



Lee Kuan Yew  
School of Public Policy



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# global-*is*-asian

A Newsletter of the Lee Kuan Yew School of Public Policy



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## global is asian

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# A Letter from Davos

DAVOS IS PROBABLY THE MOST UNLIKELY PLACE in the world to have a great global gathering. It is a tiny Swiss village nestled in the Alps, completely snowbound and, often, icebound. Hence, the most critical requirement for surviving Davos is a good pair of shoes, as each year a few participants slip, fall and break bones. And one Indian academic fell this year. Fortunately, I left Davos with bones intact.

I also left Davos with a refreshed mind. Each year Davos brings together an amazing group of great thinkers, world leaders, corporate CEOs, outstanding journalists and other civil society representatives. The first event I attended in Davos this year was a townhall gathering of a thousand people to work out a list of the globe's most pressing problems. Nik Gowing of BBC moderated the discussion. Water governance was listed as the number one global problem, confirming that our School made the right move by establishing the Institute of Water Policy.

Each year, Davos arranges a dazzling array of panels on all kinds of subjects. One of my most challenging assignments there was to chair a panel of truly distinguished Asian leaders. They included Thai Prime Minister Abhisit Vejjajiva, Vietnamese Prime Minister Nguyen Tan Dung, South Korean Deputy Trade Minister Ahn Ho-Young, Australia's Trade Minister Simon Crean, Japanese Minister of Economy, Trade and Industry Masayuki Naoshima, Indonesia Trade Minister Mari Elka Pangestu, and Singaporean Minister of Foreign Affairs George Yeo Yong-Boon. The main takeaway from this panel – a point that all of the distinguished panellists made – was that Asians can and will devise new forms of economic and political cooperation. This discussion provided a valuable balance to the traditional Eurocentricity of many participants' worldviews.

Another challenging assignment given to me is to co-author a paper with Professor Ngaire Woods on global institutional reform for the World Economic Forum's (WEF) Global Redesign Initiative (GRI), an initiative that the LKY School helped launch in December 2009, when our Centre on Asia and Globalisation hosted a workshop. The report on this workshop is also available on our website. The WEF, which runs the meeting in Davos, has decided to launch this bold initiative under the leadership of its founder Professor Klaus Schwab to develop concrete proposals on improving international cooperation. These proposals will be tested in meetings in Doha this June, then in Dubai in November, and finally in Davos next January. This is clearly a timely initiative as the world is crying out for more, not less, global governance.

Michael Elliot, the editor of *TIME* Magazine, caught the spirit of Davos 2010 well. He said, "the overwhelming mood at Davos was one of relief". In January 2009, Davos was drowning in a sea of economic gloom and doom. One year later, all were relieved that the worst did not materialise. Still, one could detect regional differences of perspective. French President Nicolas Sarkozy delivered an angry anti-globalisation speech, in which he said, "This crisis is not just a global crisis. It is not a crisis in globalisation. This crisis is a crisis of globalisation." By contrast, Li Keqiang of China delivered a calm and confident speech. This contrast captures well the spirit of our times, with Asia embracing globalisation and Europe retreating from it.

Some of the most interesting aspects of Davos arise as a result of chance encounters. For example, I happened to meet Tidjane Thiam, the remarkable young CEO of Prudential Corporation. I found Tidjane's story inspiring. This young man from French-speaking Côte d'Ivoire is now the CEO of a major British firm, proving once again that young people with talent and ambition can achieve virtually anything in today's world. Many of the old "glass ceilings" in career advancement that existed in my generation appear to have been shattered. Tidjane's story should inspire our students to strive for equally high goals.

The other equally inspiring aspect of Davos was the attention paid to humanitarian and other noble causes. A major effort was conducted to raise money for Haiti. I had valuable discussions with two heads of foundations: Judith Rodin of the Rockefeller Foundation and Senator Tim Wirth of the UN Foundation. There is no doubt that Davos is a valuable watering-hole for corporate CEOs. But it also adds value to a range of non-profit organisations, including the Lee Kuan Yew School of Public Policy. Having gone to Davos for several years now, I believe that the School's global profile has been raised by this annual gathering. And a higher global profile will lead to tangible and intangible benefits for all members of the School's community.

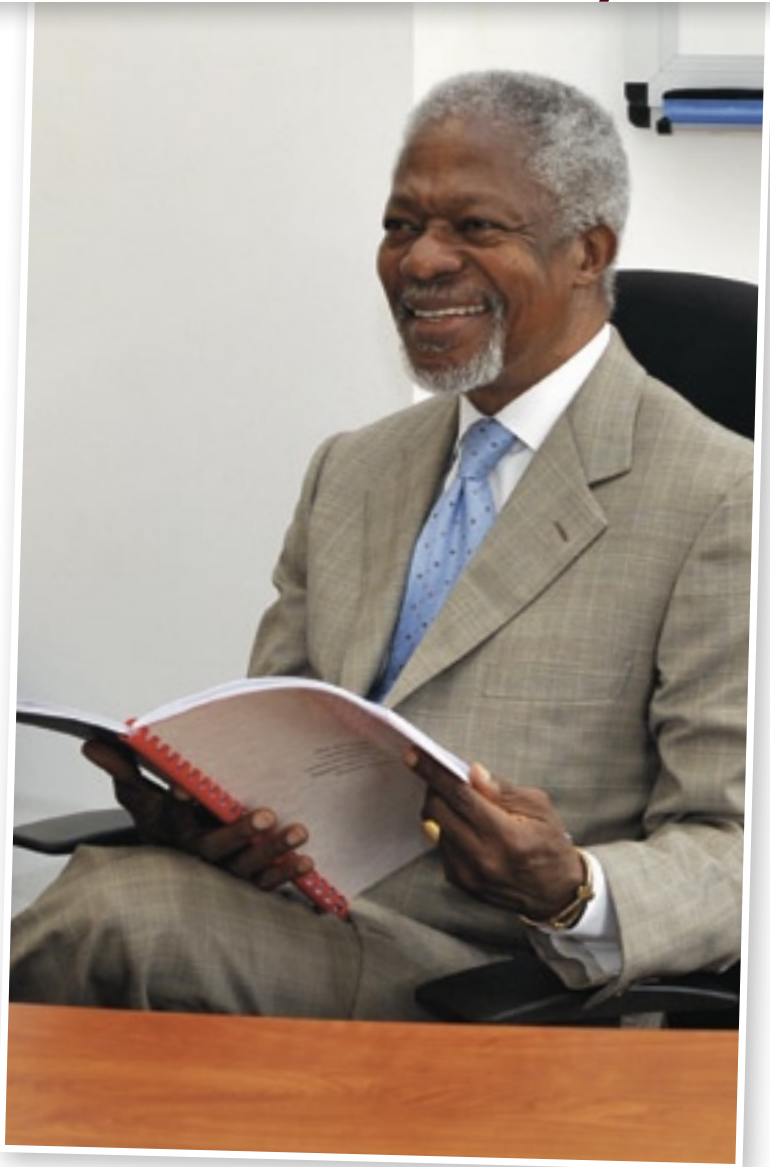


*Kishore Mahbubani*  
Dean, Lee Kuan Yew School of Public Policy

# NOBEL LAUREATE KOFI ANNAN

Joins LKY School  
as Li Ka-shing  
Professor

TEXT | NATALIA OLYNEC



Nobel Laureate Kofi Annan, former secretary-general of the United Nations, joined the LKY School of Public Policy in February as the first Li Ka-shing Professor. His programme in Singapore included dialogue sessions with students and faculty, a public lecture, and meetings with high-level government officials.

**“PROFESSOR ANNAN HAS TRULY CONFERRED A GREAT HONOUR** on our School by agreeing to serve as the first Li Ka-shing Professor,” said Kishore Mahbubani, dean of the LKY School. “He has also been very generous with his time and wisdom, sharing his thoughts and perspective with the students, faculty, and members of the public. Distinguished visiting professors, like Professor Kofi Annan, have clearly boosted the global standing and prestige of the Lee Kuan Yew School of Public Policy and the National University of Singapore.”

The professorship was set up in the name of Hong Kong businessman Li Ka-shing, who donated S\$100 million to the school’s endowment fund in 2007. During his visit to Singapore, Annan met with several Singapore political leaders including Minister Mentor Lee Kuan Yew, Prime Minister Lee Hsien Loong, and Senior Minister Goh Chok Tong.

Annan spent two terms, from 1997 to 2006, as UN secretary-general. In 2001, he and the United Nations were jointly awarded the Nobel Peace Prize “for their work for a better organised and more peaceful world.”

After leaving the UN, Annan established the Kofi Annan Foundation, which focuses on providing leadership on critical global issues, particularly preserving and building peace and facilitating more equitable sharing of the benefits of globalisation by promoting poverty alleviation, good governance, human rights, and the rule of law. He is also the president of the Global Humanitarian Foundation in Geneva.

Annan helps to mediate and resolve conflict and press for better policies to meet the needs of the poorest and most vulnerable, particularly in Africa. In Kenya in early 2008, Annan led the African Union’s Panel of Eminent



African Personalities to help find a peaceful resolution to the post-election violence. Concurrently, he also serves as the Chancellor of the University of Ghana and a Global Fellow at Columbia University in the U.S.

In a public lecture at the NUS Cultural Centre, Annan stressed that African countries can learn from successful Asian countries that were able to make enormous strides in development in one generation.

Asia “has not just the means to help Africa, but both a responsibility and vital interest in doing so,” he said.

**“It is in all our interests that these chances are seized. It is in all our interests that we see prosperity spread, human rights respected, and conflicts resolved.”**

Annan said that African nations must take the lead in addressing the political, economic, and social challenges they face. They must build nations underpinned by good governance and respect for the rule of law and human rights. But these challenges will be overcome much more rapidly with support from the international community, especially Asia, which is already reaping the benefits of substantial commercial and investment ties with the continent.

While some aspects of Asia’s relationship with African nations have caused controversy, the partnership is “on the right track,” Annan said.

Asian countries “were among the first to see Africa as a place of opportunities rather than problems, bringing significant chances for hundreds of millions of Africans,” he said. “It is in all our interests that these chances are seized. It is in all our interests that we see prosperity spread, human rights respected, and conflicts resolved.”

