of meaning around ourselves . . . that we humans together create everything that we know and experience, or at least the interpretive frameworks through which we filter all our experience.”

She argues that the three uprisings are “dramaturgical productions,” each one governed by an underlying “script.” The first two uprisings embody the larger moral vision among protestors for a distinct social project called modernity. While President Ferdinand Marcos sought to modernise the Philippines under an authoritarian framework, his failure provoked an alternative vision in which modernisation would continue under a democratic political system. The theme of “re-democratisation” shaped the character of the modernity script of the first uprising. As a “sequel”, the second uprising of January 2001 carried the same moral vision, but reworked to suit the requirements of the 21st century.

The third uprising witnessed the massive mobilisation of the so-called “lumpen poor” and elaborates on James Scott’s notion of the “hidden transcript” formed in the subterranean regions of discourse among the poor and the marginalised. It is inspired by the Biblical *Pasyon*, the movies, and the telenovela. This discourse can be best understood by looking at cultural categories of meaning that reside in religious beliefs, symbols and practices and are carried over to the cinema and to the *telenovela*, which are then recreated and acted out during uprisings.

The three uprisings are competing social dramas and the EDSA shrine is the “center stage” of re-enactment. Cruz-del Rosario elaborates on the notion of “spatial agency” to argue for the role of physical spaces in collective action, and to provide an instance in which a geographical site becomes a locus for creatively addressing the tension between structure and agency. She concludes with a meditation on the dangers of dramaturgy and the possibilities of utilising it as constructive social critique to promote social justice and to deepen humanistic concerns.

Prior to joining the CAG, Cruz-del Rosario was visiting professor and acting dean at the Asian Institute of Technology in Bangkok and associate professor at the Asian Institute of Management in the Philippines. She has a PhD in sociology from Boston College, a Masters degree in social anthropology from Harvard University, and an MPA from Harvard Kennedy School. **gisa**



facultynews

Shreekant Gupta Speaks on BBC World Debate

ASSOCIATE PROFESSOR SHREEKANT GUPTA appeared on BBC World Debate in a televised discussion on renewable energy. The debate was broadcast globally on the BBC’s international news channel BBC World News on July 18.



The one-hour debate covered a range of questions including: Is renewable energy our best weapon against global warming? How much of our energy needs can realistically be met by renewables, and which forms of renewable energy are most promising? To what extent should environmental concerns be allowed to constrain the development of alternative energy development? Do governments need to act to support the renewable industries?

Gupta pointed out that renewable energy is not the silver bullet that will solve the world’s climate change problems. Renewable energy is “not cheap enough or widely available enough to handle climate change in the time frame we are looking at,” he said. Funds and technology transfer required for renewable energy development and use are simply not available in developing countries such as India and China, he said. Gupta’s recommendations included a global tax on carbon-based fuels to make renewable forms of energy more competitive.

World Debate panelists included Barbara Tyrann, Electric Power Research Institute, Washington DC; Sven Teske, senior energy expert, lead renewables campaigner for Greenpeace International; Connie Hedegaard, Danish Minister for Climate and Energy; and Gu Jun, director of International Affairs, National Energy Administration, China. **gisa**

Durreen Shahnaz Receives Asia Society Award

DURREEN SHAHNAZ, adjunct associate professor, was nominated and selected as an Asia Society Asia 21 Young Leader for 2009. This selective group of young leaders was chosen after a blind nomination process, and final selection was based on their qualifications.

Shahnaz is the head of the Programme on Social Innovation and Change (PSIC) at the LKY School’s Centre on Asia and Globalisation. PSIC is dedicated to the research, study, and promotion of sustainable social enterprises.

According to the Asia Society, “The Asia 21 Young Leaders Initiative aims to develop a critical mass of dynamic individuals, who will impact global affairs over the coming decades.” The group of leaders come together every year at the Asia 21 Young Leaders Summit, which allows them to network and engage in interdisciplinary dialogue on pressing economic, political, and social issues concerning Asia Pacific and the US. This year the meeting will be held in Kuala Lumpur, where the group will discuss global issues and meet with Malaysia’s lawmakers, as well as attend a dinner with the Malaysian Prime Minister. **gisa**



New Appointments

EDUARDO ARARAL AND ORA-ORN POOCHAROEN were appointed in July as Assistant Dean (Academic Affairs) and Assistant Dean (Student Affairs), respectively.

