



**SENIOR
FELLOWSHIP
IN PUBLIC
SERVICE
(SF1 & SF2)**



ACKNOWLEDGEMENT

THE SENIOR FELLOWSHIP IN PUBLIC SERVICE
PROGRAMME (SF PROGRAMME) DIRECTOR, **PROF**
TAN YONG SOON, WOULD LIKE TO THANK THE
LKYSPP GOVERNING BOARD, MANAGEMENT, FACULTY,
TEACHING MEMBERS AND ADMINISTRATORS FOR
THEIR SUPPORT AND CONTRIBUTION TO THE
SUCCESS OF THE SF PROGRAMME.

VISIONARY

AND

EFFECTIVE

LEADERS

FOR

TOMORROW

The global state of affairs remains in a state of flux, with the world continuously grappling with social disruption and rapid technological changes. The able leader needs to continue to hone and elevate his/her abilities and skills to deliver better outcomes for his/her organisation, community and society.

The SF Programme is made up of diverse individuals from all over the world. Already in positions of authority at their respective public, private and non-profit sector organisations, they seek to learn how to become even more effective leaders, and to be the steady and assured hands that can steer their teams successfully through winds of change.

The SF programme provides these leaders with a deep insight into leadership and governance from an Asian perspective, learning not only from Lee Kuan Yew School of Public Policy (LKYSPP)'s eminent faculty and distinguished guest speakers, but also through distilling the rich and diverse experiences of their peers and forging personal bonds with one another.

The first batch of Lee Kuan Yew Senior Fellows successfully completed the SF Programme in 2019. SF2 in 2020/2021 will experience the same rigorous curriculum of analysing key issues and significant trends in order to attain critical insights into the opportunities and challenges that follow, with updates particularly on the US-China strategic rivalry, China-India relations and the Covid-19 pandemic. The deep dive into Covid-19 will analyse how countries have managed and responded to the crisis and how the 'new normal' will necessitate a balance between lives, livelihood and social equilibrium.

SF2 is split into two components, with the first half conducted online, and the second half scheduled physically in the School. Lessons and group activities specifically curated for online ensure that an optimal experience is provided to SF2 participants, regardless of the location they are at.

This book serves as an illustrated record of their journey towards gaining a better understanding of the world, and learning approaches to raise the standards of governance in their respective countries in an era of escalating uncertainties, instability and volatility. In turn, their exploration supports LKYSPP's objectives to make a difference in the lives of people in the region and around the world.



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TAKING LEADERSHIP TO THE TOP LEVEL

TRANSCENDENTAL LEARNING

CONVERSING WITH THE WISE

BEYOND BOOKS & CLASSROOMS

A DAY IN THE LIFE OF A SENIOR FELLOW

MEET THE FELLOWS

WORDS FROM SENIOR FELLOWS



TAKING LEADE

TO THE



65
Political Leader

Beach

Kindergarten Teacher

University Teacher

Social Impact

Still Healthy/Alive?

ERSHIP

TOP LEVEL

“THE SF PROGRAMME WILL BE AN INTENSIVE, IMMERSIVE, TRANSFORMATIVE, AND REWARDING LEARNING EXPERIENCE. PARTICIPANTS WILL ACQUIRE INSIGHTS INTO PRESSING GLOBAL ISSUES AND RAPID TECHNOLOGICAL CHANGE, AND THE CHANGES TAKING PLACE AROUND US AND BEFORE US. THEY WILL SHARPEN THEIR CRITICAL THINKING AND LEADERSHIP SKILLS TO BETTER ABLE TO DEAL WITH A WORLD FULL OF UNKNOWNNS, AND DEVELOP PRACTICAL AND INNOVATIVE SOLUTIONS THAT WILL MAKE IMMENSE CONTRIBUTIONS TO AND TRANSFORM THEIR ORGANISATIONS AND COUNTRIES. THEY WILL ALSO FORM ENDURING AND VALUABLE NETWORKS WITH OTHER LEADERS IN ASIA.”

TAKING LEADERSHIP TO THE TOP LEVEL

When I was invited in November 2018 to be the founding Programme Director for the SF Programme, I considered it my privilege to offer a transformative experience to expand the vision and ambitions of proven leaders in the region, and to challenge them to deliver better outcomes for the benefit of their people, communities and societies. It was a chance for me to shape senior leaders from Asia and beyond, a cause that I firmly believe in.

Having spent 37 years in the Singapore Public Service, I understand deeply the importance of good leadership and governance. I believe participants must engage with fundamentals, as well as current and systemic issues and future trends.

With Singapore's development experience and the LKYSPP's rich heritage of having graduated more than 19,000 leaders and policymakers from across the globe, I could tap on high-level practical experiences and critical insights to create a rigorous and challenging programme. I sought the views of colleagues on how best to design the SF Programme and am especially grateful for the advice of my former mentor in the Public Service and now fellow LKYSPP Professor in Practice Lim Siong Guan.

I wanted to secure the best faculty and instructors to teach this first-of-its-kind programme. Tapping extensively on my contacts, I brought together the best practitioners and academics in thought leadership, business, technology, and public service leadership to share their knowledge and experiences with the participants.

A senior leadership programme, no matter how well designed, will only succeed if we have well-appointed participants. As such, we took great pains in hand-picking our participants – searching far and wide for proven leaders in their field, who represent a diversity of geographical origins, areas of expertise, gender and even age.

The first cohort turned out to be excellent – highly qualified and experienced individuals who are not only motivated to learn and share but who also developed strong friendships and goodwill among themselves and across nations.

Fellowship is important and to this end, there were group outings, dinners, evening soiree and even early morning physical exercises to engender social bonding and networking long after the programme ends.

Ultimately, Senior Fellows come away from the SF Programme armed with a better understanding of how to lead in the world we live – a world that is rapidly changing, complex, interconnected

and facing serious challenges. I would like to exhort all our Senior Fellows to remember that leaders cannot be complacent, but must stay ahead or risk being disrupted. That they need to understand both the current global context as well as future trends, and then have the clarity of thought and the courage to act.

After completing the SF Programme and going their separate ways, I hope the Senior Fellows would continue to strengthen their relationships with their peers, LKYSPP and Singapore. I hope that the friendships they have established will stand them in good stead going forward, and will help them work together to deliver a better future.



Prof Tan Yong Soon

Programme Director,
Senior Fellowship in Public Service, LKYSPP
Former Permanent Secretary, Singapore

PRAGMA-
TISM.

**LEADER
SHIP.**

EXCELLENCE.

TRUST.

COURAGE.

VISION.

CHANGE.

HONOUR.

AUTHORITY.

ACCOUNT-
ABILITY.

QUALITY OF
LIFE.

**GOVER
NANCE.**

PEOPLE.

RULE OF LAW.

ENGAGEMENT.

HEARTS &

MINDS.

COMPLEXITY.

REALISM.

POWER.

GLOBAL-

ISATION.

COOPERA-

TION.

SECURITY.

MULTILATER-

ALISM.

CONFLICTS.

ARTIFICIAL

INTELLIGENCE.

CYBERSECURITY.

DATA

ANALYTICS.

TECH-

NOLOGY &

INNOVATION.

FOOD SAFETY.

MOBILITY.

HEALTHCARE.

QUANTUM.

BLOCKCHAIN.



— Prof Lim Siang Guan
Professor in Practice, LKYSPP
Former Head of Civil Service,
Singapore

**“IT IS IMPORTANT TO PASS ON TO THE NEXT
GENERATION OF LEADERS, PRINCIPLES AND
WAYS OF THINKING.”**

PROF LIM SIONG GUAN

LEADERSHIP

TO SUCCEED IN A COMPLEX AND SOMETIMES CHAOTIC ENVIRONMENT, LEADERS NEED QUALITIES INCLUDING INTEGRITY, CHARACTER, HONOUR, PURPOSE AND CARE FOR PEOPLE. THESE KEY LEADERSHIP PRINCIPLES WERE ILLUSTRATED WITH VIVID FIRST-HAND EXAMPLES FROM SINGAPORE'S HISTORY AND INTERNATIONAL CASE STUDIES. SENIOR FELLOWS WERE CHALLENGED TO MAXIMISE THE IMPACT OF THEIR PEOPLE, AND TO BUILD A CULTURE THAT WOULD SUPPORT CONTINUOUS INNOVATION AND DEVELOPMENT.

