

IPS // NEURAL CENTRAL

Inspired by the human brain's neural network, the cover design and layout feature an abstract motif that represents IPS as the origin of strategic thinking and idea conceptualisation. The predominant colour theme is based on the IPS classic sea-blue and white identity palette, visually articulating the depth and breadth of IPS' capacity in policy analysis and research.

CELEBRATING 20 YEARS
OF ENGAGING MINDS & EXCHANGING IDEAS

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IPS Mission

Institute of Policy Studies (IPS) was established in 1988 as a think-tank dedicated to fostering good governance in Singapore through strategic policy research and discussion. An autonomous research centre in the Lee Kuan Yew School of Public Policy at the National University of Singapore, IPS focuses on domestic developments in Singapore and on external relations. It employs a multi-disciplinary approach in its analysis with an emphasis on long-term strategic thinking.

To achieve its objectives, IPS undertakes research projects, generates publications, and organises conferences, lectures, seminars and closed-door discussions.

The institute has a three-fold mission:

Analysis

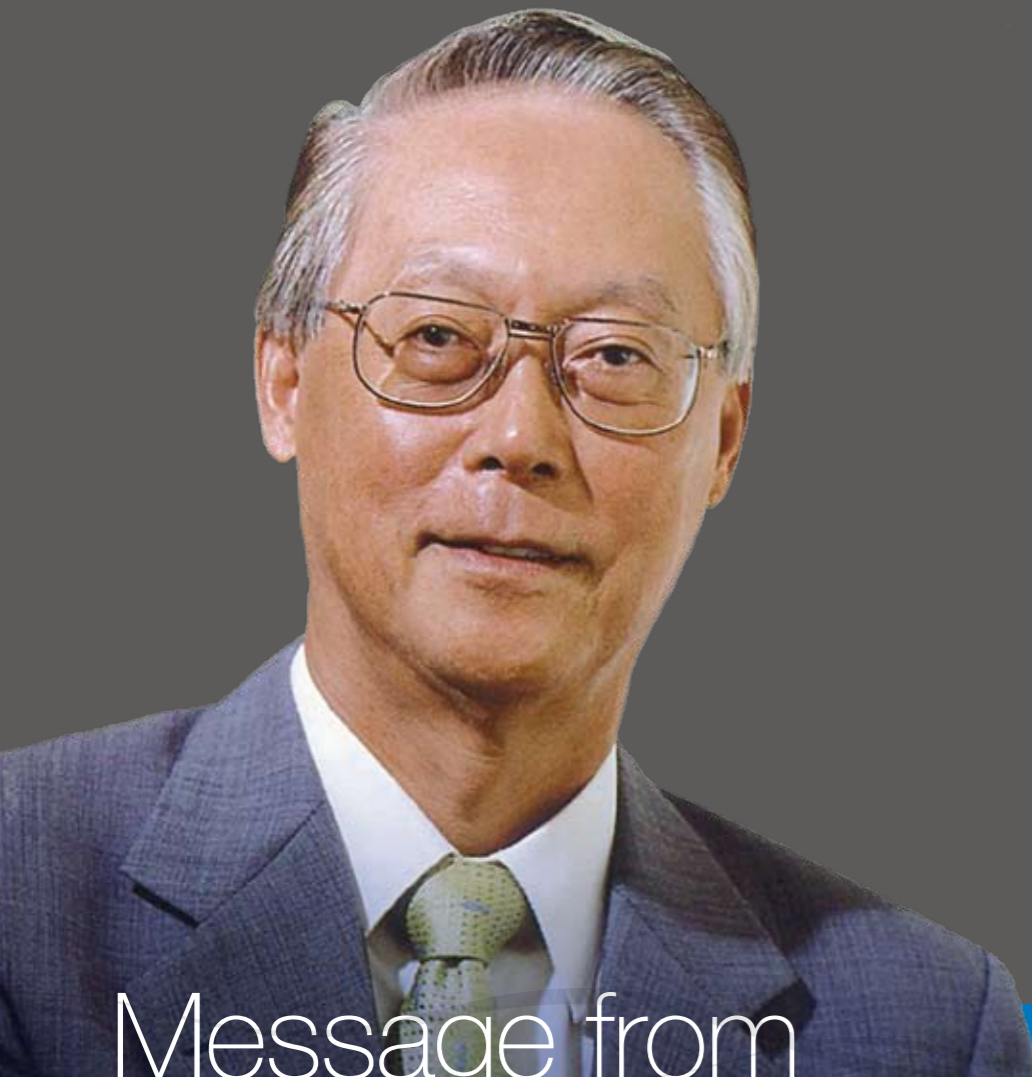
To analyse policy issues of critical concern to Singapore and contribute to policy development.

Bridge-building

To build bridges among diverse stakeholders, including government, business, academia and civil society.

Communication

To communicate research findings to a wider community and generate a greater awareness of policy issues.



Message from The Patron

I announced the setting up of IPS in January 1988. I wanted a think-tank outside the government which could examine and add value to government policies, especially in spotting policy areas which cut across Ministries and have not been holistically attended to. I believed that the Government could benefit from the wealth of experience of individuals and organisations outside it.

An independent think-tank could bring together individuals and ideas in an inclusive and strategic way to offer alternative narratives of how the problems of our society could be better tackled.

While IPS has not fully met my expectations because of the difficulty of attracting a large pool of researchers in public policy, it has done good work in some areas. Over the years, IPS has initiated several innovative projects to draw in participants from the public, private and people sectors.

The annual Singapore Perspectives Conference takes stock of major developments and trends having an impact on Singapore in the short and longer terms. The Young Singaporeans Conference identifies and nurtures budding leaders from all sectors in constructive engagement on policy matters. The Singapore Economic Roundtable provides analysis from multiple perspectives and generates practical suggestions for decision-makers. These on-going programmes are useful in engaging Singaporeans who want to contribute their ideas on public policy.

IPS was recently reconstituted as an autonomous research centre at the Lee Kuan Yew School of Public Policy (LKYSPP). It should leverage on this to achieve fuller synergy by tapping on the networks and research resources in the LKYSPP. IPS should also build up its intellectual strength by recruiting more research staff on a short term or project basis. This way, IPS can widen its pool of researchers and better produce papers which policy-makers would find useful.

Singaporeans today are more ready to engage in policy development, at a time when the world is fast-changing and the

way forward is uncharted. Singapore itself is changing. IPS can build on its strength as a focal point for such engagement. We need a multiplicity of ideas and possible solutions to sustain Singapore's growth, share the fruits equitably and build a just and dynamic society.

I thank the many institutions and individuals who have supported IPS over the years. I congratulate IPS on its 20th anniversary and extend my best wishes for more accomplishments ahead.

Mr Goh Chok Tong
Senior Minister, Singapore



Message from The Chairman

I have spent nearly 20 years of my life with IPS: 11 years as Director, 11 years as a Governor and 5 years as Chairman. Looking back on the last 19 years, I have many happy memories of the work we did, of the colleagues I worked with and the publications we produced. In this essay, I would like to touch on some of the highlights of my journey with IPS.

Mandate from Patron

I still remember the lunch which Senior Minister Goh Chok Tong (as Patron of IPS) hosted for me, at the Ministry of Defence, in the summer of 1990. In addition to my job at the Ministry of Foreign Affairs, he asked me to be the Director of IPS. I asked him what was my mandate. He said he wanted IPS to be an inclusive forum in which Singaporeans with different points of view could meet and exchange ideas. He said he did not want IPS to be a mouthpiece of the government, but to generate alternative ideas and constructive proposals to fine-tune government policies. Later, he also asked me to launch an initiative to build a bridge to the business leaders.

Role of IPS in Singapore

Over the years, IPS has come to occupy a unique niche in the intellectual life of Singapore. We are close to the government but we are not part of the government. We act as a bridge between the government, the scholars, the business community, the civil society and other opinion makers in Singapore.

Launching Three Key Projects

I launched three flagship projects which have endured. The first was called "Singapore: Year In Review", which my successor, Dr Lee Tsao Yuan, rebranded as "Perspectives". It is the Singapore equivalent of a US town hall meeting. The second is the Young Singaporeans Conference. The third is the Corporate Associates Scheme.

Corporate Associates

I am pleased that the three projects have continued to thrive. The Singapore Perspectives Conference has now become an established feature of Singapore's intellectual agenda and many look forward to it when it is held in January annually. Many of our Young Singaporeans Conference alumni have become leaders in organisations in the public, private and people sectors, becoming IPS' ambassadors in their own space. The Corporate Associate Scheme, which was revamped by IPS' first Head of Public Affairs, Ms Peggy Kek, and now ably administered by Ms Chang Li Lin, continues to offer our donors regular networking and special briefing sessions. I want to thank our Corporate Associates who have nourished us intellectually and financially over the last 15 years.

Research and Publications on Singapore

IPS has made several important contributions to our understanding of Singapore and its public policies. In the area of the economy, I would highlight two contributions:

- (a) The Singapore Economic Roundtable, co-organised with The Business Times, held twice a year; and
- (b) The IPS Report on the Restructuring of the Singapore Economy, submitted to the government in 2002.

In the area of demography and family, Dr Yap Mui Teng has conducted a number of key confidential studies for the Singapore government, particularly the Ministry of Community Development, Youth and Sports (MCYS). She has contributed to the formulation of policies towards

Message from The Chairman

the elderly through her research and as a resource person for Inter-Ministerial Committees. MCYS has appointed IPS and her as the co-ordinator of the newly formed Family Research Network (FRN).