As Assistant Dean (Academic Affairs), Araral will primarily be assisting Associate Professor Scott Fritzen, Vice Dean (Academic Affairs). He will also be working on improving several aspects of the school's curriculum and governance, including tracking and supporting the progress of the various faculty committees, taking charge of curriculum issues, and helping to represent Academic Affairs on various university committees.



As Assistant Dean (Student Affairs), Poocharoen will work closely with Academic Counselor Genevieve Koh and English Language Lecturer Veronica Ong to raise academic standards among students. She will be in charge of dealing with plagiarism and other disciplinary matters; overseeing student activities and helping promote student participation and involvement in the school; and supporting the editorial committee of student publications *Asian Journal of Public Affairs* and *LKYSPPeak*. She will work with External Affairs on matters related to student recruitment, internships, and career guidance and she will also sit on the editorial board of *Global-is-Asian*. **gis**



Faculty Grants

The following faculty members were awarded Faculty Start-Up Grants for Academic Year 2009:

Wong Marn Heong Assistant Professor



Wong Marn Heong was awarded a S\$180,000, three-year faculty start-up grant for her project "Trade, Technology and Growth in Asia: A Study of Firm-level Linkages and Policy Options". This project aims to explore trade, investment, and technology linkages among firms, and assess how their interactions with the policy environment impact the economic growth and prosperity of countries in Asia.

The inter-relationships among trade, technology, and growth (as measured by productivity) are complex at the firm level because of heterogeneity among firms. These linkages cannot be captured by aggregated industry or national statistics and yet, an ability to capture and investigate firms' heterogeneous behaviour and complex links is of considerable policy relevance. This project will trace and analyse linkages, which will enable policy makers to develop a better understanding of the range of performance outcomes that may eventuate from the policies that they introduce, and also allow them to take a more nuanced approach to formulating policies that are aimed at boosting productivity performance. Wong will conduct analysis using firm-level or micro data with a sufficiently large sample size to generate representative findings.

Benjamin Sovacool Assistant Professor



Benjamin Sovacool was awarded a S\$180,000, three-year faculty start-up grant for his project titled "Energy Security and Sustainable Development: Assessing Interactions and Successful Case Studies". The project aims to explore the relationship between energy security and sustainable development. Sovacool will examine how energy security concerns differ for developing countries and investigate the extent to which energy security concerns (and lack of energy services) prevent achievement of development goals and the eradication of poverty.

Energy security has become of paramount international concern. Energy issues connect many countries' most pressing security problems: potential conflicts over the scramble for fossil fuels, the destabilising impact of climate change, and human security needs connected with the provision of electricity and environmental stewardship. These dilemmas can be encapsulated in a broad definition of the term "energy security". Energy security – reliable, affordable, efficient, and environmentally responsible access to energy services – is inextricably tied up both with traditional conceptions of national security and with emerging concepts of human security.

Blane David Lewis Associate Professor



Blane Lewis was awarded a S\$180,000, three-year faculty start-up grant for his project "Demographic Change, Economic Behaviour, and Public Finances in South East Asia".

Different countries are at various stages of the demographic transition. South East Asia, Philippines, Cambodia, and Lao PDR are at the earliest stages of the transition; Singapore, Thailand, and Vietnam are the furthest along in the population ageing process; and Indonesia, Malaysia, Brunei, and Myanmar are in the middle of these two groups in the demographic transition. The population transition described above results, or at least may result, in so-called "demographic dividends" for the economy.

The goal of his research is to examine the impact of demographic change on economic behaviour and public finances in South East Asia. The project will conduct empirical analysis on the effects of population ageing on individual and household income, consumption, savings, wealth, and ultimately on public finances, at both the national and sub-national levels. The objective is to provide a comprehensive and dynamic representation of population change in the region and its likely fiscal and economic impacts with a view to developing a sound basis for policy-making related to various aspects of public finances, in the medium-term.

Faculty Publications

Books/Book Chapters/Journal Articles

Adams, Charles and Donghyun Park. "Causes and consequences of global imbalances: perspectives from developing Asia." *Asian Development Review*, vol.26, no. 1, 2009.

Carroll, T.J. "Social development as neoliberal Trojan horse: The World Bank and the Kecamatan Development Program in Indonesia." *Development and Change*, vol. 40, no. 3, 2009.

