



Lee Kuan Yew
School of Public Policy



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global-is-asian

The Newsletter of the Lee Kuan Yew School of Public Policy

Assessing Development's Toll on Asian Values



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global-is-asian

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Out of the Ashes, Opportunity

I WAS A VICTIM OF THE ICELANDIC VOLCANO.

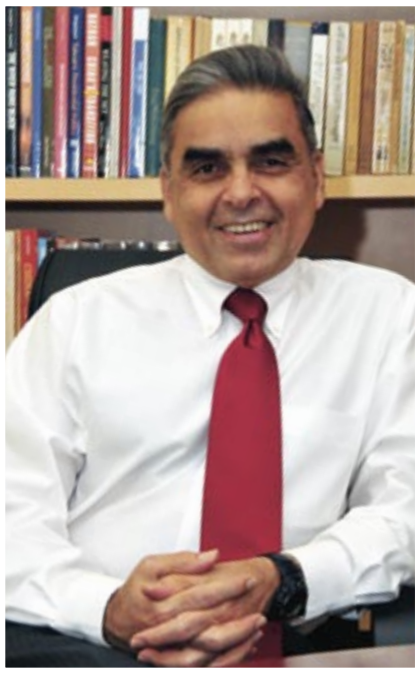
On Saturday, April 17, I was scheduled to fly from New York to France. But the volcano's ash suspended all trans-Atlantic flights. Hence, I was stranded in New York for several days. But as a Chinese proverb wisely observes, good fortune often springs from adversity.

Grounded in Manhattan, I was able to spend three days in intense discussions with professors from our partner institution, the Global Public Policy Network at Columbia University's School of International and Public Affairs (SIPA). I learned that they were thinking deeply about the future of public policy education. While they had concluded that a global dimension needed to be added to the field, they realized that it would be difficult to do so without injecting more content from Asia. SIPA was therefore keen to intensify its dialogue with the Lee Kuan Yew School of Public Policy. Our dialogue with SIPA and, potentially, other institutions, creates a profound opportunity for us to reflect on our teaching and our research and to consider how they link up with the tremendous changes taking place in Asia.

Another golden opportunity to reflect on Asia's transformation came when we co-hosted with NUS the "Harvard Asia Vision 21 Conference" in Singapore from April 29 to May 1. This conference has taken place regularly for nearly a decade, building social and intellectual bridges between scholars and practitioners in Asia and America. A stellar cast of Harvard professors and alumni came to Singapore on this occasion. Many big questions were raised and discussed, covering the themes of global imbalances, biotechnology, values and the many transitions underway in Asia – governance and stability, regional flashpoints, climate change and security challenges, regionalism, and Asian Islam. Several of our faculty members participated in the meeting and made significant contributions.

While there was a wide divergence of opinions on these complex themes, the participants agreed that the weight of Asia in world affairs was growing by leaps and bounds. It is impossible in our current world order to solve any global challenges without an understanding of Asian perspectives, Asian resources and Asian constraints. Many conference participants noted the complexity and dynamism of Asia. The need has never been greater, they said, for the world's current and future leaders and policymakers to study Asia in-depth and to engage more intensively with its governments and people.

All this shows how prescient this newsletter's original editors were in titling it *Global-is-Asian*. While this was a clever play on the term "globalisation," it also provided an early warning that no global issue can be understood or advanced without factoring in Asia. My recent discussions with our colleagues at SIPA and Harvard have reinforced my conviction that our school is poised to play an even bigger role in global public policy thinking. I hope that this issue of *Global-is-Asian* will continue to showcase the school's efforts and its progress in meeting this challenge.



Kishore Mahbubani
Dean, Lee Kuan Yew School of Public Policy

VALUES, CONFLICT AND CHANGE

LKY School Co-Hosts Harvard Asia Vision 21 Conference

TEXT | **ASTRID S. TUMINEZ AND SHLESHA THAPALIYA**

ASIA INCREASINGLY DOMINATES THE GLOBAL ECONOMY. It leads in specific scientific endeavours and is forging ahead with models of governance distinct from those in the West. But Asia also faces numerous obstacles. Political and economic development on the continent is uneven, regional hotspots could flare into open crises, and Asia's ethics and values are being tested. At the Harvard Asia Vision 21 Conference, co-hosted by the school together with NUS's Office of the Deputy President (Research and Technology), participants took the opportunity to discuss whether the traditional values that underpin Asia's success will inevitably fall victim to it.

First convened in 1999 by the Asia Centre at Harvard University, the Asia Vision 21 Conference is now supported in part by the Rajawali Foundation Institute for Asia at Harvard's Kennedy School of Government. Over the years, the conference – dubbed AV21 – has gathered officials, executives, scientists, and scholars from Asia and America to examine long-term issues and concerns from the perspective of the East, Southeast, and South Asian regions.

This year's conference, held for the first time in Singapore, was organised under the theme "Values, Conflicts and Change in Asia." A long list of prominent speakers were on hand, including: ASEAN Secretary-General Surin Pitsuwan; Singapore's Minister for Finance Tharman Shanmugaratnam; George Yeo, Singapore's minister for foreign affairs; Hiroshi Watanabe, CEO of the Japan Bank for International Cooperation; Barry Halliwell,



George Yeo, Singapore's Minister of Foreign Affairs

NUS deputy president (Research and Technology); Huanming Yang of the Beijing Genomics Institute; Harvard Professors Arthur Kleinman, Dwight Perkins, Anthony Saich, and Tu Weiming; Prof. Randolph David of the University of the Philippines; and the school's own Dean Kishore Mahbubani.

Panels at the conference focused on Asia's role in addressing global imbalances, biotechnology models for development, values and multiple transitions in Asia, and governance and stability. Participants also attended sessions on climate change and security challenges; Asian Islam; regionalism and the greater Mekong sub-region; and flashpoints in Asia.

Asian Values and Asia's Transitions

The conference also marked the first time that AV21 focused on the role of values in Asian societies. Tu Weiming, Harvard Yenching Professor of Chinese History and Philosophy and of Confucian Study, called for dialogue and mutual learning between East and West, urging both sides to "rethink the human" at a time when human existence itself may be under threat. He spoke of "great Western values" that have become universal, including science, human rights, individual dignity, due process, and rule of law, but also emphasised Eastern values of empathy, sympathy, compassion, civility, and social harmony.

Are Eastern values exclusively Asian, or are they also universal but rooted in Asia? Tu argued that the "art of listening" must be cultivated, and a new humanism developed. Such humanism must not be the 19th century variety, which championed mankind

"Asia's story in the twenty-first century cannot, and must not, be limited to economic growth and influence. Leaders in the region must debate, define, and deploy the values that will support Asia's development and foster Asian leadership at the global level."



at nature's expense, but must instead include spiritual traditions, incorporate the earthly and the transcendent in its self-understanding, and integrate dualities such as mind and body. Indeed, he said, this kind of humanism is required for human survival.

Kanwaljit Soin, a surgeon at Mt. Elizabeth Hospital in Singapore, noted a shift in Eastern values as Asia's populations grow older. The number of people in Asia aged 65 and over is projected to rise from 200 million in 2000 to 900 million by 2050. Yet modernity, globalisation, demographic and social change have eroded such key Asian values as filial piety. Changing lifestyles, increasing education levels, and heavier financial burdens on the young, for example, have meant that fewer young people live with their parents and grandparents. In 2005, for example, an estimated 42% of couples living alone in China were elderly.

China, India, and some other Asian nations have responded by legislating filial piety, making neglect of one's parents a crime. As Asia advances, however, such demographic challenges will only rise, including healthcare and housing. Governments may do well to

reframe perceptions and policies towards the aged. "Demography is not destiny," Soin argued. The elderly represent human capital and wealth. Thus, healthcare expenses should be seen as an investment, not a cost. In Japan, people aged 65 and older represent nearly 25% of the population, but "the country has not become bankrupt [nor] erupted in generational warfare," said Soin. "Most of Japan's elderly are healthy and the priority . . . for them is *ikigai*, or a 'life worth living' . . . The elderly are more than recipients of services. Older people are an economic force and a pool of talent . . ."

Society wants to transcend suffering, poverty, and inequality, said Prasenjit Duara, Raffles professor of humanities, NUS. We do not need to conflate the religious and secular, but "religious ideas can morph into secular practices and into sacred and transcendent ones," he added. Referring to water problems in Asia, he noted how rationality and modern reason were insufficient to address the issue fully. Instead, religion, through mythic structure and narrative, may help provide and define the goals for resolving water problems. These goals would be no less than the sustainability of human life



and the world. Problems today are globalised, but there are few structures with the authority to validate global goals. The nation-state remains a key structure, but we may need to “escape the nation-state in order to preserve the nation.” Finally, Asian religions, which aim to harmonise relations between humans and nature, also offer hope in solving global problems.

