

ENGAGING

MINDS

EXCHANGING

IDEAS

## ABOUT IPS

The Institute of Policy Studies (IPS) was established in 1988 as an independent think-tank to study and generate public policy ideas in Singapore. IPS became an autonomous research centre of the Lee Kuan Yew School of Public Policy at the National University of Singapore in 2008. Today, IPS continues to analyse public policy, build bridges between thought leaders, and communicate its findings to a wide audience. The Institute examines issues of critical national interest across a variety of fields, and studies the attitudes and aspirations of Singaporeans through surveys of public perception. It adopts a multi-disciplinary approach in its analyses and takes the long-term view in its strategic deliberation and research. For more information about IPS, visit [www.lkyspp.nus.edu.sg/ips](http://www.lkyspp.nus.edu.sg/ips)

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# DIRECTOR'S MESSAGE

Singapore celebrates its 50th anniversary of independence this year. What next? How can we build on the achievements of the past so as to position ourselves for the future? How will our multi-cultural society evolve? What form of governance will we have over the next 50 years? These complex questions, and others, will continue to drive discussions in an increasingly diverse Singapore.

This is where the Institute of Policy Studies (IPS) can play an important role. Our mandate is to put forth rigorous research, survey data and analyses on issues that are of critical national interest and concern to Singaporeans. We will continue to uphold the trinity of values that has been at the heart of what we do since our founding in 1988: Analysis, Bridge-building and Communication.

## *Analysis:*

Our researchers aim to discern existing policy gaps, offer new insights on how to resolve persistent problems, and put forth policy recommendations grounded in quality data. We take a multi-disciplinary approach and long-term view in our research.

## *Bridge-building:*

IPS has continued to build bridges among government, business, academia and civil society leaders. Our conferences, seminars, closed-door discussions as well as the recently instituted annual series of [IPS-Nathan Lectures](#) provide a platform for individuals from different sectors to discuss Singapore's policy experiences and challenges. We hope these sessions yield good ideas and thoughtful conversations that can contribute towards policymaking.

## *Communication:*

IPS has always striven to communicate its research and analyses to the wider community. We believe that such information can help to stimulate informed discourse on public policy. For instance, in light of ongoing discussions about the CPF system and financial support for older Singaporeans, IPS organised a forum in July 2014 to clarify how the CPF system works, and encourage an exchange of views on how the CPF system can help people build their retirement funds.

Over the course of 2015 and 2016, IPS research will broadly span three themes — inequality and social mobility, social integration, and emerging challenges to governance. These are complex and multi-faceted issues. Studying the trends and dynamics in each of these broad policy areas will allow us to gain a finer-grained understanding of our changing society. In the following pages of this report, our researchers will say more about the specific projects they are pursuing.

IPS' then-Chairman Hsuan Owyang said in his message in the Institute's 15th Anniversary Report in 2003: "The life of a think-tank depends primarily on the intellectual strength and the practical utility of its contributions to the constituencies it serves."

I could not agree more. IPS is committed to weaving itself more firmly into the fabric of public policy thinking and public discussion in Singapore. I hope that we can continue to count on your support as we strive to carry out our mission.

I wish you all a meaningful 2015.



Janadas Devan  
Director  
Institute of Policy Studies

# RESEARCH UPDATES & ACTIVITIES

IPS is the only think-tank in Singapore dedicated to the research and analysis of domestic policy issues. The Institute's core areas of research are:

Arts, Culture and Media  
Demography and Family  
Economics and Business  
Politics and Governance  
Society and Identity

IPS also has a dedicated centre for social indicators research - the IPS Social Lab - and administers the S R Nathan Fellowship for the Study of Singapore.

# ARTS, CULTURE AND MEDIA



In April 2014, IPS released findings from a first-of-its-kind study examining the non-English language blogospheres in Singapore

The Arts, Culture and Media research cluster at IPS studies the state of the arts, cultural and media landscapes in Singapore and the policies instituted to develop and regulate these sectors. Amongst the developments in 2013 and 2014 that the cluster's researchers watched closely were the Media Development Authority's licensing requirement for Singapore's news websites and the National Library Board's initial decision to pulp children's books depicting alternative family structures. Researchers' viewpoints on the abovementioned developments were also sought after by the media.

The head of the research cluster, Senior Research Fellow Tan Tarn How, explains that the team focuses on projects "that will lead to a better understanding of policy, and current and potential developments in the media, social and political landscape". He adds: "There is often not enough policy analysis as well as adventurous thinking about the possibilities for the future, and a number of our projects seek to fill that gap."

For instance, realising that most research on blogs in Singapore had focused on socio-political blogs written in English, researchers set about to evaluate Singapore blogs written in the Chinese, Malay and Tamil languages. Through a content

analysis study, they found that these non-English language blogospheres are richly diverse, in terms of the bloggers' demographics, topics and language use. These findings were presented at a seminar in April 2014 attended by policymakers, researchers and bloggers.

In October 2014, a full-day conference was held to present the work of several authors of the book *A History of Arts and Cultural Policies in Singapore* and get feedback from arts practitioners, policymakers and academics. IPS commissioned this volume of essays in 2012 to trace the course of such policies from the 1950s to the present time.

Over the course of 2013 and 2014, researchers studied various aspects of online behaviour and its impact on society. A report titled *Corrosive Speech: What can be done* was published in June 2013, covering the causes of corrosive speech and recommendations to coping with such situations. This was followed by a seminar titled "To Share or not to Share: Gains, Risks and Human Agency in Digital Information Sharing" in July 2013. The seminar focused on the factors that govern people's decisions pertaining to what – and how much – information to share.



Arts practitioner Lee Weng Choy presenting his book chapter to the audience at the IPS Conference on "A History of Arts and Cultural Policies in Singapore"



The IPS Conference on "A History of Arts and Cultural Policies in Singapore" attracted a good mix of participants from the government, academia and the arts community

In November 2013, a conference on harassment in Singapore was held to identify, address and tackle the issue of harassment. The conference discussion raised several issues, such as the need for a standalone harassment bill which could address acts of harassment committed online. Proposals from the conference were considered by the government and in March 2014, the Protection from Harassment Act was passed in Parliament.

Researchers will continue to track developments in the online space and analyse the implications for policy. In early 2015, the research cluster will release findings from a study examining the rationality of socio-political blogs by analysing their objectivity, emotionality and partisanship. This project came on the back of perceptions that the blogosphere contains excessive vitriolic speech and distorted information.

To foster cutting edge and adventurous thinking, the research team is planning a series of seminars on "digital frontiers" to explore new ways of thinking about the intersection between social media, politics and governance. This includes the idea of Singapore as a digital village in which citizens harness technology to collectively identify problems, generate solutions and improve lives.

Over the next three years, the Arts, Culture and Media cluster will also be carrying out a series of surveys to make sense of how traditional and new media are being used by citizens, including mobile devices and e-government and political communication. The nationwide surveys will be based on representative population demographic samples, and will aid the study of the psychological, societal, political and governance consequences that result from the usage of different media.

In response to changes to the Broadcasting Act that are slated to take place in 2015, researchers will embark on a fact-finding exercise with stakeholders from the private and people sectors. This exercise will map out the terrain covered by the Act and surface issues that policymakers could find useful in their review of the Act.

The research team is also initiating a three-pronged study of the policy, practice and consumption of community arts in 2015. The objective is to arrive at a critical analysis of the evolution, nature and issues concerning the policy and practice of this increasingly visible field of arts.

Staff:

1. Arun Mahizhnan, Special Research Adviser
2. Tan Tarn How, Senior Research Fellow
3. Dr Carol Soon, Research Fellow
4. Nanditha Das, Research Associate
5. Sim Jui Liang, Research Assistant

# DEMOGRAPHY AND FAMILY

The Demography and Family research cluster has in the last two years focused on the implications of Singapore's demographic challenge — a low birth rate paired with increasing life expectancy and the need to carefully manage immigration given the country's small size and high-density environment.

In 2013 and 2014, researchers conducted several meetings to discuss topics such as healthcare financing for the elderly in Singapore, and to learn about the opportunities and challenges of an ageing population in Europe and the policy implications of longevity on the Japanese island of Okinawa. British economist and former policymaker Lord Adair Turner also spoke at a closed-door discussion about the demographic drivers of economic development and the impact on innovation and social support systems, among other things.

In May 2014, the research team completed a project that had begun in 2012 to consider and analyse what Singapore would likely face in future - an ageing population that would in time decline. Six multidisciplinary study groups comprising experts from various fields like social services and real estate were asked to offer solutions to this challenge. They put forth 120 recommendations to address the social, economic and human

capital issues arising from the changing nature of dependency due to the rapidly ageing population. These were published in *The Population Outcomes: Singapore 2050 (POS2050)* report.