In a dialogue session with students, Annan stressed the need for multilateralism and reform of the United Nations to give developing countries a greater voice.

“We need to work collectively across borders,” he said. “The last financial and economic crisis has shown that indeed we live in one world. You cannot prosper at the expense of others. The new players deserve a place at the table. We need to reform the IMF, World Bank, and the UN Security Council. This will give these institutions true legitimacy.”

Joining the United Nations system in 1962 as an administrative and budget officer, Annan served in various posts at several locations including Geneva and New York, dealing with human resources, budget, finance, and staff security. He was Under-Secretary-General for Peacekeeping before going on to become the Secretary-General.

Annan undertook a programme of reform aimed at revitalising the international organisation and making it more effective. He was an advocate for human rights, the rule of law, the Millennium Development Goals, and Africa. He sought to bring the UN closer to the global public by forging ties with civil society, the private sector, and other partners.

“People thought I was dreaming, but I didn’t mind because I like dreaming,” he said.

When asked for advice by a student looking to follow in his footsteps, Annan, the first secretary-general to be elected from the ranks of UN staff, said, “My advice to you is when you leave here, whatever assignment you take on, do it well, show leadership, and make a difference.” **gisa**







DEVELOPING ASIA'S (UNEVEN) PROGRESS  
IN ACHIEVING THE MDGS AND FUTURE CHALLENGES



**Ursula Schaefer-Preuss**  
Vice President, Knowledge  
Management and Sustainable  
Development, Asian  
Development Bank

Schaefer-Preuss discussed the Asia-Pacific region's progress towards achieving the Millennium Development Goals, the impact of the economic crisis, and the policy measures needed to reduce vulnerabilities to such shocks in the future, which the region is likely to face with increased interconnectedness and globalisation.

“Countries must work towards reducing vulnerability to external shocks, and in the long-term they must take measures for social protection for the vulnerable population...If more of the fiscal stimulus had been spent on social spending it would have yielded a double dividend – more social as well as human development.”

AFTERSHOCKS: ECONOMIC CRISIS  
AND INSTITUTIONAL CHOICE

“History tells us that after a crisis like this there is time to see how institutions mould, change, and adapt. It is now time for Europe to see how to adapt to the multilateral system that was created at the end of World War II.”

**Ben Knapen**  
Member of the Scientific Council for  
Government Policy (WRR),  
The Netherlands

Knapen shared the findings of research undertaken to diagnose the causes and consequences of the recent crisis. The three main causes singled out by the intellectual community were loose monetary policy, global imbalances, and lax financial regulation. He also discussed the aftershocks of the crisis, including the questions it has raised about economic growth, political influence, and the limits of globalisation.



CAN EUROPEANS (STILL) THINK? EUROPE'S KNOWHOW  
ABOUT REGIONAL INTEGRATION AND ASIA IN THE 21ST CENTURY



**Wolfgang Schüssel**  
Former Chancellor of Austria

Schüssel emphasised that it would be a grave error to write off Europe as a continent of the past, pointing out that the success story of the peaceful integration of Europe provides a convincing demonstration of vitality and dynamism that still exists. Europeans can ‘still’ think and will continue to do so in years to come, he stressed. Asia and Europe need to learn from each other with open minds and frank dialogues to develop a global vision for the welfare of humanity, he said.

“Don’t underestimate and write off Europe too soon. It is an effective goods market and good trade partner for the ASEAN region, and also the biggest market for Asia... and more competitive than the US. We can do a lot together – EU and ASEAN.”



## LKY School, Egypt Sign Cooperation MOU



THE MINISTRY OF INVESTMENT OF EGYPT signed a memorandum of understanding with the Lee Kuan Yew School of Public Policy on March 5 on collaboration in graduate degree programme scholarships and executive education. It is hoped that as a result of this agreement, every year there will be a number of officials from MOI sent to the LKY School for post-graduate courses. For every three scholarships awarded by MOI, LKY School will award one. [gisa](#)

## Hefner Explores Ways to Solve Energy Dilemma

IN HIS RECENT BOOK, *The Grand Energy Transition*, leading energy industry executive Robert A. Hefner III discusses ways to solve the world's growing energy problems. Hefner and his wife MeiLi initiated and support the Hefner China Fund, which has brought rising young Chinese government officials to study in the fields of energy, culture, and foreign policy at the Lee Kuan Yew School of Public Policy and Harvard's Kennedy School of Government.

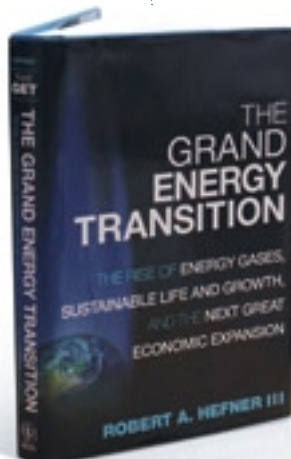
The book presents a case about how the world can move beyond its current dependence on oil and toward a new era of clean, renewable energy. It argues that misguided government policies and vested industry interests have contributed to our current energy problems. He proposes a variety of measures to encourage the use of natural gas, solar, wind, and hydrogen.

Hefner describes the evolution of man's energy use from an unsustainable past based on solid and liquid energy sources (coal and oil) to liquids (gasoline) to a future of sustainable life based on energy gases (natural gas, wind, solar, hydrogen). He also explores the complexities involved in the history of energy exploration, statistics, logic, and policy. The book explains not only the abundance of America's natural gas supplies, but also how increased use of the country's domestic natural gas can provide the crucial bridge to move closer to sustainability of clean renewable energy. Overall, it leaves readers with a sense of optimism that there

are indeed policy solutions to clean energy problems.

"*The Grand Energy Transition* is a bold statement about the role that natural gas could play in our energy supply of the future," said Assistant Professor Benjamin Sovacool, an energy expert at the LKY School. "It provocatively argues that oil and coal should no longer be used and also discusses common sense solutions such as internalising environmental costs and ending subsidies for fossil fuels. Whether you love Hefner's ideas or not, the book is a must read for anyone concerned at all with energy security, sustainability, climate change, and trends of energy production and use."

Hefner is founder and owner of GHK Exploration, a private natural gas exploration and production firm. He pioneered ultra-deep natural gas exploration and production, led the development of innovative technology needed to successfully drill and produce many of the world's deepest and highest pressure natural gas wells, and was a leader in the industry's successful efforts to deregulate the price of natural gas. He is a fellow of the Royal Geographical Society of London, a fellow national of the Explorers Club, a member of Singapore's International Advisory Panel on Energy, and a member of the International Council at the Belfer Center at Harvard University. He is an advisory director of the Center for a New American Security. Hefner holds a petroleum geology degree from the University of Oklahoma. [gisa](#)



# The Real Meaning of “GLOBAL GOVERNANCE”

TEXT | ANN FLORINI

The great question of our time is whether modern, global, interdependent human civilisation will survive the 21<sup>st</sup> century intact.



**THE CHALLENGES ARE GREATER** than anything we as a species have previously encountered, and the current global governance debates do not come close to addressing those challenges. We argue over how rapidly glaciers are melting – and virtually ignore the well-documented ongoing destruction of the ecosystems on which we depend for food and water, from collapsing fisheries to drought-stricken granaries.

We wrangle over North Korea’s and Iran’s pursuit of nuclear weapons capability – and permit the collapse of international systems for keeping weapons of mass destruction in check. We at least talk about better international coordination of banking regulation to fend off a repeat of the near-financial collapse that threatened us in recent years – but the reality is that no one is, or can be, fully in charge of the extraordinarily complex, volatile, and deeply interdependent global economy that has emerged in the past three decades.

That is why it is important to get beyond the traditional debate over which countries will be relatively “powerful” – that is, whether rising powers such as China, India, and Brazil will have relatively greater military and economic power than the US and Europe – and what effects shifts in relative power will have. Yes, it is clear that the existing liberal order, which depended on US dominance and intellectual leadership, can no longer depend so heavily on either, and must become politically and intellectually inclusive of the dramatic rise of the “emerging market” countries, particularly in Asia. And yes, it’s important to improve the formal inter-governmental organisations, to find creative ways to make them legitimate and effective contributors to the management of these looming threats.

But global governance is about a bigger question – how can we manage a world that has gone from a billion people a century ago to nearly seven billion today, with the scale of economic activity and accelerating pace of technological change we now see? It is frightening how much of the global governance debate centres on such relatively trivial questions as which countries get what share of the voting power in the UN Security Council or the International Monetary Fund. Instead, we need to be developing effective means of handling issues never adequately





addressed by the current order, from global-scale environmental despoliation and economic turmoil to the potential for global pandemics.

This challenge requires pragmatism, not posturing. “Sovereignty” is an excellent example. Big countries, particularly rising powers, are fond of asserting an absolute claim to national sovereignty, meaning that no one can tell them what to do. But no such absolute

remain unanswered. There is a desperate shortage of thinking on how to make sense of the existing institutional diversity in global governance. Without a more rigorous and inclusive intellectual effort, we are unlikely to reach any political consensus on how to deal with the global agenda, let alone witness the formation of truly effective global collective action. *gisa*

## Global governance is about a bigger question – how can we manage a world that has gone from a billion people a century ago to nearly seven billion today, with the scale of economic activity and accelerating pace of technological change we now see?

sovereignty has ever existed in practice, nor can it in a world in which countries interact. Unless we want to live in a constant state of war, those interactions have to be based on some system of rules. And the more extensive and intensive those interactions are, the more intrusive and demanding the rules have to be as well. No matter the rhetoric, governments frequently find themselves accepting international rules that constrain their sovereign independence out of necessity. Yet the rhetoric can be dangerous, leading citizens to believe their nation is free to act with an independence that in fact would be self-destructive.

