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院 长 寄 语

Director’s Message

亲爱的各位校友、同学、老师和朋友们：

在此我很荣幸为你们呈上南洋公共管理研究生院2013年度报告。

南洋公共管理研究生院在2013年里可说是硕果累累。我们依托南洋理工大学丰富的跨学科资源，继续进行我们的研究项目，并为政府官员和公共行政人员提供大量的培训课程。

在过去的一年里，南洋公共管理研究生院主办了几项重要活动。2013年11月，我们成功举办了陈氏公共管理国际会议，并有幸邀请新加坡前总理纳丹博士为贵宾参加会议的开幕典礼。南洋理工大学教务长杨惠昌教授及陈氏基金主席陈崇德先生也在开幕典礼上作重要讲话。多位杰出的主讲嘉宾在会上做了生动的演讲，并就公共管理的相关内容进行讨论。他们是美国公共行政学会主席Stephen Condrey博士、美国南加州大学Sol Price公共政策学院院长Jack Knott教授以及韩国公共行政学会主席郑永德教授。

2013年6月，我院与中国国家外国专家局合作共同举办第三届国际人才发展论坛。本届论坛是该论坛首次在中国境外举行的论坛。新加坡副总理黄永宏先生作为嘉宾出席了论坛开幕仪式。来自美国、加拿大、中国和新加坡的著名国际人才发展专家齐聚南洋理工大学，就近期国际人才流动、政策和优化方案等方面的发展趋势和有关事宜进行了讨论。此次论坛受到社会各界的广泛关注，同时也加强了中国国家外国专家局和南大及我院学院之间的合作关系。与会期间，南洋理工大学安德逊校长与中国国家外国专家局刘庆国副局长进行了亲切会晤，并就进一步开展双方合作进行了讨论。

在东南亚合作方面，承蒙淡马锡基金会的大力支持，我们继续为越南政府官员提供了一系列的高端培训课程。我们也已将我们的培训项目推介到了柬埔寨，并在2014年为柬埔寨的高级政府官员提供培训课程。

我感到非常荣幸能够被安德逊校长委任为南洋公共管理研究生院的院长。在此，我谨代表南洋公共管理研究生院向任院长吴伟副教授表示敬意，感谢他对南洋公共管理研究生院的发展所做出的贡献。我希望能与南洋理工大学高级管理层、南洋公共管理研究生院学术委员会、全体学员、教职员工及校友、以及其他合作机构一同携手，进一步推动南洋公共管理研究生院在教育、培训和政策研究方面的使命。
Dear alumni, students, teaching staff and friends:

I am pleased to present you with the Nanyang Centre for Public Administration (NCPA) Annual Report 2013.

The year 2013 was a fruitful year for the NCPA, as we continued to tap on Nanyang Technological University (NTU)’s rich interdisciplinary resources and conducted research and training programmes for government officials and public administrators.

During the year, the Centre organised several important events. One of them was the Lien International Conference on Public Administration which was held in November 2013. We were honoured to have Singapore’s former President, Mr. S. R. Nathan grace the opening ceremony as the Guest-of-Honour. Professor Freddy Boey, NTU Provost and Deputy Vice President, and Mr. Laurence Lien, Chairman of the Lien Foundation, delivered the welcome addresses. A number of prominent speakers made lively presentations and discussed key issues pertaining to public administration. They included, Stephen Condrey, President of the American Society for Public Administration; Jack Knott, Dean of the Sol Price School of Public Policy, University of Southern California; and Yong-duck Jung, President of the Korean Association for Public Administration.

In partnership with China’s State Administration of Foreign Experts Affairs (SAFEA), and together with the NTU’s School of Humanities and Social Sciences, NCPA co-organised the 3rd International Roundtable Forum on Global Talent in June 2013. This was the first time the Forum had been held outside of China and its opening ceremony was officiated by Singapore’s former Deputy Prime Minister, Mr. Wong Kan Seng. The Forum drew wide-ranging attention as it saw some of the world’s leading experts on global talent development from the United States, Canada, China and Singapore converging at NTU to debate and discuss the latest trends and issues in global talent mobility, policies, and best practices. It also strengthened the close relations between SAFEA and NCPA. Professor Bertil Andersson, NTU President, met with Deputy Director-General of SAFEA to discuss about further collaborations between the two organisations.

On the Southeast Asia front, thanks to the Temasek Foundation’s strong support, we continued to conduct executive training programme for senior Vietnamese officials. We have further ventured into Cambodia in 2014 for high-level executive training for senior government officials.