In 1998, Dr Lee Tsao Yuan and Mr Arun Mahizhnan co-edited an important book, "Singapore: Re-engineering Success". It is time for IPS to revisit the subject of how Singapore should re-invent itself in order to remain competitive and successful.

In the relatively new area of the State's relations with civil society, I would mention the pioneering book, "State-Society Relations in Singapore" by Dr Gillian Koh and Professor Ooi Giok Ling, published in 2000.

In the area of urban studies, I would highlight the World Conference on Model Cities, which IPS co-organised with the Urban Redevelopment Authority, in 1999, and Professor Ooi Giok Ling's two volume publication, "Model Cities: Urban Best Practices" (2000).

From March to May 2003, Singapore was attacked by an invisible enemy, SARS (Severe Acute Respiratory Syndrome).

It practically shut down the economy and terrified the population. It killed 33 people and hospitalised hundreds. When the nightmare was over, the government requested IPS to publish a book to tell the story. We agreed and commissioned a senior writer with The Straits Times, Ms Chua Mui Hoong, to write the book. "A Defining Moment: How Singapore Beat SARS" was published in 2004.

In 2006, IPS published an important book, edited by Dr Cherian George on journalism and the internet. This is an area in which he, Mr Arun Mahizhnan and Mr Tan Tarn How have continued to research and publish.

I wish to acknowledge three important publications by Dr Lai Ah Eng:

- (a) her 2004 book, ethnic pluralism and social cohesion in Singapore;
- (b) her 2006 book, co-authored with Dr Noor Aisha Abdul Rahman, on Madrasah education; and
- (c) her 2008 book on religious diversity in Singapore.

Finally, I will mention the two books which Ms Chang Li Lin and I co-edited

and a third book which she assisted me with. They are:

- (a) The United States-Singapore Free Trade Agreement: Highlights and Insights (2004);
- (b) The Little Red Dot: Reflections by Singapore's Diplomats (2005); and
- (c) The Making of the ASEAN Charter (2009).

IPS' External Wing

Like the Singapore economy, IPS also has two wings, an internal wing focused on the study of Singapore's public policies and an external wing. The external wing has many facets. We offer a platform for visiting dignitaries, such as Japanese Prime Minister Kaifu, South Korean President Kim Young Sam, Philippines President Macapagal-Arroyo, World Bank President James Wolfensohn, the Special Envoy of His Holiness The Pope, Cardinal Martinho, to address a knowledgeable audience. Ms Irene Lim and her dedicated team have honed the art and science of organising conferences to perfection. We have tried to be helpful in nurturing good relations between Singapore and other countries.

Singapore-Malaysia Relations

In 1992, the Singapore High Commission in Kuala Lumpur requested IPS to organise and lead a business delegation to visit Kuala Lumpur. The visit took place in the same year, and was extremely successful. The delegation was received by and hosted to lunch at Carcosa by then Prime Minister Dr Mahathir. It also called on the then Finance Minister, Anwar Ibrahim, and other officials. The Malaysian delegation paid a return visit to Singapore in 1993 and was warmly received by then Prime Minister Goh Chok Tong, who also hosted lunch for the visitors, and had a fruitful dialogue with then Foreign Minister S Dhanabalan. In 2002, IPS and the Malaysian think-tank, the Asian Strategy & Leadership Institute (ASLI), co-organised a business roundtable in Kuala Lumpur.

Singapore-US Relations

Following the Michael Fay incident, relations between the US and Singapore became acrimonious. In order to cool the dispute and to increase mutual understanding, IPS and a Washington-based think-tank, the Center for Strategic & International Studies (CSIS), co-organised a US-Singapore Consultative Group,

co-chaired by Dr Yeo Ning Hong and Dr Harold Brown. The Group met three times in Washington, in 1995, 1996 and 1997. It ceased to meet when our bilateral relations returned to normality.

On the positive side, IPS has worked closely with two American institutions, the Asia Society and the Asia Foundation. With the Asia Society, we co-organised three very successful meetings in Singapore:

- (a) A seminal conference on Asian and American perspectives on Democracy and Capitalism (1993);
- (b) The Annual Asia Society's Corporate Conference (1994); and
- (c) The Williamsburg Conference (2000).

We assisted the Asia Foundation on three occasions by convening and chairing regional workshops on America's role in Southeast Asia, in contributing to the writing of the reports and in launching them in Singapore.

In 2007, IPS, ISEAS (Institute of Southeast Asian Studies) and an American think-tank, the Center for New American Security (CNAS), organised a very successful ASEAN-US Symposium, to take stock of

the state of USA's relations with ASEAN and to identify some initiatives which the two sides should take to bring the relationship to a higher level.

Singapore-Japan Relations

The Prime Ministers of Japan and Singapore agreed in 1994 to launch a new initiative which would help to thicken the relations between the two countries and increase the networks between them. The then Prime Minister Goh Chok Tong requested IPS to co-organise the Japan-Singapore Symposium, with a Japanese partner. The Symposium is one of the institutional links between the two countries. It has met on seven occasions: 1995, 1996, 1998, 2001, 2003, 2006 and 2009.

Singapore-Europe Relations

Following the birth of Asia-Europe Meeting (ASEM) and Asia-Europe Foundation (ASEF), two initiatives of Senior Minister Goh Chok Tong, IPS has tried to play a modest role in growing the strategically important relationship between Asia and Europe. When I was the Executive Director of ASEF, ASEF, IPS and the Herbert Quandt Foundation of Germany, co-organised the

Message from The Chairman

annual Europe-Asia Forum, which brought together opinion makers from the two continents for an annual dialogue.

Singapore-UN Relations

The United Nations (UN) is very important to Singapore's national interests. IPS has tried to make a contribution to Singapore's relations with the UN system. This took the form of the so-called Singapore Conference on UN Peacekeeping and Peace-Making. This initiative occurred accidentally. Following the successful conclusion of the UN peace keeping operation in Cambodia, UNTAC (UN Transitional Authority in Cambodia), we found to our horror, that the UN did not have the money or the will to convene a conference of all the stakeholders in order to learn lessons from it. IPS, together with UNITAR (UN Institute for Training and Research) and Japan, decided to take the initiative to convene such a conference. The success of the first conference inspired the three partners to convene six more conferences, in 1995, 1997, 1999, 2001, 2002 and 2005 to examine the following topics:

- (a) The Role and Functions of Civilian Police in United Nations Peace-Keeping Operations;

- (b) Humanitarian Action and Peace-Keeping Operations;
- (c) The Nexus Between Peacekeeping and Peace-Building;
- (d) The Reform Process of United Nations Peace Operations;
- (e) The United Nations Transitional Administration in East Timor; and
- (f) United Nations as Peacekeeper and Nation-Builders: Continuity and Change – What Lies Ahead?

Each conference has resulted in a book, co-edited by Ms Nassrine Azimi and Ms Chang Li Lin.

Singapore-IMO Relations

Singapore is the world's largest port State. It is also one of the world's top shipping nations and an increasingly important international maritime centre. For these reasons, Singapore participates actively in the work of the International Maritime Organization (IMO). Because I had served as the President of the Third UN Conference on the Law of the Sea, the IMO approached me and suggested that the IMO and IPS should co-organise an international conference on the Straits of Malacca and Singapore. The objective

was to encourage the three straits States, namely, Indonesia, Malaysia and Singapore, the user States and other stakeholders to agree to establish a cooperative mechanism in accordance with Article 43 of the Law of the Sea Treaty. Two such conferences were held, in 1996 and 1999, but the parties were not ready to act. In September 2008, the IMO requested me to chair a meeting in Singapore which adopted an agreement to establish the cooperative mechanism. I was overjoyed and felt that the efforts of IPS had not been in vain.

Singapore-APEC Relations

Singapore is the current chair of the Asia-Pacific Economic Cooperation (APEC). We have always attached importance to APEC, because we share the vision of free trade and vision in the Pacific and because it is a forum which links the two sides of the Pacific. APEC has an active business advisory council or ABAC. Over the years, ABAC has put benign pressure on the governments to press on with the liberalisation and integration agenda.

In 1994, a senior official from the US Trade Representative's Office, Sandy Kristoff, came to visit IPS. She requested me to convene a meeting, in Singapore, of

representatives from the private sector of all the APEC economies. She also requested IPS to serve as the executive secretariat of the group which was initially called the Pacific Business Forum (PBF). We agreed and organised the meetings of PBF, in 1994 and 1995, as well as assisted the group in writing their reports for submission to the APEC Leaders. Dr Lee Tsao Yuan, Mr Arun Mahizhnan and I worked very hard, for two years, to get the group off to a good start. In 1996, the PBF rebranded itself as the APEC Business Advisory Council, and the Philippines offered to take over the secretariat (supposedly for one year).

Singapore-IMF-World Bank

Singapore was given the onerous privilege of hosting the annual meetings of the International Monetary Fund (IMF) and World Bank Group (WBG) in 2006. Beginning 12 years ago, the formal meetings were complemented by a successful side event called the Programme of Seminars (PoS). The Singapore government requested IPS to take the lead in working with IMF and WBG to organise PoS. We agreed and spent two years of our time in doing so. I wish to acknowledge my debt of gratitude to Mr Arun Mahizhnan, Dr Tan

Kee Wee and Ms Rica Agnes Castaneda for their contributions.

First, we negotiated with IMF and WBG on a new paradigm of cooperation. In the past, the PoS was organised by those two institutions, with no input from the host country. We said that we would cooperate only if we were an equal intellectual partner, helping to conceptualise the programme, choosing the themes and topics and selecting the speakers. IMF and WBG agreed.