Asia's Challenges

Asia's story in the twenty-first century cannot, and must not, be limited to economic growth and influence. Leaders in the region must debate, define, and deploy the values that will support Asia's development and foster Asian leadership at the global level.

In biotechnology, for example, what ethics should form the basis for research, drug development, the control of genetic information, and the treatment of clinical subjects and patients? In rebalancing the global economy, how can nations balance savings and consumption and also take responsibility for sustainable global welfare? How can the demands of growth be reconciled with environmental degradation and climate

change? Faced with increasing complexity and rapid change, can policymakers be persuaded to be more accountable and to balance economic performance with democratic governance? In countries like the Philippines and Thailand, how can politics be prevented from becoming “drunk with morality,” thus evolving into demagogic populism? Can China define its leadership role beyond economic power to include conflict prevention, crisis management, and sustained security cooperation in the region and farther afield? How can Islam, a powerful but contested religion in Asia, be defined to better reflect its diverse forms and history?

The discussion, dialogue, and debate on Asian values and transitions have only just begun. Unequivocally, the process of dynamic and honest intellectual exchange between East and West will, and must, continue. Through gatherings like AV21, the school aims to continue being a catalyst for these interchanges. **gisa**

The Eight Great Goods: How We Mind Ourselves

TEXT | JOHN BECK



Our brains are limited. The world is vast, yet we as humans have done a fairly good job of using our relatively small brains to do some pretty amazing things. Surprisingly, we do not get completely overwhelmed by all the information available. And we have managed to make correct – or at least adequate – decisions with fair regularity on our way to greatness.

TO ACCOMPLISH THIS AMAZING FEAT, we have developed an uncanny ability to create relatively simple models of the world around us. These models funnel all that vast information into more manageable categories. And once categories are in place, we make sense of our environment and adjust our behaviour accordingly.

This modelling process is innate to us, because we are constantly deciding that some things are good and that certain things are better than others. From daily activities to managerial tasks like hiring and firing to life-and-death decisions, we prioritise an array of almost equally good choices every day. Yet if I ask students, clients, friends or even complete strangers to tell me their models for prioritising decision-making, they cannot. However, if I take this one step farther and give them some general categories, they can immediately place their “goods” in a pretty clear order of priorities. And every individual’s ordering is almost always different.

I am going to assert that there are Eight Great Goods in the world, which help conceptualise our choices and determine our actions or inactions. Because we array our decision-making “bins” as some arrangement of these eight, most of the major decisions we make will fall into one of these categories. Here is a brief introduction to the Eight Great Goods – in roughly the order most people in the world see those around them prioritising the eight. They are:

Life (health, nutrition, having children, nature, staying alive);

Growth (economic success, material well-being, gainful employment);

Society (social relations, nation, community, workplace, family, friends);

Stability (routine, safety, rule of law, predictability);

Joy (entertainment, sports, fun, beauty, amusement, learning);

Belief (religion, spirituality, higher power);

Individuality (privacy, recognition, ownership, voice, dignity); and

Fairness (rights, equality, sharing).

While the research that I have been conducting on my assertion of eight recognisable great goods is still in the early stages, here are some of the fascinating preliminary results:

- Individual priorities are usually unique. Mathematically, there are 40,320 different ways that eight items can be ordered. In a survey of almost 2,000 Americans and Japanese (I like doing early test surveys in Japan and the US because these two countries often have the widest divergence of responses), I found that about 80% of the total sample gave a completely unique ordering of their Eight Great. Most of the remaining 20% only shared their order with one other person in the sample.
- Priorities vary little from culture to culture. When you aggregate the views that Americans have of other Americans and that Japanese have of other Japanese, I have found that priorities are almost exactly the same. The biggest priority difference concerns belief, which ranks sixth

for Americans and eighth for Japanese. (The order I introduced the Eight Great above is the order for Americans.)

- National governments have different priorities. This leads to a lot of international conflict and confusion.
- If your priorities are closer to those of your company or organisation, you tend to be happier with your job – and happier in just about every other aspect of your life.
- The closer your priorities are to those of your spouse or partner, the less likely you are to argue with them.
- If leaders are clear about their priorities – and reach a consensus with their followers about the organisation’s priorities – decision-making comes more easily.

Now imagine what would happen if I asked the question about how people make their decisions and they were able to explicitly state the mental model for their decisions. The once quaint, but entirely frustrating exercise of making sense out of someone else’s behaviour could be bypassed with a new understanding of their Eight Great modus operandi.

Minding our own behaviour and understanding someone else’s behaviour-generating model in terms of the Eight Great Goods can help us achieve our greatness with a little less conflict and a lot more clarity. **gis**

Prof. John Beck is a senior advisor to the LKY School and director of its Information + Innovation Policy Research Centre and its Asia Competitiveness Institute. He is also president of North Star Leadership Group, Inc., a senior research fellow at the University of Southern California’s Annenberg Centre for the Digital Future, and a senior advisor at the Monitor Group. After earning his BA and PhD from Harvard, Beck was the director of international research at Accenture and served as a strategy advisor to Cambodia’s first democratically elected prime minister, Prince Norodom Ranariddh. He has written hundreds of articles; and six books which have been translated into 11 languages. He has served as dean at universities in both North America and Asia.

LKY School Hosts Official Opening of College Green Residences

TEXT | ORA-ORN POOCHAROEN



A HOME AWAY FROM HOME for about 250 LKY School students, College Green, was officially opened on April 9 with a special visit by Singapore President S.R. Nathan – himself a former resident.

When it was still part of the University of Malaya, College Green was known as the Dunearn Road Hostels, or DRH, and its residents were called Dunearnites. President Nathan, one of a about 80 former Dunearnites attending the College Green ceremony, was a resident of DRH's house Number 9.

Opened in 1952, the pre-war terrace houses accommodated students at the University of Malaya and later the University of Singapore, until the houses were closed in 1981. The spirit of DRH as a township was strong, recalled Nathan, and students freely discussed politics, economics and social issues of the day, a tradition he exhorted College Green's residents to maintain. "Don't let life in College Green be sterile with all rules and regulations," he said.

Later, the Singapore Land Authority (SLA) rented the houses out. In 2007, NUS leased some of them, converting them into a hostel for students at the LKY School. In July 2009, it leased out the rest.

Today, LKY School students from 50 countries and every programme – from master's degree students to PhD candidates – stay at College Green.

"Now students are not just from Malaya but from all over the world," said Nathan. "You are mostly adults. We were children."

Nathan advised College Green's residents to cultivate strong bonds, emphasising the importance of interacting with people of different cultures and backgrounds. "Mix freely. Avoid those who are difficult, but learn to live with them. Develop the same sense of camaraderie that has stayed with Dunearnites to this day."

The celebration, held under a large tent with flowers and white linen tablecloths, brought together members of the LKY School community and National University of Singapore (NUS), including NUS President Tan Chorh Chuan and NUS Deputy President and Provost Tan Eng Chye. The roughly 200 guests, dressed in batik and other forms of national dress, mingled in the humid air to the tunes of soft jazz amid the aroma of local Singapore cuisine.

Alumni were surprised and delighted to meet up with long lost

friends. Many visited the very rooms they had lived in so many years ago. The Green's current occupants were happy to open their doors to the alumni and listen to stories of what it was like to live there in days gone by. To see the alumni's strong network and friendships reminded students of how important it is to establish a strong College Green community.

Dean Kishore Mahbubani reiterated that message to students in his own remarks. "Now, with College Green, they can live together in one community," he said. "Graduate students learn as much from each other as they do from their teachers. By living together, in one community, their learning experience increases exponentially. Equally importantly, they develop important long-term networks."

His message reminded students that College Green is not only a student hostel but a small "global township" that hopefully will continue to be a home to the world's future leaders. **gisa**

Students Host School's First Food Security Conference

TEXT | MARCO ANTONIO LUISITO VILLANUEVA SARDILLO III

IN APRIL, STUDENTS held the LKY School's first conference on food security and agriculture. Entitled Consensus//Colloquium (C//C:), the conference brought together stakeholders from government, the non-profit sector, research institutes and academia to explore strategies for managing Asia's food supply.

The Association of Southeast Asian Nations has placed additional focus on food security, embodied in the ASEAN Integrated Food Security (AIFS) Framework, the Strategic Plan of Action on Food Security in the ASEAN Region (SPA-FS) and the ASEAN Multi-Sectoral Framework on Climate Change: Agriculture, Fisheries and Forestry towards Food Security (AFCC).

Fittingly, ASEAN Deputy Secretary-General Pushpanathan Sundram, an LKY School alumnus who plays a key role in the ASEAN Secretariat's food security efforts, delivered the conference's keynote address.