Cruz-del Rosario, Teresita. *Scripted Clashes: A Dramaturgical Approach to Three Philippine Uprisings*. Verlag-DM, Germany, 2009.

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Howlett, Michael. "Policy analytical capacity and evidence-based policy-making: lessons from Canada." *Canadian Public Administration*, vol.55, no. 2, 2009.

Howlett, Michael. "Government communication as a policy tool: a framework for analysis." *Canadian Political Science Review*, vol. 3, no.2, June 2009.

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Howlett, Michael. "Governance modes, policy regimes and operational plans: a multi-level nested model of policy instrument choice and policy design." *Policy Sciences*, vol. 42, 2009: 73-89.

Howlett, Michael and Paul Nesbitt-Larking. "Introduction: communications, elections and the media in Canada." *Canadian Political Science Review*, vol. 3, no.2, June 2009.

Howlett, Michael and S. Joshi-Koop. "Environmental policy and politics." In *Oxford Handbook of Canadian Politics*, ed. J. Courtney and D. Smith. Toronto: Oxford University Press, 2009.

Jarvis, Darryl S.L. "ASEAN investment liberalization: progress, regress or stumbling bloc?" In *Expansion of Trade and FDI in Asia: Strategic and Policy Challenges*, ed. Julien Chaisse & Philippe Gugler. Routledge Contemporary Asia Series, Routledge, 2009: 138-185.

Lai Yha, He Jwa, Tan TB and Phua KH. "A proposed ASEAN disaster response, training and logistics centre: enhancing regional governance in disaster management." *Transition Studies Review*, vol. 16, 2009: 299-315.

Lee VJ, Tok MY, Chow V, Ooi EE, Tambyah P, Chen MI and Phua KH. "Economic analysis of pandemic influenza vaccination strategies in Singapore." *PLoS One*, August 2009.

Mayer-Schönberger, Viktor. *Delete: The Virtue of Forgetting in the Digital Age*. Princeton University Press, September 2009.

Mayer-Schönberger, Viktor. "Can we reinvent the internet?" *Science*, vol. 325, July 2009: 394.

Sovacool, Benjamin K. "Contextualizing avian mortality: a preliminary appraisal of bird and bat fatalities from wind, fossil-fuel, and nuclear electricity." *Energy Policy*, vol. 37, no.6, June 2009: 2241-2248.

Sovacool, Benjamin K. "Energy Policy and cooperation in Southeast Asia: the history, challenges, and implications of the Trans-ASEAN Gas Pipeline Network (TAGP)." *Energy Policy*, vol. 37, no. 6, June 2009: 2356-2367.

Sovacool, Benjamin K. and Kelly E. Sovacool. "Preventing national electricity-water crisis areas in the United States." *Columbia Journal of Environmental Law*, vol. 34, no. 2, July 2009: 333-393.

Sovacool, Benjamin K. and Kelly E. Sovacool. "Identifying future electricity water tradeoffs in the United States." *Energy Policy*, vol. 37, no 7, July 2009: 2763-2773.

Sovacool, Benjamin K, Miguel Mendonça and David Jacobs "Feed-in tariffs around the world." In *Wind Energy International Yearbook 2009/2010*, ed. Anil Kane, Stefan Gsanger, and Frank Rehmet, Bonn, Germany: World Wind Energy Association, July 2009: 294-300.

Tan, Kenneth Paul, "Service learning outside the US: initial experiences in Singapore's higher education." *PS: Political Science and Politics*, vol. 42, no. 3, 2009.

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, 124-40. London: Routledge, 2009.

Vu, Khuong. "Economic reform and performance: a comparative study of China and Vietnam." *China: an International Journal*, vol. 7, no.2, 2009: 217-253.

Vu, Khuong and Mukul Asher. "India-Vietnam: a comparative analysis of economic performance." *International Journal of Business Insights*, vol. 2, no. 1, 2009: 4-16.

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Adams, Charles. "Foreign Direct Investment (FDI) Regimes and Liberalization." APEC Seminar, Singapore, 27 July 2009.

Araral, Eduardo. "The impact of the devolution of property rights in natural resource management." APPAM International Conference on Environmental Policy, Korea Development Institute, Seoul, South Korea, 11 – 14 June 2009.