Two books co-edited by the head of the Demography and Family research cluster, Dr Yap Mui Teng, were published. *Economic Stress, Human Capital, and Families in Asia: Research and Policy Challenges*, co-edited with NUS sociologist Professor Jean Yeung and published in December 2013, looked at the effect of economic deprivation that families in Asia experienced as a result of job loss, low-wage employment, and catastrophic natural calamities. In November 2014, *Migration and Integration in Singapore: Policies and Practice*, which Dr Yap co-edited together with the head of the Politics and Governance cluster, Dr Gillian Koh and IPS Research Associate Debbie Soon, was released. The book drew on empirical research to document the impact of increasing levels of in-migration in Singapore, and contained an analysis of the longer-term implications of these trends.

Dr Yap notes that many of the issues raised and discussed in the last two years remain central to the ongoing discourse on family and demography in Singapore. In 2015, the research team will continue with the Family Research Network (FRN) forums, which



The IPS Forum on CPF and Retirement Adequacy was organised by the Politics and Governance and Demography and Family research clusters



Alfred Chia, CEO of SingCapital, speaking during a panel session at the IPS Forum on CPF and Retirement Adequacy



In November 2014, IPS held a closed-door discussion on a working paper titled *The Investment Risks in Singapore's Retirement Financing System*

promotes the sharing of knowledge and expertise on issues affecting Singapore families. Previous FRNs have discussed the impact of divorce and the quality of early childhood care on a child's development. Researchers will also publish a report of a survey of the perceptions of the most recent Marriage & Parenthood Package to boost Singapore's low fertility rate.

The findings from the above-mentioned POS2050 project will form the basis of the Demography and Family research cluster's next major project. The IPS Longevity Project will explore the various social, economic, behavioural, physiological and political effects of greater longevity in Singapore. A series of background papers will be released in early 2015, followed by focus group discussions with experts, practitioners and policymakers in the field.

The retirement adequacy of Singaporeans will continue to be studied. After the IPS Forum on CPF and Retirement Adequacy in July 2014, which the Demography and Family research cluster co-organised, Research Fellow Christopher Gee worked with global investment advisory firm Towers Watson to research critical aspects of Singapore's CPF system. A working paper on *The Investment Risks in Singapore's Retirement Financing*

*System* was published in December 2014. Follow-on work could include investigations into the effects of inflation on returns and retirement adequacy, extending the paper's analysis into the decumulation phase, as well as using the framework established in the working paper to evaluate the investment risks and returns in Singaporean households' balance sheets.

The research team will also embark on a study of how population growth and the changing age structure of the population may influence Singapore's economic growth and public finances. It will do so using the National Transfer Accounts estimates - which measure economic life cycle and intergenerational flows across age groups (i.e., production, consumption, transfers and savings for each age group) - and developing locally relevant but internationally comparable benchmarks to monitor the ageing process in Singapore.

Says Mr Gee: "Amidst the celebrations of Singapore's half-century as an independent nation, 2015 will likely be a year of continued upgrading of Singapore's social, economic and physical infrastructure to cope with the challenges of being a dynamic global city-state with a diverse, yet rapidly ageing population."

Staff:

1. Dr Yap Mui Teng, Senior Research Fellow
2. Christopher Gee, Research Fellow

# ECONOMICS AND BUSINESS

The Economics and Business research cluster studies how global developments and domestic structural issues impact Singapore's economic growth. Being a small country reliant on external trade, Singapore is directly buffeted by international developments, such as moderating growth in China, lacklustre performance in Europe, the plunge in oil prices, and the geopolitical risks arising from conflict in the Middle East and Crimea. At home, the government is continuing with its economic restructuring policies to improve productivity.

The Economics and Business research cluster organises the bi-annual Singapore Economic Roundtable (SER), where policymakers, business leaders and private researchers rigorously discuss the latest issues concerning Singapore's economy. In 2013 and 2014, the SER focused on the development of Singapore's financial sector, the country's integration with the ASEAN region, and policies targeted at boosting innovation and the provision of public goods here.

The drivers of business costs will be closely examined in 2015, along with further research into the issues faced by small and medium enterprises (SMEs). The head of the research cluster, Manu Bhaskaran, notes that concerns about disinflationary pressures were raised at the most recent SER in November 2014, in contrast to concerns expressed in 2013 over the

crippling effects of inflation. This shows the complexity and fluidity of price dynamics in Singapore, says Mr Bhaskaran, who is an Adjunct Senior Research Fellow at IPS.

"Maintaining an even keel of growth under such uncertainty is no doubt challenging," adds Research Fellow Dr Faizal Bin Yahya, who expects that the continuation of economic restructuring in Singapore will put more pressure on SMEs to achieve higher productivity. Productivity growth is a multi-year effort and so far, the government has adopted a mix of measures to boost long-term productivity, including the progressive wage model, wage credit scheme and caps on foreign manpower. In 2014, it opened the Devan Nair Institute of Employment and Employability, a one-stop training hub for workers.

Besides studying the impact of these productivity measures, researchers will also look at how human capital development in Singapore can be further enhanced. This is especially pertinent for the growth of SMEs, which provide employment stability and contribute to the overall vibrancy of Singapore's society and economy, among other things. Since late 2013, five closed-door discussions (CDD) have been convened to examine the various constraints that SMEs face, such as the recent trend of rising rental rates, and to ask what strategies can be adopted to help them thrive. In the coming months, researchers will consider



Minister for Foreign Affairs and Law K Shanmugam speaking at the IPS Conference on Moneylending



Participants at the closed-door discussion on grooming competitive SMEs



Geoffrey Heenan, the IMF's Resident Representative in Singapore, at the 22nd Singapore Economic Roundtable.



(L-R) Singapore International Chamber of Commerce Chief Executive Victor Mills, IPS Adjunct Senior Research Fellow Manu Bhaskaran and Managing Director of Capita Group Francis Koh at a discussion on SME development

carrying out an SME Survey. The findings from the CDDs and the survey will be consolidated and published as a book at a later stage.

The impact of regulatory changes on businesses will continue to be studied. In November 2014, the research team helped organise a conference to discuss potential regulation in the licensed moneylending sector. Members of the advisory committee formed by the Ministry of Law to look into licensed moneylending practices and potential regulation presented their preliminary analyses. They also sought feedback from conference participants, who included moneylenders, academics and representatives from welfare organisations working with people in debt.

Ultimately, the goal of structural reforms is to establish a virtuous cycle between growth and equity in Singapore. This is perhaps the greatest challenge that policymakers continue to

face. This challenge was documented in the recently-published book, *Inequality in Singapore*. Edited by Dr Faizal, it highlights the importance of policymaking in supporting quality and sustainable economic development that benefits all members of society.

Mr Bhaskaran adds that the research team is also keenly watching the region's development as the ASEAN Economic Community (AEC) comes into play this year. The AEC aims to achieve greater economic integration in the region by supporting the free movement of goods, services, investments, labour and capital; all of which would improve the overall prospects of the region and Singapore, which faces land and labour constraints. Researchers will also focus on analysing the impact of various trade agreements and multilateral partnerships involving Singapore and the region, such as the Trans-Pacific Partnership (TPP) and the Regional Comprehensive Economic Partnership (RCEP).

Staff:

1. Manu Bhaskaran, Adjunct Senior Research Fellow
2. Dr Faizal Bin Yahya, Research Fellow
3. Chang Zhi Yang, Research Assistant
4. Ng Yan Hao, Research Assistant

# POLITICS AND GOVERNANCE



(L-R) Deputy Prime Minister and Finance Minister Tharman Shanmugaratnam at the IPS Forum on CPF and Retirement Adequacy. Singapore Press Holdings' Editor-in-Chief of English and Malay Newspapers Division Patrick Daniel chaired the dialogue, where forum attendees like blogger Roy Ngerng asked questions

The policy agenda of the Singapore government in recent years has been to forge a new social compact with Singaporeans as they become increasingly diverse socially and politically, and as the country undergoes economic restructuring.

Senior Research Fellow Dr Gillian Koh, who heads the Politics and Governance research cluster, says the challenge lies in "forging a working consensus to ensure that policy reforms are made to improve Singaporeans' lives at the material level and give them fulfilling lives at the values-based, aspirational level."

Central to the reforms towards a new social compact are the questions of the reach and sustainability of social support from the state. The research team looked closely at this in a number of ways over the past two years.

In 2013, researchers travelled to Denmark and Finland to interview academics, journalists and union leaders and study the workings and values of their welfare states. They found that the welfare state in both countries is regarded not simply as policy. It has in fact been woven into the fabric of these societies, with the most important benefit being the social solidarity that has arisen, reinforcing its legitimacy. Their conclusions were published in the IPS Working Paper titled *The Politics of Sustaining Inclusive Growth and Social Inclusion*.

In July 2014, researchers from the Politics and Governance research cluster, along with colleagues from the Demography and Family research cluster, jointly organised the IPS Forum on CPF and Retirement Adequacy to address how the CPF system could be improved.

The research team will continue with these themes by conducting a public survey on social safety nets that Singaporeans feel must be strengthened and the price they are willing to pay to keep reforms sustainable.

The research team also collaborated with Avenir Suisse, a Swiss think-tank, to see what inspiration and lessons Singapore and Switzerland, two of the world's most competitive countries, could learn from each other on the social, economic and governance fronts. Two seminars — one in Singapore and one in Switzerland — were held in 2013 and 2014, where the Swiss spoke about how they developed their world-class workforce and built their culture of innovation, and the Swiss audience learnt about Singapore's approach to immigration, urban planning and governance.