Second, we convened a meeting of all Singapore think-tanks and research institutions in order to obtain their suggestions and to involve them in the process.

Third, we convened a regional workshop and invited 50 of Asia's most respected thinkers and think-tanks and obtained very useful inputs from them on topics for discussion and the names of Asian speakers.

The 2006 PoS was three days long. It had an unprecedented number of themes and sessions and attracted a record number of participants. I was particularly proud of the fact that, for the first time in the history of the Programme, half the speakers were Asians who acquitted themselves well. I

think we lived up to our tagline, "Asia in the World, the World in Asia".

The People of IPS

At the end of the day, the most important asset of IPS is its people. I will always remember, with appreciation and gratitude, the many wonderful people I have worked with at IPS. I thank my kind chairman, Mr Hsuan Owyang and the supportive members of the board. I am deeply indebted to my two able deputies, Dr Lee Tsao Yuan and Mr Arun Mahizhnan, and to all the talented members of the research team. I salute the first class administrative team, ably led by Mr Ang Leng Huat, Ms Shirley Lim and now by Ms Irene Lim

Conclusion

I hope that IPS has been useful to Singapore in a myriad of ways. I suspect that most people, including some members of the IPS family, are not fully aware of the many ways in which we have tried to be relevant and useful. This is my excuse for this rather long reflection.

Professor Tommy Koh
Chairman



Message from The Director

As IPS turned 20, I entered the Institute as its 5th Director. IPS is now part of the Lee Kuan Yew School of Public Policy and it occupies salubrious premises at the Bukit Timah Campus of the National University of Singapore.

Looking forward, IPS has to build on this foundation and reach out to even more people. It is also important to transmit the accumulated knowledge to the younger generation of Singaporeans. IPS will do so through strategic research and engagement of citizens in efficacious policy-making.

The new status of IPS is another manifestation of the Institute's ability and versatility. In the past two decades, IPS brought policy issues and policy-making to a wide audience in Singapore and enriched their appreciation of the big picture and strategic outlook. Looking forward, IPS has to build on this foundation and reach out to even more people. It is also important to transmit the accumulated knowledge to the younger generation of Singaporeans. IPS will do so through strategic research and engagement of citizens in efficacious policy-making. In this process, every segment of the population must feel that it is connected with the Institute's work.

Therefore, the challenge for IPS is to stay in touch with the community and relate intellectual pursuit to practical reality.

On this occasion, I would like to take the opportunity to acknowledge the wonderful support IPS has received from the Institute's Board Members, corporate associates, donors and working partners over the years. Their ideas, energy and resources have helped IPS deliver on its promise as a unique think-tank in Singapore. Thank you very much!

Ambassador Ong Keng Yong
Director

When IPS started out in 1988, the term “think-tank” was not commonly known in Singapore, even among academic circles. So, IPS was not only the new kid on the academic block but also a strange kind of kid. IPS was founded with the notion of an independent institution that would provide a platform for robust but collegial discussion of Singapore’s critical issues by different stakeholders.

Reflections

IPS 20th Anniversary

It would also offer policy analysis and advice with academic rigour and informed by practical experience. In this, it would bring theoreticians and practitioners together for a common purpose – to contribute to the good governance of Singapore. It is this particular mix of theory and practice and the primary focus on policy research that distinguished IPS as a think-tank and made it different from the traditional academic research institutions in Singapore.

Goh Chok Tong, then Deputy Prime Minister and founding Patron of IPS, wanted IPS to concentrate on policy analysis but with a difference – he wanted IPS to think independently, venture outside the box and challenge conventional wisdom, and to think ahead.

Ever the consensus builder, Mr Goh also wanted IPS to reach out to other stakeholders and serve as a neutral but constructive conduit for everyone to connect with each other. He wanted IPS to be a bridge-builder.

While bringing good advice from key stakeholders to the government, IPS was also expected to inform and explain to them why the government does what it does in the way it does. Mr Goh wanted IPS to be a two-way communication channel. Thus came the three fundamental roles of IPS: analysis, bridge-building and communication – the ABCs of IPS.

The think-tank culture was new and, to some in the government and outside, unsettling. Think-tanks elsewhere tended to be ideological, adversarial or advocacy oriented. Though IPS was conceived as an objective, non-partisan, no-advocacy think-tank, it was a neophyte in the field and it needed to earn the trust and respect of policy makers. With a government full of technocrats whose own analytical powers are considerable, the input from outside has to be different, if not superior. At the same time, for a government unused to vigorous public debate since the seventies, if such different ideas would create any disturbance

to the perceived public consensus, it would be uncomfortable. IPS has had to tread a delicate path in building confidence without apparent confrontation with the government.

On the other hand, outside the government, there was an expectation that if IPS was not another apologist for the government, it should show up the shortcomings of policy and publicly challenge the government to fix them. IPS should publicly put forward its alternative policy options. That is what think-tanks did elsewhere, in their view. At the same time, many – including academic, business and community leaders – were too reluctant to speak their mind in public, fearing retribution. IPS has had to tread a delicate path in building trust without apparent capitulation to the government.

IPS found some new ways to balance different needs. One such invention was the Closed Door Discussion (CDD) format which offered the best of both worlds in some ways: The CDDs will not be open to media coverage, thus avoiding public glare; participants could speak their mind freely under the Chatham House Rules whereby no names will be mentioned in our reports to the government, thus protecting their identity; and our reports will be sent confidentially to relevant authorities for their consideration, thus averting any public embarrassment for the government. Over the years, this approach has worked well for fulfilling one of IPS' missions – providing a platform for robust but collegial discussion of critical issues. But the downside to this hush-hush, gently-gently approach is that very few outside the participating circles know what or how much we do. Some even surmised that IPS simply does not take on any controversial issues.

Likewise, when IPS is commissioned to conduct policy research, the findings are shared only with the commissioning agency and not with the world. Even when good ideas from IPS are taken up by the government, it is done quietly, without

ceremony. That is as it should be but it does lead to a perception outside the beneficiary agencies that not much is done by IPS to contribute to policy debates.

Another challenge for IPS is access to government data. In policy analysis, the raw material is hard data and that is in short supply in the public domain. There is an overwhelming asymmetry between the government and researchers in terms of information availability. Besides, government data is often sensitive, sometimes secret. IPS and the government have had to feel their way around to determine what is sharable, even on a confidential basis, and what is clearly not. Over the years, IPS has had to waltz with the authorities to seek and secure the necessary data to do its policy analysis, sometimes with success and at other times without. It was, and still is, a slow dance, but in time, there could be more sharing, partly if IPS could earn more trust and respect and partly because information monopoly is becoming unsustainable.

However, data-sufficiency is only one element of a think-tank's strength. It needs to have the capacity to think hard, think afresh, think ahead and, sometimes, think the unthinkable. Analysing the past and drawing theories from it is what academia does best. A think-tank needs to peer into the future and postulate new trends and trajectories. Think-tank staff face the unenviable burden of having to keep one foot in the esoteric world of theory-building and the other on the terra firma of practice while trying to pluck fresh policy options from the realm of new ideas. It is a huge intellectual challenge for the staff – one which we have not met fully often times. It takes enormous effort, time and perseverance to reach a state of excellence. It takes the hybrid of high academic qualification with actual work experience to excel in this hybrid field. Such candidates are not easy to find in Singapore as we have not yet developed the revolving doors between Government, Academia and Business that one finds in

America and which facilitate the easy flow of talent from one domain to another.

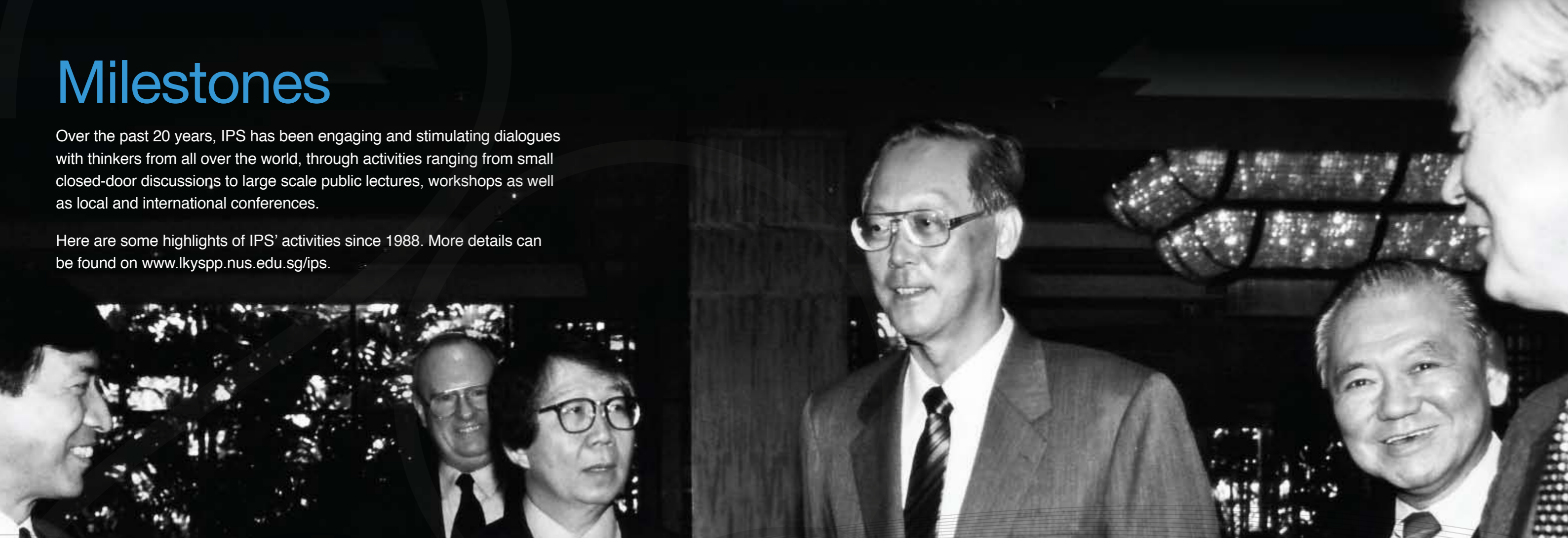
Policy prediction is a highly risky business but that is part of the fun of being a think-tank. If risk taking is rewarded, not penalised, think-tanks can go far even if occasionally in wrong directions. Wrong and Right are relative terms in the world of ideas. What appears wrong at one time turns out to be right at another. Witness casinos in Singapore. And what appears unacceptable to the public in the mind of the authority turns out to be acceptable to both the public and the authorities with no discernible evidence of change in the society. Witness the film rating system. Sometimes, timing is everything in public policy making. But being “just in time” is the politician's business, not the policy analyst's trade. In fact, the more “ahead of its time” a policy recommendation is, the better the street cred of a think-tank. So there are choices as to what we really want to be – a think-tank that thinks ahead of the policy curve or a think-tank that conforms to conventional wisdom. More importantly, it need not be a binary choice – there are times when one is the better option than the other and we should be capable of doing both. This, indeed, has been the modus operandi of IPS over twenty years – trying to balance convention with innovation, conformity with insurgency and the thinkable with the unthinkable. Which way IPS leans depends very much on what IPS is asked to do by its paymasters and beneficiaries, at least as much as on those inside.