— Prof Tan Yong Soon

Programme Director, Senior Fellowship in Public Service Programme, LKYSPP
Former Permanent Secretary, Singapore





— Prof M Ramesh
UNESCO Chair of Social Policy Design in Asia

**“NOW, MORE THAN
ANYTIME ELSE,
A POLICY MIX
IS REQUIRED TO
ADDRESS MANY
COMPLEX POLICY
PROBLEMS.”**

PROF M RAMESH



NATIONAL GOVERNANCE

THE DEVELOPMENT OF
COUNTRIES IS NOT LIMITED BY
GEOGRAPHY, DEMOGRAPHICS
AND TECHNOLOGY. THE

IMPORTANCE OF PUBLIC
POLICY FORMULATION AND
EXECUTION WERE PUT UNDER
THE MICROSCOPE TO EXAMINE
ITS IMPACT ACROSS ECONOMIC
AND SOCIAL SPHERES. SENIOR
FELLOWS WERE CHALLENGED TO
STRETCH THEIR IMAGINATIONS,
EMBRACE RISK-TAKING AND
LEARN FROM THE CRITICAL ROLE
PLAYED BY GOOD GOVERNANCE
IN THE SINGAPORE STORY.

— Prof Jeffrey Chan Wah Teck

Adjunct Professor, Faculty of Law, NUS
Former Deputy Solicitor-General, Singapore



— Prof Danny Quah
Dean and Li Ka Shing Professor in
Economics, LKYSPP



“THE UNIFYING PICTURE IS THAT
THE WORLD NEEDS TO THINK OF
CHALLENGES IN AN INTEGRATED,
GLOBAL WAY. WHAT ONE NATION
DOES TO SOLVE ITS PROBLEMS
OFTEN HAS UNINTENDED
CONSEQUENCES ON OTHER
NATIONS AND UNLESS THE
WORLD CAN COME TOGETHER
TO THINK ABOUT THESE
CHALLENGES IN A COHERENT
WAY, WE WILL BE REELING
FROM ONE EXTREME TO THE
OTHER.” PROF DANNY QUAH

— **Prof Khong Yuen Foong**

Vice Dean (Research) and Li Ka Shing Professor
in Political Science, LKYSP



— **Prof Benjamin Cashore**

Li Ka Shing Professor in Public
Management and Co-Director,
Institute of Water Policy, LKYSP



— **Prof Kanti Bajpai**

Director, Centre on Asia and
Globalisation and Wilmar Professor
of Asian Studies, LKYSP



— **Assoc. Prof Simon Tay**

Associate Professor of Law at the
National University of Singapore,
Chairman of the Singapore
Institute of International Affairs
and Senior Consultant at Wong
Partnership LLP

GLOBALISATION

**UNDERSTANDING THE NEED
TO MANAGE SHIFTING TRENDS
IN AN AGE OF ASYMMETRICAL
GLOBALISATION, LEADERS IN
THIS DAY AND AGE MUST LEARN
TO CONTEND WITH CHANGING
CIRCUMSTANCES IN THE SOCIETY
OF NATIONS. NEW DEVELOPMENTS
IN INTERNATIONAL ECONOMICS
AND INTERNATIONAL SECURITY
DEMAND THE NEED TO ADJUDICATE
DIFFERENCES IN ORDER TO
RESTORE AND MAINTAIN A
MODICUM OF ORDER BOTH
INTERNALLY AND EXTERNALLY.**

— Prof Hang Chang Chieh

Executive Director, Institute for Engineering Leadership, NUS
Former Deputy Chairman, A*Star



**“BOTH THE PACE OF CHANGE AND THE FUSION OF
TECHNOLOGIES ARE POTENTIALLY DISRUPTIVE AND
CAN BE POWERFUL TRANSITION DRIVERS TO GOOD
SOCIETAL OUTCOMES WHEN ACCOMPANIED BY
APPROPRIATE PUBLIC POLICY.”**

**PROF HANG CHANG CHIEH AND
DR LIM KHIANG WEE**

TECHNOLOGY & INNOVATION

TO PREPARE FOR A FUTURE
WHERE CHANGE IS THE ONLY
CONSTANT, SENIOR FELLOWS
WILL BE INTRODUCED TO A
PLETHORA OF IMPORTANT
TECHNOLOGICAL AND INNOVATIVE
DEVELOPMENTS ALONGSIDE
THEIR ABILITY TO CHANGE THE
WORLD. TECHNOLOGY REMAINS
THE GREATEST AMPLIFIER AND
DISRUPTOR OF THE STATUS QUO
AS WE KNOW IT TODAY.



TRANSCENDENTAL LEARNING: DEEP DIVES



— **Assoc Prof James Crabtree**
Former Mumbai Bureau Chief,
Financial Times
Author of Bestseller
“The Billionaire Raj”



— **Prof Kua Ee Heok**
Tan Geok Yin Professor
of Psychiatry and
Neuroscience, NUS



— **Aaron Maniam**
Poet and Deputy Secretary
of Industry and Information,
Ministry of Communications
and Information, Singapore

COMMUNICATIONS

LAW AND ITS IMPACT ON

PUBLIC ADMINISTRATION

STARTUP CULTURE

MENTAL CAPITAL & MINDFULNESS

CLIMATE CHANGE

THE COVID-19 PANDEMIC- LESSONS FOR THE FUTURE



— **Dr Francis Yeoh Song Chian**

Professional Fellow, NUS
School of Computing
Former CEO, National
Research Foundation



— **Prof Teo Yik Ying**

Dean of the Saw Swee Hock
School of Public Health, NUS



— **Prof Tikki Pangetsu**

Department of Medicine,
Yong Loo Lin School of
Medicine, NUS



CONVERSING WITH

— From left to right

Mr J Y Pillay, Prof Tan Yong Soon, ESM Goh Chok Tong, Prof Lim Siong Guan



THE WISE



- Drawing on more than four decades of political and public sector experience, ESM Goh emphasised the need for good governance, political leadership and public policy, and the importance in staying ahead of the curve in anticipation of potential problems during public sector governance.



- Brief moments of levity and insightful discussions made up the night



**“OUR PHILOSOPHY IS, UNLESS THE WORLD,
OUR REGION AND OUR NEIGHBOURS ARE
PEACEFUL AND PROSPEROUS, SINGAPORE
WILL NOT SUCCEED. A COUNTRY, NO MATTER
HOW BIG OR SMALL, WILL ONLY PROSPER IF
THE NEIGHBOURHOOD IS PROSPEROUS”**

Chairman of the Governing Board, LKYSPP and Emeritus Senior Minister, Singapore, **Mr Goh Chok Tong**



— ESM Goh Chok Tong with the inaugural class of the SF Programme



— **Mr Ong Ye Kung**

Minister for Education, Singapore

Minister Ong shared his thoughts on key policy directions for education such as providing multiple pathways to success, and on key challenges facing Singapore including social inequality and the rejuvenation of the city.





— **Mr J Y Pillay**

Rector, College of Alice & Peter Tan, NUS
 Founding Chairman, Singapore Airlines (1972-1996)
 Former Permanent Secretary, Singapore

Mr Pillay shared lessons from his storied career in public service, emphasising the need for leaders to have imagination, clarity of thinking and willingness to take bold action.



— **Prof Tommy Koh**

Ambassador-at-Large, Ministry of Foreign Affairs, Singapore
 Founding Chairman of the National Arts Council, Singapore

Prof Koh shared experiences from his wide-ranging career, providing insights into how Singapore contributed to the global community in areas such as environmental sustainability and international law.