Singapore's experience with immigration was more thoroughly discussed in a new book titled *Migration and Integration in Singapore: Policies and Practice*, edited by Dr Koh, Research



(L-R) IPS Special Adviser Ambassador Tommy Koh and Minister for Foreign Affairs and Law K Shanmugam spoke at the IPS Conference on Civil Society in 2013, which had over 300 participants, including Braema Mathi of human rights group Maruah

Associate Debbie Soon and the head of the Demography and Family research cluster, Dr Yap Mui Teng. The book is based on papers presented at a landmark conference on the topic held in May 2012.

In its work on political attitudes, the research team in 2014 contributed to the Asian Barometer Survey that tracks the changing political views of citizens in 14 Asian countries, including Singapore. Results from this fourth wave of the survey should provide an updated perspective on whether there is a growing sense of political liberalism here, or whether it is really conservatism that is on the rise. There have been, of late, calls for the state to expand social support and some pushback against changing social mores related to the family and censorship.

Recognising this new trend of political contestation, researchers will embark on a project this year called "The New Singaporean Pluralism", which will be based on a series of closed-door

discussions about how civil society will respond to this trend.

As research into Singapore's civil society is a mainstay of the Politics and Governance research cluster's work, Dr Koh and Ms Soon are writing a volume on civil society as part of IPS' *Singapore Chronicles* series. The volume will capture insights from various past projects, including the November 2013 conference on "Civil Society: Our Future". The meeting took place 15 years after the first such IPS conference and explored many emerging trends facing the sector.

As Singapore celebrates its Golden Jubilee, IPS, together with the Lee Kuan Yew School of Public Policy and the National University of Singapore will mark the event with an international conference. The Politics and Governance research cluster is organising this conference, titled "Singapore at 50: What lies ahead?" It will take place from 2 to 3 July 2015 and explore the themes of geopolitics, the economy, the city and governance.

Staff:

1. Dr Gillian Koh, Senior Research Fellow
2. Debbie Soon, Research Associate
3. Tan Min-Wei, Research Assistant
4. Tay Ek Kiat, Research Assistant

# SOCIETY AND IDENTITY

As Singapore society evolves, new sites of contestation have emerged, challenging our traditional understanding of differences. The Society and Identity research cluster explores the fissures inherent in Singapore society and conducts research into how policy can and should bridge potential divides.

In 2013, the research team embarked on the landmark IPS Survey on Race, Religion and Language. Over 4,000 Singapore residents were surveyed for their views. In June 2013, together with OnePeople.sg, a national body that champions racial and religious harmony, the IPS-OnePeople.sg Indicators of Racial and Religious Harmony was released. More details from the survey were discussed at a joint forum by both organisations in September 2013. The survey revealed that there was widespread tolerance and acceptance of diversity in the public sphere but that there were existing undercurrents of tension and new social tensions spawned by immigration and moral beliefs. This was followed by the IPS Community Leaders Integration Conference, which brought together leaders of immigrant and local community associations to discuss the state of integration in Singapore. The conference was a culmination of a series of dialogues that the research team had organised between immigrant association and local community leaders.

Senior Research Fellow Dr Mathew Mathews, who leads the research cluster's work, subsequently presented findings from the survey at IPS' flagship Singapore Perspectives (SP) conference in January 2014. This presentation highlighted how racial, religious, linguistic and country of origin markers are still important in understanding Singapore today. A fuller discussion of the survey findings pertaining to religion were published in June 2014 as a working paper titled Religiosity and the Management of Religious Harmony.

In 2014, IPS organised 18 focus group discussions for various groups — such as unionists, employers and teachers — to flesh out how Singaporeans view differences based on racial, linguistic and religious divides. Their aspirations and what they believed were important changes that needed to be made if Singapore was to continue to be a harmonious society were shared, with permission, with an audience of over 200 people at the IPS Conference on Race, Religion and Language in October 2014.

Several events were organised in the last two years to learn more about the policies that other countries have to manage diversity within their societies. Two policy conferences on migration and integration in Europe and Asia were held in



Participants at the IPS Conference on Race, Religion and Language



A closed-door discussion on the IPS Survey on Race, Religion and Language



At Singapore Perspectives 2014, Senior Research Fellow Dr Mathew Mathews spoke about how racial, religious, linguistic and country of origin markers are still important in understanding Singapore today



A dialogue on secularism and religion that IPS jointly organised with the French Embassy in Singapore in September 2014

partnership with German think tank Konrad-Adenauer-Stiftung in March and November 2014 while French and Singaporean academics and policymakers helmed a dialogue on secularism. “The experiences of the similarly affluent European countries and culturally more similar Asian societies offer much food for thought for immigrant integration in Singapore”, says Research Fellow Dr Teng Siao See.

Societal attitudes towards ageing was also a focus for the research cluster. Two papers were published based on findings from two studies commissioned by the Council for Third Age. The papers discussed specific aspects of ageing well and studied older Singaporeans’ views on their visions for successful ageing and the conditions related to this. They also looked at the extent of the divide between older and younger people in Singapore.

Diversity, social integration and the role of community leaders continue to be areas of focus for the research team in 2015 and after. Several publications have been planned on the above topics, and the research team is co-writing two books on religion and the ethnic Chinese in Singapore as part of the IPS

*Singapore Chronicles* series. There are also plans to publish a monograph on the Goh Report, a seminal study led by then-Education Minister Dr Goh Keng Swee to propose reforms to Singapore’s education system.

Two new areas of focus for 2015 relate to the education and social service system. Competition for what are believed to be “good schools” has not lessened even though the Ministry of Education has for some years emphasised that “Every School is a Good School”. A new project will investigate the factors preventing parents from believing that every primary school can be a school of choice. It will also suggest ways to enhance educational equity and change parents’ perception and competitive behaviour.

More meaningful studies of the social service sector will be conducted in the coming year, following the Social Service Research Network forum that IPS co-organised with the National Council of Social Services in March 2014. Efforts will focus on understanding the overall landscape and documenting how care is provided regardless of racial, linguistic and religious differences.

Staff:

1. Dr Mathew Mathews, Senior Research Fellow
2. Dr Chiang Wai Fong, Adjunct Research Fellow
3. Dr Justin Lee, Research Fellow
4. Dr Teng Siao See, Research Fellow
5. Mohd Khamsya Bin Khidzer, Research Assistant
6. Zhang Jiayi, Research Assistant

# IPS SOCIAL LAB

In November 2014, the IPS Social Lab celebrated its first anniversary and launched the first wave of its flagship study of social resilience. Some 5,000 households — or up to 10,000 Singapore residents islandwide — from a random sample generated by the Department of Statistics, are currently being surveyed about their social attitudes, family structures and the relationships they share with their next-of-kin. Social Lab researchers also conducted two focus group discussions titled “Conversations in the Park”, aimed at capturing more qualitative information that might not surface in the quantitative-oriented study.

According to Dr Tan Ern Ser, the Head of the IPS Social Lab, the data generated by the Singapore Panel Study on Social Dynamics (SPSSD) can be used by policymakers to “assess the resilience of individuals and families, and the effectiveness of social policies over time.” As Singapore’s social landscape changes, there is a need for reliable data and high-quality analysis to track and evaluate shifts in demographic trends, attitudes and adaptive processes, notes Dr Tan.

The IPS Social Lab was set up in November 2013 to conduct policy-relevant surveys. Members of the IPS Social Lab, including its Deputy Head, Senior Research Fellow Dr Leong Chan-Hoong, were involved in earlier large-scale national pulse-taking endeavours. This included surveys related to Our Singapore Conversation (OSC), and the Applied Study in Polytechnic and ITE Review (ASPIRE) committee. The Committee to Strengthen National Service (CSNS) also commissioned a survey on Singaporeans’ attitudes towards National Service.

The OSC survey examined the kind of Singapore that citizens preferred and the trade-offs they would be prepared to make, while the latter two surveys were aimed at contributing to policy changes in education and national defence policy.

Since it was set up, the IPS Social Lab has run two workshops to reach out to its stakeholders, in collaboration with the Social Science and Policy cluster of the National University of Singapore. In November 2013, over 100 individuals including



Panelists and participants at the November 2013 workshop on doing social research in Singapore



The IPS Social Lab team



A focus group discussion to augment findings from the [Singapore Panel Study on Social Dynamics \(SPSSD\)](#)

civil servants, voluntary welfare organisation representatives, and academics, among others, attended a workshop that discussed the factors that affect the integrity and process of data collection in Singapore and the role of panel studies in [social science research](#). In November 2014, a session on the [anxieties that middle-class families in Singapore face](#) and how they cope with those challenges was held. It was well attended and reported on by the media.

A current area of focus for the IPS Social Lab team is a survey on Singaporeans' perceptions of our country's history. Findings from this study will be released at the Singapore Perspectives 2015 conference on 26 January. Moving into the rest of 2015, the

team will continue with subsequent waves of the SPSSD. It has also taken special care to retain and engage survey participants, in the hope that they will feel part of "a community and an ecosystem" and agree to be long-term respondents, says Dr Leong, who is also Principal Investigator of the SPSSD.