Mr Arun Mahiznan
Deputy Director

Milestones

Over the past 20 years, IPS has been engaging and stimulating dialogues with thinkers from all over the world, through activities ranging from small closed-door discussions to large scale public lectures, workshops as well as local and international conferences.

Here are some highlights of IPS' activities since 1988. More details can be found on www.lkyspp.nus.edu.sg/ips.



1988

12 JUL
IPS organised its first public lecture with Mr S Rajaratnam, Senior Minister with the Prime Minister's Office, on "Evolving a Foreign Policy for Singapore".

1989

IPS continued to host several distinguished foreign visitors for its Public Lecture series, including:

28 AUG
Datuk Abdullah bin Haji Ahmad Badawi, Vice-President of UMNO Malaysia, on "Malaysia-Singapore Relations".

1 NOV
Khunying Supatra Masdit, Minister of Thailand's Prime Minister's Office, on "Thai Women in Politics".

1991

3 MAY
Along with two other sister think-tanks, IPS jointly hosted Japan's Prime Minister, Mr Toshiki Kaifu, for its IPS-ISEAS-SIA lecture. Mr Kaifu is the first overseas Prime Minister to speak at an IPS lecture.

11 JAN
IPS organised the inaugural "The Year in Review" flagship conference to assess Singapore's performance in 1990.

1992

10 DEC
IPS celebrated its 5th Anniversary with a gala dinner. In his commemorative speech, IPS Patron and then Prime Minister Goh Chok Tong said that "...IPS can provide the forum for Singaporeans to test their ideas and express their views on how Singapore can be improved – the kind of Singapore they want, the world they foresee, the problems they anticipate, and the path they will take".

1993

28-30 JAN
IPS brought together thinkers from both US and Singapore for The Asia Society-IPS-ISEAS-SIF Conference on "Asian and American Perspectives on Capitalism and Democracy", held at The Regent, Singapore.

1995

25-27 SEP
IPS and APIC (Association for the Promotion of International Cooperation, Japan) jointly organised the first Japan-Singapore Symposium (JSS) at Tokyo Prince Hotel, Japan. JSS was initiated by then Prime Minister Goh Chok Tong, and the late Prime Minister of Japan, Mr Murayama Tomiichi, as a platform for bilateral exchange between the two countries.

2008 marks the 20th Anniversary of IPS and its merger with the Lee Kuan Yew School of Public Policy at the National University of Singapore.



1996

2-3 SEP

IPS and IMO (International Maritime Organisation) jointly organised their first event, the IPS-IMO International Conference on "Navigational Safety and Control of Pollution in the Straits of Malacca and Singapore: Modalities of International Co-operation". Held at The Regent, Singapore, the event was opened by then IMO Secretary-General, Mr William O'Neill.

31 OCT-2 NOV

IPS played host for the first time to the second IPS-APIC JSS in Singapore.

1997

24-26 FEB

UNITAR (United Nations Institute of Training and Research), IPS and NIRA (National Institute for Research Advancement) held their third joint conference, "Humanitarian Action and Peace-Keeping Operations: Debriefing and Lessons", in Singapore.

12 NOV

Professor Tommy Koh launched his book, "The Quest for World Order: Perspectives of a Pragmatic Idealist" at the Singapore International Convention and Exhibition Centre.

20 NOV

IPS celebrated its 10th Anniversary with a dinner at The Regent, Singapore. Guest of Honour was Minister of Information and the Arts, Mr George Yeo.

1998

20-21 FEB

IPS co-organised the inaugural Europe-Asia Forum with Herbert Quandt Stiftung (now renamed as the BMW Foundation) to engage and exchange ideas between representatives from various sectors.

6-7 MAY

IPS held its landmark conference on "Civil Society: Harnessing State-Society Synergies" to deliberate on the sector's development, and target areas which could be achieved for the greater public good.

6 NOV

IPS launched its 10th anniversary commemorative book "Singapore: Re-Engineering Success". It included an essay by then Deputy Prime Minister Lee Hsien Loong as well as contributions from other authors.

1999

20 JAN

IPS staged its final Year in Review conference for 1998 at Orchard Hotel, Singapore.

14-15 OCT

IPS and IMO co-chaired their second conference on "Navigational Safety and the Control of Pollution in The Straits of Malacca and Singapore: Funding and Managing International Partnerships".

22-23 NOV

UNITAR, IPS and the Japan Institute of International Affairs co-organised "The Nexus Between Peacekeeping and Peace-Building" conference. The fourth in a successful series, it concluded that peacekeeping and peacebuilding could occur simultaneously depending on the type and nature of conflict.

2000

25 JAN

IPS changed the focus of its flagship conference series to become a forward analysis of the year ahead. Renamed Singapore Perspectives, the first in the series was named "Perspectives: 2000 & Beyond" and held at The Ritz-Carlton Millenia, Singapore.

21-22 JUL

IPS held its third Young Singaporeans Conference to engage the post-independence generation of young Singaporeans on "Science, Technology and Society: New Frontiers". Special speaker for the event was Professor Francis Fukuyama of The Paul H. Nitze School of Advanced International Studies, Johns Hopkins University, USA.

2001

Foreign dignitaries continued to feature prominently in the IPS Public Lecture series, including:

17 AUG

Mr Nobutaka Machimura, Acting Secretary-General of the Liberal Democratic Party, Japan, who spoke on "Koizumi's vision of a new Japan".

24 AUG

HE Mrs Gloria Macapagal-Arroyo, President of the Philippines, who spoke on "Workable Policies for a New Philippines".

30 NOV

Mr Long Yongtu, Vice Minister of Foreign Trade and Economic Cooperation of China, whose topic was "China in the WTO: New Opportunities for Singapore and ASEAN". IPS co-organised this lecture with EAI.



2002

16 JAN
IPS held its "Perspectives 2002" conference at The Ritz-Carlton Millenia, Singapore.

20 JUL
IPS chaired the Forum on Economic Restructuring for over 80 members of the IFER at Shangri-La Hotel, Singapore. Consolidating views from the private, public and academia sectors, the forum's findings and recommendations were subsequently presented to the Economic Review Committee (ERC).

7 NOV
Editor of Newsweek International, Dr Fareed Zakaria, was invited to speak at IPS' Public Lecture on "Osama and 9/11: A Middle East Problem" at Shangri-La Hotel, Singapore.

2003

19 JUL
IPS celebrated its 15th anniversary with Guest of Honour President SR Nathan and other guests at a gala dinner held at the Istana.

16 OCT
IPS enjoyed breakfast with New Zealand Prime Minister, Rt Hon Helen Clark.

5 DEC
As part of its 15th anniversary commemorative activities, IPS launched four books at The Arts House, including "Beyond Rituals and Riots: Ethnic Pluralism and Social Cohesion in Singapore" by Lai Ah Eng; "Future of Space - Planning, Society and the City in Singapore" by Ooi Giok Ling; "Sustaining Competitiveness in the New Global Economy: The Experience of Singapore" by Ramkishan S Rajan; and "Economic Globalization and Asia: Essays on Finance, Trade and Taxation" by Ramkishan S Rajan.

2004

12 FEB
IPS hosted a Corporate Associates Lunch with Ms Ho Ching, Executive Director of Temasek Holdings.

30 JUN
IPS presented the IPS-European Chamber of Commerce Lunch with The Rt Hon Mr Christopher Patten, EU Commissioner for External Relations.

22 JUL
IPS launched the book "A Defining Moment - How Singapore Beat SARS" by Chua Mui Hoong at the Singapore History Museum.

17 NOV
IPS convened a multi-stakeholder forum to discuss a government proposal on allowing the establishment of casinos and integrated resorts in Singapore.