— **Mr George Yeo**

Senior Adviser, Kuok Group and Kerry Logistics Network
 Former Minister for Foreign Affairs, Singapore

Mr Yeo provided deep insights on China's evolving role in Southeast Asia, grounded in an encyclopedic understanding of how historical events continue to shape current realities.



— **Prof Kishore Mahbubani** —

Distinguished Fellow, Asia Research Institute, NUS
Founding Dean, Lee Kuan Yew School of Public Policy
Former President of the UN Security Council

Prof Kishore spoke on the growing primacy of China, current US sentiments in reaction to this rise, and how China's strategies have contributed to tension between the two powers.



— **Ms Chew Gek Khim**

Executive Chairman, Straits Trading Company

Ms Chew provided a powerful alternative perspective as a private sector leader on public policy, including unintended outcomes of government intervention.



— **Dr Noeleen Heyzer**

Social Scientist and Former United Nations Under-Secretary-General

Dr Heyzer articulated the need to find a new approach to build shared and sustainable prosperity for Asia in a rapidly changing development landscape, and shared her personal experiences in organisational transformation and leading teams.

— **Mr Leo Yip** —

Head of Civil Service,
Permanent Secretary (Prime Minister's Office, Prime Minister's Office (Strategy) & National Security and Intelligence Coordination),
Prime Minister's Office

Mr Yip enlightened the class on the current efforts to transform Singapore's public service, and highlighted the pressing need for it to become more agile, innovative and user-centric.



— Dr Beh Swan Gin

Chairman, Singapore Economic Development Board

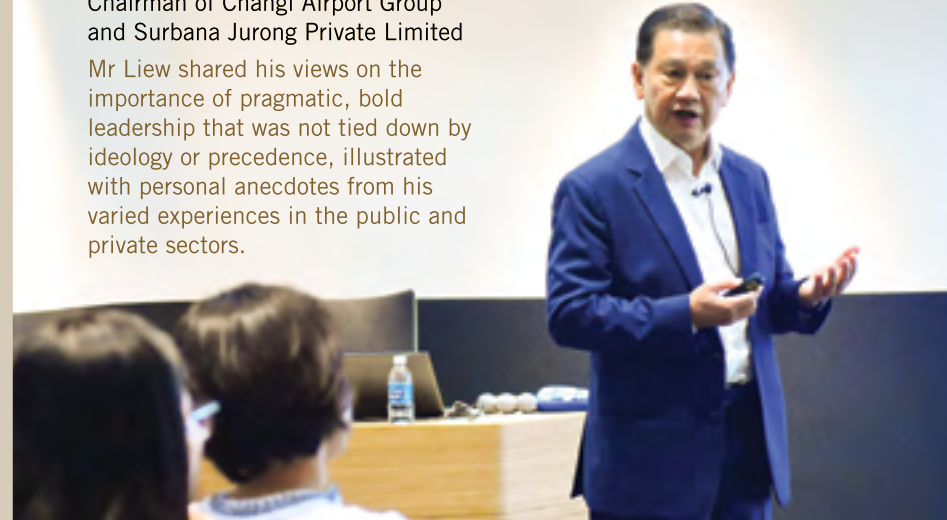
Dr Beh shared on how the work of EDB has evolved over time from investment to innovation, and outlined key strategies that the organisation had adopted to capitalise on new opportunities.



— Mr Liew Mun Leong

Chairman of Changi Airport Group and Surbana Jurong Private Limited

Mr Liew shared his views on the importance of pragmatic, bold leadership that was not tied down by ideology or precedence, illustrated with personal anecdotes from his varied experiences in the public and private sectors.



**“WHILE IT IS WISE TO LEARN FROM EXPERIENCE, IT IS FAR WISER
TO LEARN FROM THE EXPERIENCES OF OTHERS”**

With these words, the Senior Fellows took the opportunity to spend quality time with the rich array of guest speakers, giving rise to insightful discussions, sharing of invaluable experiences, and the deepening of knowledge in the sphere of public leadership.



— Mrs Tan Ching Yee

Permanent Secretary (Prime Minister's Office) (Special Duties) and Permanent Secretary (Finance)

Mrs Tan shared key elements of Singapore's approach to fiscal sustainability, and explored how states like Singapore could cope with future challenges like an ageing population and growing pressures to spend public funds.



— Mr Peter Ho

Senior Advisor to the Centre for Strategic Futures and Chairman, Urban Redevelopment Authority

Mr Ho spoke on the difficulty of planning in public policy given the current era of emergent phenomena and accelerating change, and strategies to mitigate and respond to such disruptive forces.



BEYOND

AND



BOOKS

CLASSROOMS

SENIOR FELLOWS TOOK THE OPPORTUNITY OF THEIR SHORT STINT IN SINGAPORE TO VISIT SOME VENERABLE INSTITUTIONS. THE SITE VISITS PROVIDED POIGNANT INSIGHTS INTO HOW VARIOUS TYPES OF INSTITUTIONS WORK, AND HOW THEY EACH HAVE CONTRIBUTED GREATLY TO THE SINGAPORE OF TODAY.



■ CHANNEL NEWSASIA

In the modern CNA production control room, the Senior Fellows were given a tour of the signal and broadcasting facilities it takes to run a cutting edge news channel.



■ CHANNEL NEWSASIA

Walter Fernandez, Editor-in-Chief from Mediacorp CNA, shares with the Senior Fellows the importance of investing in its people, building new capabilities and taking advantage of Singapore's status as a media and technology hub.



■ BICENTENNIAL

Experiencing the Singapore Bicentennial, where a myriad of multimedia sensory experience brought the Senior Fellows back in time to witness key moments in Singapore's transformation.



■ CHANGI AIRPORT

At the Changi Experience Studio, the Senior Fellows were brought to a journey of discovery where they learned about the history and development of Changi and what makes the airport ticks.



■ HOUSING & DEVELOPMENT BOARD

Mrs Cheong Koon Hean, CEO of Housing & Development Board, shares how the Smart HDB Town framework improves public housing.

SENIOR FELLOWS EXPERIENCED FIRST-HAND INTRODUCTIONS FROM AGENCIES RESPONSIBLE FOR TRANSFORMING SINGAPORE INTO A COSMOPOLITAN CITY THAT ENJOYS A FIRST-WORLD STANDARD OF LIVING AMIDST A VIBRANT CULTURAL LANDSCAPE. QUALITY HOUSING, EDUCATION, TRADE OPPORTUNITIES AND A RICH TAPESTRY OF GREEN SPACES THROUGHOUT THE CITY CONTRIBUTE TO MAKING SINGAPORE ONE OF THE BEST PLACES IN ASIA TO LIVE IN.

■ MARITIME AND PORT AUTHORITY OF SINGAPORE

Mr Tan Swan Jow, Dean of MPA Academy, shares the Academy's vision and the growing demand for specialised training in the maritime sector.



■ MARITIME AND PORT AUTHORITY OF SINGAPORE

MPA's vision is to develop and promote Singapore as a premier global hub port and international maritime centre, and to advance and safeguard Singapore's strategic maritime interests.



**LIKE SINGAPORE, ITS INSTITUTIONS AND ORGANISATIONS
THINK AND ANTICIPATE CHANGES AHEAD; THE PORT,
FOR EXAMPLE, USES TECHNOLOGY AND ARTIFICIAL
INTELLIGENCE TO STAY RELEVANT AND EFFICIENT,
BENEFITING ITSELF AND THE REGION AT LARGE.**

A DAY IN THE LIFE OF A SENIOR FELLOW



7 AM

Leaving the temporary accommodations every morning, I walk past the colonial-era architecture to meet the other Senior Fellows for a Tai Chi or Active Body Conditioning Session before my day begins. I definitely am not getting any younger, and waking up in the wee hours of the morning is something that takes much getting used to! This morning exercise puts in place discipline and helps recondition and energise us for the rest of the very long day ahead. My fellow classmate even joked that he has become healthier given that the nearest smoking point was half a mile away and that he has been forced to reduce his nicotine intake.