There is no shortage of ideas on how to meet this complex bundle of needs. Institutionally, the world is experimenting with a big range of transnational mechanisms, from networks and partnerships to regulations and law. Yet this institutional diversity is more reflective of the multiple disagreements and confusion attached to the management of global issues, rather than actual progress on global governance. Major differences in the way in which East and West think about global issues have yet to be bridged. Fundamental questions of accountability and legitimacy that surround some of the new mechanisms

*Ann Florini is Professor and Director of the Centre on Asia and Globalisation at the Lee Kuan Yew School of Public Policy at the National University of Singapore. She is also Senior Fellow in the Foreign Policy Studies Program at the Brookings Institution in Washington, DC.*

*She is internationally recognised as an authority on new approaches to global governance, focusing on the roles of information flows, civil society, and the private sector in addressing global issues. Currently, she is examining governance in the energy sector and climate change. Her publications include *The Right to Know: Transparency for an Open World* (Columbia University Press, May 2007); *The Coming Democracy: New Rules for Running a New World* (Island Press, 2003/Brookings Press 2005); and *The Third Force: The Rise of Transnational Civil Society* (Carnegie Endowment for International Peace/Japan Center for International Exchange, 2000), along with numerous scholarly and policy articles in such journals as *International Security*, *International Studies Quarterly*, and *Foreign Policy*. Florini received her Ph.D. in Political Science from UCLA and a Masters in Public Affairs from Princeton University.*

# DISASTER AID COORDINATION: Lessons for Haiti From Aceh

TEXT | CAROLINE BRASSARD

With a combined death toll of more than 200,000 and many more injured, the Asian tsunami in December 2004 and the Haiti earthquake in January 2010 offer important insights into the challenges of aid coordination and the links between emergency relief and reconstruction. But many of the lessons learned in Aceh have not been implemented in the most recent tragedy in Haiti.



**FOLLOWING NATURAL DISASTERS**, relief operations require complex coordination mechanisms, which are too often hampered by politics. The massive amount of resources necessary to support key emergency relief efforts such as rescuing the injured, searching for the dead, clearing debris, and providing basic necessities come from a variety of funding sources. Lack of coordination between the different partners, redundancies, and resource misallocations within the first week of a disaster – let alone transparency – can be life-threatening to survivors. But who is accountable for what and to whom?

Since 2005 the United Nations has attempted to implement a ‘cluster approach’ for humanitarian organisations to ensure better accountability, predictability and reliability in 12 key clusters within the first 24 hours of the response. These clusters (Agriculture, Camp Coordination, Early Recovery, Education, Emergency Shelter, Emergency Telecommunications, Health, Logistics, Nutrition, Protection of Internally Displaced Persons, Water, Sanitation and Hygiene) are led by UN agencies partnering with international and key national non-governmental organisations. But a month after the calamity in Haiti, only a few clusters had fully dedicated coordinators and many lacked the capacity to develop clear response plans. The most problematic was the shelter cluster, where transitional shelters were at risk of becoming long-term housing for many

of the 1.1 million displaced in Port-au-Prince.

Immediately after a natural disaster, relief efforts focus on searching for and attending to survivors, as well as clearing up bodies. Observers often ask: ‘When does the emergency relief phase end and the reconstruction begin?’ A simplistic answer is that relief ends when all those who can be saved immediately after the disaster are indeed saved. Typically, due to dehydration or wounds sustained as a result of the calamity, health specialists find very few survivors beyond four to seven days after a disaster. As a rule, relief teams stay between two to three weeks. For example, the United Nations Disaster and Assessment Coordination Teams are deployed for a maximum of three weeks.

Five key challenges have been largely ignored in recent emergencies. First, in both Aceh and Haiti, one of the most politically immediate challenges during the relief phase, and a large source of frustration for ground relief staff, was to facilitate visits – or simply deal with – high profile personalities. These require enormous levels of security, large staff deployment, and ‘tarmac space’ at already overwhelmed airports, and cause tremendous delays in the urgent delivery of basic necessities to survivors. In an era of high media presence, is it still worth sending high-profile personalities *during* the crucial relief phase to raise the public’s awareness of the extent of the damage?

The second challenge relates to establishing a continuum between relief and



reconstruction. These phases should not be perceived as separate, but rather overlapping and interdependent, because they involve diverse stakeholders with different constraints. Ultimately, when relief efforts involve altering processes, reconstruction has already begun. This often means establishing systems to simplify old procedures. For example, within days in Haiti, rules were changed to facilitate immigration and remittances. In the province of Aceh in Indonesia, new rules were designed to facilitate visas and travel to the previously conflict-affected areas.

To deal with coordination of the multiple stakeholders in Aceh, a coordinating agency called the *Badan Rehabilitasi dan Rekonstruksi* (BRR) was set up, with a finite mandate of four years. The media attention given to this disaster helped foster one of the largest drives in private and public donations ever seen, with total pledges amounting to US\$9 billion. In Britain alone, 13 private charities raised more than US\$600 million

dollars, almost half of it spent in Indonesia and mostly on housing. From the perspective of aid coordination, the experience of the BRR is largely positive, but also offers some cautionary tales.

Within a year after the disaster, only 20% of the funds committed by donors and the Indonesian government had been disbursed through the BRR. It is perhaps not surprising then that the BRR went beyond its coordinating mandate and took on some housing construction as well, thereby speeding up disbursement while demonstrating some ‘tangible’ output. It also supported the slogan “Building Back Better”, coined in the aftermath of the tsunami, which involved not only infrastructure and basic services but also institutional building.

The raised expectations coming out of the immediate aftermath of disasters can become misleading to agencies having to make decisions to live up to lofty goals. However, organisations stepping beyond their coordinating mandates do so at the risk of creating conflict of interest and inefficiencies.

Another lesson is that it is never too early to begin discussions about exit strategies. The need to focus on recovery in a longer-term context often distracts from the finite mandate of the international community’s reconstruction and rehabilitation efforts. Not having a clear exit strategy is the equivalent of overlooking the existence of the dependency syndrome. The construction boom’s impact on the local economy was largely overlooked in Aceh and created inflationary pressures and new tensions within communities. A decision to create a coordinating body such as the Haiti Reconstruction Agency, even with a ten-year mandate, will have to pay particular attention to the experience of the BRR.

Finally, perhaps the most important difference between Aceh and Haiti (also influencing the exit strategy) is that despite the problems in Aceh, there was a relatively high degree of state capacity to respond to the crisis and mobilise its own resources and institutions. Haiti, on the other hand, had weak state capacity prior to the earthquake, and post-disaster, that fragile capacity has disintegrated despite the “politically correct” fiction that donors are supporting the Haitian government’s efforts to address the crisis. Thus reconstruction in Haiti has much further to go than in Aceh, since rebuilding the state needs to be part of the reconstruction. **gisa**

*Caroline Brassard worked as an economist for the Government of Ontario in Canada, and then undertook research and long-term consultancy work on poverty reduction strategies for several international non-governmental organisations in developing countries, including United Nations Children’s Fund in Madagascar, CARE in Bangladesh, and Save the Children in Vietnam. She went on to undertake a Phd in Economics at the University of London, where she taught empirical analysis for economics and management for two years prior to joining the Lee Kuan Yew School of Public Policy.*

*Brassard continues to consult with various international organisations including the United Nations Development Programme, and she teaches aid governance, research methods, economic development policy, poverty alleviation strategies and empirical analysis for public policy. Her current research focuses on aid governance in Bhutan, Nepal, Indonesia, and Vietnam, comparing policies to alleviate poverty and reduce inequalities, Bhutan’s development based on Gross National Happiness, and the development policy lessons from the Post-Tsunami reconstruction in Aceh, Indonesia.*



# Singapore Perspectives 2010 Explores Key National Issues

TEXT | PREM KOMAN



Prime Minister of Singapore Lee Hsien Loong with Ambassador Ong Keng Yong, Director of the Institute of Policy Studies

“HOME. HEART. HORIZON.” were the three areas of focus of “Singapore Perspectives 2010”, the annual conference hosted on January 25 by the Institute of Policy Studies (IPS), which examined challenges facing the country. A cutting-edge policy research centre attached to the Lee Kuan Yew School of Public Policy, IPS initiates strategic deliberation and research in its analysis of critical national interest.

Leading personalities at the conference participated in discussions on the status of the city-state, its multi-ethnic societal mix, and how it relates to the rest of the world.

Delivering the keynote address, Prime Minister Lee Hsien Loong highlighted the efforts of the government to tackle the recent economic crisis. With a long-term view, the government had acted not only to restructure the economy, but also to address major priorities like the population shortfall and updating the existing political system. IPS could help the government in formulating better policies and the Singapore Perspectives Conference was very relevant to the issues currently concerning the government, he said.

Issues such as the recent public discussions on the national pledge and the increasing number of immigrants raise questions about the social fabric of the country. Assistant Professor Daniel Goh, Department of Sociology,

NUS, traced the trends in post-colonial multiculturalism in Singapore.

President of the Mendaki Club, Aaron Maniam, who is from a multicultural family, highlighted how multiple identities generated connections and that navigating through diversity was a challenging process. Leong Ching, PhD student at the LKY School, was also among the panellists in the session that examined Singapore’s development and nation-building in relation to its social cohesion. She suggested that on the issue of integration, the government could take a leaf from the recent efforts to rally people to adopt NeWater, Singapore’s reverse osmosis water.

The second panel discussed the steps needed to build a civil and gracious society. Terence Chong,

fellow at the Institute of Southeast Asian Studies, said the government was defining and setting the agenda in campaigns that promote kindness and courtesy, and argued for less government involvement in these matters. Social activist Braema Mathiapparanam, was among those who shared the sentiment. She advocated for other stakeholders to drive such movements. Gan Su-lin, director of the Centre for Culture and Communication at the Republic Polytechnic, pointed out that matters of public civility eventually depend on the individual. She spoke of how these characteristics can be developed through self-realisation – through “knowing oneself” and “governing oneself”.

