IIAS - LIEN
2019 CONFERENCE
EFFECTIVE, ACCOUNTABLE AND INCLUSIVE GOVERNANCE

18 – 21 June
Nanyang Technological University, Singapore

CONFERENCE REPORT
Executive Summary

The theme of “Effective, Accountable and Inclusive Governance” reflects the emerging consensus at United Nations level as to what the concept of good governance means in the Agenda 2030 context. Strongly associated with the Structural Adjustment Policies, good governance referred to a “night-watchman” state fulfilling minimal functions and enabling the “unfettered” functioning of markets. Alternative blueprints for development were synthesised on basis of the success stories of Singapore, South Korea, and more recently, China. All cases have in common a strong role for government, with a professional public administration implementing powerful developmental visions designed at the top. Most notably, Singapore’s success story lies on its continuous emphasis on integrity, confidence and trust in the form of an established governance structure and its embodying system.

The Sustainable Development Goals (SDGs) constitute the internationally legitimate framework for development. It sanctions the comeback of the state in development discourses. While baseline public administration constitutes a stand-alone development end in the 16th SDG, good governance is also an essential enabler of all other SDGs. It is also vital for governments and policy makers to put in place the enabling mechanisms to make the sweeping advances of the Fourth Industrial Revolution (“4IR”) towards achieving the SDGs. The 4IR characterised by the unique convergence of the physical, digital and biological worlds, offers huge potential to transform and realign our economies and societies but could also cause disruptions to citizens. The innovations and economic value unlocked by the 4IR must maximise positive social and environmental outcomes to bring abundance to all walks of society. Although it is thus now widely acknowledged that public governance is part of the solution, there remains much room for discussion as to what constitutes intrinsically “good” governance and whether “it is possible to have good governance without democracy”

Focusing on this theme, the IIAS-Lien 2019 Conference was held from 18 June to 21 June 2019 at the Nanyang Technological University (NTU) campus. This was the first time, two of leading international flagship events from the International Institute of Administrative Sciences (IIAS) and Nanyang Centre for Public Administration (NCPA) were held together in one platform. The four day event which was graced by Mr Heng Swee Keat, Deputy Prime Minister and Minister for Finance, attracted about 550 participants from over 50 countries and was reported in various local and foreign national media platforms. The conference also features high profile speakers including Professor Lam Khin Yong (Vice President, Research, NTU), Mr Baey Yam Keng (Senior Parliamentary Secretary, Ministry of Culture, Community and Youth), Ms Geraldine Fraser-Molekti, (former Minister, Public Service and Administration in South Africa and current UNCEPA Chair), Professor Eko Prasojo (former Deputy Minister, Public Service in Indonesia and Dean, Faculty of Administrative Science, University of Indonesia), Professor Xue Lan (Cheung Kong Chair Distinguished Professor and Dean of
Corresponding to the conference theme, over 250 papers were presented at the concurrent running conference tracks. They were clustered in the four categories namely: Good Governance; Technologies; Inclusion; and Area Studies and Public Governance as well as an open track. The cluster of tracks on Good Governance shall a common objective which is to improve governance on some absolute scale. The second cluster of tracks on technologies focuses on the Fourth Industrial Revolution. The third cluster on Inclusion focuses on government initiatives that considers and includes participation from all sectors and communities. The fourth cluster on Area Studies and Public Governance adopts a specific geographical focus and aims at initiating leaning processes among countries and regions. Finally the open track features contributions relevant to the conference theme that reflects the emerging consensus at United Nations level as to what concept of good governance means in the Agenda 2030 context.
SCIENTIFIC PROGRAMMES
(PLENARY)
Adopting the new IIAS Congress model from last year, a pre-conference event was held based on the Belt and Road Initiative (BRI) theme in recognition of the strategic and increasing importance of the BRI as an emerging construct of international development expansion strategy. The event was also a continued collaboration between Stratagem Group and NCPA, following the success of the 6th Stratagem-NTU Sino-Singapore Dialogue organised in October last year. The 7th run of the dialogue series emphasised on opportunities in Southeast Asia through cooperation between Singapore and China in the Fourth Industrial Revolution.

Attended by 200 participants and held at the Nanyang Executive Centre on 18 June 2019, the event opened up with a welcome address from Professor Liu Hong, Director of NCPA and Chair of the School of Social Sciences, NTU and followed by an opening speech from H.E. Hong Xiaoyong, Ambassador Extraordinary and Plenipotentiary of the People’s Republic of China to the Republic of Singapore. H.E. Hong spoke about Singapore being the most open and dynamic economy, is at the forefront of the wave of globalisation and most sensitive to changes in the international economic and trade environment. He expressed that China and Singapore should continue to cooperate closely to leverage on the opportunities brought forth by the 4th Industrial Revolution. He hoped that China and Singapore will continue to improve the cooperation
layout, enhance the level of cooperation, enrich the form of cooperation and set a benchmark for mutual benefit, cooperation and development for the international community.

The panel features speakers of diverse background from academia, government and industry. Miss Tin Peiling, CEO of Business China spoke first about the opportunities of Sino-Singapore collaboration in Southeast Asia and geopolitical development will continue to contribute to the challenging business environment facing China, Singapore and other Southeast Asian countries. She believed that Southeast Asia and China will continue to achieve inclusive and sustainable growth through sound policies and ongoing interactions between people.

