

Discussion on Singapore's Fiscal Policies and National Reserves

Halls 2 and 3, Level 1
Devan Nair Institute for Employment and Employability
80 Jurong East Street 21, Singapore 609607

PROGRAMME

WORKSHOP 1 – SATURDAY, 29 APRIL 2023

8.30 am – 9.00 am	Registration
9.00 am – 10.30 am	Welcome Remarks and Introduction to Project Pre-Workshop Survey Presentation Mr Christopher Gee Senior Research Fellow & Head, Governance and Economy Department Institute of Policy Studies
10.30 am – 11.00 am	Tea Break
11.00 am – 12.30 pm	Continuation of Presentation and Discussion
12.30 pm – 1.30 pm	Lunch
1.30 pm – 2.15 pm	Continuation of Presentation and Discussion
2.15 pm – 2.30 pm	Tea Break
2.30 pm – 4.00 pm	Panel Discussion with Experts Moderator Associate Professor (Practice) Terence Ho Lee Kuan Yew School of Public Policy Speakers Professor Lim Siong Guan 4 th S R Nathan Fellow Institute of Policy Studies and Professor in Practice Lee Kuan Yew School of Public Policy Mrs Tan Ching Yee Permanent Secretary Ministry of Finance

Ms Selena Ling
Chief Economist
Head of Treasury Research & Strategy
Global Treasury
Oversea-Chinese Banking Corporation Limited

Mr Tan Kuan Hian
Vice-Curator
Global Shapers Community (Singapore Hub)

4.00 pm – 5.00 pm

Small Group Discussion

- Clarifications of questions
- Collation of queries to be addressed at Workshop 2
- Trial run of the Budget Game/Small Group Exercise

5.00 pm

End

WORKSHOP 2 – SATURDAY, 6 MAY 2023

8.30 am – 9.00 am

Registration

9.00 am – 9.45 am

Morning Plenary Session

- Responses to queries from Workshop 1
- Explanation of budgeting game components

9.45 am – 10.30 am

Budgeting game: Small round 1

10.30 am – 10.45 am

Tea break

10.45 am – 11.30 am

Budgeting game: Small rounds 2 & 3

11.30 am – 12.30 pm

Budgeting game: Big round

12.30 pm – 2.00 pm

Lunch

2.00 pm – 4.00 pm

Group presentations and discussion

4.00 pm – 4.30 pm

Post-workshop Survey

4.30 pm

End

.....

BIOGRAPHICAL NOTES



Christopher GEE is Senior Research Fellow and Head of the Governance and Economy Department at the Institute of Policy Studies. He holds a joint appointment with the National University of Singapore's Department of Real Estate. His research focuses on policy implications and outcomes from Singapore's demographic trends, with a specific focus on housing, healthcare and retirement adequacy. Mr Gee previously worked in investment banking, where he led equity research teams that covered Singapore and Malaysia. He received a Bachelor of Law degree from the University of Nottingham and is a Chartered Financial Analyst.



Terence HO is Associate Professor in Practice at the Lee Kuan Yew School of Public Policy, National University of Singapore. Since 2002, he has served in various policy, research and leadership roles in the Singapore Public Service — as Economist at the Ministry of Trade and Industry, Assistant Director of Higher Education at the Ministry of Education, General Manager of South East Community Development Council, Director of Performance and Resource Management and Director of Economic Programmes at the Ministry of Finance, and Divisional Director of Manpower Planning and Policy at the Ministry of Manpower, where he was also Chief Data Officer. He was a board member of the Workforce Singapore Agency (2017–2020) and the Building and Construction Authority (2016–2021).

Associate Professor Ho is the author of *Refreshing the Singapore System: Recalibrating Socio-Economic Policy for the 21st Century* (World Scientific, 2021). A frequent contributor of news analysis and commentaries in Singapore, he has provided consultancy and training services to public agencies in Singapore and abroad, as well as to the World Bank.