Singapore’s people and its location are the country’s biggest assets, according to Lee Kwok Cheong, chief executive officer of Singapore Institute of Management. Participating in the third panel, he said that in order to connect with the rest of the world and to get the best people, Singapore needs practical and aspirational attractions. To be a global city, Singapore will have to become an “iconic place” - a hub for ideas and imagination. Banker Nizam Idris argued that although Singapore is a good place to accumulate wealth, it would be more attractive if more resources were allocated to social welfare. NUS Professor Henry Yeung argued for Singapore to leverage on its strengths in research and development as it moves to become an innovative knowledge economy. Singapore should reduce its top-down management style to be more dynamic and see more opportunities in the future, he said. **gisa**





■ Raymond Lim, Minister for Transport, Singapore

## Global Redesign Initiative Studies Asia's Role in Global Governance

TEXT | **SUNG LEE**

**THE LKY SCHOOL, IN PARTNERSHIP** with the World Economic Forum and Singapore's Ministry of Foreign Affairs, convened on December 1-2 the Global Redesign Initiative Singapore Hearing. The Global Redesign Initiative (GRI), launched by the World Economic Forum in 2009, is an unprecedented multi-stakeholder dialogue that is developing recommendations for adapting the structures and systems of international cooperation to the challenges of the 21st century.

As part of the Initiative, the World Economic Forum organised country hearings together with three patron governments of the GRI – Switzerland, Qatar, and Singapore – to develop and refine concrete and workable proposals for enhanced global cooperation to solve some key challenges.

The first hearing in Switzerland looked at challenges surrounding global institutions and global cooperation, such as the future of the United Nations, multi-stakeholder involvement in global cooperation, and a possible emergence

of a third generation of global institutions.

The second Hearing was held in November in Qatar, where scholars and policymakers discussed issues of energy security, climate change, economic growth, the energy and water nexus, and the need for long-term nuclear security.

The Singapore Hearing focused on Asia's contribution to the redesign of global governance. It brought together more than 30 high-level international and regional experts, drawn from a range of countries and disciplines, with representatives from government, inter-governmental and non-governmental organisations, academia, think tanks, and industry. Participants from the LKY School included professors Wang Gungwu, Kishore Mahbubani, Ann Florini and Huang Jing.

The agenda focused on three fundamental questions:

1. Do Asian policymakers and thinkers see the global agenda and the prospects for global governance in the same way as policymakers and analysts in other parts of the world? Are there distinctive national or regional views?
2. Does Asia's experience in solving shared problems offer any lessons for global solutions?
3. Does Asia's current approach to

multilateral institutions limit its influence in global institutions?

Some of the main issues raised included Asia's under-representation in institutions of global governance; Asia's approach towards the concept of sovereignty; lack of coherent and committed leadership from Asia; and barriers to Asia playing a greater role on the world stage.

The outcomes of the hearing were captured in a special report written by Kishore Mahbubani, dean of the LKY School, and Simon Chesterman, global professor and director of the New York University School of Law Singapore Programme at the National University of Singapore.

The report outlines a range of issues in which Asians might contribute to global solutions in areas of peace and security, climate change, energy governance, energy security, financial regulation, health, development assistance, regional markets, good governance, and social enterprise.

Some of the key issues captured in the report were used to shape dialogue on global governance that was continued at the World Economic Forum's Annual Meeting in Davos-Klosters, Switzerland in January. **gisa**

For a copy of "Asia's Role in Global Governance" contact Sung Lee at the Centre on Asia and Globalisation: [slee@nus.edu.sg](mailto:slee@nus.edu.sg)

## Annan Launches Fifth Issue of AJPA

**LI KA-SHING PROFESSOR KOFI ANNAN** on March 2 helped launch the fifth issue of the Asian Journal of Public Affairs (AJPA). The student-run journal is a peer reviewed, academic publication on public affairs issues in the wider Asia, including the Middle East, Central and South Asia and the Asia-Pacific region. Annan was presented with the first copy of the issue after a dialogue session with students on "UN: The Importance of Multilateralism."

The journal was established to analyse and influence policymaking through an interdisciplinary lens, including but not limited to public policy, public management, international relations, international political economy, and economics. It is run and managed entirely by the LKY School's MPP student community.

Given the recent spate of disasters in the Asia-Pacific region, the issue had a thematic commentary section on

disaster management. The commentaries featured articles by Kuntoro Mangkusubroto, head of the Rehabilitation and Reconstruction Agency for Aceh-Nias, Antonio Meloto, Founder of Gawad Kalinga, and Hailey Kim, from the Asian Disaster Preparedness Centre.

The journal also features scholarly articles contributed by the graduate student community worldwide. The articles discuss important issues facing Asia, such as environmental challenges in Southeast Asia; the conflict in the Mindanao region in the Philippines; and the roots of the Thai military's political activism. Another article analyses the challenges of transfer pricing in the Asia-Pacific region, given the conflicting objectives that fiscal authorities face.

Annan's visit provided a perfect launchpad for the second print edition of the nascent journal. The commentary and the articles in the next issue will focus mainly on issues of food security in the Asian region. **gisa**

## Training Programme for Vietnamese Officials Enters Third Year



**THE LKY SCHOOL'S PROGRAMME** with the Asian Development Bank (ADB) for Executive Public Policy Training of Vietnamese Government Officials has entered its third year. The Public Policy Training Programme (PPTP), which commenced in December 2007, is a regional technical assistance (RETA) programme of the ADB. The overall goal of PPTP is to build the public policy management capability of government officials through executive training.

The programme consists of two distinct modules. Module A is targeted at relatively junior government officials and consists of four sequential one-week segments. Module B is targeted at senior government officials and consists of two sequential one-week segments. Key topics covered include transition to market and international integration; the economics of government; public finance; public management; leadership and change; and economic development in a globalised world. The final

segment of both modules is delivered in Singapore. The Singapore modules include site visits to NeWater, the Corrupt Practices Investigation Bureau and the Housing Development Board.

The LKY School delivered Module A and Module B to six and four batches of Vietnamese government officials, respectively, between December 2007 and December 2008. A total of 400 officials were trained. The contract was extended for delivery of programmes in 2009 and 2010, and the school trained 316 officials in 2009.

Participants have an active interest in the programme, faculty members said. Dodo Thampapillai, faculty lead for 2009 and 2010, stated in his year-end report, "The participants have quite unquestionably demonstrated a keenness to learn and also make a difference. Making a difference must become our motto and we must prepare our teaching materials with this goal explicit in our minds." **gis**

## Afghan Officials Trained at the LKY School

**THE LKY SCHOOL WAS ENGAGED** by the Asia Foundation's "Support to the Center of Government" (SCoG) project in Afghanistan to conduct a training programme for government officials from Afghanistan. The SCoG works closely with the President's Chief of Staff Office and the Office of Administrative Affairs in Afghanistan, with the objective to strengthen central government institutions. The five-day programme, "Building Capacity for Policy Making in the Government of Afghanistan", was held at the LKY School on January 18-22.

"The topics we studied such as policy evaluation, policy design, and cost-benefit analysis are very useful and we have gained knowledge we can implement in practice," said Malik Quraishi, policy director, National Security Council. "My only complaint is that the five days felt too short and I would like to come back to the LKY School for more training or perhaps even to pursue a graduate degree."

The programme focused on teaching concepts, principles, processes, and best practices in policy process,



policy analysis and decision-making. The 15 participants learned systematic and practical approaches to enhance policy formulation, implementation, and impact assessment, as well as how to put their newly gained knowledge into practice in the context of Afghanistan. **gis**



## LKY School Trains Public Officials in Kazakhstan

TEXT | AIGERIM BOLAT

THE TEMPERATURE DROPPED TO -40°C on January 4, the first working day of 2010, and a light snow was falling on Kazakhstan's capital, Astana. Inside the warm rooms of the Academy of Public Administration, LKY School Professor Eduardo Araral taught public finance to 22 participants selected from various government departments and ministries by the National School of Public Policy, marking the start of the three-month executive programme on Public Administration and Management.

The programme, designed by LKY School faculty in consultation with the Academy, was delivered both in Astana and Singapore from January through April. In addition to public administration and management, it included courses on economics, leadership, organisations, and environmental and energy policies. Other LKY School faculty who travelled to Astana included Astrid S. Tuminez, assistant dean of executive education, and professors Mukul Asher, Scott Fritzen, Jak Jabes, Shreekanth Gupta, Viktor Mayer-Schönberger, Boyd Fuller, and Benjamin Sovacool.

"I see this programme as an excellent initiative because we learned about policies and practices of highly developed countries from very experienced professionals both in Astana and Singapore," said Gulmira Kurganbayeva, director of the Development Department, Agency on Regional Financial Regulation Agency in Almaty. "By learning these best practices, we can choose the best methods to apply for the future development of Kazakhstan."

The educational and professional backgrounds of the students were very diverse. They were from various ministries, including the Ministry of Finance, Labour, Industry and Trade, Economy and Budget Planning, Justice, Healthcare, Culture and Information, and Energy and Mineral Resources, as well as other government agencies and offices.

"We learned that problems in the public sector are similar everywhere in the world, but solutions vary," said



Roza Karibzhanova, vice chairman, Cultural Committee, Ministry of Culture and Information. "This programme gives us an opportunity to learn the different approaches and skills advanced countries have been using to solve obstacles they faced while developing their countries. It is also very useful to see how practical issues and theory go hand in hand." **gisa**

## LKY School Runs Security Threats Programme for Home Team Academy

THE LKY SCHOOL CONDUCTED the 'Contemporary Security Threats' programme for the sixth time on February 22-25. The programme, custom-designed for senior Home Team Academy (HTA) officers with 8-12 years of experience in HTA departments, addresses and analyses key security threats to Singapore's socio-economic and political development. It also provides the officers with an understanding of the nature of non-traditional security threats and the knowledge to deal effectively with such emerging threats.

Among the topics taught are globalisation and security; non-traditional security threats in Southeast Asia; countering the threats of Islamic militancy and terrorism; and the global Islamist challenge and impact on the state. Through the classes, the faculty hope to heighten awareness of emerging forms of non-traditional security threats in Southeast Asia, particularly from Islamic militancy. **gisa**

## Faculty Publications

### Books and Articles

Asher MG and Savita Shankar. "Regulating microfinance: a suggested framework." *Economic and Political Weekly*, vol. XLV, no. 1, January 2, 2010: 15-18.

Dianshu, Feng, BK Sovacool and Khuong Vu. "The barriers to energy efficiency in China: assessing household electricity savings and consumer behavior in Liaoning Province." *Energy Policy*, vol. 38, no.2, February, 2010: 1202-1209.