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Araral, Eduardo. "The Strategic Games that donors and bureaucrats play." 13th Meeting of the International Society for New Institutional Economics, University of California- Berkeley, CA, United States, 18 – 20 June 2009.

Araral, Eduardo. "What can institutional analysis tell us about long lived societies? The case of the 2000 year old Ifugao society." Workshop on Political Theory and Policy Analysis, Indiana University, Bloomington, United States, 3 – 5 June 2009.

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Cruz-del Rosario, Teresita. "Cory Aquino's One Great Legacy." *The Straits Times*, 4 August 2009.

Gupta, Shreekant. "Climate Change and Conflict." 11th Asia Pacific Programme for Senior Military Officers (APPSMO), Rajaratnam School of International Studies (RSIS), Sentosa Resort and Spa, Singapore, 8 August 2009.

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Mayer-Schönberger, Viktor. "From Electronic Government to Information Government." Igov Ministerial Forum, IDA, 15 June 2009.

Phua, KH. "Multi-disciplinary Approaches to Health Innovations ." APEC Life Sciences Innovation Forum (Plenary Paper), Singapore, 3 – 4 August 2009.

Phua, KH. "Economic Analysis of Vaccination Strategies for Influenza Pandemics." International Health Economics Association 7th World Congress, Beijing, 12-15 July 2009.

Phua, KH. "Health Impact of the Global Economic Crisis – What are the Vulnerabilities?" Forging Public Health Partnerships in Response to the Global Economic Crisis, Association of Pacific Rim Universities (APRU) World Institute, Johns Hopkins Bloomberg School of Public Health, 24 – 26 June 2009.

Phua, KH. "Recent Updates on Health Financing and Payment Mechanisms in Singapore." Asia-Pacific Workshop on Pricing & Reimbursement Future Trends, Singapore, 20 June 2009.

Tan, Kenneth Paul, "The authoritarian basis of Singapore's democratization." International Conference on Political Parties, Party Systems and Democratization in East Asia (Invited paper), York Hotel, Singapore, 13 August 2009.

Tan, Kenneth Paul, "Organizing at the grassroots: the PAP and allied institutions." International Conference on Party Building and Political Governance in China and Singapore (Invited paper), East Asian Institute, Singapore 7 August 2009.

Tan, Kenneth Paul, "The past, present and future development of Singapore movies." The 9th Conference of Science Council of Asia (SCA) (Invited paper), Grand Copthorne Waterfront Hotel, Singapore 18 June 2009.

In other news

Phua KH was invited to the editorial board of *Asian Biotechnology and Development Review*, and to serve on the Advisory Committee of the IDRC-AIT Grant Awards 2009 - "Enabling Bio-innovations for Poverty Alleviation in Asia." He was also selected as co-leader of the team to write the overview paper for the *China Medical Board-Rockefeller Foundation-Lancet Series on Health in South East Asia, 2009 – 2010*.

Shreekant Gupta was featured in *Innovation*, a magazine published by NUS (Office of Deputy President Research & Technology). In the article he shared his opinions on the future after the Kyoto Protocol.

New Faculty

Michael Howlett Visiting Professor



Michael Howlett earned his PhD in Political Science from Queen's University in Canada after completing his MA at the University of British Columbia and a Bachelor of Social Science from the University of Ottawa. He taught at Queen's University and the University of Victoria before moving to Simon Fraser University in Vancouver, where he is now Burnaby Mountain Professor in the Department of Political Science.

Howlett has published extensively on a range of topics related to public policy, political economy, and environment and natural resource policy, including several co-authored books and edited collections. He edits several major journals and serves in advisory and expert roles at conferences, workshops and presentations. His current work with colleagues at Yale University, the University of Regina and the University of Bologna focuses on the evolution and structure of complex policy mixes ("Integrated Strategies") in areas such as land management and resource policy-making, and on the role of genomics innovations in enhancing regulatory systems, including natural resource certification systems.