"It is important for all of us to recognise that securing food for the people is not merely having enough rice or grains to consume," Sundram said. "We must take actions based upon collective wisdom and insights. As such, concerted efforts and enhanced collaboration and partnership among all sectors of the community are therefore imperative."

The students ran the conference with support from the LKY School, The Lee Foundation, NUS Global Asia Institute, Institute of Policy Studies, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), the Food and Agriculture Organisation of the United Nations, and Oxfam.

Among the speakers and participants were officials from the ASEAN Secretariat (ASEC), the Asian Development Bank, the Asian Partnership for the Development of Human Resources in Rural Asia, the East Asia Rice Working Group, the International Crops Research Institute for the Semi-Arid Tropics, the International Rice Research Institute, the Japan International Cooperation Agency, the National Institute of



Education, and the Southeast Asian Regional Centre for Graduate Study and Research in Agriculture.

Also at the conference were ambassadors and officials from various embassies and government offices, including the Ministry of National Development, the Agri-Food & Veterinary Authority of Singapore, and the Economic Development Board. Officers and researchers from think tanks, non-governmental and civil society organisations, as well as faculty and students from the school, were also on hand.

At the centre of discussions was the AIFS, particularly its four strategic thrusts: food security and emergency/shortage relief; sustainable food trade development; integrated food security information systems; and agricultural innovation.

The conference had the additional distinction of hosting the first ASEAN Partners' Forum, which brought together representatives from various aid agencies with observers from civil society organisations for a review and brainstorming session. Moderated by Somsak Pipoppinyo, the director for finance, industry &

infrastructure directorate (ASEC) and co-moderated by Ora-Orn Poocharoen, the school's assistant dean for student affairs, participants discussed the AFCC, together with ASEC's existing and potential partners: GTZ, IDRC, JICA, and the Office of the British High Commission.

The forum also heard two LKY School students deliver a policy analysis exercise, "Assessing the governance of ASEAN partners: in the context of the AFCC," prepared for ASEC and GTZ. LKY School Prof. Caroline Brassard wrapped up the first part of the Forum with a presentation on aid principles relevant to the ASEC and the AFCC.

As the brand continues to evolve, C//C: can help support the transition towards a more "people-oriented" ASEAN, with LKY School students taking the lead and initiative, in the spirit of enlightened student activism, according to the organisers. **gis a**

Further information and updates on C//C: are available on <http://www.consensuscolloquium.org>.

Author Recounts School-Building in Rural Pakistan, Afghanistan

TEXT | **ANDREA RESTREPO MIETH AND RAMAN VENKATARAMANAN**



GREG MORTENSON, co-author of the New York Times bestseller *Three Cups of Tea: One Man's Mission to Promote Peace...One School at a Time* and author of *Stones into Schools: Promoting Peace with Books, Not Bombs, in Afghanistan and Pakistan*, visited the LKY School in April to share with students his experiences building schools in rural Pakistan and Afghanistan.

A strong advocate of universal education, particularly for girls in order to help reduce gender inequality, Mortenson promotes teaching children to read and write in their own language as well as in English and Arabic.

In Mortenson's schools, teachers are selected from within the community and trained not only to instruct but also to build an engaging curriculum. Mortenson's goal is to

make teachers the centre of the school and to increase the community's human capital by providing teachers with incentives to continue teaching. He sees schools playing a larger role in the community than just educating children, becoming community centres where adults can learn about life-improving subjects such as like household finances, hygiene and sanitation. His team of educators also engage former members of the Taliban to provide them with opportunities to return to normal life.

Mortenson's easygoing attitude, which he attributed to his early years living in rural Tanzania and his time spent outside big cities, contrasts starkly with the discipline he has shown in bringing education to undeveloped areas. His dialogue with

students therefore went well beyond what might be easily gleaned from his biography or from reading his books.

Citing Martin Luther's statement, "Even if the world ends tomorrow, I will plant my seed today" as his inspiration, he adopts an empathetic approach to poverty. Mortenson stressed the importance of building relationships, learning about our past by engaging elders, the dangers of ignorance, the importance of listening, and the impact of empowering people and finally about how all these elements have come together in his efforts to educate children. "We cannot solve others' problems, if we have our own problems," he said, urging young people to build resolve and fight cynicism in pursuing their endeavours.

Building on a solid understanding of our past and forging an identity that recognises the importance of our physical, emotional and mental well-being equips us better to face the future he said, a future in which we should exercise patience and humility with an open mind and an open heart.

Mortenson believes that in this world where instant gratification seems the norm, it is important to move beyond short-term goals and instead to think long-term, even in terms of generations. This requires patience and speaks directly to our past as well as our future, making it vital to understand our true identity and to keep history alive. We are all used to paying attention only to our rational side, Mortenson said, but he advised students that "when your heart speaks, take good notes." **gisa**

IDB, LKY School Sign MoU

THE LKY SCHOOL AND THE INTER-AMERICAN DEVELOPMENT BANK (IDB) on April 12 signed a Memorandum of Understanding formalising a non-exclusive framework of cooperation in the area of knowledge and capacity building among the bank's member countries in Latin America and the Caribbean.

IDB was established in 1959 to support the process of economic and social development in Latin America and the Caribbean. It is the main source of multilateral financing in the region. The IDB Group provides solutions to development challenges by partnering with governments, companies and civil society organisations. **gisa**



LEADERSHIP IN THE AGE OF GLOBALISATION
– LESSONS FROM THE FINANCIAL CRISIS



Lech Walesa
Nobel Laureate, Former President
of Poland

In a lecture, Walesa discussed the implications of globalisation for leadership and how leaders should respond to the challenges and reap the benefits. The latest economic crisis demonstrated the importance of strong leadership to a country and the global economy, he said. He shared his experience as leader of Poland’s Solidarity trade union movement in the early 1980s and compared it with Czechoslovakia’s Velvet Revolution, another civic movement that changed the shape of Europe and the world.

“No matter where we live, we happen to be living in very interesting times. And no other generation before us had equal opportunities for peace prosperity and progress... And with this generation, at least in Europe, we are putting an end to the concept of territory, wars, confrontation, conquering other territories... And we are opening up the era of intellect, information, internet and globalisation... For the time being, the concept of globalisation is still vague, we don’t know what will come out of it because what we have done is open up the new era, but [we] continue working using the old structures and institutions.”

Chinese-Language
Masters Programme
Takes Flight

TEXT | REGINE WONG

A CHINESE-LANGUAGE MASTER IN PUBLIC ADMINISTRATION & MANAGEMENT (MPAM) DEGREE PROGRAMME was officially launched April 17 with Li Yuanchao, head of the organisation department in the Politburo of the Communist Party of China, as guest of honour.

The MPAM is a joint programme with the NUS Business School taught entirely in Mandarin. Students enrolled in the 10-month programme study a combination of public administration and business management. Students also have the opportunity to work at Singapore ministries and statutory boards, and to participate in a study trip to the United States.

“Among all the training facilities available to our leaders, the one with the best reputation and the most popularity is the National University of Singapore’s,” said Li in a speech. “We send our leading cadres to study abroad – in the US, in Europe, in Japan – but their preferred destination is Singapore, because Singapore has been the most sincere in helping China’s development.”

An inaugural batch of 57 students, mostly senior government officials from China, embarked on the programme in March. NUS President Tan Chorh Chuan, who hosted the opening ceremony, said he hoped the students’ attachment here will further reinforce the close ties and strong collaboration between senior officials of China and Singapore and help build bridges between our two countries in the fields of education, training and development.” **gisa**

Central Asians
Study Leadership
From ADB, Singapore

THE CENTRAL ASIA REGIONAL ECONOMIC COOPERATION (CAREC) Institute’s second Executive Leadership Development Programme took place in Singapore from March 28 to April 3.

The programme was noteworthy for several reasons. Four of the participants were from Kyrgyzstan, where only a week after the programme ended tragic clashes struck the capital, Bishkek, toppling the government. They, like the other 25 participants, were enthusiastic, active and committed to learn from Singapore’s governance and leadership model. They left Singapore with optimistic views and fresh ideas.

The participation of ADB/CAREC professionals including Tomomi Tamaki, principal regional economist of the Central and West Asia Department; Ronnie Butiong, the new head of the CAREC Unit; and David Oldfield, regional cooperation specialist of the ADB’s Central and West Asia Department, led to many interesting discussions and useful feedback. The interaction between ADB/CAREC professionals and LKY School staff before and during the programme could also bring many positive changes and improvements that will carry over into the final year of the Leadership Development Initiative.