The IPS Social Lab's operations will expand this year, with the unit setting up a fieldwork team and strengthening its IT infrastructure, and boosting its research capabilities through skills training for existing researchers and new hires. These efforts will, together with the support of its stakeholders and survey respondents, help to enhance the IPS Social Lab's contribution to policy research in Singapore.

Staff:

1. Dr Tan Ern Ser, Associate Professor
2. Dr Leong Chan-Hoong, Senior Research Fellow
3. Yang Wai Wai, Associate Director
4. Magdalene Choo, Research Associate
5. Henry Ho, Senior Research Analyst
6. Paveena Seah, Research Analyst
7. Varian Lim, Research Analyst
8. Elaine Ho, Executive
9. Michelle Teo, Specialist Associate

# S R NATHAN FELLOWSHIP FOR THE STUDY OF SINGAPORE

S R Nathan, Singapore's sixth and longest-serving President, has given a lifetime to public service and the advancement of Singapore. To recognise Mr Nathan's unique contribution, IPS set up the S R Nathan Fellowship for the Study of Singapore to fund further research and greater academic discourse on Singapore-centric issues and public policy. With generous support from individual and corporate donors, IPS successfully raised around S\$5.9 million (including the matching government grant) in 2013 to endow the Fellowship.

The S R Nathan Fellowship for the Study of Singapore is tenable for one year and the S R Nathan Fellow will be appointed at the

start of each academic year at NUS. The S R Nathan Fellow will present their research findings and policy ideas to the public by delivering four to six IPS-Nathan Lectures over the year, which will subsequently be published under the auspices of IPS.

Ho Kwon Ping was appointed as the first S R Nathan Fellow in July 2014 and has since delivered two thought-provoking public lectures, on Politics and Governance (20 October 2014) and Economy and Business (12 November 2014). Over 500 individuals including students and young working adults attended both lectures. Mr Ho will give three more lectures in the first half of 2015.

"The lecture provided excellent perspectives on the future of business and the economy in Singapore, providing analysis consistent with trends today, peppered with novel ideas on the direction of Singapore. It gave me an excellent bird's eye view of issues today with illuminating observations on both Singapore and other countries."

- Ali Ahmad Yaakub, Business Management student, Singapore Institute of Management



(L-R) Philanthropist Dr Lee Seng Tee of the Lee Foundation, former President S R Nathan and IPS Director Janadas Devan at a donors lunch in April 2014



(L-R) Chairman of the Board of Wing Tai Holdings Cheng Wai Keung, former President S R Nathan and outgoing Chief Executive Officer of Singapore Pools Tan Soo Nan at a reception before the first IPS-Nathan Lecture in October 2014

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United Overseas Bank	City Gas Pte Ltd (As Trustee)
Baxter International Inc.	Janadas Devan
BNP Paribas, Singapore Branch	Eu Yan Sang International Ltd
Tony Chew	Fang Ai Lian
Timothy C M Chia	KPMG
City Developments Limited	Robert Lewis
Deloitte Singapore	Lim Siong Guan
EnGro Corporation Limited	Meiban Investment Pte Ltd
Hotel Properties Limited	PwC Singapore
Kah Hong Pte. Limited	SL Global Pte Ltd
MCL Land Limited	Star Ready-Mix Pte Ltd
Mercatus Co-operative Limited	Tat Hong Holdings Ltd
NTUC Choice Homes Co-operative Limited	The Royal Bank of Scotland
NTUC Club	CH2M Hill Singapore Pte Ltd
NTUC Foodfare Co-operative Limited	JURONG International Holdings Pte Ltd
OUE Limited	

“Mr Ho Kwon Ping’s lecture was very valuable in sparking our economic imagination. As far as the future is concerned, we are all on an equal playing field because the future is unknown. His willingness to reimagine possibilities for our key economic institutions and policies provides much food for thought.”

- Tong Yee, Founder and Director, The Thought Collective

“Mr Ho delivered a very thoughtful lecture with such eloquence that few could match. He brought up many important issues which all Singaporeans should reflect upon as we look forward to celebrating our 50th year of independence. I look forward to his other lectures.”

- Professor Tan Eng Chye, Provost, National University of Singapore



Over 500 individuals including students and young working adults attended the two IPS-Nathan Lectures held in 2014

# OUTREACH & ENGAGEMENT



IPS is committed to expanding the intellectual space in Singapore, increasing the quality of public engagement on national issues, and encouraging the emergence of better solutions to policy challenges. Beyond offering our research insights to the media and publishing our papers and commentaries on IPS' websites, we also:

Hold flagship conferences, seminars and roundtable sessions to present and discuss our work on Singapore policy issues;

Provide our expert opinion to policymakers, business leaders and students. Our researchers are members of various policy advisory panels and act as consultants to international journals. They also give lectures on their areas of research at events organised by business and civil society groups, and schools;

Brief foreign delegations who want to know more about Singapore's public policy experiences and the work of a think-tank in an academic setting. IPS has conducted briefings for visiting journalists, academics and policymakers from many countries, including Malaysia, the United States, Belgium and Kazakhstan.



(From top, clockwise) IPS researchers briefed New America Foundation Fellows visiting Singapore, gave their insights on The Straits Times' survey of people's perceptions of key policies, and engaged business leaders in discussions on Singapore's economic policy

"Our students were able to develop new perspectives and arrive at a better understanding of policy considerations, greatly augmenting what they have learnt in the classroom about governance in Singapore."

- Lim Shi Zhi, Assistant Head, Citizenship Education, Raffles Girls' School



YSC participants took part in an envisioning exercise based on the question: “How will we live in Singapore in 2040?” and presented some of their thoughts and ideas for the future to Senior Minister of State for Law and Education Indranee Rajah

IPS flagship events include:

**Singapore Perspectives** — An annual conference in January that brings together some 800 members of the people, public and private sectors to contemplate issues of national interest.

The theme for Singapore Perspectives 2013 was “Governance” and it took place on 28 January, two days after the Punggol East by-election. The conference examined what bearing Singapore’s political history has had on governance, and if current guiding principles should be retained or reshaped. The outcomes for the year-long Prism project, which engaged the public for their views on how Singapore should be governed over the next decade, were also presented. The conference ended with a dialogue with Prime Minister Lee Hsien Loong.

Singapore Perspectives 2014 was on “Differences”, and speakers weighed in on the traditional and emerging differences in Singapore’s social fabric. For the first time, a debate between two well-known intellectuals — Dean of the Lee Kuan Yew School of Public Policy Professor Kishore Mahbubani and NUS Professor and Sociologist Chua Beng Huat — took place on the motion “This conference resolves that consensus rather than contest will secure Singapore’s future”. Members of the audience used an automated polling system to vote for the view

they shared. Professor Mahbubani won but not without a robust challenge from Professor Chua. Education Minister Heng Swee Keat then helmed a dialogue to close the conference.

**Young Singaporeans Conference (YSC)** — The biennial YSC took place in September 2014 and featured Professor Mahbubani, Ambassador-at-Large Bilahari Kausikan and Senior Minister of State for Law and Education Indranee Rajah. Around 120 individuals from the civil service, private companies and civil society groups who were below the age of 35 attended the day-long conference. Research Fellow Dr Hoe Sufern, who led the planning team, said: “The purpose of the YSC is for young Singaporeans to reflect upon possible challenges and opportunities Singapore might face over the next 25 years, and to work together to imagine Singapore in 2040. The interactions at the YSC demonstrated that young Singaporeans do share a sense of common purpose and commitment towards the well-being of Singapore. They also have the tools to think out of the box and be creative, coming up with scenarios that were both plausible and unexpected.”

**Singapore Economic Roundtable (SER)** — This bi-annual meeting to discuss Singapore’s macro-economic outlook and longer term structural issues is run by the Economics and Business research cluster. More details are available on page 10.

“I always find IPS conferences such as these enlightening, as they offer interesting new perspectives, and I hope to attend every year.”

— Pia Bruce, Executive Director, Singapore Committee for UN Women, on the Singapore Perspectives conference series

“I wasn’t sure what to expect and thought it might be boring... but it turned out to be very interesting indeed. The sessions and activities were thoughtfully crafted and thanks to our excellent facilitators, we had useful discussions which raised many pertinent points worth considering. I got to meet people I would never otherwise have gotten to know — people with perspectives different from my own, but similar goals and dreams for Singapore. That was encouraging for me as an artist, because often we artists are (unfairly) considered to have our heads in the clouds and not be concerned about things more practical-minded people would be concerned about.”