2005

19 JAN
IPS held its "Singapore Perspectives 2005: People and Partnerships" conference at Shangri-La Hotel, Singapore.

26 JUL
President S R Nathan visited IPS at its former premises on Heng Mui Keng Terrace. He was briefed by IPS researchers over tea.

5 AUG
IPS commemorated Singapore's 40th year of independence with a collection of essays by Singapore's past and present diplomats. Entitled "The Little Red Dot: Reflections by Singapore Diplomats", contributing authors included the late President Wee Kim Wee, President S R Nathan as well as four former foreign ministers of Singapore.

2006

2 JUN
IPS organised a Post-Election Forum a month after the General Elections. Among the highlights was a panel discussion by all party representatives.

22 JUN
IPS hosted a public lecture by His Eminence Cardinal Renato Raffaele Martino, President of the Pontifical Council for Justice and Peace, Special Envoy of His Holiness Pope Benedict XVI.

24 JUL
IPS co-organised the 6th JSS with the Japan Institute of International Affairs (JIIA) which featured a public forum for the first time.

19-20 SEP
IPS held the Young Singaporeans Conference on "Building a Community of Citizens for the 21st Century".

2007

13 APR
IPS conducted a special briefing for the Nominated Members of Parliament.

13 AUG
IPS held its inaugural Nobel Laureate Lecture with Professor Muhammad Yunus speaking on "Empowering the Poor: Lessons from Microfinancing". This marked the beginning of a lecture series featuring speakers who are Nobel prize winners in the field of economics, literature and peace.

15-16 OCT
IPS co-organised the ASEAN-US Symposium 2007 with the Centre for New American Security, US and the Institute of Southeast Asian Studies. The meeting brought together academics and practitioners from ASEAN countries and the US to consider the challenges and opportunities in building relations, as well as brainstorm on future collaborations.

2008

1 FEB
IPS held its 20th flagship conference which mapped out several potential scenarios for a generation ahead. Speakers included Minister Mentor Lee Kuan Yew and Minister George Yeo.

2 SEP
IPS conducted a Forum on Religious Diversity to facilitate in-depth understanding and regular dialogues about religions and life in a multi-religious world.

20-21 NOV
IPS presented the Young Singaporeans Conference on "Cultivating a Singapore Creative Class" at Orchard Hotel.

3 DEC
HE Óscar Arias Sánchez, President of the Republic of Costa Rica, became IPS' second guest for the IPS Nobel Laureate Lecture. He spoke on "Peace with Nature: A Costa Rican Green Initiative".

Research Areas

Over the last twenty years, IPS has developed its areas of research through a combination of available in-house expertise and responding to the evolving policy landscape and needs of the policy makers and other stakeholders. In the following section, highlights of the work undertaken in each of the research area are presented.

Detailed information on IPS research can be found at www.lkyspp.nus.edu.sg/ips

- ARTS AND CULTURE ● DEMOGRAPHY AND FAMILY ● ECONOMICS
- INFORMATION SOCIETY ● MULTICULTURALISM AND IDENTITIES
- POLITICS AND GOVERNANCE ● INTERNATIONAL RELATIONS AND INTERNATIONAL LAW
- URBAN AND ENVIRONMENTAL STUDIES



Arts and Culture

In recent times, the development of arts and culture in Singapore has become an economic as well as a social and political concern. In addition to dealing with socio-political issues of cultural development and artistic freedom, policy frameworks now have to address arts education, the development of creative industries and increasingly, the globalisation of Singapore arts from an economic perspective. IPS continues to examine these frameworks and investigate how they are evolving in relation to each other.

In the last two decades, IPS has contributed to the Government's project of transforming Singapore into a Renaissance City, a vision IPS has also helped conceptualised through commissioned studies by the Singapore government. It also carried out two studies on the development of the creative industries in Singapore and another on the development of the partnerships in the arts between the public, people and private sectors. Each of these studies was aimed at providing not only conceptual analysis but also specific policy and programme recommendations. These include the

proposal for arts education to all school students; the building up of tertiary level arts education for specialists; the need for distinction between egalitarian funding for all arts and funding for excellence which focused on creating cutting edge and high quality arts; special funding for Singapore literary and dramatic works; and the establishment of a contemporary art prize.

IPS will continue to track the governance and development of policies relating to arts and culture in Singapore under the new research area of Arts, Culture and Media.



Demography and Family

In this broad area, IPS has researched demographic trends, their implications, and the Singapore government's response in terms of policy-making. The fields of study include determinants and impact of fertility changes; the ageing population; in-migration, and out-migration.

Singapore's Total Fertility Rate (TFR) has been below the replacement level for more than three decades. Over the last decade, the TFR among its citizens and permanent resident population has fallen to such low levels that it now ranks among countries with what demographers call "lowest-low" or "ultra-low" fertility levels. The implications of this trend, combined with increased longevity, are that the population will age rapidly and will even

decline unless augmented by immigration. The social, economic and political ramifications of such demographic trends are wide. To this end, the government has initiated various policy measures to address the declining fertility rate and ameliorate its impact. These measures include the implementation of measures to promote marriage and the formation of families; the establishment of inter-ministerial committees to study the needs

of older Singaporeans and introduction of measures to meet current and emerging needs; and perhaps more controversially, increasing the level of labour and long term in-migration. It has also initiated measures to keep Singaporeans rooted to Singapore as the numbers who have ventured abroad have increased.

In this regard, IPS has carried out analyses and studies on the fertility trend and attitudes towards issues such as the desirability of marriage, mate selection, having children and the policy measures that the government has put in place. The projects implemented include commissioned research as well as work carried out for academic conferences and publication in books and journals. In 2006, IPS jointly developed a set of projections on Singapore's future population size and structure under various assumptions of

future fertility, mortality and net-migration trends. Partial results have been used in IPS' projections on different scenarios of Singapore's future.

The ageing population is another area of interest in IPS and in which it has made various contributions. Most recently, IPS jointly conducted a study on the baby boomers, the group who will increasingly dominate the ranks of the elderly over the next two decades. IPS has organised conferences, forums and smaller group discussions involving stakeholders such as the government, VVOs and academics to discuss issues such as gender and ageing, dementia, the Mental Capacity Bill and the recommendations of the Inter-Ministerial Committee on the Ageing Population 1999.

IPS also initiated the first systematic study on overseas Singaporeans in 1990.

Together with the Politics and Governance cluster, the Demography and Family cluster has also organised a series of discussions featuring research work on overseas Singaporeans carried out by younger academics.

As the family is an integral part of Singapore, as the basic unit of society in which procreation and the provision of support for the young, the old and the needy take place, the Ministry of Community Development, Youth and Sports initiated the Family Research Network (FRN) to promote research that could be used for evidence-based policy-making in 2008. IPS has been appointed its partner in its inaugural year to conduct a series of forums in which government, academics and family practitioners can come together to share research findings and stimulate further research.



Economics

Economic issues constitute a particularly important area of research and analysis for IPS. Over the years, the institute has dealt with a wide variety of issues. These include macro-economic policies (fiscal, monetary and exchange rate policies), empirical and policy issues relating to trade and investment flows, globalisation and regionalisation, manpower needs, entrepreneurship development and general issues with reference to Singapore and the global economy. The specific focus for each year's work depends on the exigencies of policy-making, the country's economic needs, and factors impacting the region and global economy.

In 2000, under the leadership of then Deputy Prime Minister Lee Hsien Loong, the Economic Review Committee (ERC) was formed "to fundamentally review our development strategy and formulate a blueprint to restructure the economy, even as we work and ride out the current recession". IPS convened a forum in January 2002 to identify and analyse some of the major economic issues confronting Singapore and offer possible solutions to overcome them. This forum, called the IPS Forum on Economic Restructuring (IFER), was made up of more than 80 members from the private sector, public sector and academia. A seven-month long deliberation followed and the findings and recommendations were collected in the IFER report which was presented to the ERC.

Increasingly, IPS is focusing on the economic developments in the larger Asian region, especially the emergence of giant economies namely China and India, and the growing integration of ASEAN with the rest of the region and their impact on Singapore. When Singapore hosted the International Monetary Fund (IMF)-World Bank (WB) Group Annual Meetings and associated events in 2006, IPS was invited to co-organise the Program of Seminar, a global forum that accompanies the Annual Meetings each year. In the 10-year history of the Program, this was the first time that IMF and WB had been joined by an external institution to develop the content of the forum.

Since 2003, IPS has organised the Singapore Economic Roundtable (SER)

with its focus on the Singapore economy, in partnership with the Business Times. SER is a forum made up of leading economists, policy-makers and business leaders, who gather twice a year to discuss important issues that impact Singapore's position in the global economy.

Research and analysis on domestic and international economic issues will continue to be a major focus of IPS.



Information Society

Singapore's rapid transformation into an "intelligent nation" has spurred IPS' research on how an information society has created new challenges and opportunities in both social and political management of the country.

We are constantly challenged by how fast information technology is developing and the enormous speed at which it is affecting society and social networks. As a double-edged sword, information technology both benefits and constrains different segments of society, creating digital divides across generational and economic lines. Government policies and programmes will consequently have to play a proactive role in bridging such divides, especially as the knowledge economy and e-Government become an integral part of an information society. The Institute is assisting such policy-making, while also studying how information technology is being used by both government and the public and what impact it would have on e-Governance, the information society and the digital divide in Singapore.

At the same time, traditional media such as print newspapers and broadcast stations continue to be a key part of the information society landscape. IPS continues to study issues concerning the management and control of traditional media, and the liberalisation of media licensing. One important focus of our research is the way in which the Internet and other media will impact on the viability of the old system of media management through legislation under the Newspaper and Printing Presses Act.