All 29 senior public officials from eight CAREC member countries were delighted to hear that following the programme, they were officially alumni of the LKY School. **gisa**

Brunei Plays Host to Course on Public Policy and Management TEXT | AIGERIM BOLAT



ON MAY 3 IN BRUNEI, the LKY School launched its seventh Executive Development Programme (EDP) in Public Policy and Management in collaboration with Brunei's Sultan Haji Hassanal Bolkiah Institute of Defence and Strategic Studies in the Ministry of Defence Negara (MINDEF). The programme, which runs until early August, includes participants from various ministries in China, Singapore, Malaysia, Thailand, Vietnam, Indonesia, the Philippines, Oman, as well as from the Royal Brunei Armed Forces and the Royal Brunei Police Force.

Maj.-Gen. Hj. Aminuddin Ihsan bin Pehin Orang Kaya Saiful, Commander of the Royal Brunei Armed Forces, presided over the opening ceremony, which was also attended by a number of ambassadors and high-level commissioners

from around Southeast Asia. Maj.-Gen. Aminuddin congratulated the school for beating out many other prestigious institutions with its bid to design and deliver the 7th EDP. As an EDP graduate himself, he said, there was no doubt that the EDP participants would learn innovative and efficient methods for solving today's complex and unpredictable problems from the school's highly accomplished faculty.

Prof. Mukul Asher, who has designed every EDP so far, plans to include an additional course on performance-based budgeting in this year's programme. The programme was due to continue with week-long study tours to Singapore and Australia in July. This unique feature of this EDP was added to expose participants to theoretical frameworks in two different practical settings. **gisa**

Indian Tax Officials Study New Trends in Revenue Forecasting and Collection



THE LKY SCHOOL CONDUCTED an executive education programme entitled "Globalisation: Recent Trends in Tax Reform and Implications for India" on March 22-23 and on April 8-9 for the 62nd batch of Indian Revenue Service (IRS) officer trainees. Organisers tailored the programme for the participants in conjunction with the Central Board of Direct Taxes (CBDT) at the Department of Revenue in India's Ministry of Finance.

About 80 officers attended the programme, marking the largest group in the history of IRS training, which requires officers to complete a rigorous 14 months of instruction on a range of subjects from income tax law and accounting to office administration and international taxation.

Even as new entrants in the income tax department, more than 50% of the officers had previous experience in government. This proved especially useful, as participants were able to apply their past experience to better grasp new knowledge. It also gave them an opportunity to share their experiences in government.

The programme aimed to equip participants with a broader knowledge of Indian public finances, which is essential for operating in a more professional and effective manner. It also provided exposure to key analytical concepts relevant to the administration of taxes, and to forecasting tax revenues. More importantly, it gave them an appreciation for the type of tax system that tax officials in India will need to meet their needs in the 21st century. **gisa**

CAG Launches 'Globalising Good' Speaker Series

TEXT | JASMIN KAUR



THE CENTRE ON ASIA AND GLOBALISATION on April 13 inaugurated the Hong Siew Ching "Globalising Good" Speaker and Seminar Series with the launch of a new book, *UN Ideas That Changed the World*, by Sir Richard Jolly and Tom Weiss.

The book is the latest addition to the United Nations Intellectual History Project. "At a time when the UN's intellectual leadership and contribution to effective global governance is in question, this book reminds us of the landmark role the UN has played and its importance going forward," said Ann Florini, the centre's founding director.

Jolly and Weiss were on hand to discuss their book, from pivotal ideas the UN has generated and fostered to the UN's ongoing efforts to confront current social, economic, and environmental challenges.

The guest of honour, Singapore Ambassador-at-Large Tommy Koh, addressed an audience of diplomats, government officials, business executives, and civil society representatives, to share his unique insights into the workings of the UN. He explored three UN ideas that, according to the book, have changed the world – women's rights, sustainable development, and human development – and reflected on Singapore's own progress in those areas.

The event was hosted by the Ministry of Foreign Affairs in partnership with Singapore's Civil Service College and was made possible by a donation from Singapore businessman Tay Liam Wee. The series, which is dedicated to Tay's late mother, will reflect the centre's position as a thought leader on global governance, featuring leading scholars who connect Asia to global debates on pressing international issues. **gisa**

IWP Attends 4th GEOSS Asia-Pacific Symposium

A DELEGATION FROM THE INSTITUTE OF WATER POLICY traveled to Bali in early March to attend the fourth Global Earth Observation System of Systems (GEOSS) Asia-Pacific Symposium, liaise with other water management experts and deliver a presentation on improving collaboration between policymakers and scientists.

The delegation included three IWP associates and staffers – Asst. Prof. T.S. Gopi Rethinaraj, Asst. Prof. Wu Xun, and Research Associate Priyanka Anand. The theme of the symposium, organised by the Group on Earth Observations Secretariat with the support of the governments of Indonesia and Japan, was "Towards a Global Earth Observation System of Systems that supports the societal benefit areas of climate and biodiversity." The purpose of the symposium was to strengthen international networking among member countries.

The event included four sessions: one related to Asia-Pacific climate variability and monitoring capacity, and the others on hydrometeorological-related disasters and water resources management, forest carbon tracking, and the Asia-Pacific biodiversity observation network.

It was in the session on hydrometeorological-related disasters and water resources management that the IWP team delivered its presentation on "Policy-Science-Engineering Collaboration." The team sought to explain the relationship between scientists and policymakers and offer suggestions for improving it so that policies are more likely to reflect both scientific knowledge and socio-economic and political reality. The team also moderated a discussion on how to implement such policies.

Session participants offered five key recommendations for consideration at the GEO Ministerial Summit in Beijing later this year. Among these was a request that GEOSS task leaders consult each other to develop cooperative studies that leverage their work in Kalimantan. Participants also recommended that government ministers attending the summit issue a statement encouraging greater coordination on sustainable development in the Asia-Pacific region.

IWP Contributes to 'PPP Days 2010' in Manila

In late March, a team from the IWP travelled to Manila to attend the Public-Private Partnership (PPP) Days 2010, an annual global meeting for practitioners from the public sector, as well as experts in design, financing, and implementation of PPPs. The aim of the conference is to provide a forum for sharing experiences on innovations in PPP policy.

The team included IWP Director Kallidaikurichi E. Seetharam, Asst. Prof. Asanga Gunawansa, and Research Associate Priyanka Anand. This year's conference focused on charting the performance of PPPs in the last 18 months, global and regional financing, government intervention, and sharing some innovative PPP models. The three-day conference included sessions covering such diverse topics as financing and governance, water, health and education.

The event was organised by the Asian Development Bank and the World Bank Institute, together with the ADB Institute, the Multilateral Investment Fund of the Inter-American Development Bank, the International Finance Corp., the Development Academy of the Philippines, and the Government of the Philippines through the Department of Finance. **gisa**

Strengthening Capacities for Knowledge Networking in the Water Sector

TEXT | CHONG SU LI



IN THIS AGE OF BORDERLESS CONNECTIVITY and seamless communication, knowledge can either be a tool of immense power or one of confusion and misinformation. With this in mind, members of the Asia-Pacific Water Forum's Knowledge Hubs gathered at the recent Learning Week workshop in Manila to sharpen their knowledge, networking skills, identify opportunities for collaboration, and generate strategic action plans.

The Asia-Pacific Water Forum was launched in 2006 as an independent, non-partisan network dedicated to improving sustainable water management. The Knowledge Hubs are the forum's regional network of centres of excellence, committed to knowledge-sharing and capacity-building in various water domains.

The workshop sessions were geared towards enhancing the competitiveness of each hub, while strengthening collaboration among them. Among the issues discussed was the dissemination of research and solutions to stakeholders and clients, particularly by using targeted communication strategies such as media outreach and social networking. Also considered was how to mobilise resources and secure funds, as well as how to facilitate and perfect knowledge partnerships. This workshop reinforced the importance of leveraging one another's multi-disciplinary strengths and of forming integrated partnerships to work together towards water security.

In addition to the Institute of Water Policy, some of the other hubs that attended include the International WaterCentre from Brisbane, Australia, Japan's International Centre for Water Hazard and Risk Management, the International Centre for Integrated Mountain Development in Nepal, the Mekong River Commission in Vientiane, PUB Singapore, the Centre for River Basin Organisations and Management from Indonesia and China's Centre for Hydromatics in River Basins. The latter hub was involved with the Yellow River Conservancy Commission (YRCC), which was recently awarded the Lee Kuan Yew Water Prize



during Singapore International Water Week 2010. The workshop provided the various hubs a rare opportunity to learn directly from each other's experiences and provide feedback.