— Marcia Vanderstraaten, Associate Artist, W!LD RICE, on the Young Singaporeans Conference 2014

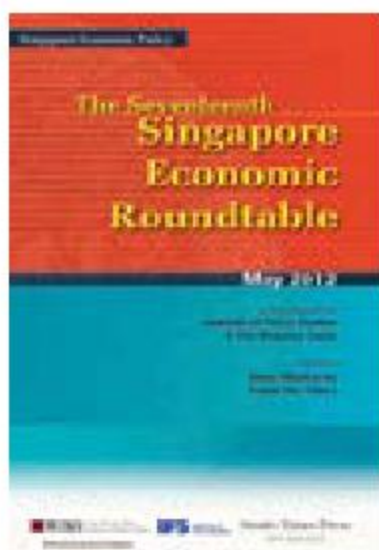


(Top and bottom) Singapore Perspectives 2014 focused on the theme of “Differences” and featured a debate between Professor Kishore Mahbubani and Professor Chua Beng Huat

# PUBLICATIONS & MEDIA HIGHLIGHTS

IPS published nine books and nine working papers and reports in 2013 and 2014. In addition, IPS researchers co-edited three books that were published by other institutions. The books are available for purchase online or in bookstores in Singapore. Working papers and reports can be downloaded from the IPS website

## 2013 – BOOKS

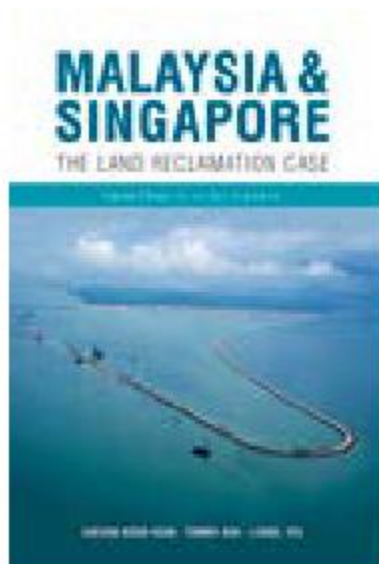


### [The Seventeenth Singapore Economic Roundtable](#)

*Edited by Manu Bhaskaran and Faizal Bin Yahya*

The Seventeenth Singapore Economic Roundtable was held in May 2012 and looked at recent economic developments and policy implications for the Singapore economy, and enhancing the public transport system of Singapore and its implications for policy. The book contains the text of presentations and commentary by:

- Ng Yi Ping, Lead Economist, Economic Surveillance and Forecasting Department, Economic Policy Group, Monetary Authority of Singapore;
- Dr Don Hanna, Managing Director, Global Liquid Market Research, Fortress Investment Group, Singapore;
- Professor Ramkishan Rajan, School of Public Policy, George Mason University and Visiting Professor, Lee Kuan Yew School of Public Policy, National University of Singapore;
- Matthew Hildebrandt, Vice President, Macro Economic Research, J P Morgan Chase Bank;
- Adjunct Professor Paul Barter, Lee Kuan Yew School of Public Policy, National University of Singapore;
- Associate Professor Anthony Chin, Director, Economics Executive Programme, Department of Economics, National University of Singapore.

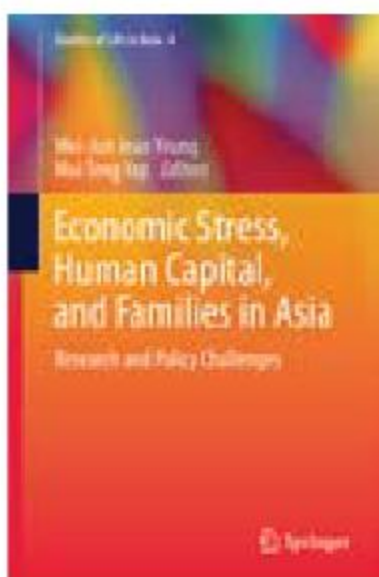


### [Malaysia & Singapore: The Land Reclamation Case](#)

*By Cheong Koon Hean, Tommy Koh and Lionel Yee*

This book tells the story of Singapore's first experience of defending its legal rights before an international tribunal, the International Tribunal for the Law of the Sea (ITLOS). In April 2002, Malaysia lodged a protest against Singapore's reclamation works around Pulau Tekong and Pulau Ubin on the grounds that they were causing trans-boundary environmental harm to Malaysia's territorial waters. Just a year later, after an unsuccessful meeting between the parties, Malaysia initiated proceedings against Singapore, to stop its reclamation works around these islands. Malaysia's claim for provisional measures to stop the Pulau Tekong reclamation works until the disposal of the dispute raised the larger issue of conflicting legal rights – Singapore's right to reclaim part of its territorial sea for national needs, and Malaysia's concern to protect its maritime environment from harm.

The authors, who were part of the multidisciplinary and multi-agency team tasked with presenting Singapore's case at ITLOS, recount the facts of the reclamation dispute and the ITLOS proceedings culminating in a pragmatic outcome, one that paves the way for future cases of this nature to be resolved in a similar way.



### [Economic Stress, Human Capital, and Families in Asia](#)

*Edited by Wei-Jun Jean Yeung and Yap Mui Teng*

This book presents recent findings about the consequences and policy implications of economic stress for human capital development and family well-being in Asia. The scope of the chapters include the effects of economic deprivation experienced by families in Asia as a result of job loss, low-wage employment, financial crises and catastrophic natural calamities. The studies show how macro-level economic stress can filter down through households to affect individuals' economic and socio-psychological well-being. The book can be purchased on the Springer website.



### **Singapore Perspectives 2013: Governance**

*Edited by Gillian Koh*

The book records the dialogue session with Prime Minister Lee Hsien Loong, findings from the 2012 IPS Prism Survey and the text of presentations and discussions by:

- Janadas Devan, IPS Director, and Dr Gillian Koh, IPS Senior Research Fellow;
- Professor Chan Heng Chee, Ambassador-at-Large, Ministry of Foreign Affairs, Singapore and Chairman, Lee Kuan Yew Centre for Innovative Cities, Singapore University of Technology and Design;
- Professor Kishore Mahbubani, Dean, Lee Kuan Yew School of Public Policy, National University of Singapore;
- Lawrence Wong, Acting Minister, Ministry of Culture, Community and Youth;
- Donald Low, Associate Dean (Research and Executive Education) and Senior Fellow, Lee Kuan Yew School of Public Policy, National University of Singapore;
- Nizam Ismail, Chairman, Centre for Research on Islamic and Malay Affairs;
- Sylvia Lim, Member of Parliament, Aljunied Group Representation Constituency;
- Lee Tzu Yang, Member, Academic Panel, IPS.

## **2013 – REPORTS**



### **IPS Report on Corrosive Speech: What can be done?**

*Researchers: Carol Soon and Tan Tarn How*

This report examines the nature of corrosive speech present in public discourse and presents several strategies and recommendations on how to address and manage incidents of corrosive speech.

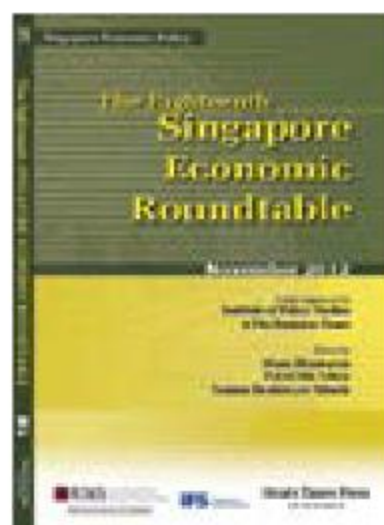


### **IPS Report on Singaporeans' Attitudes to National Service**

*Principal Investigator: Leong Chan-Hoong*

This study on public perceptions of National Service was commissioned by the Committee to Strengthen National Service (CSNS) to evaluate the level of trust and support Singaporeans have in this institution. Findings from the study were subsequently quoted by the CSNS in its recommendations to improve the National Service system for future generations of Singaporeans.

## **2014 – BOOKS**



### **The Eighteenth Singapore Economic Roundtable**

*Edited by Manu Bhaskaran, Faizal Bin Yahya and Sarjune Ibrahim*

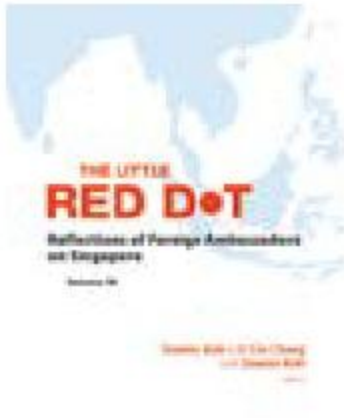
The Eighteenth Singapore Economic Roundtable was held in November 2012 and looked at recent economic developments and policy implications for the Singapore economy, and the cost of doing business in Singapore. The book contains the text of presentations and commentary by:

- Tu Suh Ping, Lead Economist, Domestic Economy Division, Economic Surveillance and Forecasting Department, Monetary Authority of Singapore;
- Edward Teather, Executive Director and Senior ASEAN Economist, UBS Investment Bank;
- Sim Moh Siong, Director and FX Strategist, Bank of Singapore;
- Assistant Professor Leong Kaiwen, School of Humanities and Social Sciences, Nanyang Technological University;
- Low Cheong Kee, Founder and Managing Director, Home-Fix DIY Pte Ltd.