Jorgenson, Dale and Khuong Vu. "Projecting world economic growth: the contribution of information technology." *The Review of Socionetwork Strategies*, vol. 3, no.2: 35-49.

Lee VJ, Tok MY, Chow VT, Phua KH, et al. "Economic analysis of pandemic influenza vaccination strategies in Singapore." *PLoS ONE*, vol.4, no.9, 2009.

Lewis, Blane D. and David Woodward. "Restructuring Indonesia's sub-national public debt: reform or reversion." *Bulletin of Indonesia Economic Studies*, vol. 46, no.1, 2010.

Mayer-Schönberger, Viktor. "Internet-Governance." In *Handbuch Multimedia Recht*, eds. Hoeren/Sieber. Ergänzungslieferung, August 2009: 3.1-3.22.

Mayer-Schönberger, Viktor. "Paradoxe Intervention. Grundsätzliche Grenzen und Möglichkeiten der Regulierung von Online-Anbietern." In *Netzwelt Wege, Werte, Wandel*, eds Klumpp et al. Springer, 2009: 25.

Phua KH and He JW. "Health care systems studies." In *Public Health Sciences* ed. Dong, W. Beijing: Renmin University Press, 2009.

Phua KH and Kua EH. "Economic crisis and mental health services in Asia." *Asia-Pacific Psychiatry*, vol. 1, no.2, Oct 2009: 55-57.

Zhiyong Dong, Qingyang Gu and Xu Han. "Ambiguity aversion and rational herd behaviour." *Applied Financial Economics*, vol. 20, no. 4, 2010: 331-343.

### Conference Presentations, Op-Eds and Reviews

Asher MG. "Extending social security coverage in Asia Pacific: a review of good practices and lessons learnt," *Working Paper* No.6, ISSA Geneva, 2009.

Asher MG. "Pension coverage and linkages in middle and low income countries," *Working paper* No. 11, ISSA, Geneva 2009.

Asher MG and Azad Singh Bali. "An opportune time to develop international financial services," *DNA Money*, January 7, 2010.

Asher MG and Azad Singh Bali. 2010. "Focus on generating livelihoods, not micro-managing labor," *DNA Money*, January 22, 2010.

Lewis, Blane D. "Fiscal decentralization in Asia: current policy and prospects for reform." Paper presented at United Cities and Local Governments Regional Conference, Guangzhou, China, December 2009.

Mayer-Schönberger, Viktor. Review of "Transforming Global Information and Communication Markets: The Political Economy of Innovation" and "Wikigovernment-How Technology Can Make Government Better, Democracy Stronger, and Citizens More Powerful." *Journal of Policy Analysis and Management*, 2010: 412.

Phua Kai Hong. "The Asia-Pacific health economics network," Invited plenary paper, Asian Health Economics Retreat, Jakarta, January 15-16, 2010.

Phua Kai Hong. "Complementary health systems reforms in hospital corporatization," Invited paper, Knowledge Event on Hospital Reforms: A Strategic Systems Approach, World Bank Institute and The Asian Network for Capacity Building in Health Systems Strengthening, Chinese University of Hong Kong, January 28-29, 2010.

Phua Kai Hong. "Building stronger health systems." Invited paper, Strengthening Health and Non-Health Response Systems in Asia: A Sustained Approach for Responding to Global Infectious Disease Crises, RSIS Centre for Non-Traditional Security Studies, Nanyang Technological University, Singapore March 18-19, 2010.

### In Other News

Phua Kai Hong was appointed to the Asia-Pacific Expert Committee on Immunizations (APECI), which held its second meeting in Singapore on Jan 24, 2010.

## New Faculty

### Michael Tay Adjunct Professor

Ambassador Michael Tay is the 17th executive director of the APEC Secretariat. He concurrently holds the position of executive director of the Russia-Singapore Business Forum Organising Council.



Prior to joining the Secretariat, Ambassador Tay served as Singapore's ambassador to Russia from 2003-2008. He initiated the Russia-Singapore Business Forum, which is the only international business-to-business platform engaging Russian business.

From 1999-2002, he was director-general of ASEAN-Singapore, placing him at the centre of the ASEAN policy-implementation and budgetary processes. During Singapore's chairmanship of ASEAN in 1998-1999, he was the chief coordinator for the ASEAN Ministerial Meetings and the Summit.

Other regional postings include his time at the Singapore Embassies in Tokyo, Japan (1995-1998) and in Seoul, Korea (1989-1992). During the latter posting, his first overseas, he was tasked with establishing the first Singapore Embassy in Korea. His various stints in the Singapore Headquarters of the Ministry of Foreign Affairs have given him exposure to the entire gamut of issues and concerns in the region and to the wider global community.

He was awarded the Singapore Public Administration Medal (Silver) in 2006 and bestowed with the honour of Patron of Art of the Century by a foremost Russian foundation. He is currently on a one-year sabbatical from the Singapore Ministry of Foreign Affairs.

### John M Richardson Jr Visiting Professor

John M Richardson Jr., who is from the School of International Service, American University, Washington DC, is visiting professor at the Institute of Water Policy. He writes, lectures and consults in the fields of applied systems analysis, international development, and conflict-development linkages. In June 2009, he completed a seven-year term as Director of AU's Center for Teaching Excellence (now the Center for Teaching Research and Learning - CTRL). CTRL is overall responsible for faculty development and instructional support, providing pedagogical and a variety of advanced technology, multimedia, and audio-visual support services to AU faculty, students, and the university community. In 2001, he completed a nine-year term as the School of International Service's director of doctoral studies.



At American University, Richardson also founded and directed the Social Science Research Laboratory and served as director of the Center for Technology and Administration, which offered degree programmes in operations research, applied computer science and environmental management.

Richardson is a member of professional associations concerned with futures research, international development and applied systems analysis. He has held board or advisory council memberships with several such organisations including The Hunger Project, Carrying Capacity, and the US Association for the Club of Rome. For many years, he was a director of the Sri Lanka-based International Center for Ethnic Studies. He is an International Advisory Board member of the Pemberley International Study Center, also based in Sri Lanka. He has lectured, consulted and appeared on radio and television throughout the United States and in Europe, Asia, Latin America, and the Middle East.

### John C Beck Adjunct Professor

John C Beck is president of the North Star Leadership Group, a senior research fellow at University of Southern California's Annenberg Center for the Digital Future, and a senior advisor at Monitor Group. Beck was formerly director of international research at Accenture and served as the dean of Globis University (Japan). He was also a professor of global management & director of research at Thunderbird School of Global Management, where he is now a Global Financial Services Center senior research fellow.



Beck earned his BA in East Asian Studies and Sociology summa cum laude from Harvard University, and was the first graduate of Harvard's integrative PhD program

in Organizational Behavior. Beck is a visiting professor at IMD (Switzerland), IPADE (Mexico) and ESMT (Germany). He has also taught at numerous other universities, including Harvard, UCLA, USC, and the Ivey School in Canada. Beck served as the senior strategic advisor to the first Prime Minister, Prince Ranariddh, during Cambodia's first three years as a democracy. He has written hundreds of articles and six books, including *The Attention Economy*, *DoCoMo*, *Got Game*, *Japan's Business Renaissance*, and *The Kids are Alright*. His books have been translated into ten languages. He has appeared on CNN, CBS Evening News, and is a frequent guest on National Public Radio. He is quoted and cited in the *Wall Street Journal*, *The Economist*, *The Financial Times*, *New York Times*, and other leading papers and magazines.



# New Staff



**Domenica Piantedosi**  
**Director, Finance & Special Projects**

Domenica Piantedosi began her career with Continental Illinois National Bank and worked with them in Chicago and Milan, covering corporate banking. While in Milan, she joined Standard Chartered Bank, with responsibilities for risk management. Subsequently,

she had an assignment in London working directly with the chairman and CEO, and one in Bangkok, as deputy country manager of the Thai operations.

After 14 years in banking, she founded Compass International, an international financial advisory company. For the subsequent 14 years she was a financial consultant to

both manufacturing and financial concerns in several Asian countries. She also worked in the US, where the main focus of her advisory work was personal finance.

Throughout her career, her clients have included large multinational groups, foreign government entities, family-owned entrepreneurial companies, and individuals. She has served on boards of both corporate and non-profit organisations. She has also been involved in volunteer work in international financial services and microfinance.

Piantedosi was born in Italy and educated there through the secondary level. She attended college and graduate school in the US, and has a BA (cum laude) in political science from the University of Connecticut and a Masters with Distinction in International Relations from the Johns Hopkins University School of Advanced International Studies.

## researchcentrenews

# LKY School Students Publish in International Journal on Water Issues

TEXT | CECILIA TORTAJADA

LKY STUDENTS PUBLISHED ARTICLES in the March issue of the *International Journal of Water Resources Development*, a special issue devoted to “Asian Perspectives on Water Policies” by the Institute of Water Policy, Lee Kuan Yew School of Public

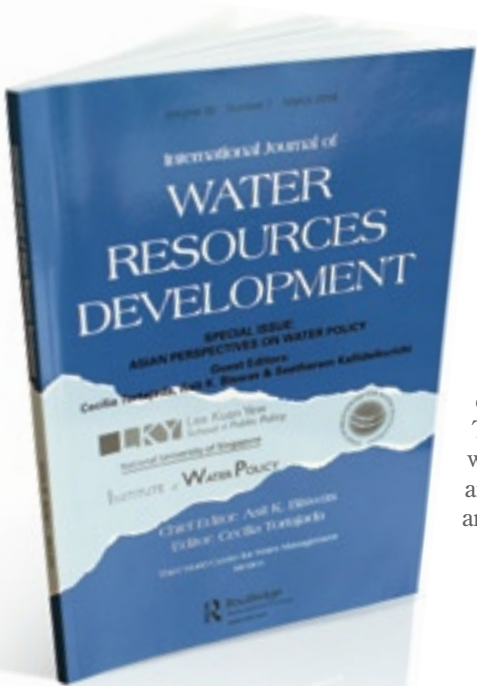
Policy, Singapore, and the Third World Centre for Water Management, Mexico.