I am truly and humbly honored to be appointed by President Andersson as the NCPA Director. On behalf of NCPA, I would like to extend our appreciation to my predecessor, Associate Professor Wu Wei, for his leadership and contribution to NCPA’s development. I look forward to working closely with the NTU senior management, NCPA Academic Board, and NCPA staff and alumni, as well as other stakeholders to further advance NCPA’s missions in education, training and policy-oriented research.
Our Team

Front (Left to Right)

- Yew Siew Peng, Assistant Director
- Wang Hang, Assistant Director
- Guo Sam Nan, Deputy Director
- Prof Liu Hong, Director

Back (Left to Right)

- Huang Lili, Executive Officer
- Dr Ma Liang, Research Fellow
- Chesda Aw, Higher Technical Executive
- Li Jialin, Assistant Manager

- Foo Yong Yow, Assistant Manager
- Li Wei, Executive Officer
- Huang Shuang, Executive Officer
- Wang Bo, Executive Officer

- Wang Jun, Research Associate
Our Faculty

Fung Miu Hwa
Prof Er Meng Hwa

Suen Chung
Prof Su Guanig

Chen Alan
Prof Alan Chan

Li Hong
Prof Liu Hong

Kuo Chen-Yu, Eddie
Prof Kuo Chen-Yu, Eddie

Lim Mong King
Prof Lim Mong King

Tan Kong Yam
Prof Tan Kong Yam

Chew Soon Beng
Prof Chew Soon Beng

Chen Xiaoxiang
Prof Chen Xiaoxiang

Hao Xiaoming
Prof Hao Xiaoming

He Baogang
Prof He Baogang

Pan Tso-Chien
Prof Pan Tso-Chien
### Adjunct Professors

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<tr>
<th>Name</th>
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<tr>
<td>Mr. Wong Kan Seng</td>
<td>Former Deputy Prime Minister</td>
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<tr>
<td>Dr. Yeo Ning Hong</td>
<td>Former Minister for Communications and Information, Defence and National Development</td>
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<tr>
<td>Mr. Yeow Cheow Tong</td>
<td>Former Minister for Health, Trade &amp; Industry, Environment, Communications and Information Technology, and Transport</td>
</tr>
<tr>
<td>Mr. Mah Bow Tan</td>
<td>Former Minister for Communications, Environment, and National Development</td>
</tr>
<tr>
<td>Mr. Ngiam Tong Dow</td>
<td>Former Permanent Secretary for the Prime Minister’s Office, Finance, Trade &amp; Industry, National Development, and Communications. Former Chairman of Economic Development Board, Housing &amp; Development Board, Central Provident Fund Board, and Development Bank of Singapore</td>
</tr>
<tr>
<td>Dr. Liu Thai Ker</td>
<td>Former Chief Executive Officer, Urban Redevelopment Authority</td>
</tr>
<tr>
<td>Mr. Chan Soo Sen</td>
<td>Former Minister of State for the Prime Minister’s Office, Community Development &amp; Sports, Education, and Trade &amp; Industry</td>
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<tr>
<td>Dr. Pei Sai Fan</td>
<td>Director, MAS Academy</td>
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<tr>
<td>Dr. Goh Nguyen Wah</td>
<td>Former Deputy Editor, Lianhe Zaobao</td>
</tr>
<tr>
<td>Dr. Zhou Zhaochung</td>
<td>Zaobao.com Editor / Crossroads Editor</td>
</tr>
<tr>
<td>Dr. Cui Donghong</td>
<td>Assistant Director, Research &amp; Publications Department, Singapore Chinese Chamber of Commerce &amp; Industry</td>
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Key Highlights
2013 Lien International Conference on Public Administration

The 2013 Lien Conference on Public Administration themed "Public Service Delivery and Evaluation" was held in Singapore on 15-16 November 2013. Sponsored by Lien Foundation, the conference was co-organised by NCPA at NTU and the School of International and Public Affairs at Shanghai Jiao Tong University, American Society for Public Administration (ASPA) and its section on Chinese public administration co-organised the event.

Mr. S. R. Nathan, Singapore's former President, was the Guest-of-Honour at the opening ceremony. Professor Freddy Boey, NTU Deputy President & Provost, and Mr. Laurence Lien, Chairman of the Lien Foundation, delivered the welcome addresses.

During the conference, results of the 2013 Lien Chinese Service-oriented Government Survey were released. Mr. Zhu Yunfu, Vice Secretary-General of Hangzhou Municipal Government, and Mr. Guo Jinlian, Vice Secretary-General of Xiamen Municipal Government, attended and delivered their addresses at the conference.