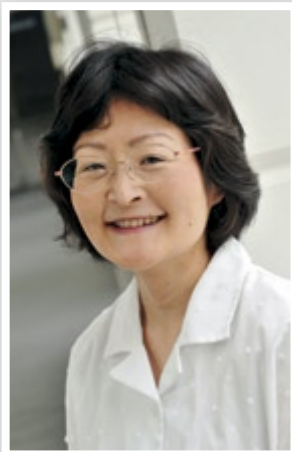
Raul Perez Lejano Visiting Professor



Raul Perez Lejano, Associate Professor at the Department of Planning, Policy, and Design, School of Social Ecology, University of California, Irvine, is a visiting Professor at the LKY School. A PhD in Environmental Health Science from UCLA, he completed his MS in Environmental Engineering from UC Berkeley after a BS in Civil Engineering from the University of Philippines. His primary research areas include environmental governance, climate change and new institutions for sustainable development, urban planning and governance and risk analysis. Earlier he was a visiting assistant professor at the Massachusetts Institute of Technology.

Apart from advising a number of community groups on environmental justice advocacy, Lejano has been a consultant with the WHO and the UNDP, and also managed a number of large water resource management and environmental improvement projects in California and the Philippines. He has authored several papers for leading environmental publications and has been awarded several honours and positions, the latest as acting director of the Social Ecology Research Center at the University of California at Irvine.

New Fellows



Kyoko Kuwajima
JICA Senior Fellow

KYOKO KUWAJIMA, a senior official at the Japan International Cooperation Agency (JICA), joined the LKY School in August as the first JICA Senior Fellow.

JICA is one of the world's largest bilateral development organisations. It is the principal Japanese agency responsible for official development assistance and is headed by Sadako Ogata, a global intellectual leader and field-oriented policymaker who served with distinction as UN High Commissioner for Refugees.

There are many overlapping areas of interest between JICA and the LKY School. JICA's mission is to: (1) address the global agenda, including climate change, water security and food supplies, and infectious diseases; (2) reduce poverty through equitable growth; (3) improve governance, through reform of the policies and systems of developing country governments; and (4) achieve human security. Additionally, JICA dedicates significant resources to capacity building through education and training.

Kuwajima has worked for JICA for nearly 30 years in planning and executing its development cooperation programs. Most recently, as deputy director general of the public policy department, she was responsible for capacity development

projects in such areas as rule of law, public financial management, the civil service system, and local governance. During her 10-year career as a senior researcher or task force head at JICA, she had been engaged in studies on governance and development, decentralisation, democratisation, state-building, and capacity development. Her most recent study is "Approach to Capacity Development – JICA's experience in promoting rule of law."

Kuwajima studied political science and holds a master's degree in regional studies of East Asia from Harvard University. Her interests are approaches to development and governance reform from Asian perspectives.

As a JICA senior fellow, Kuwajima plans to organise a series of joint workshops with JICA on topics such as the comparative study of emerging donors in Asia; non-traditional security issues including marine safety, water governance, and migration; policy responses to climate change in Asia and Africa; and on Islam and development. Personally, she also plans to brush up her Mandarin.

Under the terms of the fellowship, a senior JICA official will spend up to one academic year at the LKY School to conduct research and support JICA's many international assistance projects in the region and beyond.



Dorian Ford Prince
European Union Fellow

DORIAN PRINCE joined the Lee Kuan Yew School in August as a visiting fellow representing the European Union institutions. He has worked for the EU for nearly 30 years. In that time, he has been involved in many aspects of EU integration, including the creation of the European single market, agricultural policy, industrial policy, the accession of new member states, the customs union, and international trade policy. Prince has negotiated numerous trade agreements on behalf of the EU, both in multilateral organisations, GATT, WTO and OECD and bilaterally with over 60 partner countries. Most recently, he has served as EU Commission Ambassador, first to Korea and then to Canada.

Prince studied economics and foreign languages at Pembroke College, University

of Oxford and at the Sorbonne in Paris and management at the Universite Catholique de Louvain in Belgium. Before joining the European Commission, Prince worked in private business in the textiles, chemicals, paints, and metals industries. His main personal interests are foreign languages and music. He has studied 17 languages and gives regular organ and piano recitals in Europe, North America, and Asia.

During his fellowship at the LKY School, Prince will be carrying out research into the impact of the global financial crisis on Asian countries' trade policies, and he will be assisting in the Free Trade Agreement negotiations between the EU and ASEAN countries, Korea, and India.

MPA Students Visit Thailand to Study Water Management

TEXT | LALIT MOHAN



A GROUP OF 75 MPA STUDENTS travelled to Thailand in May to study community empowerment, public participation and its potential influences in the field of water management.