In this issue, several mid-career Asian professionals, including students of the LKY School, reviewed, assessed and analysed different water-related problems for the countries concerned. The papers discuss a wide variety of complex and topical water issues among which are legal

aspects of water management in China; terrorism and its potential implications on the water sector; water management experiences from Singapore and Fiji; trans-boundary water issues facing Tajikistan; and water as a human right from a Nepali perspective.

These diverse papers are important because they show how water issues vary from one Asian country to another. They illustrate how different water issues and their potential solutions appear from the perspectives of various disciplines, sectors and countries. The entire issue of this peer-reviewed journal is exclusively devoted to the work carried out at the School.

The LKY School students whose papers were published in the journal are Murodbek Laldjebaev, Arjun Kumar Khadka, Tristan Sim Tong Ping, Ivy Ong Bee Luan, Pong Kok Tian, and Leong Ching. The editors of the special issue are Asit K. Biswas, distinguished visiting professor, Cecilia Tortajada, visiting professor, and Seetharam Kallidaikurichi E., director, Institute of Water Policy. **gis**



# IWP Holds Workshop on Good Practices for Urban Water Management

TEXT | RITA PADAWANGI, PRIYANKA ANAND, AND FAN MINGXUAN



**THE INSTITUTE OF WATER POLICY HOSTED** a workshop on December 11, 2009 to cap off its research on Good Practices for Urban Water Management in Asia. The project, which started in September 2008 with support from the Asian Development Bank (ADB), involved writing eight case studies covering Bangkok, Colombo, Jamshedpur, Kuala Lumpur, Manila, Phnom Penh, Shenzhen, and Singapore, which had experienced significant improvements in urban water, wastewater, and storm water management during the past ten years.

Each case assesses the magnitude and extent of the problem and the performance of the utilities. The case studies highlighted the types of institutional arrangements, management, and political support that were necessary to make progress possible; looked at the strengths, weaknesses and constraints of each utility; and suggested how the utilities can overcome weaknesses and constraints in the future.

The cases also discuss the appropriateness of the policy, legal and regulatory frameworks; the extent and success of water demand management practices; levels of consumer satisfaction; water quality; and wastewater and storm-water disposal practices. To be selected as a case study, the good practice had to have the potential to be replicated in other Asian cities.

Case writers at the workshop presented their findings and received

feedback from water utility managers and other participants.

In a presentation on Phnom Penh, Asit Biswas, distinguished visiting professor, highlighted the remarkable ability of the Phnom Penh Water Supply Authority (PPWSA) to transform a war-torn city into an exemplary case of urban water supply. At the same time, he challenged PPWSA to reduce the current consumption level of 170 litres per capita per day to below 100 litres per capita per day.

Presentations on urban water management by the public sector highlighted the issues of transparency and corruption, subsidy, and tariff setting. Singapore's success in curbing corruption sparked interest from the

water managers, especially from India. Ranjith Samson Christadas George, deputy general manager of corporate planning at National Water Supply and Drainage Board (NWSDB) in Colombo, Sri Lanka, noted that the price of water is still highly subsidised and people do not realise the value of water.

The afternoon sessions focused more on privatisation, particularly on what is necessary to implement market-oriented reform of the water sector. The sessions featured Jamshedpur, Shenzhen, Kuala Lumpur, and Manila.

IWP director, Seetharam Kallidaikurichi E. concluded the workshop by summarising the key lessons learned. First, sewage and rainwater drainage must not be mixed. Sewage should not be treated centrally since it is expensive; the answer is to treat it locally. Second, utilities should provide drinking water separately, and not leave this to companies selling bottled water. Third, it is important to re-use water, to make the most of this renewable resource and bring big businesses into this sector. Many participants indicated that the detailed case studies provided much useful information on priority areas for improvement.

IWP plans to publish the papers in a book with the support of the Asian Development Bank to ensure wide dissemination of good practices in urban water management. **gisa**



## CAG Hosts “Corporations to the Rescue” Seminar Series

TEXT | MELISSA ONG



**THE PUBLIC ROLES OF THE PRIVATE SECTOR (PROPS) PROGRAMME** at the LKY School's Centre on Asia and Globalisation (CAG) launched its first seminar series “Corporations to the Rescue?: Business Responsibilities in the Age of Crises” in

November 2009. The series is designed to engage the wider community on the role of the private sector in addressing pressing global issues pertaining to climate change, conflict, human rights, and poverty.

Through a series of public seminars held both at the LKY School and in Singapore's central business district, CAG aims to provide an opportunity for practitioners and scholars to present their views on the shifting roles of business in the face of global crises and engage with an array of perspectives in the Asian context.

Virginia Hauffler from the University of Maryland kicked off the series with a talk on “Security, Conflict and the Role of Private Corporations”. Hauffler's animated talk was followed by Sanjeev Khagram from Harvard Business School, who delivered a seminar with the controversial title “Banks Still Rule the World – But How Should Banks be Ruled?”

The first seminar for 2010 was held in partnership with CSR Asia at Suntec City, where Christophe Weber, the senior vice president and regional director of GlaxoSmithKline Asia Pacific addressed a full house on “The Role of the Pharmaceutical Industry in addressing the Global Health Crisis”. Weber's talk was followed by Mark Hodge, co-director of Global Business Initiative, who gave a colourful seminar entitled “Making Human Rights your Business”.

Other events in the seminar series included a screening in February of the film *In Good Company*, with a commentary and Q&A with the film's producer Malini Mehra. The film, made by the Centre for Social Markets (CSM), a non-profit company founded and headed by Mehra, tells the story of how entrepreneurs and private companies in India are beginning to respond to climate change. In April, Ashvin Dayal, the Rockefeller Foundation's managing director for Asia, will talk about “The Business of Poverty”.

Please check the CAG website for more information on upcoming events relating to this seminar series - <http://www.spp.nus.edu.sg/cag/home.aspx> **gisa**

## ACI Releases Singapore Competitiveness Report 2009

TEXT | ASHISH LALL

**THE ASIA COMPETITIVENESS INSTITUTE (ACI)** released in November 2009 the first “Singapore Competitiveness Report”, which analyses the economic challenges facing Singapore. Singapore's *Business Times* described it as the “first non-official report examining the economy's competitiveness.”



Singapore was the first economy in the region to slide into recession during the global financial crisis, and the report suggests the need to alter the country's economic model. Singapore recently made a serious push towards research and development, particularly in sectors such as biotechnology, clean technology, and water technologies. The report assesses Singapore's progress towards an innovation-driven economy, where the creation of new ideas rather than efficiency would be the major engine of growth. It also examines the issue of the sustainability of economic growth in Singapore. Data shows that while average incomes in Singapore are converging to the levels of those in Western developed countries, productivity is lagging behind, especially since the Asian financial crisis of more than a decade ago.

The report did not find any indications that the current changes in the global economic system will fundamentally challenge Singapore's competitive position. However, the country's widening gap in income distribution requires attention, given Singapore's social objectives and structure. Inclusive growth should be an important national goal, especially as the distribution of income tends to worsen as countries move towards innovation-driven economies, the report said.

Singapore's bid to transition to an innovation-driven economy remains weak, according to the report. While government has provided both funding and supportive conditions for innovation, the scientific research has not translated into new products and services at a significant scale. Thus the country needs to re-examine which models are feasible, the report says.

Singapore's present view of innovation appears to be modelled on the United States and may be highly science-oriented, the report suggests. Instead, there needs to be a much broader view on what innovation is – one that goes beyond the mere ownership of intellectual property. Singapore's disappointing performance on productivity growth is of particular concern. Productivity tends to be pro-cyclical, but the data shows that Singapore's productivity decline started at the top of a business cycle. The solutions may lie with companies rather than with the government, especially as companies currently with low wage costs for low-skilled foreign workers may not find it commercially attractive to move to an operational model based on higher



skills and productivity. Although Singapore is not facing a fundamental threat to its economic position in the short- to medium-term, the report says that the prognosis for Singapore is one of guarded optimism.

The Singapore Competitiveness Report 2009, written by Christian Ketels, principle associate at the Institute of Strategy and Competitiveness, Harvard Business School, Ashish Lall, associate professor, LKY School, and Neo Boon Siong, director of ACI, is an important milestone

in the Lee Kuan Yew School's vision of providing policy-relevant analyses in Singapore and the ASEAN region. The report aims to provide policy makers options to consider while preparing Singapore for the next level of competitiveness. **gis**

*A copy of the report and articles about it by Business Times and Today are available at [www.lkyspp.nus.edu.sg/ACI](http://www.lkyspp.nus.edu.sg/ACI)*

## I+I Hosts Conference on Meta: THE FUTURE OF THE INTERNET

TEXT | VIKTOR MAYER-SCHÖNBERGER

If the Internet so far was all about global access to digital information, the next Internet wave is all about how to find, organise, and make sense of the enormous sea of information available. Thirty global leaders on the Internet, representing businesses, governments, and academia from around the world, were invited by the LKY School's Information + Innovation Policy Research Centre to discuss the implications of this development on January 14 – 16.

**META-INFORMATION** – information about information – is the key to achieving the next Internet wave, and hundreds of Internet companies, small and large around the world, are racing to making it happen.

Much of this will let us gain important insights. For example, Google is better at predicting the spread of swine flu than government authorities – simply by keeping track of what people search for on the Internet. The US government has made available important data sources for citizens and NGOs to take a look at and combine, offering an unprecedented level of transparency (see <http://data.gov>). By the same token, meta-information helps to reveal an unprecedented amount of details about individuals and organisations.

What should governments do? Let these meta-information flow unencumbered and thereby enable and facilitate innovation? Or step in and regulate to protect people's privacy and intellectual property? Can governments do anything at all given the Internet is a global phenomenon transcending national borders?

"This may turn into the perfect storm," warned

conference Chairman and Information + Innovation Policy Research Director Viktor Mayer-Schönberger. "If we do not solve the issue of how to govern this meta-information, we may both lose our capacity to innovate in the Internet space and put the very foundations of our society at risk."