Dr Cao Ziwei, Vice President for Strategy, Xiaomi Finance further reiterated that Southeast Asia is a huge market and many Chinese technology companies are turning their attention to the region. In addition to focusing on Asian financial centres in Singapore and Hong Kong, India and Indonesia are also their largest markets outside China. With the increasing awareness of the mobile payment market, Xiaomi will also use financial technology as one of its core capabilities.

Dr Jobb Zhou, Founder & Chairman of Cloudbae Big Data Industry Development Co.Ltd, China mentioned that under BRI, China is focusing on Southeast Asia to integrate a platform for economic, trade, cultural and industrial exchanges through big data and information analysis. Smart Nanning is the product of big data and information analysis exchange portal initiative between China and Southeast Asia. He also highlighted that development of smart cities required the overall efforts of the government and enterprises.

Ms. Kulthirath Pakawachkrilers, CEO & Managing Director, Thailand e-Business Center and Advisor to Thailand’s Former Minister of Information and Communication Technology introduced the top ten industries that China and New Zealand have cooperated in Thailand and emphasised that digital development is the key industry of the 4th Industrial Revolution. At the same time, Thailand is also actively involved in BRI to promote regional economic growth with the integration of Thailand, China and New Zealand as a strategic partnership.
The final speaker, Mr. Li Yonghui, Executive President of the Academy of Regional and Global Governance, Beijing Foreign Studies University (BFSU), spoke about the necessity to have an in-depth understanding of the external forces that may affect the development of the Southeast Asian market, especially in the light of the tension between China and the United States. The tense relationship not only exists in trade and financial securities, but also falls into the collision between “while” and “non-white” cultures.

Chaired and moderated by Professor Joseph Liow, Dean, College of Humanities, Arts, & Social Sciences, NTU engaged the speakers and audience in a deeper discussion with regards to the Sino-US trade war and implications for the region. Each of the experts were also asked to chip in on the opportunities arising from this geopolitical development.

In his closing remarks, the Managing Director of Stratagem Group, Mr Adrian Pan concluded that the 4th Industrial Revolution has hit unprecedented speed in various industries. He urged enterprises to actively grasp the opportunities and dynamics brought about by this era of change and to maintain their abilities to innovate in the new era.
OPENING AND KEYNOTE SESSION
Effective, Accountable and Inclusive Governance

The opening ceremony of the conference was held on 19 June 2019 at Lecture Theatre 1A, NTU main campus. Professor Liu Hong, Director of NCPA and Chair of the School of Social Sciences, NTU and Professor Geert Bouckaert, President of IIAS delivered opening addresses as organisers to welcome more than 500 delegates from 50 over countries.

Following the opening addresses, Mr Laurence Lien on behalf of Lien Foundation spoke about the 4th Industrial Revolution bringing about a new set of challenges related to the power and influence of technology that governments around the world are still trying to adapt to. There is a greater need than ever for the non-profit and public sectors to collaborate and work together to find new innovative solutions and policies to address gaps and leverage on the digital transformation.
Professor Ling San, Provost and Vice President (Academic) of NTU then zoomed into role of NTU in the support of Singapore’s on-going transformation into a knowledge-based and innovation-driven economy. In response to opportunities and challenges arising from the Fourth Industrial Revolution, the NTU Institute of Science and Technology for Humanity (NISTH) was established, to facilitate interdisciplinary research and discussion, in particular on the social context of scientific and technological innovation and the consequences of technological intervention in society, and to be a voice in science and technology policy deliberations.

The keynote speech was delivered by the Guest-of-Honour, Mr Heng Swee Keat, Deputy Prime Minister and Minister for Finance. In his speech Deputy Prime Minister Heng highlighted that one of the key principles of governance which has worked well for Singapore is empowering people to fulfil their potential regardless of their background. Good governance is critical to the development of any country, and even more so in our complex and interdependent world. In this much more interconnected world, global governance is critical to tackling global challenges. He said, “Good governance has enabled a small island nation without any natural resources that depended solely on its people, to succeed. By drawing on diverse ideas and perspectives to explore issues, we experiment with possible solutions, and finding common ground, we can overcome challenges and seize opportunities together.” DPM Heng concluded given the different contexts, each country will need to develop a model of governance that is best suited to improve the lives of the people and build a better and brighter future. He said “Good governance is always a work in progress. We must continue to innovate and evolve. We can better do so by learning from one another. Through sharing our experiences, we can gather new ideas and inspirations. Together, we can work towards more effective, more accountable and more inclusive governance. This is not just for
ourselves, but for all nation, and not just for the immediate generation, but for future generations.”

During the break, Deputy Prime Minister Heng Swee Keat also met up with different groups of delegation which included IIAS council members, speakers, Lien fellows and graduate students.

After break, Professor Licher Saner Yiu, President, Centre for Socio-Economic Development gave an introduction of the theme and scientific programme of the conference.

The keynote session commenced with Professor Lam Khin Yong, Vice President (Research) of NTU who spoke about knowledge transfer and effective governance.

Mr Baey Yam Keng, Senior Parliamentary Secretary, Ministry of Culture, Community and Youth and Ministry of Transport, spoke about the importance of working with citizens in Singapore as part of inclusive governance.