LIM Siong Guan is a Professor in the Lee Kuan Yew School of Public Policy, instructing on leadership and change management. He was the Group President of GIC from 2007 to 2016. He was Head of the Singapore Civil Service; Permanent Secretary of the Ministry of Defence, the Prime Minister's Office, the Ministry of Education, and the Ministry of Finance; and Principal Private Secretary to Prime Minister Lee Kuan Yew. He is the founder chairman of Honour (Singapore), a charity that seeks to promote the culture of honour and honouring for the well-being of Singapore. He co-authored two books with Joanne H. Lim: *The Leader, The Teacher & You*, a book on leadership and governance, and *Winning with Honour*, a book on winning in life and work. He also wrote a third book, *Can Singapore Fall?* based on a series of lectures he delivered as the Institute of Policy Studies' 4th S R Nathan Fellow (2017/2018).



TAN Ching Yee is Permanent Secretary of the Ministry of Finance, Singapore. She also holds the appointment of Permanent Secretary, Prime Minister's Office (Special Duties). She assumed these posts on 1 May 2016. She is Chairman of the Inland Revenue Authority of Singapore, and a board member of the Changi Airport Group. Mrs Tan read Economics at the University of Cambridge and joined the Singapore Civil Service in 1986, first as a statistician and then as a research economist in the Ministry of Trade and Industry. She obtained her Master of Science in Management from the Graduate School of Business, Stanford University, in 1997.

She next worked in the Ministry of Education for five years, covering portfolios in higher education and overall education policy, leaving as its Deputy Secretary (Policy). In July 2002, she became the Chief Executive of the Infocomm Development Authority, Singapore. Concurrently, she held the post of Deputy Secretary (Infocomm and Media Development) at the Ministry of Information, Communications, and the Arts. She returned to the Ministry of Education as its Second Permanent Secretary in January 2005 and as its Permanent Secretary in April 2007. She was Permanent Secretary at the Ministry of Health from April 2012.



Selena LING is the Chief Economist for Oversea-Chinese Banking Corporation Limited (OCBC). As Head of Treasury Research & Strategy, she leads a research team that is responsible for treasury market research, forecasts and trading recommendations for the bank — covering interest rates, foreign exchange, credit research and macroeconomic commentary. Under her leadership, OCBC's research capabilities have been greatly valued by customers and highly ranked in surveys. She is a member of the OCBC Wealth Panel for Singapore and Malaysia, as well as a council member for the Economic Society of Singapore. She also sits on the

Institute of Valuers and Appraisers Singapore (IVAS), the Advisory Board of College of Humanities, Arts and Social Sciences, Nanyang Technological University, and the S. Rajaratnam School of International Studies Board of Governors. She was conferred the IBF Fellow Award in Financial Markets in 2017. Her research writings have been extensively quoted and published by prominent media across print, television and radio.

Prior to joining OCBC in August 2000, Ms Ling was with the Fiscal Policy Unit under the Ministry of Finance, and the Economics Department in the Ministry of Trade and Industry.



TAN Kuan Hian is the Vice-Curator of the Singapore Hub of the Global Shapers Community, a World Economic Forum network of people under 30 working to address local, regional and global challenges. He believes strongly in youth involvement in policymaking and is an organiser of the ongoing ForwardSG National Youth Dialogues, where young people can voice their views on issues critical to Singapore's future. He is also a co-editor of the 2021 and 2022 versions of *The Birthday Book*, an annual collection of essays and stories examining emerging challenges and opportunities for Singapore. Mr Tan graduated from Johns Hopkins and Harvard universities, which tried and failed to educate him. In true millennial fashion, he spends his spare time climbing, wondering about housing prices, and watching sappy Korean dramas.



Gillian KOH is Deputy Director (Research) and Senior Research Fellow in the Governance and Economy Department of the Institute of Policy Studies (IPS). Her research focuses on politics and governance, state-society relations, civil society development in Singapore, and public consultation. She has led research teams that generated four IPS Post-Election Surveys (2006, 2011, 2015 and 2020), and the two surveys on the Presidential Elections (2011, 2017). She helped to coordinate the IPS public deliberation project on Singapore's ageing-related policies in 2022. Dr Koh has co-authored and co-edited several publications the latest being *Social Capital in Singapore: The Power of Network Diversity* (Routledge, 2021). She regularly contributes opinion essays to The Straits Times and other mainstream media platforms in Singapore. She obtained her Master of Arts in Third World Studies and doctoral degree in Sociological Studies from the University of Sheffield, United Kingdom, and joined IPS in 1996.

Last modified on 2 May 2023