Among the key ideas IPS has contributed from the beginning of the Internet revolution in the late 1990s are its critique of the old regulatory philosophy, the inefficacy of certain symbolic measures and suggestions for building up a multilateral social immune system. The validity of these ideas has become

increasingly evident, by their subsequent endorsement by many other stakeholders and by the Government's own recognition that the old system needs to be revamped. More recently, IPS has also contributed to policy-making by conducting a commissioned project on the impact of the Internet in the 2008 Malaysian elections on behalf of the Advisory Council on the Impact of New Media on Society (AIMS). In the area of Internet regulations, we continue to engage the various stakeholders, ranging from policy makers to academics and bloggers, by conducting discussions and roundtables.

Information Society has been integrated as part of the new research area of Arts, Culture and Media. IPS will continue its active research of new media and its governance.



Multiculturalism and Identities

Ethnic and religious pluralism is an accepted fact in Singapore. Two fundamental pillars of governance since Independence are multiracialism and meritocracy. This was to ensure that as far as it is possible, citizens are recognised and treated on a fair and equal basis as individuals and as groups.

One of the key challenges that political and community leaders in Singapore face is the accommodation of racial, ethnic, cultural and religious diversity and dynamism, both at the level of state policy and everyday lived realities, without compromising on social cohesion. Since the turn of the millennium, this challenge has been felt even more acutely as ethno-religious issues are played out at the global level and find resonance in the Southeast Asian region. Yet, till today, Singapore is widely

recognised as a country that has managed its complex diversity in a way that has fostered relative social peace.

When this new area of interest was added to the IPS research agenda in 2002, the intent was to systematically document and discuss major trends and issues impacting the practice of multiculturalism in Singapore, and their impact on social cohesion and nation-building. This research cluster has conducted two major studies –

one on ethnic relations, and another on religious diversity – and established a dialogue series on cross-cultural understanding among others.

The two-year long project on ethnic relations resulted in a publication titled, “Beyond Rituals and Riots” (2004), edited by then staff, Dr Lai Ah Eng. It comprises twenty chapters based on empirical, scholarly and multidisciplinary research on the political, economic, social and cultural dimensions of ethnic relations. While the research project was by no means exhaustive in its coverage of the complexity and diversity of ethnic relations in Singapore, it has added valuable contributions to the field and has sought to provoke policy re-evaluation in this critical area of life in Singapore.

The second project resulted in another landmark study published in a volume titled, “Religious Diversity in Singapore”

(2008). Like the first, it sought to document the complexities of the major religious groups in Singapore, inter- and intra-faith interactions and the expression of those complexities in the state’s management of religion. It also focused on religious education and how they were handled in other areas of public life like the mass media and the social services sector. The findings have helped to fill important gaps in the knowledge and understanding of Singapore’s religious diversity and complexity.

IPS also examined one specific issue within that - the role of madrasah education for the Muslim community and its impact on the larger Singapore society. The editors Lai Ah Eng and Noor Aisha Abdul Rahman provided various stakeholders’ views on the review of this important aspect of the life of the Muslim community at a time when the same was being carried out in other countries. The key question

the publication addressed was how the madrasah could help the community fulfill its twin desire of being true to its faith, and relevant to the goals of modernisation, social and economic development, and nation-building in Singapore.

The research cluster also ran a series of incisive discussions on inter-cultural relations with renowned academics like Dr Chandra Muzaffar, Malaysia, Professor Ibrahim Abu-Rabi, USA, and Professor Jean DeBarnardi, Canada. These were well-received and their proceedings were published in “Facing Faiths, Crossing Cultures” (2004).

We are grateful to Dr Lai Ah Eng for the rich corpus of work she generated during her time with us. We hope to develop the work further with a comprehensive study of the effect of languages on culture and identities next.



Politics and Governance

Over the past twenty years, the People's Action Party has dominated Parliament and ensured that its defined principles of governance - integrity, pragmatism, meritocracy, and multiracialism are upheld. However, the political system has evolved to accommodate greater diversity and participation from the ground.

With development and social change, the policy environment has become too complex for policy-makers to act on the basis of 'one size fits all', or 'the greatest good for the greatest number'. Further impetus for change has come from the regional and global environment. IPS has helped policy elites and engaged citizens to understand, anticipate and respond to these changes.

There were four trends that shaped politics and governance in the past twenty years

that IPS tried to track as well. In the late 1980s and 1990s, when many in the developed world were trimming lumbering state institutions to reduce budgets and increase their responsiveness, Singapore also saw the devolution of state authority to the local level, with the formation of town councils in 1991 and community development councils in 1997. Then Prime Minister and IPS Patron, Mr Goh Chok Tong wanted to empower local authorities and communities to manage more of their own affairs be it estate

management or social assistance and community development. While both these local institutions would be helmed by duly elected members of Parliament, they would be supported by councils formed by local residents. IPS presented discussions and studies on these new institutions.

The second trend, consistent with the first, was the development of civil society. While the citizens were already organising themselves and conducting public advocacy on various issues like the environment, gender rights, it was only in 1991 that the government explicitly stated its support for the development of this sector. When this was re-stated in 1997, IPS mounted the first national conference on the development of civil society. IPS surveyed civil society organisations to understand their operational challenges. Research was also conducted on Singapore residents to benchmark their attitudes to political participation and

civil society. The government has since liberalised the registration of societies, licensing for public meetings, arts events and content, and established the Speaker's Corner.

The third trend was civil service reform to improve its responsiveness to citizen engagement and more generally, to changes in the policy environment. The first is epitomised by the fact that Cabinet papers today require input from public consultation. The process of public consultation has been routinised in government. Contributing to this process, IPS held consultations with stakeholders on hot-button issues of the day. The second focus on an adaptive civil service is evidenced by the introduction of Scenario Planning methodologies and more recently, Risk Assessment and Horizon Scanning systems into the way government processes. IPS also mounted its own omnibus strategic planning exercise

called "Singapore Futures" to envisage alternative scenarios of Singapore in 2030, to familiarise non-state actors and public intellectuals with this process.

Finally, on electoral politics, there has been the question of whether political values have changed with the emergence of younger voters who were not directly involved in the rough and tumble of the struggles for Independence, and of early nationhood and development. IPS has tried to track this through its programme called the "Young Singaporeans Conference" as well as a benchmark study on voting patterns after the 2006 General Elections. IPS also mounted a study of the use of the new medium of the Internet as a channel for political expression and mobilisation during the same election.

The research team will continue its research efforts on all the above as well as new areas such as identity politics.



International Relations and International Law

In the area of international relations, IPS focuses on Singapore's bilateral relations with a number of countries and institutions important to Singapore's national interests. These include China, India, Japan, the United States, the European Union, Malaysia, Indonesia and other ASEAN countries.

Over the last decade, IPS has been active in convening the Japan-Singapore Symposium (JSS), which is co-chaired by Professor Tommy Koh. With China, IPS is part of the team that organises the China-Singapore Forum, which is co-chaired by Professor Koh, who co-chairs the India-Singapore Strategic Dialogue as well. In 2007, IPS collaborated with the Institute of Southeast Asian Studies (ISEAS), the Center for New American Security (CNAS), to organise the highly-successful ASEAN-US Symposium. The event brought together key thinkers from the region and the US, to consider the achievements in the ASEAN-US relations over the past 30 years, and new opportunities and challenges confronting the two partners. IPS also supports the Asia Foundation's America's Role in Asia Project in Singapore and the region. As the writer of the Southeast Asia Report, Professor Tommy

Koh has convened a number of workshops and meetings to conceptualise and present the reports over the last eight years. The most recent version of the report was launched in the US in September 2008 and in Singapore in February 2009.

IPS has published a number of publications focusing on Singapore's experience in diplomacy and negotiations such as the "Highlights and Insights from the United States-Singapore Free Trade Agreement"; "The Little Red Dot: Reflections by Singapore's Diplomats"; and the "Making of the ASEAN Charter".

In the area of international law, our work focuses on selected strategic issues such as the Law of the Sea, dealing, in particular, with the freedom and safety of navigation of ships and aircraft through and over the Straits of Malacca and Singapore.

In 2004, together with the Institute of Defence and Strategic Studies and the Institute of Southeast Asian Studies, IPS convened the Maritime Policy Forum. IPS continues to be a co-chair of this multi-sectoral policy discussion platform.

From 1993 to 2004, IPS, together with the United Nations Institute of Training and Research, and the Japan Partners (National Institute of Research Advancement, followed by Japan Institute of International Affairs), organised a successful series of debriefing United Nations (UN) Peacekeeping. The conference proceedings continue to be key texts for practitioners and researchers on UN peacekeeping issues.

The work in this research area will now be included under the portfolio of special commissioned projects.



Urban and Environmental Studies

IPS has responded to and engaged with the urban and environmental policies that the Singapore state sector has introduced on a wide range of fronts. These include climate change and cities, global environmental change in relation to urbanism, urban environmental planning and land-use, housing and environmental policy assessment, local administration in the form of town councils, civic participation and related initiatives together with heritage conservation and waste recycling.

Singapore's environmental management track record and the success of its urban infrastructural development have provided great impetus for both the sharing of its experiences through research, as well as in looking ahead to developmental challenges in a globalising world. In the urban sustainable development index project that IPS has been helming, Singapore was ranked highly in many areas of key urban environmental management – urban environmental quality particularly, in the areas of air quality, provision of clean drinking water and public transport. Singapore's initiatives regarding climate change have been highly encouraging especially in the work being done to promote energy efficiency city-wide and in buildings through the allocation of resources for research and development.