A number of prominent speakers made lively presentations and discussed key issues pertaining to public administration. They included ASAP President, Dr. Stephen Condrey; Professor Jack Knott, Dean of the Sol Price School of Public Policy, University of Southern California; and Professor Yong-duck Jung, President of the Korean Association for Public Administration.

More than 100 international renowned academics and senior government officials from 18 countries and regions attended the conference.
CHƯƠNG TRÌNH HỢP TÁC BỘI DUỒNG CÁN BỘ LÃNH ĐẠO QUẢN LÝ CỦA VIỆT NAM TÁC VỚI SỰ HỖ TRỢ CỦA QUỸ TEMASEK
LỄ TỔNG KẾT CHƯƠNG TRÌNH HỢP TÁC NĂM 2012
CÔNG BỐ CHƯƠNG TRÌNH HỢP TÁC NĂM 2013
HÀ NỘI, NGÀY 11 THÁNG 7 NĂM 2013
THE JOINT TRAINING PROGRAMME FOR VIETNAMESE SENIOR OFFICIALS AT NANYANG TECHNOLOGICAL UNIVERSITY WITH THE SUPPORT OF TEMASEK
CLOSING CEREMONY FOR 2012 PROGRAMME,
NANYANG TECHNOLOGICAL UNIVERSITY, 2013
NTU, Temasek Foundation and Vietnam government introduce new training programme for senior Vietnamese officials

2013年7月，南洋理工大学、淡马锡基金会及越南165项目监督办公室（MOP 165）合作举办了新的培训项目。这是继2012年三方成功合作举办“培训”项目后的再次合作。2012年的培训项目旨在将参加培训的越南高级官员培训成为公共管理、政策及治理等领域的资深培训师。

今年正值新加坡与越南建交40周年，因此，此次合作可谓恰逢其时。

2013年7月11日，南洋理工大学文学院院长陈金梁教授与越南中央委员会组织与人事部165项目监督办公室主任Nguyen Van Du博士在河内签订了谅解备忘录。

南洋理工大学教务长梅彦昌教授，越共中央委员会委员、越共中央委员会组织委员会副主席、165项目常务副主席Nguyen Van Quynh先生及淡马锡基金会首席执行官钟添朝先生见证了此次签约仪式。

新的培训项目将由南洋公共管理研究生院主办，该项目将根据参加培训的越南政府官员的具体需求开设更具特色的培训专题。

NTU, Temasek Foundation and Vietnam’s Monitoring Office of Programme 165 (MOP165) came together to launch a new training programme in July 2013, following the successful partnership of the “Train the Trainer” programme in 2012. The earlier programme trained senior Vietnamese officials as master trainers on public administration, policy and governance.

The partnership was timely as Singapore and Vietnam celebrated 40 years of diplomatic ties this year.

The Memorandum of Understanding (MOU) was signed on 11 July 2013 in Hanoi by Professor Alan Chan, Dean of NTU’s College of Humanities, Arts, & Social Sciences, and Dr. Nguyen Van Du, Head of MOP165, Central Committee of Organisation and Personnel, Vietnam.

The signing ceremony was witnessed by Professor Freddy Boey, NTU Deputy President & Provost, Mr. Nguyen Van Quynh, Member of Central Committee of the Communist Party of Vietnam, Vice Chairman of the Party Central Committee’s Organisation Commission, Standing Vice Chairman of Programme 165, and Mr. Benedict Cheong, Chief Executive Officer of Temasek Foundation.

The training, conducted by NCPA, will be more specialised and topical, and customised according to the needs and interest of the participants.
把握机遇 面对未来
——新形势下的中国区域经济发展

9-11-2013
Mayors’ Class Forum

2013年11月9日，南洋公共管理研究生院、连瀛洲纪念奖学金及新加坡本地的主流报纸之一的《联合早报》共同举办了2013年市长班论坛。

本次论坛的主讲嘉宾有中国国家发展与改革委员会国土开发与地区经济研究所副所长高国力博士、中新天津生态城管理委员会副主任高雪峰博士、以及中国民政部办公厅副主任王金华先生。三位主讲嘉宾皆为2013年连瀛洲纪念奖学金学者。

今年的主题是“把握机遇，面对挑战：新形势下的中国区域经济发展”。主讲嘉宾的演讲主题涵盖中央及地方政府的财政资源和财政权利在中国区域经济发展中的作用、天津生态城面临的挑战与机遇、以及如何建立托底性基础民生保障网络并间接推动区域经济发展。

The 2013 Mayors’ Forum was held on 9 November 2013. The Forum was organised by NCPA, Lien Ying Chow Legacy Fellowship and local Chinese newspaper, Lianhe Zaobao.