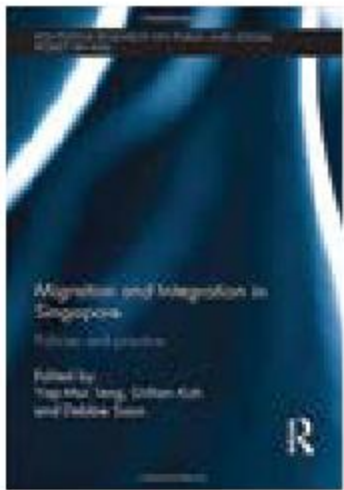
**E-Governance and Social Inclusion: Concepts and Cases**  
*Edited by Scott Baum and Arun Mahizhnan*

Intended to be a reference handbook for academics, students and managers with an interest in e-government content, the book presents current and emerging research about the implementation of technology in government and its broad social implications. It can be purchased on the IGI Global website.



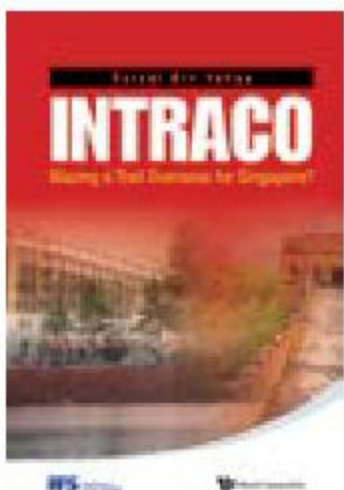
**The Little Red Dot: Reflections of Foreign Ambassadors on Singapore, Volume III**  
*Edited by Tommy Koh and Chang Li-Lin with Joanna Koh*

The third volume in *The Little Red Dot* series offers a complementary perspective of Singapore and its bilateral relations, through the eyes of past heads of missions from foreign countries who have served in Singapore or were responsible for Singapore. The first two volumes of *The Little Red Dot* series covered a wide range of views about Singapore's diplomacy by Singaporean diplomats. The new addition to the series contains candid reflections that will allow Singaporean readers to understand how the different elements of our country are often seen as a whole, and how that in turn contributes to the impressions that our foreign friends have of Singapore.



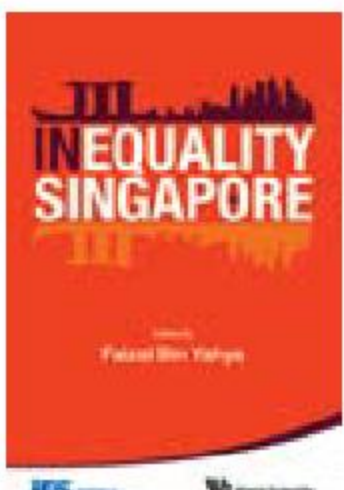
**Migration and Integration in Singapore: Policies and Practice**  
*Edited by Yap Mui Teng, Gillian Koh and Debbie Soon*

Between 2000 and 2010, Singapore witnessed a huge influx of foreign migrants, due to a spontaneous movement of labour to economic opportunities, and active policy direction by the Singapore government. This book examines the social, economic and political issues that have arisen with the influx of foreigners in Singapore since the turn of the 21st century. It provides an analysis of the longer-term implications of these trends and policy suggestions to ensure Singapore continues to be a harmonious nation and a cosmopolitan and vibrant global city. This book can be purchased on the Routledge website.



**INTRACO: Blazing a Trail Overseas for Singapore?**  
*By Faizal Bin Yahya*

This book offers a historical analysis of Singapore's economic development strategy through the lens of the now-defunct government-linked company INTRACO. As the country's "lifeblood" was and continues to be entrepot trade, INTRACO was created to "blaze a trail overseas" by facilitating commercial ties behind the Iron Curtain during the Cold War. The eventual divestment of INTRACO highlights how the Singaporean state is acutely responsive to changing global economic and geopolitical trends.



**Inequality in Singapore**  
*Edited by Faizal Bin Yahya*

Income inequality has become a global phenomenon. Rapid technological advancement and an expanding global workforce will continue to place huge pressure on wages all over the world, including Singapore. This edited volume is the product of robust exchanges that took place in a series of IPS closed-door discussions on inequality in the first half of 2012. The essays provide a range of views on the multi-faceted nature of inequality in Singapore, discuss candidly the specific challenges we face, and offer some policy recommendations.



**A Breakthrough in Vocational and Technical Education: The Singapore Story**  
*By Law Song Seng*

This book explores Singapore's experience in improving and transforming Vocational and Technical Education (VTE), which has often been perceived only as a pathway for low achievers. Written by the former Director and CEO of the Institute of Technical Education (ITE) in Singapore, it is a compelling story of how the ITE transformed lives and changed its image over a period of 15 years (1992–2007).



**Singapore Perspectives 2014: Differences**  
*Edited by Mathew Mathews, Christopher Gee and Chiang Wai Fong*

The book records the dialogue session with Education Minister Heng Swee Keat, findings from the 2013 IPS Survey on Race, Religion and Language, and the text of presentations and discussions by:

- Janadas Devan, IPS Director, and Dr Mathew Mathews, IPS Senior Research Fellow
- Associate Professor Kwok Kian Woon, Associate Provost (Student Life), School of Humanities and Social Sciences, Nanyang Technological University;
- Prakash Kannan, Senior Vice-President, Economics and Investment Strategy; Koh Chau Sean, Assistant Vice-President, Total Portfolio Strategy; and Dr Leslie Teo, Director, Economics and Investment Strategy Department and Chief Economist, GIC Private Limited.
- Sim Ann, Minister of State for Education & Communications and Information
- Professor David Chan, Psychology Professor and Director, Behavioural Sciences Institute, Singapore Management University
- Professor Chua Beng Huat, Provost Chair Professor and Head, Department of Sociology, National University of Singapore;
- Professor Kishore Mahbubani, Dean, Lee Kuan Yew School of Public Policy, National University of Singapore.

## 2014 – REPORTS AND PAPERS



**IPS Exchange Series No. 1**  
**Population Outcomes: Singapore 2050**  
*Edited by Yap Mui Teng and Christopher Gee*

This report in the IPS Exchange Series, which disseminates research findings from IPS programmes, considers and analyses the public policy issues arising from Singapore's demographic challenge through 2050. It also offers possible solutions to address them. It is the result of the work of six study groups comprising experts from academia and the public, private and people sectors.



**IPS Working Papers No.21: Religiosity and the Management of Religious Harmony - Responses from the IPS Survey on Race, Religion and Language**  
*Researchers: Mathew Mathews, Mohammad Khamsya Bin Khidzer and Teo Kay Key*

The paper documents the Singapore population's religious beliefs, and how these relate to life orientation, moral beliefs and inter-religious relations. It notes the positive state of religious harmony in Singapore, in particular the tolerance and acceptance of diversity in the common public space, but emphasises that heterogeneity in society requires different groups to be sensitive to the needs of others.



**Study on Chinese, Malay and Tamil blogospheres in Singapore**  
*Researchers: Carol Soon, Arun Mahizhnan, Shamsuri Juhari, Nanditha Das, Sim Jui Liang and Atikah Amalina*

This study examines the size, reach and characteristics of non-English language blogospheres in Singapore, showing that the online space is richly diverse. The study serves as a record for purposes of comparison with future stages in the evolution of non-English language blogs.



**IPS Exchange Series No. 2**  
**Towards Ageing Well: Aspirations, Challenges and Initiatives**  
*Researchers: Mathew Mathews and Terence Leong Yoong Hwa*

This report in the IPS Exchange Series focuses on three important aspects of ageing well: lifelong learning, employability and social gerontology. Data presented in the report was from a survey commissioned by the Council for Third Age (C3A).



**IPS Working Papers No.22: Results from the Perception and Attitudes Towards Ageing and Seniors Survey**  
*Researchers: Mathew Mathews and Paulin Tay Straughan*

This paper documents some of the results derived from the Perception and Attitudes Towards Ageing and Seniors Survey completed in 2014. The results delve into the respondents' attitudes towards and experience of ageing, including factors such as their quality of life and integration within the community.



**IPS Working Papers No.23: The Politics of Sustaining Inclusive Growth and Social Inclusion**  
*Researchers: Valerie Koh, Gillian Koh, Donald Low and Tan Min-Wei*

With growing interest in social policies in Singapore and the welfare system of the Nordic states, an IPS team conducted a study tour in late 2013 to find out how the welfare system works in Finland and Denmark. They spoke to academics, public intellectuals, union leaders and journalists. The paper records the findings of the project and discusses the key principles that underpin the Danish and Finnish welfare states.