Together with the Urban Redevelopment Authority (URA) of Singapore, IPS organised the first “World Conference on

Model Cities” in 1999 as part of a global initiative arising from the Rio+5 gathering among heads of states. The initiative was the promotion of sustainable development particularly among cities. Singapore was given the task of organising the Model Cities conference and deliberating on urban best practices – that is, success stories that cities have to share about more sustainable growth and progress.

IPS has also built up a repository of Singapore experiences through a series of publications on Singapore's environment management and urban planning experiences. Through the years, scholars, professionals and practitioners have been engaged on a number of platforms from seminars to international conferences focused on cities and the environmental challenges they face.

Singapore's city-state status places it in a unique position of being both city and

country in terms of its experience with urban development and environmental management. Having done relatively well economically without the kind of environmental degradation or urban problems evident in fast growing cities around the region and the world, Singapore is now being held up by World Bank as an expert source of urban planning and the city-state also serves as an important reference point for cities and national governments seeking to make cities more sustainable, and better places in which to live, work and recreate.

IPS is grateful to Professor Ooi Giok Ling for the extensive work she has done in this area when she was a full-time researcher at the Institute.

IPS has three key programmes in its regular calendar of activities. These programmes were conceptualised by IPS, with view to fulfill one of its objectives as a bridge among the different sectors in Singapore and engage them in policy discussion.

Key Programmes

- SINGAPORE PERSPECTIVES
- SINGAPORE ECONOMIC ROUNDTABLE
- YOUNG SINGAPOREANS CONFERENCE

Singapore Perspectives

Held regularly in January of each year, a special theme is chosen for the conference. Key issues in Singapore's economy and politics are discussed and a special panel on the issue of the day would be presented.

On the occasion of IPS' 20th Anniversary in 2008, a special edition of the conference was presented, "Singapore Futures – Scenarios for the Next Generation". The conference also featured a special dialogue with Minister Mentor Lee Kuan Yew and four cabinet ministers, Ministers George Yeo, Lim Swee Say, Yaacob Ibrahim, and Khaw Boon Wan.

Other conference themes include "Singapore in the new Millennium", "People and Partnerships", "Going Glocal: Being Singaporean in a Globalised World", "A New Singapore" and "The Heart of the Matter".

The published conference proceedings have become useful readers on the social, political and economic challenges that Singapore faces.

Singapore Perspectives is the successor to the "Year in Review" conference series, the previous flagship conference that IPS organised when it was first established in 1988. From 1991 to 1999, IPS held an annual review of the major issues and events of the previous year.

SINGAPORE PERSPECTIVES

This is IPS' flagship conference that seeks to engage thinking Singaporeans in a lively debate about the public policy challenges the country faces.

The Singapore Economic Roundtable

Initiated by IPS Deputy Director, Mr Arun Mahizhnan, and led by IPS Senior Adjunct Research Fellow, Mr Manu Bhaskaran, SER is held twice a year, in partnership with The Business Times. Ten roundtables have been organized since the inaugural SER in 2003.

Each roundtable looks at the current macroeconomic situation in Singapore and debates the implications for monetary and fiscal policy. This is followed by a special focus session on an interesting long term or structural economic issue. Special focus issues have included topics such as Singapore's competitiveness, Singapore as Asia's Global City, the state of Innovation in Singapore, the impact of the Iskandar Development Region on Singapore's economy and Retirement Funding.

The Young Singaporeans Conference

The YSC has been convened six times, in 1993, 1997, 2000, 2002, 2006 and 2008. With generous sponsorship from the Lee Foundation and Singapore Pools, the programme has attracted outstanding participants from the public, private and civic sectors, many of whom are leaders of their respective sectors today. The sponsorship has also allowed us to attract global thought-leaders like Francis Fukuyama, Fareed Zakaria and Rosabeth Moss Kanter to provide the catalyst for enriching discussions.

The theme of our special 20th Anniversary edition of YSC held in November 2008 was "Cultivating a Singapore Creative Class" and featured among others our Singapore Stars in the intellectual, business and arts sectors, like Dean of Lee Kuan Yew School of Public Policy Kishore Mahbubani, Ho Kwon Ping of Banyan Tree and Chairman of Singapore Management University, award-winning playwright Haresh Sharma, Ms Elim Chew of 77th Street and digital animator, Nickson Fong.

The participants enjoyed the programme very much and it often helps them feel vested in our little enterprise called 'Singapore', as one of them put it, "...As someone who is still hovering between home and the other country, this conference has opened my eyes to other possibilities that I never imagined, and given me more options to consider on my career path. I am particularly touched by Nickson's home-coming story...(it has) really allowed me to hear and see very many enlightening perspectives".



This is held twice a year and acts as a forum to bring together leading academic and private sector economists, policy makers and business leaders with a view to discussing important issues that impact on Singapore's position in the global economy.



The Young Singaporeans Conference has two objectives – first, to better understand post-Independence generation Singaporeans by engaging them in discussions on critical issues of national and global interest; and second, to provide a platform for outstanding young Singaporeans can network among themselves and develop cross-sectoral perspectives on Singapore.

IPS Publications



IPS Publications

IPS publishes its books, conference proceedings and other publications jointly with commercial publishers or other institutions which have publishing units.

From left to right:

- 1990 Local Entrepreneurship in Singapore: Private & State
- 1991 Singapore: The Year in Review 1990
- Social Service: The Next Lap
- Growth Triangle: The Johor-Singapore-Riau Experience
- 1992 Singapore: The Year in Review 1991
- 1993 The Management of the Ethnic Relations in Public Housing Estates
- Singapore: The Year in Review 1992
- Heritage and Contemporary Values
- 1994 The United Nations Transitional Authority on Cambodia (UNTAC): Debriefing and Lessons
- Singapore: The Year in Review 1993
- Overseas Investment: Experience of Singapore Manufacturing Companies
- 1995 The United States and East Asia: Conflict and Co-operation
- Singapore: The Year in Review 1994
- Manpower for Overseas Ventures: A Study of MNCs and Local Companies in Singapore
- Environment and the City: Sharing Singapore's Experience and Future Challenges

IPS Publications



From left to right:

- 1996 The Role and Functions of Civilian Police in United Nations Peace-Keeping Operations: Debriefing and Lessons
- Singapore: The Year in Review 1995
- 1997 The Quest for World Order: Perspectives of a Pragmatic Idealist
- Singapore: The Year in Review 1996
- Housing a Healthy, Educated and Wealthy Nation through the CPF
- City and the State: Singapore's Built Environment Revisited
- 1998 Singapore: The Year in Review 1997
- Singapore: Re-engineering Success
- 1999 Singapore: The Year in Review 1998
- In Search of Singapore's National Values
- 2000 The Nexus Between Peacekeeping and Peace-building: Debriefing and Lessons
- State-Society Relations in Singapore
- Perspectives: 2000 & Beyond
- Asia and Europe, Essays and Speeches by Tommy Koh
- 2001 Model Cities: Urban Best Practices (Volume 1)

From left to right:

- 2001 Model Cities: Urban Best Practices (Volume 2)
- The Reform Process of the United Nations Peace Operations: Debriefing and lessons
- Perspectives 2001
- 2002 Perspectives 2002
- IFER Report
- Asian Economic Recovery: Policy Options for Growth and Stability
- 2003 The United Nations Transitional Administration In East Timor (UNTAET): Debriefing and Lessons
- Sustaining Competitiveness in the New Global Economy: The Experience of Singapore
- Singapore Perspectives 2003
- Re-inventing the Asian Model: The Case of Singapore
- Economic Globalisation and Asia: Essays on Finance, Trade and Taxation
- 2004 Future of Space: Planning, Space and the City
- Beyond Rituals and Riots: Ethnic Pluralism and Social Cohesion in Singapore
- The United States - Singapore Free Trade Agreement: Highlights and Insights
- Singapore Perspectives 2004: At the Dawn of a New Era

IPS Publications



From left to right:

2004 A Defining Moment: How Singapore Beat SARS • The First Singapore Economic Roundtable • The Second Singapore Economic Roundtable • The Third Singapore Economic Roundtable 2005 The Fourth Singapore Economic Roundtable • Sustainability and Cities: Concept and Assessment • Facing Faiths, Crossing Cultures: Key trends & issues in a multicultural world • The Little Red Dot: Reflections by Singapore's Diplomats • Singapore Perspectives 2005: People and Partnerships • The Fifth Singapore Economic Roundtable 2006 United Nations as Peacekeeper and Nation-Builders: Continuity and Change - What Lies Ahead? • Secularism and Spirituality: Seeking Integrated Knowledge and Success in Madrasah Education in Singapore • Contentious Journalism and the Internet: Towards Democratic Discourse in Malaysia and Singapore • Singapore Perspectives 2006: Going Global: Being Singaporean in a Globalised World

From left to right:

2006 The Sixth Singapore Economic Roundtable • East Asian Visions: Perspectives on Economic Development • Dancing With Giants: China, India and the Global Economy • An East Asian Renaissance: Ideas for Economic Growth 2007 Singapore Perspectives 2007: A New Singapore • The Seventh Economic Roundtable • Regulation and the Limits of Competition • Singapore's Foreign Policy: The Search for Regional Order • The Eighth Singapore Economic Roundtable • The State of Innovation at Firm Level in Singapore 2008 The Ninth Singapore Economic Roundtable • Religious Diversity in Singapore • ASEAN-US Symposium 2009 The Making of the ASEAN Charter

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In the last two decades, IPS has been able to fulfill its mission with the continued and generous contributions from the following donors. We would like express our heartfelt appreciation for their support. We also want to recognise the valuable gift of time and ideas that our Corporate Associates and Members, and other donors have given through their active participation in IPS activities.