Senior leaders from companies such as Microsoft, Oracle, Nokia, and IBM participated, as did well-known Internet entrepreneurs such as Creative Commons's head Joi Ito, Second Life co-founder Cory Ondrejka, and Google's former CIO Douglas Merrill. Susan Crawford, who covers Internet policy at the White House's National Economic Council, Mia Garlick, Australia's Assistant Secretary in charge of promoting open government, and Michael Donohue, who spearheads information privacy at the OECD, as well as senior leaders from Singapore's IDA engaged the private sector participants in intense and lively debates. They were joined by a group of top academics teaching at Harvard, Berkeley, and Columbia University, among others.

The meeting covered important topics such as how to ensure Singapore can retain its innovative position in the Internet age. While generally off the record, it also featured an evening of open discussion with IDA CEO Ronnie Tay and other Singaporean thought leaders on the Internet.

The event was made possible through a grant from Singapore's IDA and the Ministry of Information, Communication, and the Arts. It proved to be insightful even to global leaders such as Dr. John Seely Brown, world-renowned Internet expert and former head of the famed Xerox PARC. He comes to Singapore regularly and is no stranger to thought-provoking meetings of global leaders. He summarised the conference as "fantastic along all dimensions...a serendipitous meeting of minds." **gis**

*The Information + Innovation Policy Research Centre will produce a report laying out the main ideas voiced at the conference. This conference report will be available on the Centre website (<http://www.iplusicentre.net>).*

# LKY School Alumna Velasco-Allones Honoured by Philippines President

TEXT | **RANMALEE MENDIS**

LKY alumna Maria Anthonette Velasco-Allones, known as Tonette, received “The Outstanding Young Men” (TOYM) award in December 2009 from President Gloria Arroyo together with five other recipients. Deemed one of the most prestigious awards bestowed on young Filipino achievers, The Outstanding Young Men (TOYM) award is given out annually in recognition of exemplary excellence and leadership demonstrated in advancing the interest of fellow countrymen. Velasco-Allones currently serves as Executive Director of the Philippine Career Executive Service Board, which is responsible for the management, recruitment, and training of more than 6,000 career executive service officers (CESOs) in the higher civil service in the Philippines.

management and the theoretical frameworks that enable one to become an effective leader and manager.

At the LKY School, I particularly appreciated our weekly “Leadership in Practice” sessions, which allowed us to meet and engage in dialogue with Singapore’s leaders. These sessions provided us a glimpse of the many actual leadership challenges in various settings and demonstrated to us how these challenges can be transformed



**Maria Anthonette Velasco-Allones (third from right) and other 2009 The Outstanding Young Men of the Philippines awardees with President Gloria Macapagal-Arroyo during the recognition rites at the Malacanang Palace, Manila.**



**Velasco-Allones receives her medal and trophy from President Gloria Macapagal-Arroyo.**

**IN THIS INTERVIEW**, Velasco-Allones (MPM 2006) shares with us her thoughts on winning the award for her contribution to human resource development in government service:

## **How does it feel to be one of “The Outstanding Young Men” awardees in the Philippines?**

When I received the news that I was short-listed as a finalist, a day before the final interview by the Board of Judges, I could not sleep the whole night. When the TOYM Secretariat informed me that I was one of the awardees, it actually felt like I had won the 100 million pesos lottery!

Levity aside, the TOYM recognition is a humbling experience. It affirms my commitment to a kind of leadership that is driven by a motivation to serve well. It inspires me even more to continue what I do in order to contribute towards nation-building

efforts and to make a difference in the lives of the people I serve.

The award also came at a time when our government is challenged on many fronts, more alarmingly, concerning issues pertaining to credibility, capacity to lead with integrity, and its sheer competence for good governance. Being the lone honoree from the government sector makes me proud. As one respected columnist put it, “I provide a positive spin on government”.

## **In what way has your education at the LKY School benefited your career and personal life?**

The year 2006 was life-changing for me. That was the year I was at the LKY School and the Harvard Kennedy School of Government. As a senior public manager, I deeply appreciated how the LKY School’s rigorous learning environment grounded us on the fundamentals of strategic public

into opportunities for meaningful and successful organisational development.

My personal life has also been enhanced by the growing resource network that the LKY School provides, both in the form of personal friendships and professional linkages. I am still in touch with my former professors Scott Fritzen, Dodo Thamapillai and M Ramesh, whose views I solicit on a wide range of matters. Our MPM class e-group is also a source of advice, humour, and strength which keeps our bond alive.

## **What are your goals for the future?**

In the next year or so, I intend to calcify the reform programmes I have helped institute to ensure that we have a competent, excellent, and service-oriented higher civil service in the Philippines. At some point, I also desire to pursue my doctoral studies. Perhaps the LKY School would gladly welcome me back as a student. **gisa**





## MPA Students Study Sustainable Development on Chiang Mai Trip

TEXT | RUPINDER BRAR

**MPA STUDENTS TRAVELLED** in December to the hills of the province of Chiang Mai in Northern Thailand to study practices of sustainable development with community-based participation, bringing the lectures of the first four months of the academic year alive.

“The experience of really seeing firsthand community-based research and eco-tourism was eye-opening for me and the lessons go far beyond our books, classroom discussions and articles we have read,” said MPA student Amelia Ayodele White. “It was an experience that I will not only never forget, but will be able to actually, as one of our speakers said, use as ‘lifetime learning and research.’”

On the first leg of the trip, the students learned about the framework followed by the provincial office for strategic planning and public participation. They travelled to the forest area of Ban Pang Jum Pee and learned from the experiences of Dr Somkid Kaewtip, a community-based researcher of the Thailand Research Fund. He explained how community-based research and participation was being used to address the problems of receding water quantity as well as decreasing amounts of shrimp and

fish in the river. To build respect for the forest and prevent logging, communities have very effectively used the sacred tradition of “ordaining” trees in a ceremony similar to the ordaining of Buddhist monks. The students also helped build small dams in the river to prevent fish and shrimp from being washed downstream.

The students witnessed another innovative project involving community-based ecotourism at the village of Ban Mae Kumpong. It was inspiring to witness how village headman, Phrommintr Phuangmala provided leadership to the community by enabling development with preservation. Homestays with the local families played a big role in helping the students understand how local capacities can be used to develop a model of sustainable development. The Thai philosophy of “sufficiency economy” has been ingrained in these programmes.

“The trip was worthwhile because it allowed me to see how people are working and living together to sustain their community,” said Takako Imai.

A session with Ajarn Pratana and leaders of the Self-Sufficiency Tambon Ban Sahakorn provided valuable information on the work of the co-operatives. The last session



was devoted to a visit to the Bank of Thailand, where Chantavarn Sucharitaku analysed the recent global crisis and how Thailand and Chiang Mai are addressing it.

The students also participated in unique Thai customs such as launching flying lanterns, experienced delicious local food, and tried Thai dancing. The hours spent together in an informal setting with activities like swimming in village streams and singing around a campfire provided many an opportunity to grow closer and develop life-long networks.

“This was one of the most memorable moments during my study at the LKY School,” said Kunto Binawan. “This was so valuable, not just because it enriched me with plenty of new experiences, but our togetherness filled me with a new spirit of optimism. Together we can change the world.” **gisa**



# LKY PhD Student Scott Valentine Joins University of Tokyo

LKY School PhD Student Scott Valentine on March 1 joined the faculty of the Graduate School of Public Policy (GraSPP) at the University of Tokyo as assistant professor, where he teaches courses in public management and academic research. He is also assistant director of the school’s new Master of Public Policy-international programme, which has a close link with the MPP programme at the LKY School. His responsibilities include developing relations between GraSPP and its international partner schools.



**VALENTINE HAS MORE THAN 20 YEARS** of diverse international business experience, particularly in business and organisational development. His past positions include executive vice-president of Vektor Multimedia in charge of Japanese operations (currently Sony-Vektor), managing director of Asia Pacific Development International, dean of the British Education College in Tokyo (affiliated with the UK Northern Consortium), director of the British Council Training Centre in Taiwan, and a founding director of Advanced Clean Energy Solutions LLP. In academia, he has been an assistant professor in two MBA programmes and has worked as a Research Fellow in Energy at the National University of Singapore and at the Technology and Innovation Management Institute at National Chengchi University in Taiwan. Scott’s academic achievements include: PhD (NUS-LKY dissertation currently under evaluation), DBA (SCUPS), MBA (Adelaide), MSc in Environmental Management (NUS), and MA in Advanced Japanese Studies (Sheffield).

**Why did you choose to pursue your PhD at the LKY School?**  
Prior to joining the LKY School PhD programme, I worked as a research fellow (energy research) at the LKY School. This experience gave me a first hand opportunity to evaluate the quality of the school. A combination of factors led me to choose the school over offers from other top schools.  
Asia is where the action will be for the 21st century, and I know from experience that an NUS education is heads above that of most other academic institutions in the region. There are substantial reasons why NUS is consistently ranked among the top 30 universities in the world.

LKY School attracts both faculty and students from around the world. Accordingly, interactions inevitably are richer and intellectually stimulating. Having the chance to discuss issues with a culturally diverse pool of intellectuals is a programme benefit that does not come across on paper but is, nevertheless, as valuable as the knowledge gleaned through academic literature.

respect, even when I knew that I was pitching perspectives to him that he may not necessarily agree with.  
This pervasive absence of self-absorbed ego is perhaps the faculty characteristic of LKY School that I respect the most. I came to LKY School from the world of management education, which I feel is in many cases over-run by faculty that have trouble looking beyond their own self-interests. At the LKY School,

“Asia is where the action will be for the 21st century, and I know from experience that an NUS education is heads above that of most other academic institutions in the region.”

The LKY events are world class. I’ve had the chance to attend talks given by speakers such as Tony Blair and Michael Porter. Moreover, there are weekly brown-bag events that examine a number of topics and weekly academic sharing sessions where the faculty and PhD students get together to introduce research interests. These are all valuable supplements for helping us push the boundaries of our research through exposure to alternative views and perspectives.