The Forum’s keynote speakers were Dr. Gao Guoli, Deputy Director of the Research Institute of Territorial Development and Regional Economics under the National Development and Reform Commission; Dr. Lin Xuefeng, Deputy Director of the Tianjin Eco-City Administrative Committee; and Mr. Wang Jinhua, Deputy Director of Ministry of Civil Affairs, China. The three speakers were Fellows of the 2013 Lien Ying Chow Legacy Fellowship programme.

The theme of this year’s Forum was “Facing Challenges and Seizing Opportunities: Regional Economic Development of China in New Times”. Topics covered by the speakers include the role of financial resources and power from the central and local governments in China’s regional economic development, the challenges and opportunities faced by Tianjin Eco-City, and how to build a network that covers the mechanism underpinning the livelihood and security of the whole society and which in turn indirectly promote regional economic development.
3rd International Roundtable Forum on Global Talent
2013年6月3日，来自美国、加拿大、中国及新加坡的近100位政府官员、政策制定者、专家学者、和学生出席了在南洋理工大学举办的第三届国际人才发展圆桌会议。

这是论坛首次在中国境外举行，主办方为南洋理工大学，合作方为中国国家外国专家局。该政府机构专门为来华的外籍专家颁发专业执业证书，并组织中国官员赴海外进行培训。新加坡前副总理黄根成先生参加了会议的开幕式并发表主题演讲。

来自美国、加拿大、中国和新加坡的著名国际人才发展专家齐聚一堂，使此次会议受到了广泛的关注。专家们就近期国际人才流动、政策和优化方案等方面的发展趋势和有关事宜进行了讨论。

中国国家外国专家局与南洋公共管理研究生院也借此机会，加强了双方的合作关系。与会期间南洋理工大学安博德校长与中国国家外国专家局刘延国副局长进行了亲切会晤，并就进一步开展双方合作进行了讨论。

Close to 100 government leaders, policy makers, practitioners, researchers and students from the United States, Canada, China and Singapore attended the 3rd International Roundtable Forum held on 3 June 2013 at NTU.

The event, which was held first time outside of China, was organised by NTU, in partnership with China’s State Administration of Foreign Experts Affairs (SAFEA), the government agency responsible for certifying foreign experts to provide expertise in China, and organising overseas training for Chinese officials. Mr. Wong Kan Seng, Singapore’s former Deputy Prime Minister, graced the opening ceremony and delivered the keynote speech.

The Forum drew widespread attention as it saw some of the world’s leading experts on global talent development share and discuss the latest trends and issues in global talent mobility, policies, and best practices.

The event strengthened the close relations between SAFEA and NCPA as NTU President Professor Bertil Andersson met with Mr. Liu Yanguo, SAFEA Deputy Director-General, discussing further collaborations between the two organisations.
Graduate Programmes
2013年“市长班”
Mayors’ Class 2013

管理经济学硕士学位课程和公共管理硕士学位课程于2013年迎来了47位同学。由于反应热烈，学院也在7月迎来了31位报读管理经济学硕士学位课程的学员。在为期一年的课程中，除了课堂学术课程，学院还为他们举办了各项实习活动，包括讲座、参访、海外研习考察等。这些活动让学员可以积极地与新加坡部长和高级公务员交流，并参访政府部门，从而获得新加坡公共管理的宝贵实践经验，提升了学员的领导能力和管理能力。

Forty-seven students enrolled in the Master of Science in Managerial Economics (MME) and Master of Public Administration (MPA) programmes in 2013. An additional of 31 students enrolled for the MME course in July. They spent the year deepening and broadening their academic perspectives and understanding of public policy management, and also participated actively in seminars and visits while interacting and engaging with senior public officials and former ministers from various ministries and statutory boards. This practical orientation is one of the key features of the programmes and is aimed at providing the students with practical and real-life insights into corporate management and public governance, thereby enhancing their leadership and management skills, which will prove critical when graduates resume their careers after completing their courses.
Outward Bound Camp

As part of the one-week orientation programme held in March 2013, new students attended a 2-day 1-night camp at Outward Bound School on Pulau Ubin. The time spent together overcoming various challenges fostered friendships and forged lasting bonds among all participants. The students learned to support and trust each other as teammates, while setting their sights on giving their best to achieve their goals. Much was achieved and gained from this camp, and a solid foundation was laid for the year ahead.
Mayors’ Class Closing Dinner