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Mr Hsuan Owyang
Chairman Emeritus

Chairman Emeritus

From 1999 to 2004, Mr Hsuan Owyang served as the Chairman of the IPS Board of Governors. In recognition of his long and distinguished service to IPS, he was appointed Chairman Emeritus after he stepped down as Chairman at the end of July 2004.

In a letter thanking Mr Owyang for his many years of service, IPS Patron, then Prime Minister Goh Chok Tong wrote, "IPS has contributed to our efforts to build a civil society. With a good grasp of national interests, you helped to set the direction for the institute's research programme, closed door discussions and programme of conferences."

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Management Board

Research Team



MR ARUN MAHIZHMAN DEPUTY DIRECTOR

"In my book, IPS was to be a non-partisan, non ideological think-tank. In that context, IPS' mission is to neither criticise nor support the government. Our main mission is to find out what is out there and tell it like it is – which is sometimes difficult for the government to do by itself. Likewise, our job as a policy think-tank is to neither create theories nor implement policies. Our main job is to explore the intersections between theory and practice – which is sometimes difficult for theorists or practitioners to do by themselves."



MR AZHAR GHANI RESEARCH FELLOW (MULTICULTURALISM AND IDENTITIES)

"IPS is turning 20 in challenging times for policy-makers everywhere. Many old assumptions have been shown up by the global economic crisis, and many more are being challenged. It has become easier for alternative voices to claim the upper hand in discussions on public policies. So I hope the institute's commitment in pushing academic research beyond the ivory towers to benefit the wider Singaporean population, will continue to be done with intellectual courage, integrity and humility."



MR CHUA CHUN SER RESEARCH ASSISTANT (DEMOGRAPHY AND FAMILY)

"Congratulations to IPS in reaching its 20 year milestone. The work in IPS which involves researching on policy issues as well as communicating and discussing its findings with stakeholders is purposeful and important in fostering good governance. May IPS continue to leave indelible marks in society and become stronger in its influence in years to come."



DR KANG SOON HOCK RESEARCH FELLOW (DEMOGRAPHY AND FAMILY)

"I would like to congratulate IPS on the occasion of its 20th Anniversary. Moving forward, my aspiration for the institute is that it continues to be at the forefront of strategic policy research in Singapore. More importantly, it must remain steadfast to its three-fold mission to provide analysis on policy issues concerning Singapore, to be a platform for bridge-building among diverse stakeholders, and to communicate while raising awareness among the wider community with regards to policy issues."



DR GILLIAN KOH SENIOR RESEARCH FELLOW (POLITICS AND GOVERNANCE)

"Over the past 20 years, IPS has provided a platform for the lively exchange of perspectives and mutual learning among the multiple stakeholders on any one policy issue. The magic that made it work was trust – trust that the views were equally valued and listened to; trust that IPS staff set these views in a broader understanding of national sentiment and comparative experiences in the areas discussed in their own offerings on a policy debate."



MR LEE YOONG YOONG RESEARCH FELLOW (ECONOMICS)

"As IPS celebrates its 20th anniversary this year, I would like to see IPS to continue to blossom and further reinforce its expertise as the lead think-tank in undertaking strategic policy research and analysis on Singapore's domestic developments and external relations in the second decade of this millennium."



DR LEONG CHAN HOONG RESEARCH FELLOW (POLITICS AND GOVERNANCE)

"Since its inception in 1988, the IPS has done a spectacular job in analyzing strategic policies that are crucial for the long-term prosperity and stability of the city-state. Among other feats, it has created an invaluable and unique platform for the community of scholars, social activists, business leaders and policy makers to converge, discuss, and address the diverse range of issues confronted by Singapore. I am confident that IPS is poised for greater achievements in the years to come."



MS STEPHANIE NEUBRONNER RESEARCH ASSISTANT (SPECIAL PROJECTS)

"IPS' already distinctive position at the forefront of strategic policy research in Singapore has been enhanced with the merger with the Lee Kuan Yew School of Public Policy. With new avenues and platforms to conduct research and address policy concerns, IPS's multi-disciplinary approach will without a doubt, continue to establish links, as well as boost awareness in our city-state. I am certain IPS will persist in contributing invaluable towards effective policy development in Singapore. Congratulations on your 20th Anniversary, IPS!"



MS DEBBIE SOON RESEARCH ASSISTANT (POLITICS AND GOVERNANCE)

"From its inception, IPS has been dedicated to the fostering of good governance in Singapore. In this vein, IPS has provided critical analysis on vital policy issues and has brought together diverse stakeholders for the discussion of issues that face Singapore. As it crosses the 20-year milestone, my hope for IPS is that it will continue to grow from strength to strength in fulfilling its mission."



MR TAN TARN HOW SENIOR RESEARCH FELLOW (ARTS, CULTURE AND MEDIA)

"My three-and-a-half years as a member of the IPS team has been an intellectually exciting time for me. Besides the sheer variety of work, I have also enjoyed engaging deeply in issues in two rapidly changing domains in policy, namely the arts and creative industries, and media. There are difficult challenges, but they are more than adequately compensated by the deep satisfaction from making – or at least attempting to make – a difference."

Research Team



MS TAN SIMIN RESEARCH ASSISTANT (ARTS, CULTURE AND MEDIA)

"The Arts and Media cluster at IPS has made significant contributions to Singapore policy research, such as the prior work on the Renaissance City. I am honoured to be part of the cluster and of IPS, and I look forward to being part of the exciting work that is currently being done on Internet and new media in Singapore."



DR YAP MUI TENG SENIOR RESEARCH FELLOW (DEMOGRAPHY AND FAMILY)

"When I joined IPS 19 years ago, I was often confronted with "IPS? What's that?" when my institutional affiliation was mentioned. I no longer have the same "problem". Indeed, many have shown keen interest in attending IPS events. It is now a place to be at, to network with participants from different sectors of Singapore and, more importantly, to be exposed to different viewpoints. Maturation aside, credit must also go to the hard work put in by colleagues."

Adjunct Researchers



MR MANU BHASKARAN ADJUNCT SENIOR RESEARCH FELLOW (ECONOMICS)

"Since its founding twenty years ago, IPS has played a unique role in Singapore as a forum for objective analysis and debate of important policy issues. No other institution plays this role the way IPS has done, bringing together rigorous analysis of the issues by academics and others together with practical considerations of the policy practitioner."



DR CHERIAN GEORGE ADJUNCT SENIOR RESEARCH FELLOW (ARTS, CULTURE AND MEDIA)

"IPS has made an impact that belies its small size and limited resources. It's done this by grasping its unique niche in Singapore, as a space where ideas from public, private and people sectors can mingle. I hope IPS continues its tradition of treating all worthy ideas, regardless of their source, as potentially valuable contributions to our national conversations."



PROFESSOR OOI GLOK LING ADJUNCT PROFESSORIAL FELLOW (URBAN AND ENVIRONMENTAL STUDIES)

"Think-tanks celebrate the connectivity among ideas that make for social change and human progress. They are composites of human endeavour that hopefully will lead to a world that is at peace with itself and accommodating in the best possible way of every form of life on earth, no matter how humble."



PROFESSOR EUSTON QUAH ADJUNCT SENIOR RESEARCH FELLOW (ECONOMICS)

"Sound policy analysis depends on the ability to organise analysis using established principles of logic, rationality, and evidence based on solid theoretical underpinnings. Getting evidence involves not only empirical data but also critical discussions of views from various facets of society. IPS has been a major institution in playing this key role in recommending, designing, understanding, analysing, dissecting, remoulding and promoting good policies for the benefit of Singapore and its society. I wish IPS a continued success in this endeavour."

Administration Team



MS IRENE LIM
Administration Manager



MS KAREN CHAN
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Associate Director



MR GWEE WEE CHEN
Information & Systems Manager



MS CATHERINE LIM
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MR MAZLAN BIN AHMOOD
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Executive (Corporate Associates)



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Secretary



MS NATALIE JOYOUS TAY
Executive (Public Affairs)



MS ALICE YANG
Management Assistant Officer
(IT & Library)



MS ANGELINE YEE
Management Assistant Officer
(Finance)

IPS will continue to focus on its key programmes: Singapore Perspectives; Singapore Economic Roundtable; the biennial Young Singaporeans Conference; and activities for the Corporate Associates.

Moving Forward

For the next phase of IPS' growth, the core areas of research will comprise mainly of Arts, Culture and Media; Demography and Family; Economics and Business; Multiculturalism and Identities; and Politics and Governance.

Information Society has now been regrouped as part of Arts, Culture and Media.

With the establishment of new regional think-tanks and research institutes in Singapore, work in the two research areas - International Law and International Relations, and Urban and Environmental Studies will be conducted on an ad hoc basis.

New projects such as surveys and polling of residents in Singapore will be conducted under the IPS Perceptions of Policies in Singapore series. IPS will also be broadening its outreach by customising its research outputs for a wider range of audience, from the policy makers to the general public.

The overriding consideration in IPS' work is to narrow the gap in knowledge and to connect policy makers with interested Singaporeans. This will bring about a more informed community on policy making in Singapore.



INSTITUTE OF POLICY STUDIES

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