The trip, which faced initial obstacles caused by the unexpected resurgence of Thailand's political turmoil and the H1N1 flu outbreak, focused on two cases related to water management in Samut Songkram province.

In the first case, Thai Senator Surachit Chiravet explained how large infrastructure development projects upset the delicate balance of the unique saline ecosystem. Dams and watergates divided the single, naturally fluctuating, salinity of the water ecosystem into distinct zones – fresh, brackish, and saline – triggering a decline in natural resources and economic prosperity.

Public participation was the key to enabling the restoration of the affected ecosystem. Local leader Panya Dtogthong had to first create the social process for common understanding in the local Phrak Nam Daeng community. Consequently, a new effective design for the watergate that more closely imitated natural flows was developed through community-based research. Local water

authorities were then persuaded to fabricate and install the new design, initiating the restoration of natural processes.

Officials at the Royal Irrigation Department of Thailand described the Participatory Irrigation Management programme which created a Water User Organisation of farmers, who shared responsibility of managing, maintaining and administering the water resources of respective river basins with the local administration.

In the second case, Preecha Jiabyu, the local leader of the Ban Lom Tuan community, hosted the student group to a dinner to deliberate the problem of vanishing fireflies in the community due to the use of motorboats by a neighbouring village. A brainstorming session was followed by a ride in row boats at night to view a spectacular display of the fireflies flashing in unison against the pitch-black night. This case depicts the difficult choices faced by policy makers between natural conservation and economic development.

The students also enjoyed the vibrant atmosphere of the floating market of Ampawa and finished off their trip with live music and dancing on a cruise down Bangkok's Chao Phraya River. **gisa**

LKY School's MPA and MPP Valedictorians of 2009

The MPP and MPA valedictory dinners were held on May 8 and July 10 respectively. In the following interviews, valedictorians Moshisi Lehlolongwane (MPP 2007/9) and Immanuel Magalit (MPA 2008/9) reflect on their experience at the LKY School and how it has made a difference to their lives.

MOSHISI LEHLONGWANE (MPP 2007/9)

What were some of the highlights of your two years at the LKY School?

Most definitely one of my highlights at the school was when our soccer team won the Bukit Timah Campus Soccer League. This win was very special to me because in two seasons we went from being the weakest team in the league – literally losing every game we played except for one that resulted in a draw – to becoming champions with a record of winning all our games except for two that resulted in a draw. That, to me, was amazing because it showed what we could achieve as a team and, very importantly, illustrated that life at the LKY School was not all about books . . . but being champions as well.



What would you say were some of the most precious things that you gained from your two years at the LKY School?

We can debate whether leaders are made or born, but I would anticipate little disagreement if I were to say that good guidance and training can account for the huge difference between a mediocre and a great leader. I say this with confidence because in my two years at the school, I saw

IMMANUEL MAGALIT (MPA 2008/9)

What were some of the highlights of your year at the LKY School?

I honestly can't think of anything that wasn't a highlight! I can't imagine a year more packed with adventures and meaningful experiences than the one I lived through at the LKY School. But if I were forced to list only three things, then I would say firstly the amazing study trip to Thailand, a highly educational tour and simply a grand experience, very expertly managed by our professors, Ora-orn Poocharoen and Boyd Fuller. Secondly, all the trips we took around Singapore were like a live, pulsing, auxiliary textbook or case study. And thirdly – and how can I fail to mention this – I had a bad case of vertigo four days before the "capstone" exam, worsening so much on the very day of the exam that my wife had to rush me to the hospital, causing me to start the exam of my life four-and-a-half hours late!



What would you say were some of the most precious things that you gained from your year at the LKY School?

Absolutely the most precious thing was the friendship I developed with many of my classmates, who have been in my thoughts constantly since we parted. They are all the more precious because they are not the "usual" friendships: They are friendships formed with people from different races, cultures and religions. And yet the affections we have for each other

myself growing into an excellent leader and that's one of the most precious things I gained from being at the LKY School.

What were the key messages in your valedictory speech?

A key point in my valedictory speech centred on the value of friendship. Through difficult and challenging experiences in the first semester, I learned how to reach out, trust and rely on other people especially for things that I was not strong at. These friendships and partnerships saw us through our challenges, at times even exceeding our expectations. In my speech, I said that we should always remember how much better it is to take up new challenges and adventures in the company of friends. The friendships we have made at the school are so much more important than the grades that we attained.