The Closing Dinner for Master of Science (Managerial Economics) and Master of Public Administration AY 2012/2013 was held on 13 January 2014 at Pan Pacific Hotel, Singapore. The event was hosted by NTU President Professor Bertil Andersson. Speaking at the event, Professor Andersson said that the ‘Mayors’ Class had always been a fertile ground for fostering new initiatives and deepening long-term relations between the two countries since NTU started the full-time programmes in 1998. As the graduates become the key decision-makers for tomorrow, he urged them to apply the knowledge and skills acquired from NTU in their area of work, and contribute to the economic and social development of Singapore and China. He also encouraged the graduates to promote knowledge and cultural exchanges between our two countries, bringing bilateral relations to greater heights.

The dinner was graced by many special guests such as Mr. Yu Yunting, Education Counsellor of China Embassy in Singapore, Professor Er Meng Hwa, NTU Vice-President (International Affairs), Professor Alan Chan, Dean of NTU’s College of Humanities, Arts, & Social Sciences, Mr. Laurence Lien, Chairman of Lien Foundation, and Mr. Zheng Gang, Vice President (Human Resource, Asia Pacific Region) of Cargill Asia Pacific Holdings.
每个城市 都可成功发展
但需要三个合理的规划起点
价值 科学 艺术
决心越早 代价越低
### Seminars

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<td>南洋理工大学终身荣誉校长徐冠林教授&lt;br&gt;&lt;i&gt;Professor Su Guanng, President Emeritus, Nanyang Technological University&lt;/i&gt;</td>
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<td>新加坡的治安管理经验及启示&lt;br&gt;&lt;i&gt;Public Order &amp; Security Management in Singapore&lt;/i&gt;</td>
<td>李志超助理警察总监&lt;br&gt;&lt;i&gt;Mr. Lee Chee Chiew, Deputy Director (Special Duties), International Cooperation Department, Singapore Police Force&lt;/i&gt;</td>
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<td>借鉴新加坡经验营造苏州工业园区&lt;br&gt;&lt;i&gt;Suzhou Industrial Park – A case of Sino-Singapore Software Exchange&lt;/i&gt;</td>
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<td>新加坡公共卫生政策&lt;br&gt;&lt;i&gt;Public Health Policy in Singapore&lt;/i&gt;</td>
<td>姚丽敏东客座教授&lt;br&gt;&lt;i&gt;Adjunct Professor Yeo Cheow Tong&lt;/i&gt;</td>
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<td>新加坡交通治理经验及启示&lt;br&gt;&lt;i&gt;Land Transport Policies – Singapore’s Experience&lt;/i&gt;</td>
<td>杨铿声客座教授&lt;br&gt;&lt;i&gt;Adjunct Professor Yeo Ning Hong&lt;/i&gt;</td>
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<td>新加坡良政&lt;br&gt;&lt;i&gt;Good Governance&lt;/i&gt;</td>
<td>严崇涛客座教授&lt;br&gt;&lt;i&gt;Adjunct Professor Nigam Tong Dow&lt;/i&gt;</td>
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<td>新加坡公共住屋政策&lt;br&gt;&lt;i&gt;Singapore Public Housing&lt;/i&gt;</td>
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<td>新加坡城市规划和城市建设经验及其启示&lt;br&gt;&lt;i&gt;Singapore’s Urban Planning and City Development Concept and Practices&lt;/i&gt;</td>
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<td>《市长班论坛：把握机遇，面对挑战——新形势下的中国区域经济发展》&lt;br&gt;&lt;i&gt;Facing Challenges and Seizing Opportunities: Regional Economic Development of China in New Times&lt;/i&gt;</td>
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<td>第三届国际人才发展论坛&lt;br&gt;&lt;i&gt;3rd International Roundtable Forum on Global Talent&lt;/i&gt;</td>
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<td>2013连氏公共管理国际会议“国际视角下的公共服务提供与测评”&lt;br&gt;&lt;i&gt;Lien Conference on Public Administration – Public Service Delivery and Evaluation: International Perspectives&lt;/i&gt;</td>
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Industrial Visits