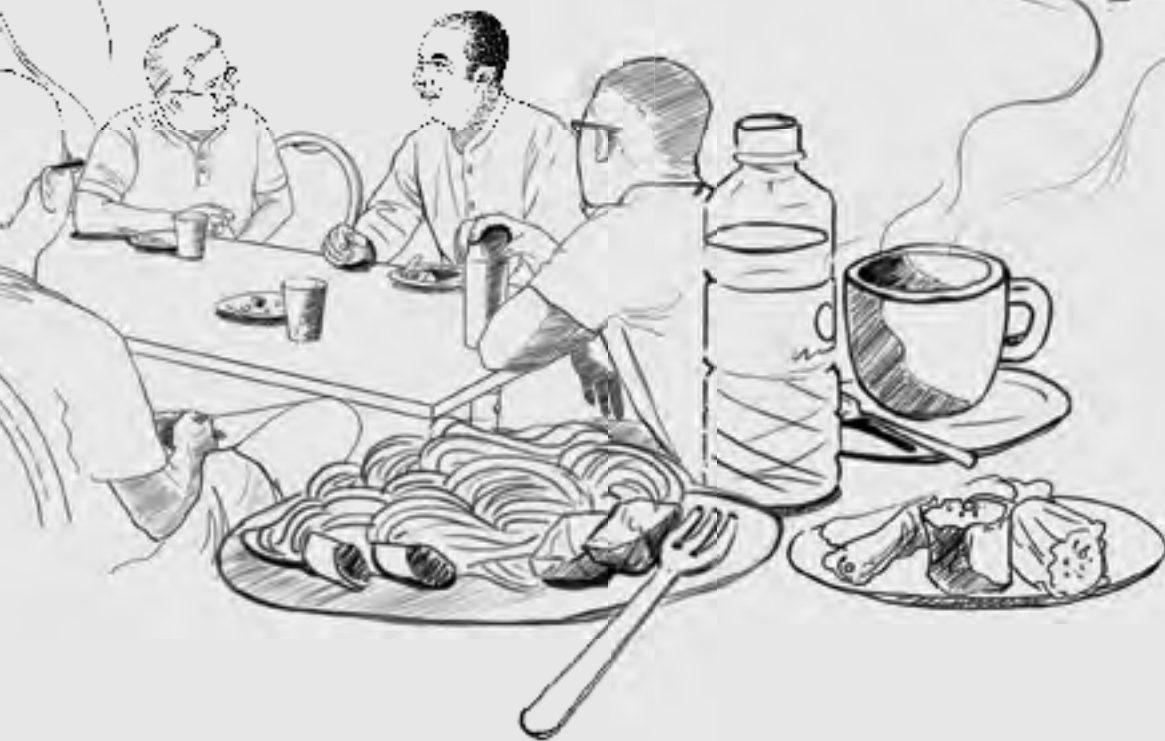
9_{AM}

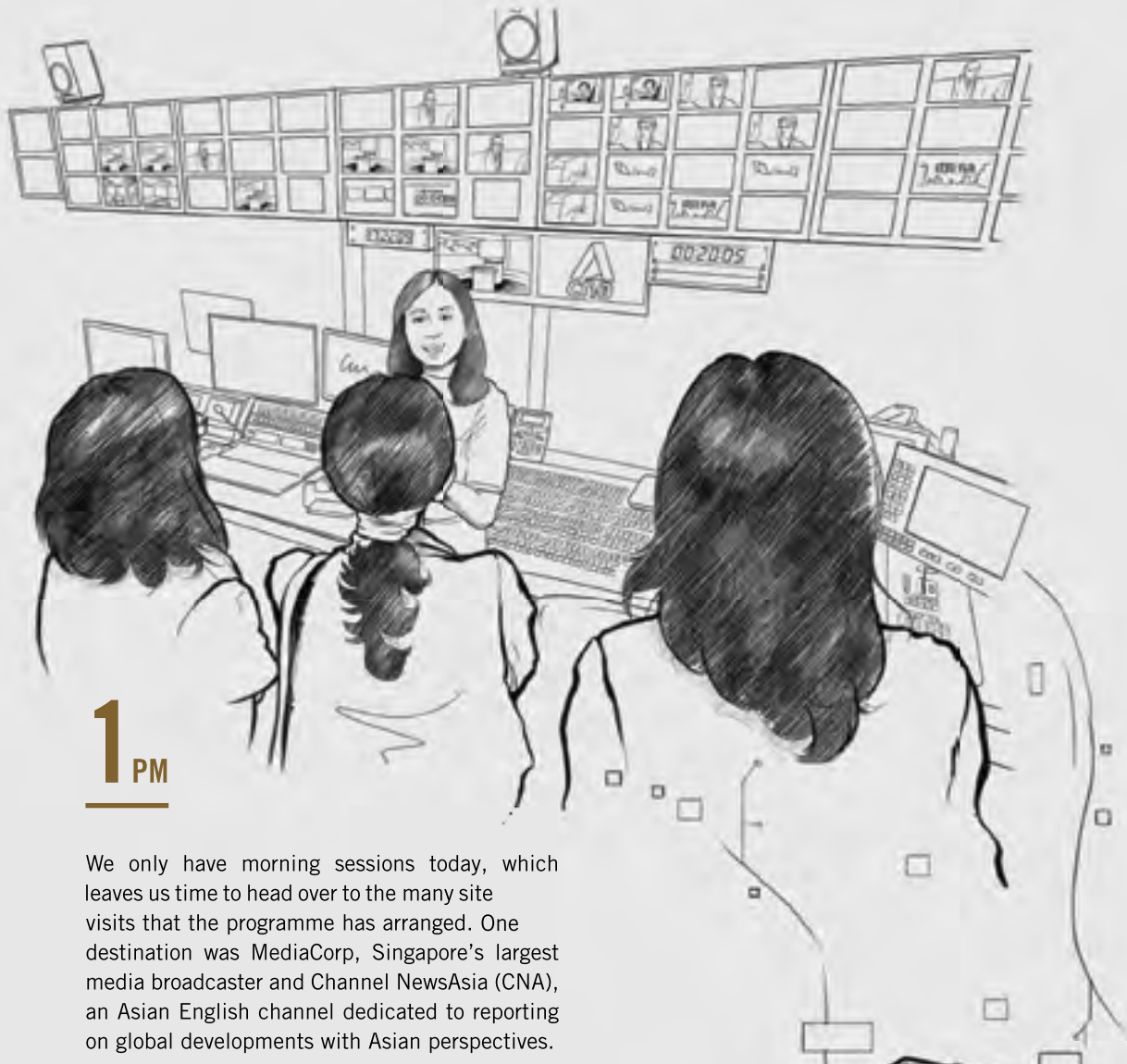
From the hustle and bustle of metropolitan living to LKYSP, our home for the next few weeks is nestled in a parkland renowned for beauty and serenity. Washing up and grabbing a quick bite, I get ready for our day ahead as I prepare to step into a world of learning. Surrounded by like-minded peers of all ages, hailing from multiple cultures and nationalities, we collectively prepare ourselves to be immersed in yet another day's worth of knowledge.



10_{AM}

Usually made up of four intensive 90-minute sessions that cover a plethora of genres, these sessions are led by luminaries – from a Nobel Laureate, senior leadership of nations, to heavyweight academics; all bringing more than a millenia of experience to bear. I recall Prof Konstantin said 'We need to modify for new realities, to stop and think outside of the box at certain moments before they become unmanageable'.