Finally, Ms Geraldine Fraser Moleketi, Chancellor, Nelson Mandela University and former Minister for Public Service and Administration, shares about the readiness of practitioners and academics for attaining SDG 16, the most ambitious global agenda to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
Music Performances were put up by the students from NTU Cultural Club and String Ensemble at the canopy stage during lunch. Interlace of music ranging from classical to contemporary, filled the environment while the delegates gathered at the foyer to enjoy buffet-style local cuisine.
PLENARY SESSIONS

Braibant Lecture

The second day of the conference kicks off with the Braibant Lecture, a feature of the IIAS Congress. The Braibant Lecture is the most prestigious award granted by the Programme and Research Advisory Committee of the International Institute of Administrative Sciences. It rewards individuals for their exceptional contribution to the development of the administrative sciences. It is named after Guy Braibant, a French mandarin who served IIAS. Among many of the prestigious Braibant lecturers, included Professor Christopher Pollitt and Professor Pan Suk Kim.

Chaired by Professor Emeritus Masahiro Horie, this year the lecture was awarded to Professor Eko Prasojo, Dean, Faculty of Administrative Science at the University of Indonesia who spoke about how “Public Administration Reforms Should Help Benefit of Democracy in Asia”. Professor Prasojo shared about the learnings from Asian context, deriving practical wisdom from Tri Hita Karana (Balance principle) in Bali, Bayanihan (cooperation) in Philippines. He also spoke about the main Public Administration reforms in Asian countries in the areas of strengthening professionalism and merit system in the civil service, strengthening right and access of citizens to public services, strengthening efficiency and effectiveness of Public Administration through digital governance and strengthening accountability and transparency of government.
Plenary Session on Principles of Good Governance

The day continued with the plenary session on “Principles of Good Governance”. The three speakers: Professor Xue Lan (Dean of Schwarzman Scholars and Cheung Kong Chair Professor of Public Policy, Tsinghua University); Professor Hideaki Shiroyama (Professor of Public Administration, Graduate School of Public Policy, University of Tokyo); and Professor Andrew Massey (Professor of Politics and Associate Dean, Internationalisation and Development, University of Exeter) discussed about the critical role of institutions towards the achieving of all the Sustainable Development Goals (SDGs) and targets. To address what constitutes principles of good governance, the topics “Emerging Technologies and Adaptive Governance”, “Multilayered Multilateral Governance of Emerging Risks – Global Health, Climate Change and Artificial Intelligence” and “Fulfilling Sustainable Development Goals: Issues of Accountability”, were presented to link a variety of frameworks and strategies for operationalising effective, accountable and inclusive governance.

Professor Xue Lan shared about Artificial Intelligence (AI) principles in China. In June 2019, China released the national plan for next generation of AI and a special committee on AI governance was established to oversee AI development in China. He summarised that to govern AI effectively, there must be balance of goals among multiple objectives, mutual adaption between regulators and innovators, the approach should be to nudge but not to punish and finally always be ready to adapt and change.

Using the case of Ebola epidemic in 2014, Professor Shiroyama shared about the four governance deficits from the learnings which included insufficient health surveillance and inadequate coordination. In response a high-level panel was hence set up in United Nations to coordinate efforts to response to pandemics. He also derived lessons from countering climate change through a bottom-up approach which includes bilateral efforts of US and China, networks of local governments, the Lima-Paris action agenda and the Paris agreement in 2015. Based on these cases, he recommended of multi-layered multilateral approach of AI governance which considered differences in national positions.

Finally Professor Massey highlighted the importance of accountability in the age of governance. He explained that accountability forms the basis of responsible governance but increased complexity does not always mean increased accountability, rather may make intended aspects of accountability elusive. Although accountability is not always straightforward but there are various perspectives and viewpoints to be considered in an age of governance such as the traditional perspective, democratic perspective,
professional perspective, managerial perspective, governance perspective, regulatory perspective and rational choice perspective.

Chaired by Professor Pan Suk Kim (Professor of Public Administration, College of Government and Business, Yonsei University), the panel of speakers engaged in a lively question and answer session with the audience on the roles of different stakeholders play in the policymaking process.
Plenary Session on Transformational Governance
organised by Civil Service College, Singapore

Singapore’s excellent public administrative model and system, which lies in its emphasis on integrity, confidence and trust in the form of an established governance structure and embodying systems, has been a role model for many governments. Concluding the second day academic programme was the plenary session on “Transformational Governance” organised by the Civil Service College. Presenting the transformational journey of the Singapore public service were current in-service senior public officials, namely: Mr Don Yeo (Senior Director, Organizational Transformation, Public Service Division); Ms Tan Li San (Deputy Secretary, Industry and Information, Ministry of Communications and Information); Mr Desmond Tan (Chief Executive Director, People’s Association); and Mr Peter Lim (Director, Fiscal Policy, Ministry of Finance).