- 新加坡国会大厦
  Singapore Parliament House

- 国家图书馆
  National Library Board

- 滨海堤坝
  Marina Barrage

- 人民行动党总部
  People Action Party (PAP) Headquarters

- 葛老大选区油池区民众俱乐部、议员接见选民
  PAP Yew Tee Branch Meet-the-People Session

- 建屋发展局
  Housing & Development Board

- 新加坡高等法院
  Supreme Court

- 新加坡贪污调查局
  Corrupt Practices Investigation Bureau

- 新加坡市区重建局
  Urban Redevelopment Authority

- 新加坡南洋理工学院
  Nanyang Polytechnic

- 大士南垃圾处理场
  Tuas South Incineration Plant

- 新加坡地铁公司
  Singapore Mass Rapid Transit

- 新加坡总统府
  Istana
Overseas Study Trip

NCPA organised a 12-day overseas study trip to the United States for the 2013 Mayors’ Class students from 24 August to 4 September 2013. The students visited the South California University and its Price School of Public Policy. They attended the lectures by Professor Terry Cooper, Professor Eric Heikkila, and Professor Deng Suixin on the topics of “Ethical Decision-making”, “China from U.S. Policy Perspectives”, and “Comparing the US and Chinese Systems of Local Government”. Students also visited Los Angeles Economic and Workforce Development Department, and public housing and community. All the students felt that the knowledge learnt from this trip was valuable as such information is not taught by their text books and classes. This trip was definitely fruitful and meaningful.
Other activities

- 海军开放日
  Navy Open House

- “南洋校友奖”颁奖典礼
  Nanyang Alumni Awards Presentation Ceremony

- 南大校友2天1夜榴莲之旅
  Alumni Travel: Two-Day One-Night Durian Trip

- 南大2013年体育嘉年华
  NTU Alumni Sports Fiesta 2013

- “总理杯”龙舟赛
  Singapore Dragon Boat Festival

- 篮球友谊赛：华侨中学校友会
  Networking cum Friendly Basketball Match with Hwa Chong Institution Alumni

- 国际学生联谊活动
  International Students Networking Session
学生感言
Quote from Student

时间过得真快，开学典礼好像还是昨天的事，转眼我们就要毕业了。在这里我最想说的是感谢。

感谢南大！在南大，我们是一批特别的学生，享受了其他学生所没有的优待。课程都是精选的，并且采用中文授课。生活上，住在南大条件最好的地方，学院对我们的要求是苛求必应，始终给予了无微不至的关怀。班上年长一点的同学都有这样的感慨，人到中年，忙事业、忙家庭、忙孩子、忙老人，很久都没怎么过过生日了，甚至都忘了。没想到在异国他乡，学院给我们每个人都过了一个难忘的人生。

感谢使馆！刚来不久，使馆专程邀请我们欢客，让我们消除陌生感。“市长班”每次大的活动，使馆都有领导出席。使馆举办的重要活动，如国庆招待会，也安排我们学员代表出席。张裔军副社长访新期间，百忙之中专门安排时间接见学生代表，给我们带来中央的关怀，倍受鼓舞。

感谢祖国！我们派出之前，各自都有繁忙的工作。但单位舍得花时间、舍得花经费让我们来充电，对个人、对家庭、对事业都是一个难得的机会，我们每个人都充满感激。虽然祖国亲人远在千里之外，现场的声音他们听不见，但我觉得，越是听不见的时候，越是应该把心里的感谢说出来。我们的心声祖国听得见！

其次，我想谈谈收获。收获之一，开阔了视野！今年是我们大多数同学走出国的最多的一年。有的去亚、美、澳三洲。如果没有这次学习的机会，在国内是绝对不可能做到的。特别是在我们的老师和同学中都有中国大使馆的成员，他们在教学相长的同时，还在履行公共外交的使命。

收获了知识！课堂上系统地学习经济学、管理学知识。课堂外，聆听了杨京生、姚恩东、曾士生、马家宝、李吉、刘大壮等前辈的知识。实地考察了新加坡的多个政府部门和企业，使我们对新加坡的政治、经济、民生、环保有了深入了解。很多同学都突破了自己，有的同学准备出书，有的同学准备出诗集，甚至还有两位被新加坡的媒体报道。没有人觉得虚度了这一年。

收获了友谊！我们虽然来自中国，但也是来自不同的地方。如果不是这次学习也聚不到一起，这就是缘分。这份缘分在相处中变成了珍贵的师友情、同学情。有的同学还留下了一段佳话、友谊。这段难忘的经历记录了我们人生中最长的一个夏天，我想我们每个人都会在花开的时候重寻记忆，提升我们今后的幸福感。

第三表达我们的祝愿。从今天起，南大就是我们的母校。从今天起，新加坡就是我们的第二故乡。如果能为母校添点事、能为新加坡做点事，是我们的心愿。希望在座的各位老师、各位同学，到中国后记得联系我们，让我们尽一尽地主之宜。

再见了，我们的留学生！再见了，母校！再见了，新加坡！

祝愿你的明天更美好！未来更辉煌！

宋兆虎
2013年“市长班”班长
中国航天科技集团技术研究院
常务副院长
Time flies! The opening ceremony seems to be held yesterday, and today, we are celebrating our graduation. I am honoured to deliver this speech on behalf of my classmates. At this juncture, all I can think of is to express my gratitude to all of you.