1 PM

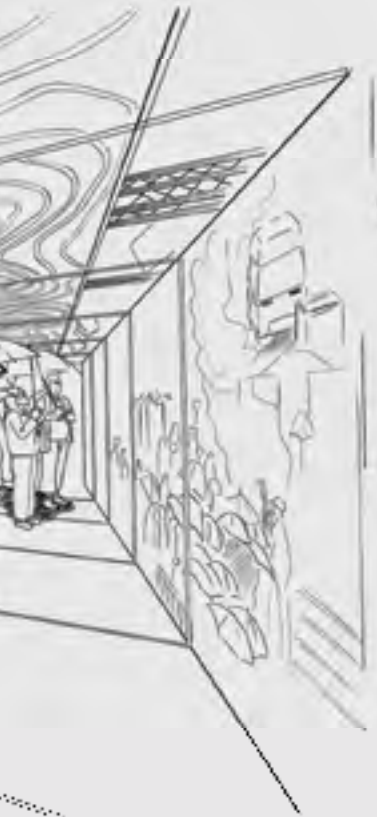
We only have morning sessions today, which leaves us time to head over to the many site visits that the programme has arranged. One destination was MediaCorp, Singapore's largest media broadcaster and Channel NewsAsia (CNA), an Asian English channel dedicated to reporting on global developments with Asian perspectives.



3 PM

Singapore happened to commemorate 700 years of history and hence, we took the opportunity en route to visit the Singapore Bicentennial at Fort Canning Hill. It's an eye-opening transformation, how far Singapore has come!





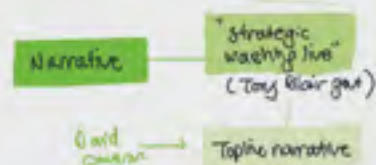
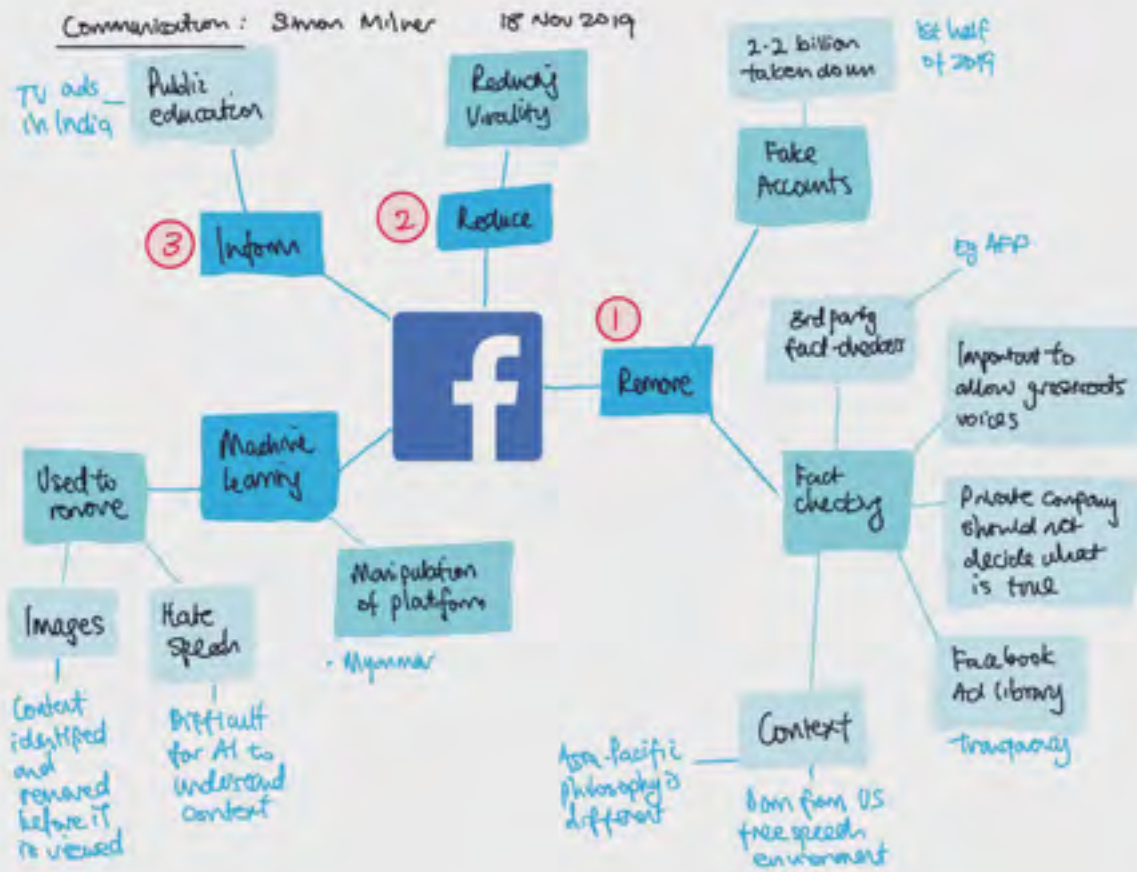
7 PM

Some nights, we might get together to discuss case studies, swap learning and stories and find out more about the rich histories of our respective countries. Beyond books and learning, we opened our eyes to all that Singapore had to offer – from the Jewel to the countless nature trails lovingly nestled within the bustling cityscape and many more. Together we celebrated birthdays, important cultural and national holidays, making each other our national dishes in our serviced apartments, and making even more countless memories to bring back to our individual home countries.

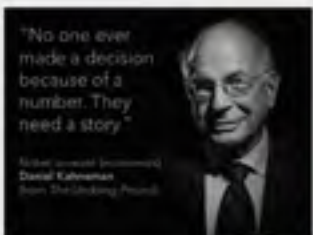


NOTES FROM SF1

NOTES AND PHOTOS BY:
AARON LOH, SF1 2019



- Employed less commonly
- essential part of foundation
- Hope - Happiness - Patience - Shame
 - Anger - Sadness - Pride - Pity
 - Humor - Fairness - Envy



NOTES FROM SF2

ONLINE SHARING SESSIONS WHERE SENIOR FELLOWS ILLUSTRATE AND DISCUSS THEIR COUNTRIES' ECONOMIC RECOVERY STRATEGIES DUE TO THE GLOBAL COVID-19 PANDEMIC

Singapore's Covid Budget Measures

Unity Budget	Resilience Budget	Solidarity Budget	Fortitude Budget
28 February	26 March	6 April	26 May
<ul style="list-style-type: none"> Job Support Scheme (JSS) 8% Rental rebates Temp bridging loan (TBL) for tourism sector Enterprise Financing Scheme (EFS) – Working Capital Loan introduced 25% Corporate Income Tax (CIT) rebate 	<ul style="list-style-type: none"> JSS 25-75% to July SG Jobs United 10,000 SG Traineeships 8,000 Sector based support Rental waiver – 2.5mths govt property TBL expanded to all sectors EFS Scheme expanded 	<ul style="list-style-type: none"> JSS 75% during CB Solidarity payment \$600 1-month rental waivers for industrial, office and agricultural tenants of Government agencies Up to 100% property tax waiver for non-residential property Covid Act passed – pass through rental rebate 	<ul style="list-style-type: none"> JSS 75% for closed firms Additional sectors for higher-tier JSS Covid 19 Support Grant, another \$800m set aside for those who lost jobs, placed on no pay leave or face significantly reduced salaries Rental relief framework SGU & traineeships