Part of the capacity-building sessions also included an educational trip to Laguna de Bay, one of the largest lakes in Southeast Asia. With an area of 90,000 hectares and approximately 100 rivers and streams draining into it, the lake is one of the most vital inland bodies

of water in the Philippines. The Laguna Lake Development Authority (LLDA) shared with participants its experience in managing the huge water body, which serves as a reservoir for floodwaters and in turn provides livelihoods for fishers as well as water for homes, farms and industry. The elements of networking, relationship-building and client engagement as exemplified in Laguna de Bay are among the most significant examples of multi-interest management in water issues.

Not only does LLDA have to deal with conflicting interests from various users, including formal and informal settlers, but it also has to manage relations with the 14 cities and 47 municipalities that surround the lake. The situation was further exacerbated in 2009 by Typhoon Ondoy, which resulted in massive flooding at the Manggahan Floodway. The LLDA has since implemented crucial flagship programmes to deal with such issues, including an environmental user fee system, a zoning and management system, a river rehabilitation system and stakeholder consultation sessions to manage expectations and interests.

Overall, the weeklong learning experience was very significant and will hopefully be a catalyst for greater collaboration on water issues in the future. **gis**

For more information, please visit www.apwf-knowledgehubs.net or contact Bernard Tan at iwplkyspp@nus.edu.sg, the Institute of Water Policy, the Asia-Pacific Water Forum Knowledge Hub on Water Governance.

DORIAN PRINCE joined the school as a visiting fellow representing the seven institutions of the European Union in August 2009. Prince has worked for the EU for nearly 30 years. In that time, he has been involved in many aspects of EU integration, including the creation of the European single market, agricultural and industrial policy, the accession of new member states, customs union and international trade policy. He has negotiated numerous trade agreements on behalf of the EU, both as part of multilateral organisations such as the GATT, the WTO and the OECD, as well as bilateral agreements with over 60 countries. Most recently, he served as Ambassador from the European Commission, first to Korea and then to Canada.



What attracted you to the LKY School and to Asia?

I applied for the fellowship at LKY School primarily because I had been very involved in the decision back in 2006 to launch bilateral free trade area negotiations between the EU and key Asian partners, namely ASEAN, India and Korea. It made sense for me to spend a year in Asia working on the preparations for bringing the remaining agreements to a successful conclusion (of course, I have been researching some of the more specific issues raised, but I am not involved in any way in the actual negotiations).

I had previously spent four years as Ambassador to Korea (2002-2006) and it was a real pleasure to be back in Asia for a year.

What were the highlights of your fellowship?

After 30 years of often gruelling posts at the European Commission, it has been delightful for me to have time to stand back from the traditional trade policy issues and other European Union policies which I have worked on, to be able to research certain subjects much more thoroughly and to have the luxury of developing my own thinking.

As for the subjects of my research, things have gone much better and much more quickly than even I had anticipated. The EU-Korea Free Trade Agreement, the most ambitious agreement the EU has negotiated with any party outside Europe, was initialled last October. Negotiations with Singapore opened in April, negotiations with Vietnam have been announced and prospects for Malaysia look very good indeed. I would expect that we could have agreements covering the whole of ASEAN by the end of 2011. With India, we hope to conclude by the end of 2010.

On a personal level, I have found LKY fascinating. It is unlike any other academic body I have seen. My own academic background was in

“My personal view is that the media – especially in Asia – have been too quick to announce the end of the financial crisis – the crisis is just entering a new phase”

the ivory towers of Oxford University and the Sorbonne in Paris. In those days, students were encouraged to rebel; the acquisition of learning was considered an end in itself, unrelated to future job prospects; the idea of business corporations contaminating academia was unthinkable.

Two quotations from dons at Oxford may help to summarize the thinking in the 1970s. The Master of Pembroke College, Oxford, Sir George Pickering, once said to me “what you learn beyond your subject and the extra-curricular activities you undertake here will be far more important than any degree,” while my politics tutor reminded me that “we are not here to teach you any particular subject. We are here to teach you a method of data collection, analysis and independent

development, which you can then apply to any subject of your choice.”

Talking to students at LKY, their priorities are quite different. A degree from LKY is seen as a passport to career advancement and an introduction to a network of Asian officials which in ten years’ time could be extremely influential. Their focus is on speedy acquisition of skills which they can use immediately.

How has trade policy been affected by the recent economic crisis?

In 2008, EU trade with the rest of the world fell by more than 40%. It is recovering but prospects are still very uncertain. Unemployment in Europe is rising to alarming levels (8% in UK, 15% France, 21% Spain, perhaps as high as 30% in Greece by the end of this year). Greece is not the only member state of the EU which will have to reduce its debt and budget deficit by unprecedented austerity measures. The UK, Spain, and Portugal will announce similar programmes before the end of May. Others will follow. Such measures are bound to lead to depressed demand and probably a decline in imports from Asia.

The Eurozone bailout of Greece and the EU’s \$1 trillion stabilisation fund will probably calm markets for now, but the sovereign debt crisis will soon spread to other regions of the world, to countries which will not be able to rely on solidarity from their richer neighbours.

My personal view is that the media – especially in Asia – have been too quick to announce the end of the financial crisis. The crisis is just entering a new phase. Ownership of bad loans has been transferred from the banks to governments and governments already overburdened by debt have increased their borrowing correspondingly and even borrowed more to stimulate the economy. How and when this debt will be repaid and by whom is a matter for debate. Whatever exit strategy is adopted by

the US (Print more money? Devalue the dollar? Inflation?) will have severe consequences for Asia. Of course, by that time Asia will probably already be in difficulties as asset bubbles in various Asian countries begin to burst.

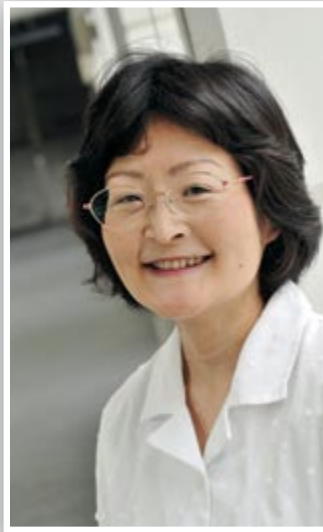
Perhaps it will take another major crisis for Europe and Asia to realise that they need each other. In the meantime, after leaving the LKY School in July, I will return to Brussels and hopefully continue to assist in the mundane process of promoting trade and investment between the two regions.

Do you have any suggestions for the LKY School?

Perhaps my biggest disappointment has been the general lack of interest in the European Union. Of course, it is only natural that the school should focus on Asia, which is after all its *raison d'être*. But it does seem very strange to me to deal with subjects such as the world economy, international governance, security issues, climate change, regional integration, as if the EU did not exist. The EU is the world's largest trading entity, it represents over 60% of world foreign direct investment, it sets the world's technical standards for health, safety and the environment and the euro is the world's second currency.

The EU does not just talk about human rights. Despite its many problems, the EU is the only successful example of regional integration (MERCOSUR and ASEAN are still not as advanced as the EU was in 1960). When I look at the regional rivalry between China, Japan and India, the numerous territorial disputes between Asian countries and the obvious flashpoints – North Korea, Myanmar, Taiwan, Timor – Asia would certainly benefit from a security structure drawing on Europe's experience with NATO, OSCE, etc.

If China is serious about setting up a new reserve currency to replace the dollar, it would seem appropriate to draw some lessons from the euro. Above all, "the rise of Asia," based as it is on an export-driven economic model, could come to a sudden halt if the EU were to follow the US down a protectionist path. Which is precisely why the EU and certain Asian partners are pursuing bilateral FTAs so vigorously. We need to reassure the world that our markets will remain open. **gisa**



KYOKO KUWAJIMA joined the school in August 2009 as the first Japan International Cooperation Agency Senior Fellow. Kyoko has worked with JICA for nearly 30 years, planning and executing its development cooperation programmes. In her time at JICA, she conducted studies of governance and development, decentralisation, democratisation, state-building, and capacity development. Most recently, as deputy director-general of JICA's public policy department, she was responsible for capacity development projects on rule of law, public financial management, the civil service system and local governance.

What attracted you to the LKY School?

The LKY School offers high quality policy-oriented education and research in a very international environment. I took every opportunity to advocate the advantage of the school to my colleagues at JICA. It gives me great pleasure to know that one of my young colleagues, from JICA's Niger office, will join the MPA programme in August.

What I was impressed by most were the strategic changes that the school was undergoing. Those changes include the rapid expansion of research programmes such as global governance, extensive international university networks and innovative development of education programmes.

What were the highlights of your fellowship?

All I did was the accumulation of small efforts to bridge Japanese knowledge with the school. My activities ranged from the arrangement of four public seminars by Japanese lecturers, including Toyoo Gyohten, one of the school's board members. The MPA student-led food security conference in April [see article, page 8] included a speaker from JICA on agricultural innovation. There was a group discussion for MPA students with Japanese business leaders. And I helped introduce visiting Japanese professors to the LKY faculty – including Prof. Toru Funamizu, who became a research associate at the IWP. I was very gratified to see that the Dean had a successful seminar in University of Tokyo in April, for which I made considerable efforts in arranging, including the assignment of the discussant, Sadako Ogata, president of JICA.