**IPS Working Papers No.24: The Investment Risks in Singapore's Retirement Financing System**  
*Researchers: Christopher Gee and Peter Ryan-Kane, Mark Whatley and Will Rainey*

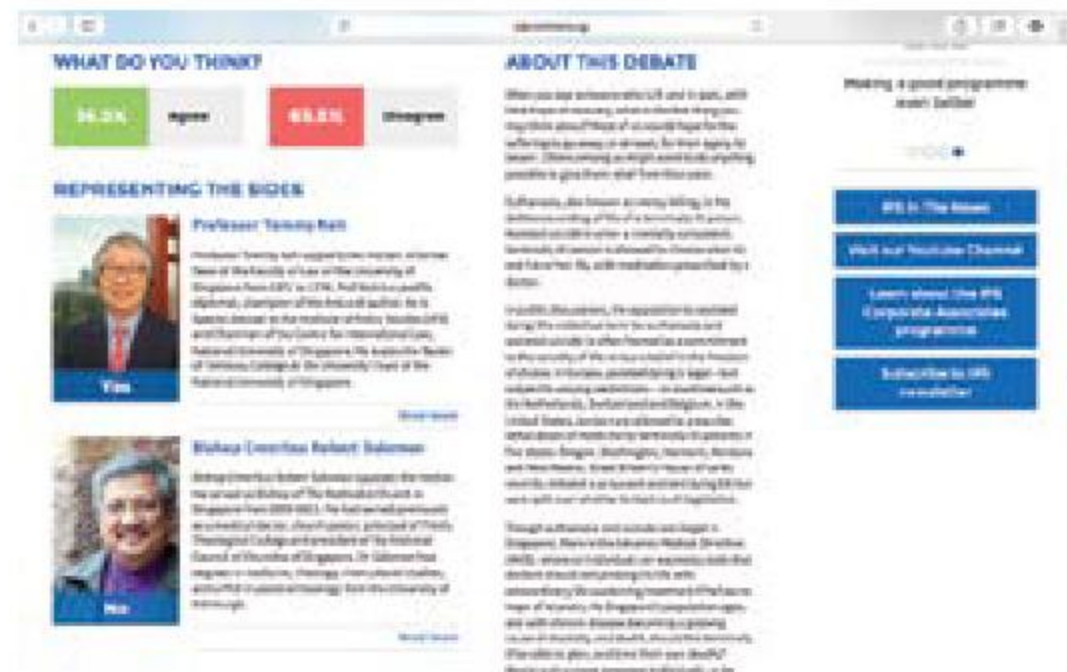
The paper sets out the investment risks and opportunity costs faced by contributors to the Central Provident Fund, and the investment risks faced by the government in the investment of the pooled funds.

# MEDIA HIGHLIGHTS



IPS researchers regularly provide their perspectives on Singapore policy developments to Singapore and international media. Their quotes have been published in print, online, broadcast and newswire stories. They contribute between one and two op-eds each month to Singapore media, such as *The Straits Times*, *Today*, *The Business Times*, *Lianhe Zaobao* and *Shin Min Daily* newspapers.

In 2013, researchers gave their views on the new licensing framework for news websites, the Population White Paper, and the Little India riot, among others. In 2014, researchers offered their insights on topics such as retirement adequacy for Singaporeans, Singapore's fourth-generation leadership, and what constitutes responsible online behaviour.



The IPSCOMMONS website, set up to promote and showcase rational discussion of public policy ideas in Singapore, was productive in 2014. Over 50 essays by IPS researchers, academics based in Singapore, and Singaporean graduate students studying here and abroad, were published. IPSCOMMONS also held its first-ever online debate on the topic: “Is it time for Singapore to consider a right-to-die bill?”

This topic was chosen as issues such as end-of-life care and the welfare of the elderly have surfaced in public conversation, as Singapore's population ages. The debate was between IPS Special Adviser, Ambassador Tommy Koh, who supported the motion, and Bishop Emeritus of the Methodist Church in Singapore, Dr Robert Solomon, who provided the opposing view. It took place between 15 September and 9 October 2014 and generated over 5,800 views from site visitors from Singapore, the US, Malaysia, the UK and Australia. There were 29 comments and votes, with 65.5% of votes supporting Dr Solomon. The debate generated parallel discussions on Facebook and online forums. IPSCOMMONS intends to conduct such online debates at least twice a year, on policy issues that interest Singaporeans.

# IPS CORPORATE ASSOCIATES PROGRAMME



(L-R) Former Nominated Members of Parliament Eugene Tan, Faizah Jamal, Janice Koh and Laurence Lien reflected on their term at a lunch event hosted by IPS Senior Research Fellow Dr Gillian Koh (middle)

Our Corporate Associates (CA) continue to be among IPS' staunchest supporters, providing intellectual and financial resources in support of our work. In 2014, we organised 12 events to bring together interesting and distinguished academics and public sector leaders with the business leaders from our CA organisations. Speakers included Ambassador Tony Siddique who spoke about Singapore being granted permanent observer status on the Arctic Council; Harvard academic Professor Cass Sunstein on nudges and public policy; members of the Singapore Government's Strategic Futures Network who spoke about the impact of specific trends on policymaking; and best-selling

author and academic Professor Nassim Nicholas Taleb who spoke about antifragility as a principle of our socioeconomic life.

Launched in 1992, the IPS CA programme is a platform for leaders of business organisations in Singapore to tap into the Institute's wealth of research expertise and extensive network of thought leaders and policymakers. Our aim is to provide opportunities for CA members to keep abreast of, and participate in, discussions of major global developments and issues of national concern, that may have an impact on their business environment.



Professor Nassim Nicholas Taleb spoke about how societies become "antifragile", at a lunch session chaired by Dean of the Lee Kuan Yew School of Public Policy Professor Kishore Mahbubani

“IPS offers a unique window into Singapore – economic, social and political trends of relevance. The interactive nature of the CA meetings is useful, and the ‘free’ nature of discussions refreshingly surprising.”

– Saket Misra, Managing Director and Head of International Banking,  
Singapore, The Royal Bank of Scotland PLC



(L-R) Group President of GIC Private Limited Lim Siong Guan and Senior Minister of State for Finance and Transport Josephine Teo were guest speakers at IPS Corporate Associates events in 2014

To participate in the CA programme, business organisations make a donation of S\$10,000 to IPS each year. For IPS, engagement with our CA members allows us to gain diverse information, and practical and valuable insights to assist in our analysis of policy challenges. The support of our CA members

allows us to continue with sustained, inter-disciplinary research into policy issues in Singapore and disseminate our analysis and recommendations to decision-makers across the public and private sectors.

# OUR DONORS

We would like to acknowledge with gratitude the individuals and organisations who have sustained us through the years with their financial and intellectual support.

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GK Goh Holdings Ltd	Singapore Exchange Limited
Great Eastern Holdings Ltd	Singapore Pools (Pte) Ltd
Hotel Properties Limited	Singapore Press Holdings Ltd
International Enterprise Singapore	Singapore Telecommunications Limited
Interpacific (SG) Pte Ltd	SMRT Corporation Ltd
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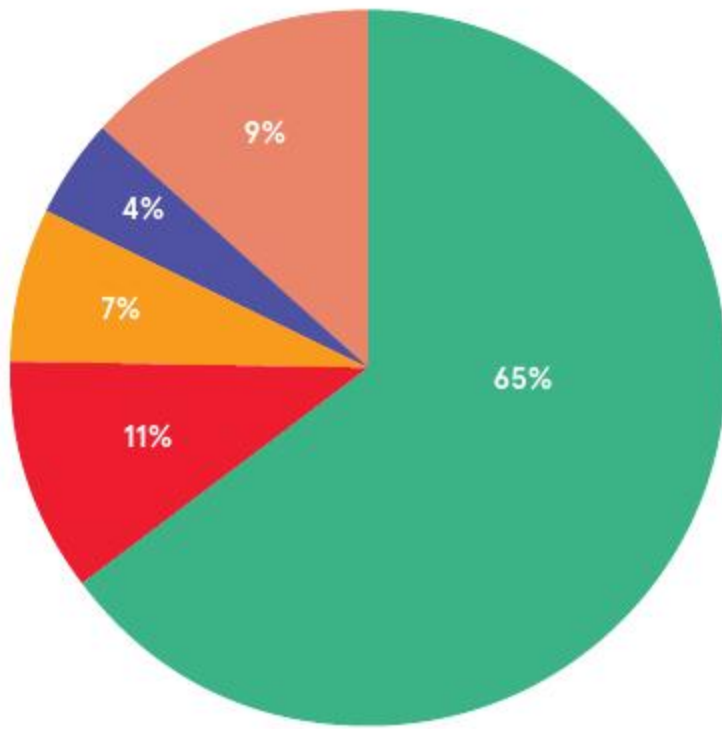
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Nanyang Technological University
National University of Singapore
Ngee Ann Polytechnic
Philips Electronics Singapore
Republic Polytechnic
Shell Companies in Singapore
SIM University
Singapore Management University
Standard Chartered Bank
Temasek Polytechnic