In his speech on “Public Sector Transformation”, Mr Yeo spoke on the evolution of public sector transformation in Singapore. He emphasised that the transformation at all levels of the public service has been driven by a whole of public service effort, and government agencies worked together to deliver an integrated suite of government services to every citizen through innovative ways and to make Singapore continue to be “one trusted public service, with citizens at the centre”. He added that Singapore is building a future-ready public service through developing better officers, designing better workplace experiences, developing better organisations, and designing and transiting officers to better jobs to make Singapore become “a lean, agile and digital government” with “skilled and adaptable leaders and officers”. Through all these efforts, he argues that Singapore will be able to lead globally in service delivery and innovation.

Ms Tan Li San then spoken about preparing businesses and people in the era of rapid advances in technology. Her topic centered on the importance of talent development and upgrading of skills in order for Singapore to attract digital giant corporations. Ms Tan explained that companies in Singapore are at different stages of digital maturity, and SMEs are generally less mature than MNCs and LLCs. The Singapore government therefore adopted a targeted approach to help the SMEs go digital through many measures such as providing government funds and establishing tech hubs. In addition, she added that although Singapore’s ICT professionals are in valued jobs across industries, but there remains a talent crunch. Thus, Singapore government has focussed its efforts in helping the workforce upskill to support mature ICT workers. For instance, Singapore launched a Digital Readiness Blueprint last year to help every Singaporean get access to technology, strengthen digital skills and literacy, and enable them to benefit from what technology offers. Finally she highlighted that government officers should also be trained with all kinds of technology, partner with stakeholders, to meet the needs of the people.
Mr Desmond Tan shared about “building social capital, cohesiveness and resilience in an age of disruption”. He analysed four key driving forces including geopolitical shifts and globalisation, extremism and exclusivism, technological acceleration, and demographic changes in our era, and he explained on the profound implications of these forces on Singapore’s social fabric, leading to greater polarisation, new emerging fault lines, increasing pressure on existing fault lines, and erosion of trust. Therefore, Singapore government has been adopting transformative approaches to deliver social policies, including citizens-centricity, co-creation, whole of government, and whole of nation, to build trust. Citizen-centricity means that Singapore government thinks citizen needs, not agency priorities in delivering services at every moment of people’s life. Co-creation means to do it together with the communities and people. He explained that a Whole of government means many agencies are co-located in one hub led by one agency e.g. People’s Association (PA) to have integrated programming and integrated delivery of Public Services while whole of nation means to collaborate with all stakeholders, including public, people and private.

Finally Mr Peter Lim presented Singapore experience and policies in “maintaining fiscal sustainability” under resource constraints. He poke about the current situation and challenges in the world and in Singapore in terms of economic development and he shared about the strategies and policies that Singapore is taking which always starts with the mission, and then to find the right resources to do the job. The most important thing is to address wealth disparity among population to create a sense of hope for the future. Mr Lim elaborated on four points, first the need to focus on outcomes, not just the input. Secondly, to have economic and social strategies to work together. Third, to make long-term plan and then to turn our constraints (lack of land, water and other resources in Singapore) into opportunities. Finally, to have a common consensus and shared future among the society.
Chairled by Mr Aaron Maniam (Senior Principal Researcher, Institute of Governance and Policy, Civil Service College), the panel also discussed about how public policy has been used to effect transformation in the public service, the economy and society in Singapore. In the face of rising fiscal transformation, sharing the importance of Singapore Public Service maintaining fiscal prudence and accountability while ensuring adequate resourcing for its transformation efforts.
The closing forum on “Governance and Policy Innovation in an Era of Disruptive Technologies of the Fourth Industrial Revolution”. The forum featured a panel of high profile academics and practitioners i.e. Mr Ang Hak Seng (Deputy Secretary, Ministry of Culture, Community and Youth), Mr Douglas Foo (President, Singapore Manufacturing Federation and Nominated Member of Parliament), Professor Yang Kaifeng (Dean, School of Public Administration and Policy, Renmin University), Professor Wolfgang Drechsler, Professor of Governance, Tallinn University of Technology), Professor Ora-Orn Poocharoen (Director, School of Public Policy, Chiang Mai University) and Professor Liu Qing (President, Jiangsu Industrial Technology Research Institute), coming together to discuss and deliberate how different sectors can collaborate to create new governance models and escalate policy innovation in the multifaceted and rapidly evolving environment by addressing the interlinked dynamics, transnational and societal scope of the impact of emerging technologies, and the political nature of the technologies themselves.

Chaired and curated by Ms Penny Low, Founder of Social Innovation Park, the panel of academics and practitioners from diverse background and countries engaged in a lively and constructive discussions with regards to the influence and impact of technologies on society, economy and governments.
CLOSING CEREMONY

The 4-day conference successfully concluded with a closing ceremony held to summarise the programme and closing remarks by the organisers. Professor Liu Hong on behalf of NCPA thanked the organizing committee and staff for the planning and preparations over the months and highlighted on the wide attention, the conference generated from major local media platforms which included the national TV station, mediacorp. Reports were cited from local and international newspapers and online platforms in multiple languages.

Dr Sofiane Sahraoui, Director-General, IIAS also followed up with closing address and expressed his appreciation for the dedication and partnership from NCPA and also presented Dr Ra’ed Mohammed BenShams, Director-General of Institute of Public Administration at Bahrain as the newly elected President for IIAS. Dr Benshams spoke briefly about his aspirations for IIAS and also expressed his desire to continue to work with NCPA and NTU.
Professor Licher Saner Yiu as the chair of the scientific programme committee of the conference gave a summary of the tracks and emerging issues for furthering research on this overarching theme of Good Governance. She also presented on the topics that were presented and also highlighted on some of the findings. Finally she thanked all the chairs, presenters and student helpers who had helped to take notes during the presentations.