I also enjoyed delivering two guest lectures on emerging donors and stakeholder analyses for Prof. Caroline Brassard and four lectures for Vietnamese officials for the public policy training programme. Though teaching was not what I had expected to do here, talking about decentralized service delivery in Southeast Asian countries and Japan also made me think of the requisite governance reforms in my home country.

What new projects were you involved in during your time at the LKY School?

In the final days of my term, I initiated a case study on urban water supply in Cambodia with Prof. Hideaki Shiroshima of the Graduate School of Public Policy at the University of Tokyo (GRaSP/UT) and the faculty of the LKY School. The goal was to increase new teaching materials to GRaSP for its English programme. In this current research phase, the study aims to analyse the Phnom Penh Water Supply Authority in terms of network governance. I am personally committed to work on this once I return to Tokyo until a workshop can be held at the LKY School sometime early next year to complete the research. **gisa**

Faculty Publications

Journal Articles / Book Chapter

Araral, E. "ASEAN-China free trade agreement." *Development and Cooperation (D+C)* vol.37, no.37, 2010.

Araral, E. "German development agencies: Eduardo Araral's views on reform." *Development and Cooperation (D+C)* vol.51, no.4, 2010

Brassard, Caroline. "Development, decentralization and democratization in Bhutan." Chapter 2 in *South Asia Societies in Political and Economic Transition*, ed. Tan Tai Yong, Institute of South Asian Studies, National University of Singapore, Manohar Publishers, New Delhi, 2010: 47-82.

Sovacool, B.K. "Building umbrellas or arks? Three alternatives to carbon Credits and offsets." *Electricity Journal* vol.23, no.2, March, 2010: 29-40.

Sovacool, B.K. "A transition to plug-in hybrid electric vehicles (PHEVs): Why public health professionals must care." *Journal of Epidemiology and Community Health* vol.64, no.3, March, 2010: 185-187.

Sovacool, B.K. "A comparative analysis of renewable electricity support mechanisms for Southeast Asia." *Energy* vol.35, no.4, April, 2010: 1779-1793.

Sovacool, B.K and Brent Brossmann. "Symbolic convergence and the hydrogen economy." *Energy Policy* vol.38, no.4, April, 2010: 1999-2012.

Sovacool, B.K. "A critical stakeholder analysis of the trans-ASEAN Gas Pipeline (TAGP) Network." *Land Use Policy* vol.27, no.3, July, 2010: 788-797.

Tan, Kenneth Paul. "Pontianaks, ghosts, and the possessed: Female monstrosity and national anxiety in Singapore cinema." *Asian Studies Review* vol.34, no.2, 2010: 151-170.

Vu, Khuong. "Vietnam: today determines tomorrow." *The East Asia Forum Quarterly* vol.2, no.2, April-June, 2010.

Vu, Khuong. "Sources of Singapore's economic growth 1990-2008." In collaboration with the Monetary Authority of Singapore, *Macroeconomic Review* vol.IX, no.1, April 2010.

Vu, Khuong. "The Irish catch-up success and reflections on Vietnam's economic reforms." In *What Did We Do Right?: Global Perspectives on Ireland's Miracle*, eds. O'Sullivan, M. and Miller, R., Blackhall Publishing, 2010.

Op-Eds

Gupta, Shreekant. "Let the market work its magic." *The Times of India* (India), May 20, 2010.

Purra, Mika. "In the Indonesian market, buyer beware," *Jakarta Globe* (Indonesia), May 4, 2010.

Sovacool, B.K. "In search of the right energy efficiency," *China Daily* (China), March 4, 2010, p. 9.

Conference Papers

Caroline Brassard and Patrick Daly. "Aid effectiveness and inclusiveness in the housing sector in post-disaster contexts," Paper for the 9th ASEAN Inter-University Seminars, Banda Aceh, Indonesia, May 25-27, 2010.

Phua Kai Hong. "Priorities for reform", Invited Presentation, The Economist's Conference: Healthcare in Asia 2010, Singapore, March 30-31, 2010.

Phua Kai Hong. "Health systems financing in Asia: Lessons learnt", Invited Paper, 1st Health Financing Summit, Asian Center of the University of the Philippines, Manila, April 14, 2010.

Phua Kai Hong. "Health impact of the global economic crisis: Policy implications and lessons from Asia," International Conference on Economic Stress, Human Capital and Families in Asia: Research and Policy Challenges, Asia Research Institute, National University of Singapore, June 3-4, 2010.

Phua Kai Hong. "Issues and developments in health policy," Invited Paper, Centre for Social Development (Asia) Conference, Department of Social Work, National University of Singapore, June 7-8, 2010.

Phua Kai Hong. "Chronic non-communicable disease: The challenge to health systems," Invited Paper, Association of Pacific Rim Universities (APRU) World Institute Public Health Meeting, Nanjing University, June 17-19, 2010.

In other news

Caroline Brassard was awarded the 2010 NUS Teaching Excellence Award.

Shreekant Gupta was nominated as a coordinating lead author for a chapter on "Integrated risk and uncertainty assessment of climate change response policies" by the Intergovernmental Panel on Climate Change (IPCC) for their 5th assessment report.

Darryl Jarvis, Phua Kai Hong and Benjamin Sovacool attended a Conference on Trends Monitoring and Horizon Scanning at the Rockefeller Foundation Bellagio Centre, Italy from April 2-30, 2010. They were joined by other grantees from think tanks around the world who are participating in an international searchlight programme. Their project is on Trends Monitoring in South East Asia, with emphasis on three areas: 1) Trade and Investment Facilitation; 2) Health Systems; and 3) Energy Security, representing key issues of public policy critical for future growth, economic security and poverty alleviation in the region.

Kenneth Paul Tan will be going on sabbatical. From July 1, 2010 to December 1, 2010, he will be a visiting fellow at the Humanities Research Centre of the Australian National University in Canberra, Australia. From January 15, 2011 to June 15, 2011, he will be at the Harvard Kennedy School.

Phua Kai Hong, Yap Mui Teng (IPS) and Research Associate Nicola Pocock, are part of the regional team who are writing the overview paper for the Lancet Series on Health in South East Asia. They organised an authors' workshop at the LKY School in January 2010 and attended an authors' meeting held at Gadjah Mada University, Yogyakarta.



Some members of the Lancet Series on Health in South East Asia team at Borobudur, from left – Phua Kai Hong, Thomas Paluu, Yap Mui Teng, Bill Summerskill, Rebecca Firestone, Nicola Pocock, Lincoln Chen

Double Degree & Exchange Students Look Forward to New Adventures

TEXT | **REGINE WONG**

EIGHTEEN STUDENTS from the Master in Public Policy class of 2011 have been selected to complete a double degree programme at the LKY School's partner universities – Columbia University's School of International and Public Affairs (SIPA), the London School of Economics and Political Science (LSE), Institut d'Études Politiques de Paris (Sciences Po) and the University of Tokyo.

Seven students from the same group were also selected to spend a semester at Georgetown University, the University of Tokyo, the Hertie School of Governance, the Moscow State Institute of International Relations (MGIMO), the Graduate Institute of International and Development Studies in Geneva (HEI), and Beijing's Tsinghua University.

The students selected for the double degree and exchange programmes are: Ngiang Boon Loong, Chua Khi Sui, Maria Francesca Louise Casimiro Canivel, Arshad Mirza, Chan Ham Si, Fabian Suwanprateep, Steven Hollenkamp, Wang Jing, Yutika Vora, Aneliya Nazirova, Naila Maya Shofia, Zhao Xiaobei, Shahana Sheikh, Tomohiro Oya, Peter Alexander Silvester, Le Thi My Hanh, Lilei Chow Yeen Lei, Tan Kelly, Rajendra Kondepoti, Mao Xiaofang, Katherine Jaress, Yasen Lyubomirov Iliev, Ho Junyi, Trisha Suresh Chandiramani, and Raghav Puri.

Below, some of the students explain their decision to pursue double degrees and student exchanges and what they hope to learn while abroad.

Aneliya Nazirova
Russia, LSE



At LSE I expect not only to learn, but to share my experience and knowledge. First and foremost, I have a lot to share from what I've learned in Singapore, learned from LKY School professors, my fellow classmates, and ordinary people I met when travelling around the region. Apart from my knowledge about Asia (acquired here as well as at my university in Moscow where I was specialising in South Asian studies), I have solid knowledge of Russian realities. It will help me make a meaningful contribution to discussions on a number of issues, ranging from international relations to public policies of economies in transition. My most important contribution, however, will be my energy, my enthusiasm and my desire to learn.