Government Intervention Against Covid-19

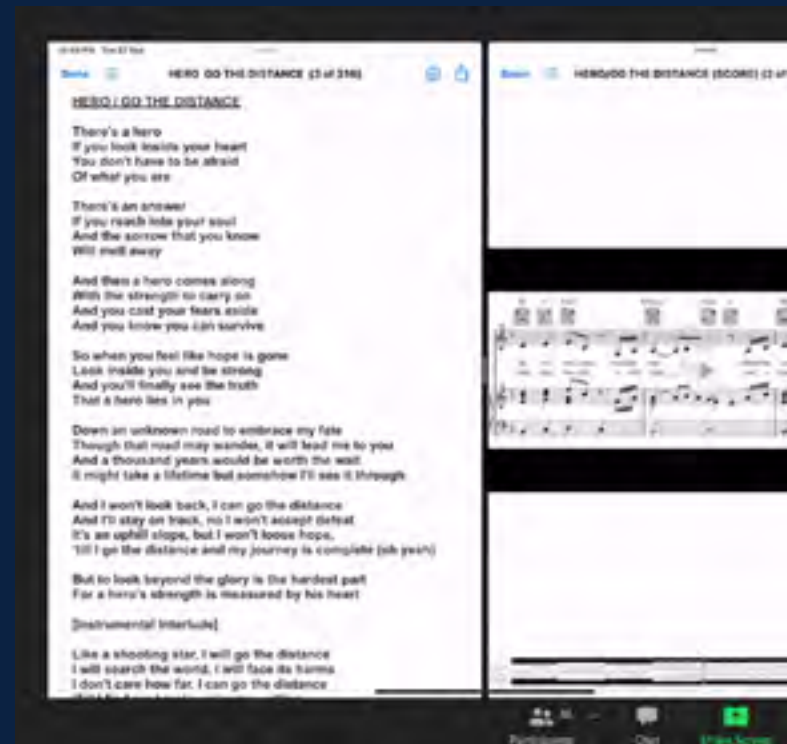
National Budget Subsidizations: 2,400 USD
 It used for: Interventions Against Covid-19: 2,164 Million USD
 Government Interventions in Health and Social Protection: 464 USD
 Government Interventions in Economic Sector (Support SMUs): 1,700 USD from National Budget

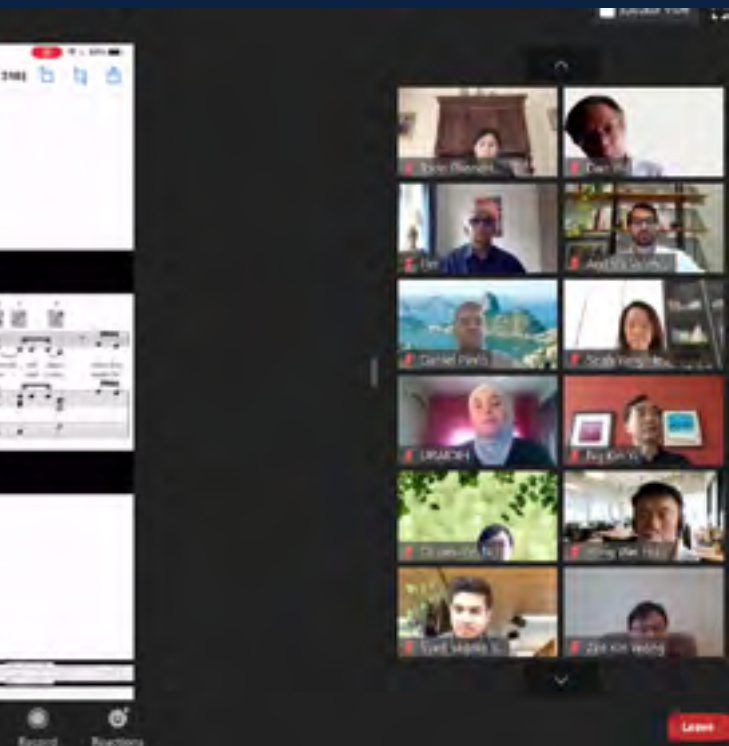
Indonesia's Economic Recovery Program During Covid-19 Outbreak

DESPITE COVID-19, SF2 WAS DESIGNED AND CONDUCTED IN A MANNER THAT ALLOWS AN OPTIMAL DIGITAL EXPERIENCE FOR THE PARTICIPANTS. BESIDES VIRTUAL SINGING LESSONS, SF2 PARTICIPANTS ALSO TOOK PART IN ONLINE BONDING SESSIONS.

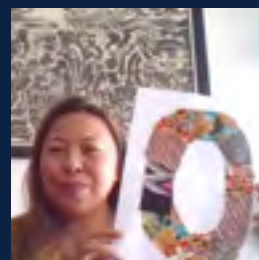
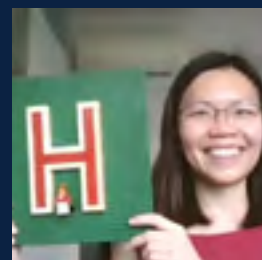
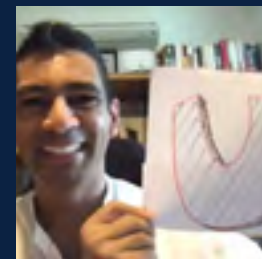
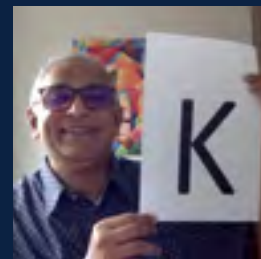
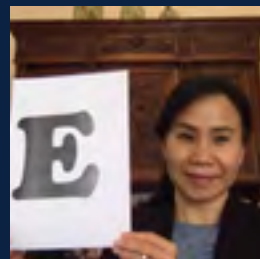
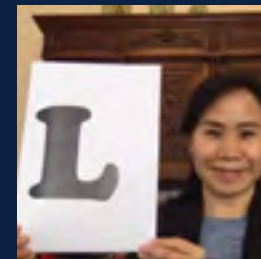
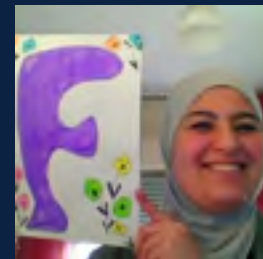
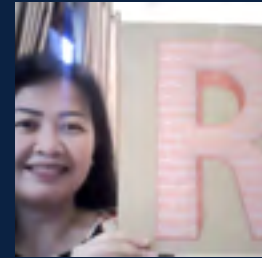
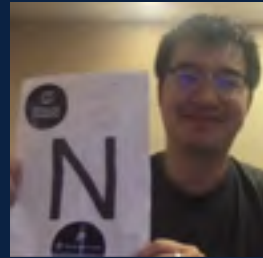
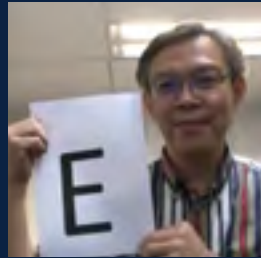


■ VIRTUAL HAPPY HOUR AND GAMES





ONLINE SINGING LESSONS WITH MS KHOR AI MING, SOPRANO AND RECIPIENT OF COMPASS ARTISTIC EXCELLENCE AWARD 2015



THE FIRST PHASE OF SF2 WAS CONDUCTED ONLINE. DIGITAL LEARNING PLATFORMS WERE LEVERAGED TO INCREASE COLLABORATION AND PROMOTE BONDING AMONG THE SENIOR FELLOWS LIVING ACROSS DIFFERENT TIME ZONES. THE SECOND PHASE OF THE PROGRAMME TO BE CONDUCTED IN 2021 WILL BE A HYBRID OF ONLINE AND PHYSICAL LEARNING, INCLUDING LEARNING FROM AND INTERACTING WITH PROMINENT GUEST SPEAKERS, PHYSICAL CLASS BONDING AND TEAM BUILDING EXPERIENCES, AND EVENING NETWORKING AND SOIREEES.