Besides closing addresses, awards and tokens of appreciation were also presented to the organising committee, track chairs and panel chairs.
SCIENTIFIC PROGRAMMES
(CONCURRENT TRACKS)
CONFERENCE TRACKS

Responding to the issues of what constitutes Good Governance towards the achievement of sustainable development goals, a Call for Paper based on four clusters of topics i.e. Good Governance, Technologies, Inclusion and Area Studies and Public Governance as well as an open track were publicised to invite contributions. As a result, almost 400 papers were received and over 250 of them were presented at the conference. The chairs and respective track contribution under each cluster is summarised as follow:

Cluster on Good Governance
• Aggeliki Bourbouli and Vasiliki Makri, from the National Centre for Public Administration and Local Government in Greece (EKDDA), focus on how strategic management and leadership in public organizations can contribute to the realization of their mission;
• Ishaq Mohamed Ameen Al-Kooheji and his colleagues from the Bahrain Institute of Public Administration aim to improve governance by calling for papers examining innovative (best) practices and experiences in the public sector;
• Jean-Patrick Villeneuve (Università della Svizzera Italiana, Switzerland) and his peers address corruption. They observe consistent failure of corruption-fighting policies, which is attributed to a decoupling between their formal adoption and actual enforcement;
• Siria Taurelli and J. Manuel Galvin Arribas from the European Training Foundation (ETF) focus on the governance of VET, and four specific aspects thereof: multi-level governance, public-private partnerships, decentralization, and governance of training institutions themselves;
• Andrew Podger, Honorary Professor at the Australian National University revisits the political-administration dichotomy in the contemporary period, characterized by a relatively stronger political pole;
• Owen Podger from the University of Canberra in Australia calls for papers and panels on the theme of disaster recovery. The goal is to help governments and agencies to develop better policies aiming at risk reduction and holistic recovery;
• Leo Hubert and his peers from the IIAS Study Group on the Quality of Governance ask what is qualitative governance and how can quality (and integrity) be advanced in multi-faceted national and international governance processes and structures?

Cluster on Technologies
• Jue Wang (Nanyang Technological University, Singapore) and Xiao Lu (Chinese Academy of Sciences) focus on Science, Technology and Innovation (STI) policies, whereby governments prepare, adjust to, and support technological developments;
• Eugenia Lokana and Dimitris Kyparissis (National Centre for Public Administration and Local Government, Greece) question the policies governments should adopt and implement to ensure citizens are equally able to seize technological opportunities of our digital era;
• Naomi Aoki (National University of Singapore) and her peers explore Artificial Intelligence (AI) in Asia. Most governments in the region have adopted ambitious strategies to seize the opportunities offered by AI for economic development and public service delivery;
Serene Ho (RMIT University, Australia) and Geert Bouckaert (KU Leuven, Belgium) emphasize the challenge of urbanization. Poor quality urban data is blamed as a source of most urban governance issues, and new technologies, while having potential to address this issue, do come with own risks and pitfalls.

Cluster on Inclusion
- Marco Meneguzzo (University of Rome Tor Vergata, Italy) and his colleagues launch their IIAS Study Group on Social Innovation, Commons and Administration. With social innovation are meant government-steered initiatives involving all relevant societal actors in the management of common goods;
- Raymond Saner (Basle University, Switzerland) and his peers, observing that the worldwide population is increasingly ageing, asks what governance systems need to do to cope with this change, in terms of services and infrastructures to be provided, in order to ensure inclusion;
- Loredana Nada Elvira Giani (Università Europea di Roma, Italy) and Aristide Police (Università degli Studi di Roma, Italy) focus on the concept of sustainability, both as a principle and as an outcome of governance systems, captured in the Sustainable Development Goals (SDGs) agenda;
- Amitava Basu’s (Center for Environmental Management & Participatory Development, India) inclusive development track cover the themes of participatory development (aimed at leaving no one behind), transition to inclusiveness, and sustainable development;
- Sara Valaguzza and her peers from the European Association of Public Private Partnership (EAPP) ask how public-private partnerships can contribute to inclusive, responsive and participatory governance.

Cluster on Area Studies and Public Governance
- Liu Hong and his peers from NTU examine South-South knowledge transfer paralleling economic development;
- In their Belt and Road Initiative (BRI) track, Liu Hong and Guanie Lim (Nanyang Technological University, Singapore) question the impact of the more assertive stance adopted by China in global affairs;
- In their track short-titled “Public Administration Theory in Different Worlds”, Chen Chung-An (Nanyang Technological University, Singapore) and Liu Bangcheng (Shanghai Jiaotong University, China) wonder how civil servants trained abroad do apply the skills they learned back home;
- Ukertor Gabriel Moti (University of Abuja, Nigeria) and Steve Troupin (KULeuven, Belgium) chair the AAPAM-IIAS Taskforce for Public Administration Research Capacities in Africa, aiming at describing and evaluating good governance systems in Africa;
- Koichiro Agata (Waseda University, Japan) chairs the sessions of the Japan Study Group of IIAS, which meets for the third time on row to discuss contemporary governance challenges and solutions in Japan.