Maria Francesca Louise Casimiro Canivel
Philippines, SIPA, Columbia University

I am interested in doing environmental policy, and apart from being home to The Earth Institute, Columbia has an excellent energy and the environment track. Aside from that, New York is a great place to be, especially for public policy students since we will have the opportunity to attend conferences at UN headquarters.

Yasen Lyubomirov Iliev
Bulgaria, MGIMO



The increasing complexity and dynamics of the economic and political relations between the European Union and Russia requires the involvement of professionals with experience on both sides. My career aspiration is to join the recently established European External Action Service or the EuropeAid Agency, with specialisation in EU neighbouring countries' relations. Therefore, an exchange at an outstanding institution like MGIMO will provide me with good experience and insights into Russian contemporary foreign policies. In addition, many Bulgarian central government officials have received their education at MGIMO and the institution is largely recognised and renowned in Bulgarian political circles due to my country's particular historic ties with Russia.

Peter Alexander Silvester
Australia, Sciences Po



Having studied Asia and its perspective extensively, I am now hoping to learn from the European perspective, and about Africa and the Middle East. By being in France, I also hope to spend my spare time picking up French and learning more about European art, history and philosophy.



Ho Junyi
Singapore, HEI, Geneva

I am very interested in international law, which is one of the school's strongest disciplines. I anticipate that the reputable faculty members, the cultural diversity of the city, and HEI students will inspire a very robust and stimulating classroom environment for the study of this discipline. It should be interesting.



MPP Students Win Prize for Creativity

A TEAM OF FOUR MASTER IN PUBLIC POLICY STUDENTS was honoured for an essay and short movie on leadership and corruption in the 2009/2010 “I” Project Competition, organised by Hong Kong’s Independent Commission Against Corruption (ICAC) and other Hong Kong organisations.

The team -- Azul Ogazon Gomez, Kiran Safwan Malik, Nidhi and Yifang Tian -- won the competition’s “creative award,” including an expenses-paid trip to Hong Kong, for an essay and short film exploring Stephen Covey’s *The 7 Habits of Highly Effective People* as a framework for ethical leaders. In both, they showcased the examples of great leaders who combined the seven habits to promote less corrupt environments. They also prepared a video in which they used the tangram, a Chinese geometric puzzle, to show how the combination of the seven characteristics leads to the development of ethical leaders. While there is no clear strategy leaders can adopt for combating

pervasive corruption, the team explored the characteristics needed by leaders to be strong in the face of these challenges.

The LKY School team visited Hong Kong from March 10 to March 13, and paid visits to the Hong Kong Monetary Authority, Hong Kong Exchanges & Clearing Ltd., the ICAC’s headquarters, and the Hong Kong Police. The visits were designed to show them how Hong Kong is battling corruption. The programme ended with a Youth Summit at which Ogazon took part in a panel discussion on young people’s views on integrity.

Taking part in the competition taught the four students that to succeed in times of transition, leaders must possess a several special characteristics: a passion for doing what is right, proactive behaviour, the ability to keep stakeholders’ interests in mind, a recognition of their value as role models, awareness that decision making should be transparent, and a holistic view of human beings and the organisation’s ethical culture. **gisa**



Developing Skills to Develop Markets

RICHARD FISCHER is a managing director of TC Capital, a boutique investment bank based in Singapore. Prior to joining TC Capital, Fischer spent 12 years with Merrill Lynch and was responsible for its equities business in Southeast Asia. Fischer has been in finance since 1990 and has worked in Singapore, Indonesia, San Francisco, and New York. He holds a degree in economics from Ohio Wesleyan University and will complete his MPA at the LKY School in 2011. Richard, his wife and three children live in Singapore.

Why did you decide to move to Singapore?

Merrill Lynch offered me the exciting opportunity to head up equities for Southeast Asia. My wife's family is mostly in Indonesia, so moving to Singapore was moving closer to family. I spend a lot of time working in Indonesia. And we are able to see family often. We have three beautiful little girls and they have 12 cousins in Indonesia. I like Asian family values.

What do you like most – and least – about Singapore?

The weather is the hardest thing to deal with: hot and wet or hotter and wetter.

My favorite thing is more difficult to identify. There are so many reasons to be here, especially with a young family. Professionally, it is an incredibly exciting place to work. In Singapore we have an incredibly diverse group of friends, and that is probably what we enjoy the most. It is a global city, but at the same time it can feel like a small town.

Why would an investment banker like you study public administration?

I am passionate about developing markets. At my first job at Morgan Stanley in New York I was involved in the launch of the Morgan Stanley Global Emerging Markets Fund. Shortly after raising the money I moved to Singapore to help manage the fund. Policy decisions are important in any market, but they seem to be even more important for developing economies.

I want to spend more time helping to develop the capital markets of some of the nearby countries. Studying at the LKY School has helped me gain a greater understanding of the role of multilateral organisations. Throughout my career I have had the opportunity to work closely with the International Monetary Fund, the World Bank, the Asian Development Bank and the International Finance Corporation. I will one day look to join one of the multilateral organisations that help with financial market development and stability.

Why is it important for a public administrator to understand finance and vice versa?

Like it or not, the success of a government and policy makers is more closely linked to economic prosperity than anything else. As the world has globalised, economic policy decisions have grown increasingly complex.

I love this quote from economics writer Ryan Avent, "I think that the most important thing to understand about financial reform is that its dynamics are simply too complicated to lend themselves to good policy." I certainly hope that isn't the case and at the very least we need to do our best to develop good policy.

In finance it is important to understand policy decisions, how they develop, and how they are implemented. Policy can play a major part in affecting market trends. Investors that are able to see the developing trends are often able to take advantage of the opportunities they present.

Can you give an example?

China has implemented some of the most aggressive policies to encourage alternative energy. For investors that saw this trend early it has been a great investment. As governments around the world look to address their long-term needs, we are sure to see public administrators and policy makers in action. Questions over food security, energy security, and water are other areas where we will see more government intervention.



What courses at the LKY School benefitted you the most and why?

Financial Regulation and Development, taught by Charles Adams, was one of the most interesting. We spent a great deal of time looking at the variety of regulatory frameworks. It allowed me to get a greater technical understanding of an area that is important to the work I do. I did a paper on sovereign wealth funds as financial markets professionals are all trying to court them. Professor Adams is fantastic because he brings his 25 years of experience at the IMF to the lectures.

How do you adapt to Asian culture as an American?

I am an Asiaphile, and I think of my self as half Indonesian. My wife is Indonesian and my daughters are half Indonesian, and I want to relate to them. Americans can be direct and outspoken, and this doesn't always go over well in an Asian context. Cultural differences are not always obvious, and sometimes we need to take a step back and remember to whom we are speaking.

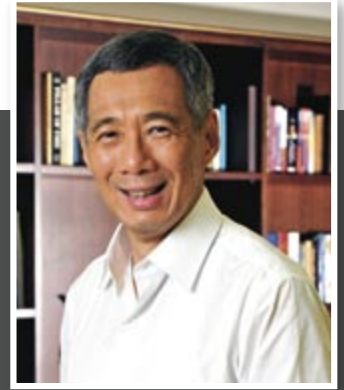
The leadership module taught by Jonathan Marshall provides a great environment to explore and understand the differences. I have spent about 12 years in Asia, mostly in Singapore and Indonesia, but this course has really helped me understand the challenges of leadership in a multicultural environment.

How can the school be improved?

One of the things I enjoyed the most about the school was the diversity in the student body. But the region most underrepresented was Europe. I'd love to see more Europeans. I'd also recommend greater partnership with the private sector. The school does a great job of bringing experts in public policy to lecture at the school, and they could do something similar with the private sector. **gis**

Note from Dean Kishore Mahbubani

Singapore Prime Minister Lee Hsien Loong graduated with a Master in Public Administration from the Harvard Kennedy School in 1980. At the request of the school, he has kindly agreed to share his views on the benefits of public policy education. We are confident that his views will inspire more young people to consider public service careers.



Acquiring the Tools to Lead Asia Forward

In most vocations, individuals spend many years training to become experts. They have to acquire the knowledge, practise the skills and patiently accumulate experience. Eventually they master their crafts and become recognised as professionals.

This is not always so for government. People often fail to see the need for training in the craft of government. Some think that public policy is simply a matter of good sense and general knowledge. Others believe that so long as one represents the wishes of the people in good faith, then one is doing the right thing. Still others feel that leadership training is futile because leaders are born and not made.

These perceptions are mistaken. In fact, good public policy education is critical to better governance.