**Why Give?**  
**To nurture better ideas, better policies**

# FINANCIALS (FY 13/14)

## INCOME

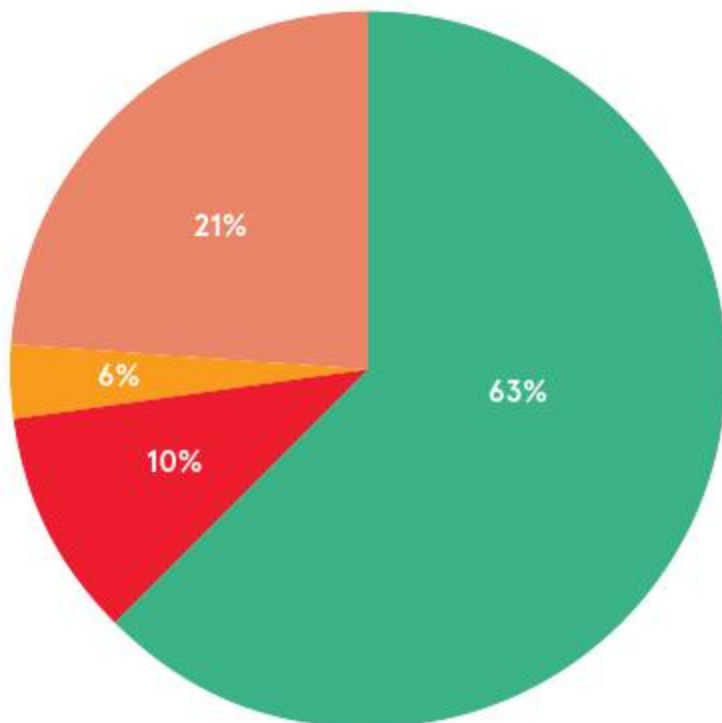
**\$5,093,458**



● GOVERNMENT SUBVENTIONS	\$3,296,824
● CORPORATE ASSOCIATES FEES	\$545,000
● REVENUE FROM PROJECTS	\$551,615
● DONATIONS	\$220,000
● GENERAL DONATIONS & OTHER MISC INCOME	\$480,019

## EXPENDITURE

**\$5,142,776**



● STAFF COSTS	\$3,219,824
● OFFICE RENTAL, PROPERTY MAINTENANCE, UTILITIES & MISC FIXED ASSETS	\$531,620
● COST FROM PROJECTS	\$296,452
● OTHER OPERATING EXPENDITURE	\$1,094,880

## SURPLUS / (DEFICIT)

**(\$49,318)**

# IPS PATRON



Emeritus Senior Minister  
Goh Chok Tong

# IPS ACADEMIC PANEL (1 MAR TO 28 FEB 2015)



Ambassador Tommy Koh  
Special Adviser, IPS



Dr Teh Kok Peng



Hsieh Tsun-Yan



Associate Professor  
Kwok Kian Woon



Lee Tzu Yang

## FORMER DIRECTORS OF IPS



Ambassador Chan Heng Chee  
1 Jan 1988 to 31 Dec 1988



Professor Jon Quah  
Acting Director  
1 Jan 1989 to 30 Jun 1990



Ambassador Tommy Koh  
1 Jul 1990 to 28 Feb 1997,  
1 Dec 2000 to 31 Jul 2004



Dr Lee Tsao Yuan  
1 Mar 1997 to 30 Nov 2000



Arun Mahizhnan  
Acting Director  
1 Aug 2004 to 8 Jun 2008



Ambassador Ong Keng Yong  
9 Jun 2008 to 1 Jul 2011

## OUR PEOPLE



Janadas Devan  
Director



Arun Mahizhnan  
Special Research Adviser



Ho Kwon Ping  
S R Nathan Fellow for the Study  
of Singapore (Academic Year  
2014/2015)



Associate Professor Tan Ern Ser



Dr Gillian Koh  
Senior Research Fellow



Dr Leong Chan-Hoong  
Senior Research Fellow



Dr Mathew Mathews  
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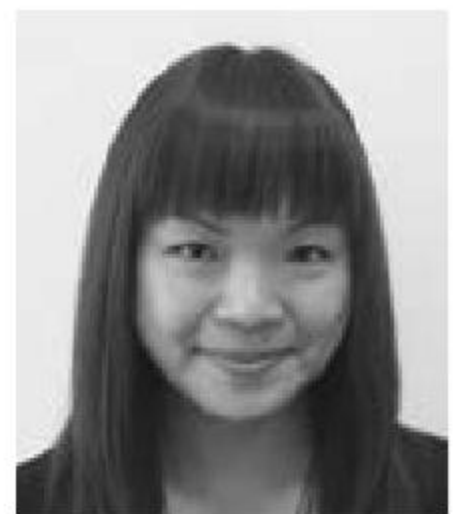
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# TIME TO CELEBRATE, TIME TO REFLECT

*IPS Special Research Adviser Arun Mahizhnan looks ahead to 2015 and highlights three major IPS projects.*



*IPS unveiled its plans for the *Singapore Chronicles* series to the press, over breakfast at the Botanic Gardens, in June 2014*

Just as Singapore begins its year-long celebration of the 50th anniversary of Independence this month, IPS will embark on a series of programmes and projects to mark the occasion. While it is certainly the time to celebrate, it is also the time to reflect on where we came from and where we are going.

IPS will be engaged with three major projects in 2015 that reflect our spirit of “engaging minds, exchanging ideas”.

The first is our annual flagship Singapore Perspectives conference, to be held on 26 January. It would be a good time to ask ourselves: What roots us to this nation and defines us as a people and what choices did we make along the way? Hence the theme of this year's conference: “Choices”.

We may have become Singaporeans by accident 50 years ago, but we remain Singaporeans today by choice. As former Prime Minister Lee Kuan Yew once said, our survival is built on the will

of our people to be a nation.

Singapore Perspectives 2015 will contemplate this conscious act of will and the ways in which this will has expressed itself over the decades. In particular, we will consider the key choices our founding leaders made in three arenas — politics, economy and society — over the last 50 years. What would have been our fate if they had made different choices? Are the choices they made still relevant today?

As my colleague Dr Carol Soon, who is involved in planning the conference, put it: “The challenges that Singapore faces today and in the impending future, call for introspective decision-making. A reflection of the key and difficult choices policymakers have made in the past 50 years helps identify what and where we have done well and could have done better, and enables us to navigate future political, economic and societal uncertainties with greater confidence.”



# WORK, NATURE AND ART



Working at IPS brings with it the benefit of being surrounded by nature and art. IPS has called the Botanic Gardens home since 2008, when it joined the Lee Kuan Yew School of Public Policy (LKYSPP) and moved from the National University of Singapore's (NUS) Kent Ridge campus to the Bukit Timah campus.

IPS' home — 1C Cluny Road — comprises House 5, an Art-Deco style building that has been gazetted for conservation, and the Annex, a more modern-looking cream-coloured block. Both are situated along a ring road that encircles the Bukit Timah campus, which is off the bustling thoroughfare of Bukit Timah Road. The campus is filled with lush greenery and conveys an erudite charm that reflects its origins.

The Bukit Timah campus was home to Raffles College, which opened in 1929 as the first institute of higher learning in Malaya. House 5 is among five bungalows built in the 1920s to house academic professors of Raffles College. It then became the home of the Economics Department of the University of Malaya, which was later renamed the University of Singapore and then, NUS. Several of independent Singapore's economic architects and leaders spent time in House 5 studying economics. They include Dr Goh Keng Swee; Emeritus Senior Minister Goh Chok Tong, who is also IPS Patron; S Dhanabalan and Ngiam Tong Dow.



(Clockwise, from top) The IPS building; Chng Seok Tin's *Welcome to my World* and Lim Fook Hong's *White Cat*

A large Beringin (weeping fig) tree fronts the handsome porch of House 5. The lattice designs on the main door and windows have been preserved, as have several fixtures within the building, including the arresting wide curved staircase and the large glass windows above it.

Over 60 art pieces — paintings, framed fabric and photographs — can be found in House 5 and the Annex. About half are the works of Singapore artists including Goh Beng Kwan, a painter and collage artist, and Ong Kim Seng, a watercolour master. These art works include still-life paintings of everyday objects, nature landscapes and scenes of places in Singapore, such as Emerald Hill and North Bridge Road. Many of the works belong to Ambassador Tommy Koh, who previously served as IPS Director and is now IPS' Special Adviser. Said Ambassador Koh: "My wife and I feel that we should share our art collection with others. We have therefore given some [art works] to IPS and a few others to the Tembusu College at NUS."

Asked to name the art pieces he remembers best, Ambassador Koh cited *White Cat*. The artist, Lim Fook Hong, painted it when he was a teenager. He is part of Very Special Arts, a charity group for artists with disabilities where Ambassador Koh is the patron. Ambassador Koh also mentioned *Welcome to My World*, a vibrantly coloured yet wistful mixed media painting by Chng Seok Tin. Ms Chng, who is blind, was awarded the Cultural Medallion in 2005.

One calligraphy work in the Annex building is of special significance to Ambassador Koh. It has the traditional Chinese character 橋, which means "bridge". Ambassador Koh, who was the founding Executive Director of the Asia-Europe Foundation in Singapore (ASEF) said, "It was written and given to me by a former People's Republic of China Ambassador to Singapore to thank me for being a 'bridge' between Asia and Europe." IPS too strives to build bridges — between thought leaders and individuals interested in Singapore's public policy. We are privileged to pursue our mission in a workplace that celebrates nature and art.



The interior of House 5