MEET THE

68 TOTAL PARTICIPANTS
(SF1 AND SF2)

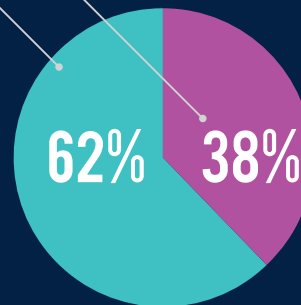


26 FEMALES

42 MALES



GENDER



47

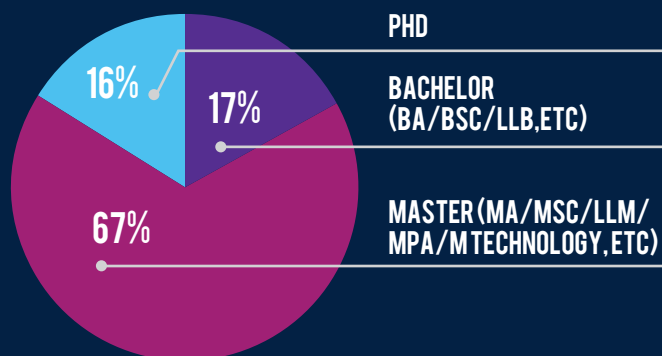
MEDIAN AGE

27 TO 61

AGE RANGE



HIGHEST DEGREE EARNED



PHD

BACHELOR
(BA/BSC/LLB, ETC)

MASTER (MA/MSC/LLM/
MPA/MTECHNOLOGY, ETC)

AREAS OF WORK



DEFENCE, LAW AND SECURITY

DIPLOMACY

ECONOMIC PLANNING,
CENTRAL BANKING,
FINANCE AND TRADE

EDUCATION AND SOCIAL
DEVELOPMENT

ENVIRONMENT, WATER,
URBAN AND SUSTAINABLE
DEVELOPMENT

INFOCOMM, IP AND CYBER
SECURITY

REGIONAL,
INTERNATIONAL
ORGANISATIONS AND NGO

PARLIAMENT

OFFICE OF PRESIDENT AND
PRIME MINISTER

CENTRAL MINISTRIES
(CIVIL SERVICE AND
FINANCE)

THINK TANKS AND
POLITICAL PARTIES

BUSINESS AND BUSINESS
STARTUP

17%

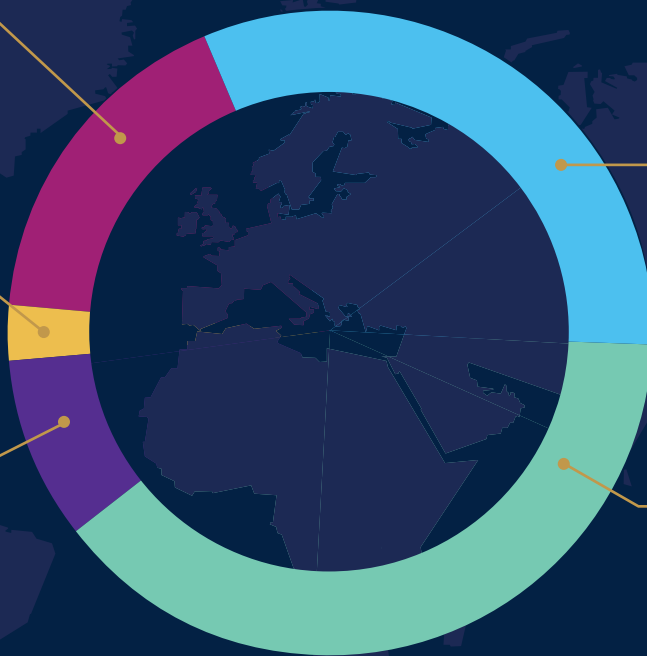
REST OF WORLD 12

3%

INDIA 2

9%

CHINA 6



32%

SINGAPORE 22

39%

ASEAN 26
(EXCLUDING SINGAPORE)

FELLOWS

WORDS FROM SF1 SENIOR FELLOWS



“

We had close discussion with Professor Lim Siong Guan and Professor Tan Yong Soon, who are amazing leaders in government, and they have learned from Lee Kuan Yew in the past. Now, they're sharing that knowledge firsthand with us, and these are things that you don't read in a book... (and) the networking with other senior leaders in this programme has been the most fun and educational because we do a lot of activities outside of class.

— **Lesly Goh Chiew-Hoong**
World Bank Group

“

Channel NewsAsia is an impressive operation using the latest technology in broadcasting to 29 territories across Asia and Australia. It has been positioned since its launch as an alternative to Western-based international media in its presentation of news from “an Asian perspective” with content in four languages, Malay, English, Mandarin Chinese and Tamil. Seeing how the news is made is very interesting.

— **Riad Abdo**
Saudi Arabia



“

A wakeup call to give importance to our personal health which comprises of the mind and the body to be able to serve others better.

— **Chencho**
Bhutan



“

The profound view on the innovation chain and the industrial chain, helps a lot to understand the extreme importance of innovation to economic and social development.

— **Ding Mingqin**
China

“

The state-of-the-art knowledge and practical experience of theories, methods and tools of scenario study greatly helps to build a reliable decision-making system.

— **Ding Mingqin**
China

“

I learned about the importance of doing and that we tend to underestimate what is possible. As Nobel Laureate, Konstantin Novoselov, told us “If you asked me 15 years ago, can we produce graphene, the answer is no.”, and “10 years ago, same answer, no.” Obviously now, the answer is yes – easily.

— **Grace Citra Dewi**
Indonesia

“

Good policy without practical implementation and evaluation tools are just words without meaning. The SF Programme will provide you with in depth analysis, experiences, examples and policy framework to see how Singapore make their own miracle and a lesson for all others.

— **Chua Choon Hwa**
Malaysia

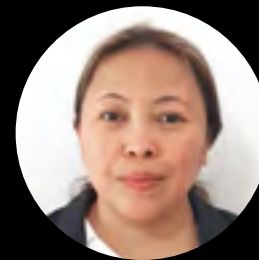
WORDS FROM



I enjoyed the experience thus far. The topics were relevant and information shared were insightful, and the discussion within the Study Group for the respective group presentation allowed a close and conducive opportunity to know each member better. The participants from various countries and agencies brought a wide range of experiences and view points, providing an interesting insight into their countries' governance and policy thinking/implementation process.



Koh Eng Wah Bernard
Singapore



Dini Widiastuti
Indonesia



I enjoyed my experience immensely. The dialogues were so rich and it was also interesting to get point of views from colleagues from outside Asian countries, so we could compare our experiences and policies in our respective countries. I think the biggest takeaway is the optimism about this region, especially ASEAN and the importance of this connection and ASEAN as a platform that binds us, amidst our diversities. The SFPS programme is really worth your investment. It is a great way to investigate and allow time for in-depth exploration about issues that matter for decision makers in Asia. It provides a forum to connect with influential leaders from ASEAN and beyond.



“

I was expecting to learn mainly from the Professors and the materials or readings required in class. While this expectation was indeed met (overwhelmingly in many instances!), there was an added bonus of learning so much from the rest of the Senior Fellows. The viewpoints and opinions shared in class are truly invaluable and could not have been possible without the generosity and openness from everyone involved. We are only half-way done but it has been truly an enriching experience.

I cannot emphasise enough the relevance of the programme in today's world - the courses are excellently curated to equip the Senior Fellows with tested as well as novel insights to face the challenges of public policy and leadership.



Monalisa Carneo Dimalanta
Philippines

”



Qiu Aijun
China

“

I enjoyed the experience so much because the teaching approach is new to me, such as consultations after presentations, group singing lessons and online photo-taking sessions to help us familiarise with one another. The SFPS programme also helps participants identify their shortcomings and potential.