How did you feel on the day of the valedictory dinner?

Not even on my wedding day was I so nervous. The thought of giving a speech in front of the dean, our guest of honour Ambassador Michael Tay and all the VIPs was just too much to handle. My nervousness was even more intense than the sorrow of bidding farewell to my friends, to the school, and to Singapore. But at the end of it all it was the thought and the feeling that "It's over now – mission accomplished" that brought back my sanity. At the end of the evening, when we were giving our goodbye hugs and kisses, I was once again reminded how

close everyone had become. I saw people shedding tears and saying how much we would miss each other. Such emotional displays overrode all the misunderstandings that we might have had in the past two years.

What's next for you?

I am still in the process of looking for a job. However, I am also involved with a group of students at my old university and together we are setting up the first Model IBSA Youth, modeled after IBSA (India-Brazil-South Africa Trilateral Cooperation). The aim is to bring IBSA issues closer to young people and have young people play a role in IBSA. This year we are hosting the plenary session followed by the actual summit next year when South Africa will host the IBSA Forum. In my role as the treasurer in the committee, I draw a lot from what I have learned at the LKY School, especially from the classes on negotiation, leadership, teamwork, and public management. I am able to apply my problem solving skills, understand the group dynamics better and provide good leadership.

How do you hope to continue your links with the LKY School?

Firstly, I'm constantly on the lookout for ways to elevate the relationship between the LKY School and South Africa, including the recruitment of students. Secondly, I believe my best is yet to come; and when that happens, I would never neglect to mention that I am a product of the LKY School.

are no less intimate or deep for that – if anything, they are more intimate and deeper. It is as though all the strange places of the world – without losing their exotic, faraway flavor – suddenly and surprisingly became as familiar and as comfortable as your home. Of course, all the courses we took – core as well as elective – and the lectures by guest speakers were a mine of lessons that I am still mulling over, and will continue to mull over for perhaps the next five or even ten years. I have some of my textbooks beside me as I write these lines – I am still reading and re-reading them!

What were the key messages in your valedictory speech?

In the first half of my speech, I thanked the LKY School for all the powerfully useful lessons we learned. In the second half, I offered two reminders to my classmates that I felt no school can ever teach: First, I asked everyone to resist the hypnotic effect of the bird's-eye-view that comes with a high position: Otherwise, we might wake up one day as the sort of people who love humanity in general but who despise the individual human beggar pulling on our coattails. Second, I asked everyone not to always trust in the wisdom of pragmatism and incrementalism: There are times when insisting on the right thing, however dangerous to oneself, however politically impractical, is the only thing to do. Sometimes the results may even surprise us.

How did you feel on the day of the valedictory dinner?

I was naturally very excited and relieved that there would be

no more requirements, no more pressure! I enjoyed myself so much during that deliciously carefree day that I went out to Clementi estate, walked into a bargain bookstore, and bought a new book Bob Miller's *Albegra* for the Clueless, memorable as my last purchase in Singapore.

What's next for you?

I quit my job before coming to Singapore, and now I am paying the penalty of trying to land a job in the middle of a recession! My idea is to pick up where I left off – in the area of good governance. I might want to specialise in urban planning and environmental policy this time around – my studies at the LKY School will certainly be useful in those fields. But I have another idea I'm also open to. My studies at the LKY School have opened my eyes to layers of reality I wasn't aware of before. Political events, especially, are suddenly sparkling with new meanings I would never have perceived a year ago. Might I not be able to pass on this knowledge to other Filipinos? There might be some promise in developing an adult citizenship course – an informed citizenry can keep the government on its toes much better than an ignorant one.

How do you hope to continue your links with the LKY School?

To begin with, I bought four National University of Singapore / LKY School shirts! I have been wearing nothing but those shirts for three weeks now! I am still getting email announcements about lectures at the LKY School – rather frustrating as I can't attend them anymore!

New LKY School Students Complete Orientation Programme



NEW LKY SCHOOL STUDENTS from more than 50 countries and a range of professional backgrounds attended an intensive orientation programme in July and August aimed at preparing them for academic life. The programme is a very important part of the school's calendar, conducted just before the beginning of the teaching semester.

Over a period of three weeks for the MPA cohort and one-and-a-half weeks for the MPP cohort, newcomers to the school were introduced to one another – country by country – and to the school's dean, management, staff, and faculty. They attended workshops on economics, public administration, policy memo writing, case studies, plagiarism, referencing, study skills, stress management, team dynamics, and team building.