Thanks to NTU. At NTU, we are a privilege group of students as the university made special arrangement for us. Our programmes were specially designed, selected and taught in Chinese. We had a good living environment and all our needs were met without hesitation. We really appreciate the tender care of the school and university. For many of us who are in the middle-age, we are so busy with career, family, children and elderly that we often forgotten about our birthdays. Yet, in this foreign land, the school has ensured that we all have the opportunity to celebrate our birthday here.

We would like to thank the China Embassy. For the last one year, the Embassy not only organised a reception to welcome us, leaders of the Embassy also made efforts to attend every major events organised by the Mayors’ Class students. We could feel the support given by the Embassy as our student representatives were invited to the National Day reception, and had the chance to meet our Deputy Prime Minister, Mr Zhang Gaoli, during his visit to Singapore.

We would also like to thank our country and fellow colleagues. With their strong support, we were able to recharge ourselves here. Such opportunity is indeed very hard to come by and we really treasure it. Though they are far away now and might not be able to hear our gratitude, it is more important that we express our gratitude wholeheartedly here. I am sure our voices will be heard by our country.

At this point, I would like to share how we have benefited from the course. Firstly, we have widened our perspective. Most of us have visited a few countries this year, covering countries in Southeast Asia, USA and Australia. This would not been possible if we did not join this programme. As our teachers and classmates are also member of the China Public Diplomacy Association, we were glad that the teaching and learning sessions also give us the opportunity to fulfil our diplomatic roles.

We have enriched ourselves! In class, economics and management theories were conducted systematically. Beyond the lectures, we attended seminars by ex-ministers and professionals, such as Dr. Yeo Ning Hong, Mr. Yeo Cheow Tong, Mr. Chan Soo Sen, Mr. Mah Bow Tan, Mr. Ngiam Tong Dow and Dr. Liu Thai Ker. The visits to various ministries and enterprises allowed us to better understand Singapore’s politics, economy, public livelihood and environmental protection. Some of us even planned to write a book or compose poems. Two of our classmates were interviewed by the press media. We really made use of our stay here!

Next, friendship was built! Though we are from various part of China, it was a destiny to meet and study together. Through such learning experience, precious bonding was built between the teachers and fellow students. Some of us had even found their life partner here. We had our longest summer here in Singapore, and I am sure all of us will treasure the memories; perhaps it will also enhance our happiness index in future.

I would like to convey our best wishes. From today onwards, NTU is our alma mater. Singapore is now our second hometown. It is our honour if there is anything that we can do to enhance the China-Singapore relationship. I would like to urge all our teachers and friends to keep in touch with us, and look for us the next time you come to China.

Good-bye and farewell for now, to our overseas study, our alma mater, and Singapore.

Wishing you a better and glorious future!

Song Zhaohu
2013 Mayors’ Class representative
Vice Director, Launching Technology Institute of China Aerospace Science and Industry Corporation
Executive Training Programmes
2013 Executive Training Programmes

NCPA conducted a total of 59 training courses in 2013 for more than 1300 students from countries such as China and Vietnam. Eight courses were for Vietnamese students.

The NCPA has established long-term collaboration with numerous partners from Guangxi, Shandong, Liaoning, Jilin, Jiangsu, Fujian, Hubei, Guangdong, Guangzhou and the China Aerospace Science and Industry Corporation (CASIC) to send their officials to NTU for various kinds of training. This year, NCPA has also organised training courses for new partners from the Guangdong Provincial Party Committee Organisation Department, Guangdong Provincial Committee for Discipline Inspection, Xinjiang Construction Corps, Qingdao, Zhaoqing, Qinhuang Island, Xiamen, Beijing Information Science and Technology University (BISTU), Putian University (PTU) and Changhua County in Taiwan. The number of participants from Vietnam has also increased tremendously, totalling more than 200 senior-level officials from the central, provincial and municipal governments.