Open Track
The contributions under the open track are relevant to the Conference Theme “Effective, Accountable and Inclusive Governance”. This theme reflects the emerging consensus at United Nations level as to what the concept of good governance means in the Agenda 2030
context. It also incorporates concerns regarding the adaptation of governance systems to the ongoing Fourth Industrial Revolution.

**Chinese Panels**

In addition to keeping the unique feature of Lien Conference, a separate Call for Contributions of Chinese papers were also made to invite scholars from China to present their research at Chinese panels. In total, there were **52 Chinese papers submitted** and **35 papers were selected to be presented in 9 panels** under **2 tracks** including the track on BRI, and the open track on governance and public policy in China. The 9 panels covered a range of topics from public policy on poverty, eldercare, social inclusion and community support in China to infrastructure, investment and development assessment under BRI.

The list of 9 panels were:

- Governance in China 1: Elder care, poverty and mutual assistance
- Governance in China 2: Theory and method
- Governance in China 3: Urban and community governance
- Governance in China 4: Policies, market and society
- “Belt and Road” 1: Political Economy
- “Belt and Road” 2: Infrastructure, mutual benefit and development
- “Belt and Road” 3: Regional governance and risk management
- “Belt and Road” 4: Education and culture
- “Belt and Road” 5: Heritage and identity
High Profile Panels

The concurrent session also features 5 high profile focus panels organised by partners and organisers that gathers key experts in specific domains to present their research as well as to engage in deeper discussions with participants on emerging issues relating to SDGs, leadership development, disruption of technologies and Governance in China.

Discussion Panel on CEPA: United Nations Committee of Experts on Public Administration

This panel reflected on the existing gaps in knowledge of the effectiveness of initiatives that aim to promote accountability, transparency, participation and other principles to provide for an exchange of views on this issue.

Chairs:
Prof David Le Blanc, UNDESA, United States of America
Dr Raymond Saner, Basle University, Switzerland

Panellists:
Ms Geraldine Fraser-Moleketi, Former Minister of Public Service and Administration, South Africa and Chair of the UN Committee of Experts on Public Administration, South Africa
Prof Geert Bouckaert, IIAS President, member of the UN Committee of Experts on Public Administration (2018-2020), Belgium
Prof Eko Prasojo, AGPA President, Member of the UN Committee of Experts on Public Administration (2014-2017), Indonesia

Key points summarised from the panel included:

- Get feedback from logic community on policy design, implementation and post implementation phase in Public and private sectors. Application must be modified to suit local context
- High expectation on report of human rights by key stakeholders (governments, NGOs) for four years. Suggest to report more on violence, less on institutions and public administration.
- Use the report to baseline what is going on institutional decision-making, effectiveness. Adding to these are corruption and discrimination in institutions.
- Importance of access to information, disclosures, monetary issues, corruption reports on institutions and governments.
- Difficulty in quantifying and definitively defining government indicators (outcome inputs and outputs)
- Reports on coproduction of services in the south literature but no equivalent in the north literature. UN wants key messages of global trends in this topic.
- Establishing systems in Indonesia to manage middle term planning in the Indonesian government. System to apply to Indonesian provincial government as well. Consistent reform to be done effectively to ensure accountability in Indonesia. Competency frameworks should be established in the Indonesian government. Creating of merit-based culture to promote economic development in Indonesia takes time. The need
to coordinate provincial and central government policies in Indonesia however the current Multi-party system makes comprehensive coordination of provincial and central government policies in Indonesia difficult. Inter-ministerial communication and use of IT is crucial to enhance multi-sectoral participation in policy design and improving policy transparency and implementation in Indonesia.

- Importance of academia in enhancing public policy performance in Indonesia. The Indonesian government is providing support to interdisciplinary research in public policy and public administration, using not only quantitative but also qualitative indicators to measure or capture policy output effectively.

- Importance of education to further civil servants' knowledge to achieve SDGs. Using Bahrain as a case study to examine how the implementation of SDGs actually work in Bahrain. Help different ministries work together and communicate together to attain effective execution of SDGs.

- Issue of policy prioritization. Some SDGs can priority over others. In order to ensure a maximum amount of SDGs get implemented, inter-ministerial coordination is crucial. Engage the private sector and civil society to get Policy consultation and dialogue to enhance SDGs implementation. This will also improve accountability in public administration.
Discussion Panel on Positioning the Public Service for the Future: Learning from the Past and Predicting Future Requirements

This panel revisited and further examined the classical dichotomy in the contemporary period, characterised by a dominant political pole, calling to a reaction from the administrative side. Chaired by Prof Andrew Stuart Podger from Australian National University, the panel features Prof Geert Bouckaert, IIAS President, member of the UN Committee of Experts on Public Administration; Prof Choi Heungsuk, Former President, The Korean Association for Public Administration, Professor, Korea University; and Dr Adrian Kuah, Senior Research Fellow, Lee Kuan Yew School of Public Policy.