**What were the highlights of your studies at the LKY School?**  
For PhD students, the choice of academic supervisor can mean the difference between heaven and hell! Accordingly, I’d have to say that the thing I enjoy most about my time at the School is the relationship I built with my academic supervisor, Dodo Thampapillai. Despite being one of the world’s pre-eminent environmental economists, Dodo’s tutelage was always tempered with a high degree of collegial

the opposite is true. Faculty and staff alike are extremely approachable and accessible. Combine this characteristic with the terrific campus setting that we have, and there is definitely a think-tank type of atmosphere to enjoy.

**What did you gain from your experience at the school?**  
Overall, thanks to people such as professors Wu Xun, Dodo Thampapillai, Ann Florini, and Ben Sovacool, I believe I became a much stronger researcher. I’ve lived in Asia for 20 years, so I think my experience at the School contributed more to a better understanding of Singapore’s unique and meritorious structuring of its civil service.

**Where do you see yourself in 5-10 years?**  
If the opportunity arises, I’d like to come back as a faculty member at the LKY School. It is a unique school that is always expanding its frontiers. From an academic perspective, that makes it a pretty appealing place to work. **gis**

## LKY School Team Wins Student Paper Award

TEXT | NINA HO



A TEAM OF STUDENTS from the LKY School's Clusters and Competitiveness course, taught by professors Ashish Lall and Neo Boon Siong, won first prize in the 2009 Best Microeconomics of Competitiveness Student Paper Contest at the Institute for Strategy and Competitiveness at Harvard Business School (HBS).

The LKY course is based on the Microeconomics of Competitiveness (MOC) course developed at HBS by Michael E. Porter. Taught in more than 90 universities around the world, it exposes students to examples of clusters and engages them in analysis of competitiveness. Students are required to conduct a team project and write a paper on a cluster of their choice.

Two years ago, the Institute started a competition for students from all affiliated universities. Each institution teaching the course is eligible to submit one team project. LKY School students Sriganesh Lokanathan, Amit Verma, Alejandro Gonzales, and exchange student Marianne Marker, from the University of Copenhagen, Denmark, submitted the winning project.

"Our team winning the best paper (award) has given me a renewed interest in trying out the world of consulting," said Marker.

The team's paper, "Ecotourism in Malaysia", included a thorough analysis of the possibility of developing ecotourism in Malaysia as well as policy recommendations for expanding the industry.

"The class was a great experience without a doubt," said Lokanathan. "Partly based on my experience from the project on eco-tourism my organisation is seriously considering studying the sector in Sri Lanka."

A copy of the winning project paper can be found on the ACI website at [www.lkyspp.edu.sg/ACI\\_gisa](http://www.lkyspp.edu.sg/ACI_gisa)

## LKY School Hosts Harvard University Students in Singapore

*"How did a sleepy fishing village become a First World metropolis in one generation? What can developing countries learn from Singapore's development experience?"*

These are questions that Singaporeans at Harvard often face from friends, classmates and faculty. Words, pictures and anecdotes can only tell part of the Singapore Story. Hence, a group of Singaporean students (comprising mostly current students and alumni of LKY School/Harvard University) decided to invite their friends to experience it firsthand in January via The Singapore Trek, which was spearheaded

by the Harvard Kennedy School Singapore Caucus.

There were 13 participants from seven countries, including Bangladesh, the Dominican Republic, Italy, the Netherlands, Senegal, Spain, and the US, who had all carved out

successful careers in both the private and public sectors – ranging from law, management consulting, education, health, academia, energy policy, environment, finance, economics, and international development. The Singapore Trek programme also hosted students from Harvard Business School, Boston University, and Johns Hopkins University.

The group had a keen interest in the phases of Singapore's macroeconomic development; its healthcare system (using only 4 percent of its GDP, compared to 17 percent in the US); its law enforcement system; education policy (specifically how Singaporean students routinely top global math and science tests); housing policies; how the government delivers services; and how policy decisions are made.

They were also keen to learn about the dynamics of the ASEAN region, particularly the prospects for closer integration, the role that Singapore plays in shaping ASEAN policies, and its influence on the wider international community through UN linkages.

The students engaged in dialogue sessions with President S R Nathan, George Yeo, Minister for Foreign Affairs, Tharman Shanmugaratnam, Minister for Finance, Khaw Boon Wan, Minister for Health, and Philip Yeo, Chairman of SPRING Singapore, among other notable professionals. Their itinerary also included a sampling of Singapore's famous landmarks and a smorgasbord of Singapore's culinary delights. [gisa](http://www.lkyspp.edu.sg/ACI_gisa)





# LKY Students Aid Those In Need

Eight LKY School students – Juvy Danofrata, Ann Kwan, Young In Song (Yina), Liban Mugabo, Lilei Chow, Zanele Hlatshwayo, Memius Tochibayashi, and Maria Francesca Canivel (Chinie) – form the core group of students working relentlessly to organise donation-drives, awareness-raising talks, and events on campus in the aftermath of natural disasters that have struck many countries in recent months.

**WHEN TYPHOON KETSANA STRUCK THE PHILIPPINES** in September, drowning metro Manila and 25 other provinces, Filipino students at the LKY School acted quickly to start a donation drive to help those in need in their homeland. They worked closely with the Ateneo de Manila University’s Taskforce Ondoy for the delivery of money (close to S\$5,000) and other resources, including 50,000 paracetamol tablets that had been donated.

Not long after the calamity, Port au Prince, Haiti was destroyed by a major earthquake. “We had been motivated to work effectively and swiftly to gather support – monetary and other – because we have real connections with the Philippines,” said Maria Francesca Canivel, an MPP student from Manila. “The more we read about the situation in Haiti, we realised that we wanted to do our part to help there as well. Just because there are no Haitian students at the school should not mean that we should not stretch a helping hand to Haiti.”

Applying what they had learned from their earlier fundraising experience, the students worked hard to raise awareness about the situation in Haiti in the school community and managed to collect S\$2,000 in only three weeks. The organisation they chose to support was Partners in Health (PIH), which has a good track record of effective grassroots support.

The coordinators engaged in a two-week donations drive. They

worked with point persons in MPA, MPM and MPP batches to spread awareness, build momentum and discuss how to do more.

In the first week after the earthquake, they also organised a forum “Haiti: What’s Next?” The forum, facilitated by Assistant Professor Caroline Brassard, was used to discuss relief in the immediate aftermath of a disaster, the management of aid, and rehabilitation and rebuilding. One of the major questions posed during the forum was: “what can we do as policy analysts, after disaster strikes?”

The students are now looking at working with United World College, Singapore. “The idea is to hold workshops, training sessions, facilitated by LKY School students, for the students at UWC,” explained Canivel. “We are hoping that this will help the young students understand the idea of humanitarian aid – the challenges as well as what they can do to help. And in general, we want to continue our efforts to help different parts of the world. As a group, the main issue we want to focus on is how to make international aid effective.” **gisa**





# Students Put Leadership and Teamwork Lessons into Practice

SIX LKY SCHOOL STUDENTS RAISED S\$20,000 in 14 days in what they call a “simple but effective fundraising drive” to help those affected by typhoon Ketsana in the Philippines and the Padang earthquake in Indonesia. They organised the project as part of a Leadership and Teamwork course taught by Assistant Professor Jonathan Marshall.

“The students did a phenomenal job,” said Marshall. “They showed tremendous emotional intelligence as they created an effective strategy despite working through some disheartening initial setbacks. Where many teams would have given up and squabbled over leadership issues, this team played to the strengths of their group members and handled leadership issues with considerable finesse.”

While he pushes his students to understand the academic side of leadership, Marshall places greater emphasis on action-learning projects like this, as they are far more valuable for personal development.

“Theories and readings are great for increasing understanding,” he said. “But to develop actual skills in leadership and teamwork, there is nothing like practice in a safe environment setup for students to analyse their successes and areas for development.”

Working in collaboration with Singapore Red Cross, the Office of Student Affairs (OSA), NUS Student Union (NUSSU), and the Graduates’ Student Society (GSS), Kevin Seow, Jack Tong, Xu Zhenqing, Xiumin Lin, Dan Nbyen, and Tomohiro Oya, were able to mobilise 100 volunteers to tap the networks of foundations, NUS student bodies, staff, and alumni.

“Integral to our success was the power of the partnerships we formed,” said Kevin Seow. “Our cause was definitely a worthy one. We contacted many organisations to partner with us to make this project a success – even the United Nations headquarters in New York. Given the scale of the project, partner support was crucial to overcome the constraints in manpower and resources.”

The students were able to harness crucial resources and volunteer support from a wide array of organisations including international student bodies at NUS (Vietnamese Society, Philippines Society, and Indonesia



Society), NUS Red Cross Club, NUS SIFE Club, NUS Volunteers Action Committee, NUS Alumni, Office of Estate & Development, Office of Campus Security, CISCO Security, Aetos Security, United Nations, Reuters, and Singapore Press Holdings.

They sought donations from many foundations and trusts, including Lee Foundation, UOB/Wee Foundation, Shaw Foundation, Tote Board, Lien Foundation, and Tan Chin Tuan Foundation, to support the cause. One of the organisations they approached donated S\$10,000, and the organisers and the volunteers together managed to raise S\$8,760 from within the NUS community.

“We quickly established the roles and responsibilities of each core team member,” Seow said. “The clear delineation of work was extremely effective in the execution of the project. We learned to tap our individual strengths and capitalised on the strengths of each member to plan and execute the project.” All six agree that their initiative, commitment, and effective teamwork were among the reasons for the project’s success.

All of the funds collected were donated to Singapore Red Cross for delivery to Indonesia and the Philippines. **gisa**

## Stamford Land pledges S\$1 Million for Scholarships

STAMFORD LAND CORPORATION PLEDGED S\$1,000,000 on December 11, 2009 to the Lee Kuan Yew School of Public Policy as an endowment to provide scholarships for citizens of Australia and New Zealand pursuing degrees at the school.

Half of the pledged amount has been given to the School and the second installment will be made in December 2010. Executive Chairman Ow Chio Kiat signed the agreement on behalf of Stamford Land, while Dean Kishore Mahbubani represented the LKY School. The gift will be matched by Singapore’s Ministry of Education.

A Singapore-listed company, Stamford Land owns and operates luxury hotels and has property businesses in Australia and New Zealand. **gisa**

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