”

SF2 SENIOR FELLOWS

SENIOR FELLOWS



Riad Abdo

VP Investment Development
**Saudi Arabia General
Investment Authority
(SAGIA)**
Saudi Arabia



Aishath Shaheen

Former Deputy
Vice-Chancellor
**The Maldives National
University**
Maldives



Serey Chea

Assistant Governor/
Director General
**National Bank of
Cambodia**
Cambodia



Chencho

Principal Secretary to
Prime Minister
**Office of Prime Minister
Bhutan**



Chhy Vichara

Under Secretary of
State
**Ministry of Civil Service
Cambodia**



Chua Choon Hwa

Undersecretary
**Ministry of Women
Family and Community
Development**
Malaysia



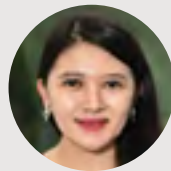
Pushp Dant

National Director
(Government
Programmes)
**Art of Living
Foundation**
India



Dau Van Coi

Principal Vice Secretary of
Committee Party of Office,
Director General of Department
of Organization-Personnel
Central Economic Commission
Vietnam



Grace Citra Dewi

Advisor
**Executive Office of
the President**
Indonesia



Ding Mingqin

Deputy Director-General
**Ministry of Science and
Technology General Office**
China



Du Dingding

Deputy Director General
**International Department
of CPC Central Committee**
China



Erwin M. Enad

Assistant Secretary
Office of the President
Philippines



Lalu Hamzi Fikri

Director
RSUD Provinsi NTB
Indonesia



Lesly Goh Chiew-Hoong

Senior Technology
Advisor
World Bank Group
America



Jing Wei

Deputy Director-General
**Ministry of Education
Confucius Institute
Headquarters**
China



Peter Kemp

Private Secretary (Foreign
Affairs)
**Office of the Deputy Prime
Minister and Minister of
Foreign Affairs**
New Zealand



Wirajaya Kusuma

Head of Bureau of
Economics
**Bureau of Economics,
Provincial Government
of West Nusa Tenggara**
Indonesia



Lee Boon Ngiap

Assistant Managing
Director (Capital
Markets Group)
**Monetary Authority of
Singapore**
Singapore

2019



Lee Eng Hua
Director Building &
Infrastructure
**Defence Science and
Technology Agency (DSTA)**
Singapore



Leong Wing Tuck
Deputy Chief Prosecutor;
Vice-Dean, AGC Academy
**Attorney-General's
Chambers**
Singapore



Lim Chi Beng Randy
Assistant Chief Executive
Officer (Corporate)/Chief
Data Officer
**Housing & Development
Board**
Singapore



Loh Hong Oon, Aaron
Divisional Director
**Educational Technology
Division**
Singapore



Miao Jian
Advisor of Capital
Account Department
**State Administration of
Foreign Exchange**
China



Khin Mar Myo
Pro-Rector
**Central Institute of
Civil Service (Upper
Myanmar)**
Myanmar



Nam Liang Chia
Domain Commander,
Sea Domain
**Immigration & Checkpoints
Authority (ICA)**
Singapore



Gillian Ong
Director Community
Partnership and Volunteer
Management Directorate
Ministry of Home Affairs HQ
Singapore



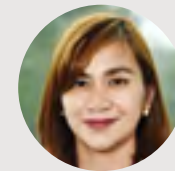
Oo Min Zaw
Executive Director
**Myanmar Institute for
Peace and Security
(MIPS)**
Myanmar



Pham Khac Dung
Permanent Deputy CEO
Sovico Group
Vietnam



Irakli Porchkhidze
Dean of School of Law
**Ilia State University Law
School**
Georgia



Reverie Pure Garcia Sapaen
Director III, Governance
Staff
**National Economic and
Development Authority**
Philippines



**Angelica Imperial
Sarmiento**
Director IV and Chief
Information Officer
Department of Finance
Philippines



Sukhee Sukhbold
Ambassador Extraordinary
and Plenipotentiary
**Permanent Mission of
Mongolia to the United
Nations**
Mongolia



Elaine Tan Lae Imm
Executive Director
ASEAN Foundation
Malaysia



Tan Soon Kian William
Assistant Chief
Executive (Corporate)
National Library Board
Singapore



Annu Tandon
Chairperson
**Shri Hriday Narain
Dhawan Charitable Trust**
India



Yusmadi Yusoff
Senator
**Parti Keadilan Rakyat (PKR
/ People's Justice Party)**
Malaysia

SENIOR FELLOWS



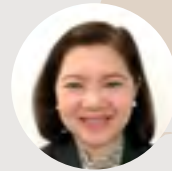
Abdulla Ahmed Al Khalifa
Undersecretary for
International Affairs
Ministry of Foreign Affairs
Bahrain



Damdinsuren Davaasuren
Ambassador-at-large
Ministry of Foreign Affairs
Mongolia



Dan Yock Hau
Senior Director/ Operations
Cyber Security Agency
of Singapore
Singapore



Monalisa Carneo Dimalanta
Chairperson
National Renewable
Energy Board
Philippines



Gaurav Keerthi
Deputy Chief Executive
Cyber Security Agency
of Singapore
Singapore



Koh Eng Wah Bernard
Assistant Chief Executive
(Future Systems &
Technology)
PUB, Singapore's
National Water Agency
Singapore



Lim Li Chuen, Yvonne
Group Director
(Physical Planning)
Urban Redevelopment
Authority
Singapore



Phanchinda Lengsavad
Deputy Director General
Special Economic Zone
Promotion and
Management Office
Laos



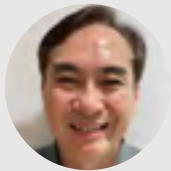
Mah Wee Beng
Deputy Principal & Registrar
Ngee Ann Polytechnic
Singapore



Moe Moe Thwe
Deputy Director General
Intellectual Property
Department
Myanmar



Ng Chuen-Yin
Principal
Nanyang Girls' High School
Singapore



Ng Kin Yi
Director Defence Finance
Ministry of Defence
Singapore



Clara Ong Bing Leng
Deputy Chief Executive
Supreme Court
of Singapore
Singapore



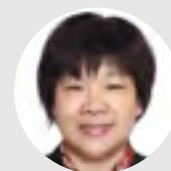
Daniel Roberto Pinto
Minister Counsellor &
Deputy Head of Mission
Embassy of Brazil
in Singapore
Brazil



Po Rattana
Under Secretary of State
Ministry of Economy
and Finance
Cambodia



Ira Paulo Ayo Pozon
CEO and Counsellor
Caucus, Inc
Chief of Staff & OIC Director
for Better Regulations Office
Anti-Red Tape Authority
Philippines



Qiu Aijun
Deputy Director General
China Center for Urban
Development, National
Development and Reform
Commission
China



Syed Saddiq Bin Syed
Abdul Rahman
Member of Parliament
Pusat Khidmat Rakyat
Parlimen Muar
Malaysia

2020



Seah Yang Hee

Deputy Chief Executive and
Group Director (Service
Planning & Funding)

**National Council of
Social Service**
Singapore



Finian Markose Silva

Director (Operations)

Ministry of Home Affairs
Singapore



Sou Socheat

Director General

**Securities and Exchange
Commission of Cambodia**
Cambodia



Isra Sunthornvut

Country Director

Vriens & Partners
Former Secretary-General
**ASEAN Inter-Parliamentary
Assembly**
Thailand



Tin Ponlok

Secretary General

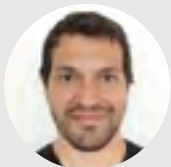
**National Council for
Sustainable Development,
Ministry of Environment**
Cambodia



**Hana Abdul Rahman
Nimer Uraidi**

Chief Relief and
Social Services

**United Nations Relief and
Works Agency, Jordan**
Jordan



Andres Valenciano

Minister

Ministry of Foreign Trade
Costa Rica



Dini Widiastuti

Executive Director

Plan International Indonesia
Indonesia



Eni Widiyanti

Assistant Deputy Minister
of Gender Mainstreaming
in Economic

**Ministry of Women
Empowerment and Child
Protection**
Indonesia



Angie Wong

Director, Permanent
Resident Services Centre
**Immigration & Checkpoints
Authority**
Singapore



Yapp Penny Elaine

Director, Policy Office,
Rehabilitation and
Protection Group

**Ministry of Social and
Family Development**
Singapore



Yeong Zee Kin

Assistant Chief Executive,
Data Innovation and
Protection / Deputy
Commissioner, Personal
Data Protection

**Infocomm Media
Development Authority**
Singapore



Yong Wei Hsiung

Commander, Maritime
Security Command

Republic of Singapore Navy
Singapore



Zee Zheng

Co-Founder and CEO

SpaceChain Foundation Ltd
China

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Information accurate as of April 2021