"After only two weeks I felt that I had already connected with many of the other students as if we had been friends for a long time," said MPA student Corey Christianson. "Making these connections and networking amongst my peers and NUS faculty and staff was high on my agenda."

Students participated in facilitated group discussions on personal management and public policy challenges. They were briefed on the school's academic code of conduct, curriculum structure, elective modules, and dual degree and exchange programmes.

They were given a briefing on the Singapore government and visited the Singapore Parliament, the National Trade Union Congress, the Esplanade, the Singapore Flyer, and public housing estates, where they were asked to observe and later discuss public policy innovations. One group also attended a National Day Parade rehearsal.

"The things I most liked from orientation period were the land reform case study and the HDB housing assignment, because it really put me in contact with situations that public officers face all around the world," said MPP student Fausto Valle Baldeón.

Students also got a taste of the school's active intellectual life by attending lectures by visiting speakers including Pascal Lamy, director-general of the World Trade Organization, and Peter Schwartz, co-founder of corporate strategy firm Global Business Network. **gisa**

LKY School Alumnus Tan Chuan-Jin Serves as National Day Parade Chairman

Singapore celebrated the 44th anniversary of its founding on August 9 with its annual National Day Parade (NDP), a spectacular show of military might, fireworks and cultural performances. This year, LKY School alumnus Brigadier-General Tan Chuan-Jin (MPM 2007) served as chairman of the executive committee of the NDP. Tan, who also led Singapore's humanitarian efforts in Aceh, Indonesia after the 2004 tsunami, shares his experiences heading Singapore's most important event of the year.



How were you appointed chairman and how did you feel about it?

National Day Parades are organised by the Singapore Armed Forces (SAF) in partnership with various civilian agencies and groups. I became Chairman Executive Committee NDP 09 because my division, the Singapore 3rd Division, was assigned this responsibility.

It is of course an important and meaningful honour. It was an exciting opportunity to continue our nation building responsibilities at a national level, and to try and make a difference for our people.

What were the major inspirations for the NDP this year?

In running any operation, I believe in establishing a clear strategic map which articulates our outcomes and key considerations, as well as to identify our various efforts. It became clear to us that NDP was not simply about the parade. We wanted to go beyond the event and focus on celebrating National Day itself. We sought to engender reflections about what it meant to be Singaporean and what it means to be Singapore. Rather than just focus on the audience at the Marina Bay Platform, we felt that we needed to engage all Singaporeans. We hoped that Singaporeans would not

be just a passive audience but be engaged participants – and of course ultimately, to own this day and to be proud of who we are and what we have achieved.

What new initiatives did you try?

We reached out to and involved the less privileged in society in our preparations. At least 10 Voluntary Welfare Organisations as well as the Yellow Ribbon Project, which rehabilitates former prison inmates, and the Institute of Mental Health helped with the packing of the NDP funpacks given to parade ticket-holders. Every gift was tagged with the names of those who packed it as we wanted Singaporeans to remember that the less privileged also make a difference to society.

There was also an unprecedented use of new media in our effort to reach out and allow the public to be involved in the journey. For example, we made daily postings of pictures of our stage as it was being built. We also created an online forum, where individuals could share their thoughts and well wishes.

The 8.22pm Pledge Moment, when the population was asked to recite our pledge at the same time in any location, was another effort to engage Singaporeans. We made it clear

that it was not about the moment itself, nor about the numbers involved; it was about the process of asking ourselves if we said what we meant and meant what we said.

We also had the Presidential Gun Salute mounted on our floating rafts, built a 7-storey high performance grid, and integrated the show and parade as one complete piece. It was also the first time that we used elements of our pledge to anchor every act of the 10-chapter show.

Any personal highlights?

I believe everything worked very well and, in particular, I am really moved by the response towards our Pledge Moment. It was unbelievable!

In everything we do, it is important to move away from an 'events-level' focus and to always ask ourselves why and what are we really trying to achieve. Once that is clear, everything else becomes purposeful, and with that comes inspiration and passion. That is something I saw in all our people as they worked beyond their terms of reference in trying to organise this event. This generosity of spirit represents that of our people; and in many ways, it is this that we celebrate on our National Day itself. **gisa**



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