Key takeaways from the panel included:

- Development of merit based to include in partisan system in the Australian government.
- Administration and politics as distinct fields that interact with each other. This interaction has always been and remains complex. Eg. Politician role conflict as a policy practitioner? Politics administration dichotomy is like the yang (administration) and the ying (politics)
- In the Australian case, shift in public perception towards the public service as too powerful. From the 1970s, concern in the Australian landscape is how to get the public service to be more responsive to the public and less independent from the political powers. Strengthening of political control over public administration in Australia leading to the implementation of administrative law over the public service in Australia since the 1970s. Rise of New Public Management in the 1980s and 1990s in Australia. Eg. Adopting of performance based measures to manage employees. New Public governance from around 2000 led to some recentralisation and firmer political control in Australia for instance.
• Post new public governance - some moves to dilute political control. Recent developments in Australia - shifts for public service independence. Strengthening public institutions in Australia should also be to build trust.
• Public administration in South Korea is characterized by three forces. Changing relationship between public administration and politics; new public management; democratization and pluralization. Since the 1980s, Public administration in South Korea is becoming increasingly exposed to various actors like citizen groups, Public unions, worker unions, NGOs and other political forces. Politicization of public service in South Korea has been increasing since the 1990s. Adoption of performance based measures since the 1990s in South Korea. Frustrated democracy after democratization in South Korea further affects the public administration and politics relationship.

**Special Panel on Technology for Common Good organised by Social Innovation Park**

This panel discussed the pressing need to leverage technology to unlock solutions for some of the pressing social challenges for the greater good of public as we enter a new stage of development and growth accelerated by the fourth Industrial Revolution (4IR).

Chair: Ms Wong Peishan, Director, Social Innovation Park

Panelists:
- Ms Jacqueline Poh, Deputy Secretary, Prime Minister's Office (PMO) Strategy Group
- Mr Ang Boon Peng, Vice-president (Strategic Collaboration), Sino-Singapore Guangzhou Knowledge City Investment and Development Co., Ltd
- Mr Fong Choong Koon, Senior Director, Customer Access, SalesForce
- Mr Andy Sim, Director Digital Innovation, National Volunteer and Philanthropy Centre

The panellists shared about their experiences and initiatives in each of their respective area and sector (private, public and non-profit) on the leveraging and integration of technologies into their operations such as Applications, E-payments, Block Chains, augmented realities, digital funding etc. to enhance businesses and cater to wider society needs.
Roundtable on Mindful Leadership for Public Good organised by Social Innovation Park

This panel discussed how to cultivate mindfulness in leaders who can see through the mass and get to the essence of creating a more inclusive, sustainable and better world amidst the complexity and challenges of technology advancement.

Chair: Ms Carmen Teo, Director, Mindful Insights, Social Innovation Park

Panelists:
- Dr Ang Hak Seng, Deputy Secretary, Ministry of Culture, Community and Youth
- Dr Ong Seh Hong, Former Member of Parliament, Senior Consultant, Psychological Medicine, Khoo Teck Puat Hospital
- Mr Yeo Whee Jim, Senior Director, Institute of Governance and Policy, Civil Service College
- Dr Andy H.Y. Ho, Assistant Professor of Psychology, School of Social Sciences, Nanyang Technological University (NTU) & Deputy Director, Centre for Population Health Sciences (CePHaS)

The panel attempted to establish the concept of “Mindful Leadership” in the current complex and challenging globalised environment. It was emphasised that mindful leadership for common good will need a shift. And the shift refers to the leader. Mindful leader must become a role model who can connect our head to our heart. “Mindfulness” definition is widening nowadays. In the corporate world people are losing mindfulness, they can’t deal with stress etc., mindfulness is not enough to achieve this bottom line. Mindfulness for the purpose should be more systematic and established as a national effort as society has to be prepared to be mindful. Mindfulness must be promoted into the society. Leaders in public service need to have a good platform to communicate with the audience to understand everyone’s need. Leaders need to create this common goal to unite people around it. Additionally, leaders’ reflection on his/her team’s work is very important.
Organised by the Lien Ying Chow Fellowship, the biennial Lien Conference showcases researches from the Chinese recipients of the fellowship awards. This year the roundtable features Professor Shi Hong (Dean, Regional Economics Teaching and Research Department Party School of the Central Committee of C.P.C) who presented on the topic of “Strengthening the Governance of Rural Areas in China through the implementation of Targeted Poverty Alleviation”; Dr Cao Ziwei (Vice President of Strategy, Xiaomi Finance) on “Development and Supervision of the China’s Financial Technology Sector; and Dr Miao Lu (Co-founder, Vice President and Secretary-General of the Center for China and Globalisation) spoke about “The Development of Global Think Tanks and How China's Global Social Think Tanks Rise Policy Influence Through Operation Innovation”. Dr Cao also chaired the Q&A session and engaged the audience in an interesting discussion on governance challenges in China and issues relating to Belt and Road Initiative.
SOCIAL
PROGRAMMES
GALA DINNER @ GARDENS BY THE BAY

One of the highlights of the conference is the Gala dinner at the Gardens By the Bay, Singapore’s iconic multi-award winning horticultural attraction which spans 101 hectares of reclaimed land in the Central Region. Nestled within Flower Dome, Flower Field Hall provides a picturesque setting that engaged and captivated the conference guests with a sensorial experience. Offering a stunning backdrop of perpetual spring with full views of the splendid Flower Field on one side and a spectacular panorama of the Marina Bay skyline on the other. Specially programmed LED mood lights also add to the enchanting setting, changing into the different colours of the rainbow. The night opened up with opening speeches by Professor Alan Chan, NTU’s Vice President (Alumni and Global Advancement and Toh Puan Mahani Idris Daim Chair Professor of Humanities) and Professor Geert Bouckaert.