To serve well, you must indeed have the right values and motives, the first of which must be to protect and further the interests of the people. But this in itself is not enough. You also need to grasp the issues to make correct decisions, or at least to propose sound solutions. The range of knowledge for government is wide. It encompasses business and economics – not just how firms and industries operate, but how to build new competitive capabilities for the nation, and create jobs and prosperity for the people. It extends to social issues like education, health care, and housing, as well as foreign policy and security matters. No single public officer or political leader can master all of these issues, but even a generalist needs to be familiar with at least some of them, to make a useful contribution.

Leadership is also crucial. Public service leaders must reconcile the diverse and often divergent interests in society, and guide the people's energies towards programmes producing long term benefits. Even natural leaders among them will profit from the enormous body of academic research on the essence and technique of leadership, by applying the theories and models to understand better their responsibilities and themselves.

These are good reasons for professional instruction in public policy. Schools like the Lee Kuan Yew School of Public Policy provide a controlled and conducive learning environment for students to pick up the skills they will need in government. These schools have accumulated much domain knowledge, and tailored courses to impart the essential lessons to students in a relevant and accessible form.

Students also learn collaboratively, benefiting from one another's expertise and experience. Public policy schools bring students with diverse professional and cultural experiences together in the same classroom. These different perspectives and views round out their approaches to issues, and help them develop richer perspectives and more mature insights.

My year as a Mason Fellow in the Harvard Kennedy School in 1979-80 confirmed my respect for the value of a public policy education. I picked up much from my fellow students, who came from all over the world. I learnt how economic principles were relevant to a wide range of public policy areas, even those which at first sight appeared far removed from economics. And I discovered how systematic, analytic thinking could clarify issues and suggest creative solutions to complex problems.

But my lasting lesson was that in a dynamic and demanding environment, public officers need more thorough preparation and effective tools for governance, to formulate policy rigorously and in depth, to evaluate trade-offs and develop mitigation measures, and crucially to garner political and public support to turn ideas into results.

This is especially relevant in Asia. Many Asian countries are transforming their economies, uplifting their peoples' lives and restructuring their bureaucracies. They seek to progress faster by learning from the experience of other countries which have gone ahead of them, to avoid making the same mistakes and to discover better ways forward.

The situation in each country is different, and public policies must adapt to the circumstances, needs and politics of each one. But good government is vital to progress everywhere. The rich range of experiences of Asian countries can be collected, compared, and analysed. These raw materials should be distilled into a coherent body of knowledge which public officers and scholars can tap on, and add to.

The LKY School is well-placed to play such a role. It is based in Singapore, which has paid particular attention to public policy and good government. It is also in the middle of Asia, where able, professional public officers are most needed to sustain the Asian miracle and to meet the challenges of globalisation and development. It attracts students from all over the world, and enjoys close links with outstanding public policy schools both in the East and West.

Preparing public officers to lead and serve their countries is a challenging but also a fulfilling mission. I am confident the LKY School will deliver to its students an outstanding public policy education, to provide them with the skills, knowledge and values to become agents of change and progress, within their workplaces, communities and countries.

Lee Hsien Loong
Prime Minister of Singapore

Cui Scales New Heights in Manila’s Malacañang Palace

LKY School alumnus Ferdinand “Andy” Cui Jr., MPM Class of 2007, was recently named the Philippines’ undersecretary for policy and project performance system, the highest career position in the Philippine presidential office’s management staff, or PMS. In his new position, he oversees two key groups for policy making, the policy group and the strategic monitoring group. The policy group is responsible for providing relevant and timely advice to the president on development and governance, while the strategic monitoring group monitors and evaluates programme and project implementation.



The PMS was also tasked to serve as vice chair of the presidential transition committee, to ensure a smooth, orderly, and peaceful transfer of power from the administration of outgoing President Gloria Macapagal Arroyo to incoming President Benigno S. Aquino III on June 30.

How do you feel about your new position as the most senior career official in the PMS, and what are your thoughts on the elections?

I feel honoured and humbled. Honoured because the position is the highest any career official can rise up to. I am humbled because along with this promotion comes higher responsibilities. Next to the secretary, the equivalent of minister under the Singaporean system, the buck stops here. I’ve been with the organisation for ten years now, starting as a consultant in 2000 then assistant director in 2001. I have another 25 years ahead of me before compulsory retirement. I see today and the coming years as a humble opportunity to be of greater service to my country and countrymen.

Elections are signposts of a working democracy. That we held simultaneous national and local elections on May 10 was a testament to the vibrancy of the Philippines democracy. We eagerly look forward to smooth, orderly, and peaceful conduct of the first-ever holding of automated elections in our country, leading to a smooth and peaceful transition of power on June 30. We are at a crossroads. I firmly believe we are on the right track towards greater democratic maturity.

How has your experience at the LKY School benefited your career and personal life?

The experience has benefitted me

“We are at a crossroads. I firmly believe we are on the right track towards greater democratic maturity.”

immensely. The last time I undertook postgraduate studies was 1998-99 in London. In 2006, I felt the need to go back to academia to re-energise intellectually, test ideas culled from practical experience, and broaden my perspective on various issues of national importance. Fortunately, the LKY Fellowship opportunity came at the right time and the right place. I spent one semester and a summer internship in Singapore and one full semester at the Kennedy school of government at Harvard University.

I feel blessed to have been one of the LKY Fellows in 2007. One important change that was instituted starting with the 2007 MPM batch was that we studied at Harvard University for a full semester. Previously, the LKY Fellows stayed at Harvard for only eight weeks. The full semester experience in the US made the blend of East and West in our master’s education balanced and complete.

On the personal side, I made many friends from different continents during my studies in both Singapore and Harvard. I am in contact with many of them even today.

What do you remember the most from your time spent at LKY School?

I have high regard for Prof. Mukul Asher, who was my attachment paper adviser. He made life in Singapore more challenging for me while I was writing my attachment paper on fiscal policy reforms. It was tough. I heaved a sigh of relief and felt a sense of fulfilment when my paper passed his eagle-eyed scrutiny and rigorous standards. He encouraged me to continue updating myself on fiscal and tax policy reforms and update my paper after a few years. Now I am reminded that I need to update and possibly submit it to the next set of leaders as policy input.

I also fondly remember Prof. Neo Boon Siong’s insightful lectures on public management and the Singaporean experience on governance reforms. I specifically remember the many lessons we learned on ways to enhance efficiency and minimise red tape in the delivery of frontline services.

My MPM studies at the LKY School could be my last full-time graduate stint. But who knows, I just might decide to shoot for a PhD... or a third master’s degree. **gisa**



TIME



“Asia’s Challenge 2020” Essay Prize

DESCRIPTION

What is the most important challenge facing Asia over the next decade? Why? What should be done about it?

The best answer in 3,000 words or less will win a prize of S\$2,500. Two runners-up will be awarded prizes of S\$1,000 each. These three prize winners will be invited to Singapore for an expenses-paid awards ceremony. The winning articles will be posted on Time.com.

PURPOSE

The main purpose of the essay prize is to generate fresh ideas for tackling key challenges to Asia’s continued competitiveness and development, as well as encourage young professionals to make an impact on public policy and business in Asia.

SELECTION CRITERIA

The essay will be judged according to creativity, innovation, rigor of research and writing, as well as achievability of idea. It can be focused on one or more areas relevant to Asia, such as macroeconomics, business, international relations, trade and investment, education, healthcare, urban development, science and technology, and energy and the environment. The essay must be written in English. It should not have been previously published in English in a publication with broad international circulation.

JUDGES

Judging panel includes: Zohar Abdoolcarim (Asia Editor, TIME, Hong Kong), Michael Elliott (Deputy Managing Editor, TIME, United States), Nobuyuki Idei (CEO, Quantum Leaps Corp., Japan), Kishore Mahbubani (Dean, Lee Kuan Yew School of Public Policy, National University of Singapore), Lubna Olayan (Deputy Chairman and CEO, Olayan Financing Co., Saudi Arabia), and Astrid Tuminez (Assistant Dean and Director, Lee Kuan Yew School of Public Policy, National University of Singapore).

CANDIDATE REQUIREMENTS

The candidate authoring the essay must be under 32 years of age as of December 31, 2010. The candidate must be an Asian national (for the purposes of this essay, Asia includes all of the area from Japan to the Suez Canal and the Bosphorus; it excludes Russia and Australia).

SUBMISSION REQUIREMENTS

The essay should be submitted electronically to prize@asiabusinesscouncil.org by August 31, 2010. Prize winners will be announced in September 2010.

The submission should contain the candidate’s full name, nationality, and month and year of birth (more detailed biographical information may later be requested from shortlisted candidates). The essay should include a title and word count.

For more information, visit www.AsiaBusinessCouncil.org

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