Preceding the speeches, was an array of musical performances performed by local talents and artists. Accompanied by fine local cuisine and music, the participants enjoyed a relaxed and entertaining evening, catching up with old friends and making new acquaintances.
CIVIC RECEPTION @ RAFFLES MARINA

Hosted by Dr Teo Ho Pin, Mayor of North West District, the Civic Reception was held at Raffles Marina. As Singapore’s premier megayacht marina, and ASEAN’s first 5 Gold Anchor Marina, Raffles Marina offers a picturesque view of the South China Sea, overlooking the Tuas Second Link, Singapore’s second causeway to Malaysia. Before the dinner, the participants had a chance to take a stroll down the pier to the lighthouse, soaking in the beautiful sunset. After addresses by Mr Zainul Abidin Rasheed (Board of Trustees Member, Nanyang Technological University; Former Senior Minister of State, Ministry of Foreign Affairs and Former Mayor, North East District) and Dr Sofiane Sahraoui (Director-General of IIAS), Mayor Teo Ho Pin introduced and presented about township management and explained on the role and responsibility of town councils in Singapore housing estates especially in ensuring harmonious and inclusive community living.

As dinner was being served, the guests were also entertained with performances provided by interest groups from the North West District. A night showcasing Singapore’s multi-racial, multi-cultured society featured Kompang drum performance by Bukit Panjang MAEC; dances performed by the North-West Dance Fit Club; and Taiji demonstration by Singapore Wushu Dragon & Lion Dance Federation.
The Best Paper Awards were also announced and presented at the reception. The award winners were Professor Frank Naert from Ghent University for the English track and Dr Xia Lu from Xiamen University.

Another milestone of this conference, was its coincidence with the end of the second
mandate of IIAS President Geert Bouckaert. In appreciation of his relentless service to the development of the scientific offering of the organisation and its global expansion, a fond farewell gift was presented to Prof Bouckaert.

Ending the evening and in appreciation of the partnerships and guidances from the various local partners, Professor Liu Hong presented tokens of appreciation to Dr Ang Hak Seng, Civil Service College, Social Innovation Park and North West District.
EXHIBITION AND GALLERY
In conjunction with the Bicentennial celebration of Singapore, an exhibition area to showcase the accomplishment and development of governance in Singapore was also set up alongside the Conference at Northspine Marketplace. Social enterprises were also invited to introduce their organisations and products.

List of Exhibitors:

- Civil Service College, Singapore
- National Heritage Board
- Singapore Police Force
- Stratagem Group
- Social Innovation Park
- Sino-Singapore Guangzhou Knowledge City Investment and Development Co., Ltd
- World Scientific

List of Social Enterprises:

- Bowl.sg
- The First Green Store
- Seastainable Co
- Connezt Dots
- Marvelous Works SG
Gallery walkthrough of NTU, SSS and NCPA at the canopy.
**KEY STATISTICS**

### Country Profile of Participants

- Algeria
- Belgium
- China
- Ethiopia
- Greece
- Indonesia
- Kosovo
- Moldova
- Nigeria
- Saudi Arabia
- South Africa
- Switzerland
- Ukraine
- Australia
- Brazil
- Colombia
- Finland
- Hong Kong
- Israel
- Lithuania
- Morocco
- Palestinian Territories
- Serbia
- South Korea
- Tanzania
- United Kingdom
- Austria
- Cameroon
- Egypt
- France
- Hungary
- Italy
- Macau
- Mozambique
- Philippines
- Singapore
- Sri Lanka
- Thailand
- United States
- Bahrain
- Canada
- Estonia
- Germany
- India
- Japan
- Mexico
- Netherlands
- Pakistan
- Romania
- Slovakia
- Swaziland
- Uganda
- Vietnam

<table>
<thead>
<tr>
<th>Total Number of papers received</th>
<th>415</th>
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<tbody>
<tr>
<td>Number of papers accepted</td>
<td>352</td>
</tr>
<tr>
<td>Number of papers presented</td>
<td>272</td>
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### Analysis of papers presented by track themes

- **Strategic Management and Leadership** 14
- **Innovation** 5
- **Corruption** 6
- **VET for skills** 4
- **Politics and Administration** 8
- **Disaster Recovery** 8
- **Quality and Integrity of Governance** 4
- **Science, Technology and Innovation Policies** 12
- **Public Sector in the Digital Era** 12
- **Artificial Intelligence** 6
- **Urbanization** 3
- **Social Innovation** 14
- **Population Ageing** 6
- **Sustainability** 15
- **Inclusive Development** 4
- **Private-Public Partnership** 5
- **South-South Knowledge Transfer** 4
- **Belt and Road Initiative** 7
- **PA Theory in Different Worlds** 13
- **Africa-Afrique** 3
- **Japan** 3
- **Open Track** 27
- **Chinese Track** 35