2013年南洋公共管理研究生院共举办了59期来自中国和越南等的培训班，培训学员1300多名。其中来自越南的培训班有8期。

南洋公共管理研究生院长期的合作伙伴如广西、山东、辽宁、吉林、江苏、福建、湖北、广东、广州、航天科工集团继续组织培训班来南大培训。南洋公共管理研究生院也承办了来自新的合作方广东省委组织部、广东省纪委、新疆建设兵团、青岛、肇庆、秦皇岛、厦门、北京信息科技大学、莆田学院及台湾彰化县等的培训班。越南也加大培训力度，先后有200多名来自中央和省、直辖市的高级政府官员来南大培训。
**Training Highlights**

**Executive Training Programme on Urban Planning and Management for Officials from Organisation Department of Guangdong Province, China**

NCPA conducted a training programme for the Organisation Department of Guangdong Provincial Party Committee, China from 6 to 29 October 2013. A total of 29 officials from provincial, city and county levels attended the training, ranging from Chiefs of Departments and Director-Generals to officials from the Urban Planning Departments and related departments.

Through the two weeks of lectures and site visits, the participants made full use of the opportunity to learn the principles and concepts, and to experience Singapore’s urban planning and management. This exchange received top marks and high evaluation from the participants, who were suitably impressed with what they saw. The training will certainly be very useful and applicable in Guangdong’s process of urbanisation, development and management.

**Taiwan’s Changhua County Government Overseas Training Mission**

NCPA collaborated with the National Academy of Civil Service, Taiwan to conduct the inaugural training programme for officials from Changhua County, focusing on innovative social management and talent grooming. The training period was held from 16 to 23 December 2013.

Throughout the 10 days of lectures and site visits, the delegates learned about Singapore’s experience in talent grooming, innovative social management and high performance team building. During the visit to the Singapore Civil Service College, the college’s senior management also shared how the practices, procedures and processes of selecting local civil servants and the training provided ensured the impeccable quality and high standards of the Singapore civil service. The 16 delegates were extremely pleased with the arrangements made for the programme, and consequently gave very positive reviews. The organiser, National Academy of Civil Service, Taiwan, and the Changhua County government have expressed great interest in strengthening and expanding their cooperation with NTU in the near future.

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**重点培训项目**

**Training Highlights**

中国广东省组织部领导干部城市规划与管理培训班

南洋公共管理研究生院在2013年10月6日－29日，承办了由广东省委组织部领导干部城市规划与管理培训班。共有省、市、县（区）的厅长、局长、区长、规划部门及省内其他相关的领导干部29人参加了此专题培训班。

通过两周的课堂讲习和实地参观考察，系统地学习并了解新加坡在城市规划和管理方面的先进理念与经验。此次的学习交流成果获得学员们的高度认可与评价，将会对广东的城镇化建设和管理有所借鉴与帮助。

台湾彰化县政府海外研修团

南洋公共管理研究生院与台湾文官学院合作，在2013年12月16日－23日首次为彰化县政府行政官员举办创新社会管理和人才培养的研修班。

学员通过参加了为期10天的讲座和交流，了解新加坡创新型人才的培养经验、创新社会的管理和高效队伍建设等。学员也在访问新加坡公共服务学院期间了解了新加坡公务员的选拔与培训等流程及其典范。

研修团的16名成员对此次课程的安排非常满意，组织方台湾文官学院和彰化县政府都表示将继续加强和扩大与南大的合作。
Executive Training Programme on Clean Government for Chinese officials from Guangdong Province

NTU collaborated with the Organisation Department of Guangdong Provincial Commission for Discipline Inspection to conduct a training programme from 10 to 23 November 2013. It was a two-week course for 19 officials at Director-General and Head of Department levels, from both the Provincial and also the Municipal Supervision Bureaus.

Topics covered included Singapore’s efforts in combating corruption and building a clean government; PAP’s experience in grooming young and talented future leaders; the contribution of Singapore’s social security system to its clean government and Singapore’s judicial system and initiatives in occupational crime prevention.

The participants also visited Singapore’s Corrupt Practices Investigation Bureau (CPIB) and met officers from the Public Service Division. Through these visits, they learned about Singapore’s experience and difficulties in fighting corruption, the Civil Service Code of Conduct and clean government. Participants also took the opportunity to visit a local community at night. During the visit, they observed how Meet-the-People Sessions were conducted and also learned how Members of Parliament rendered help and assistance to their residents.
TF-NTU Executive Training Programme for Vietnamese Senior Government Officials

Riding on the momentum in 2012, in collaboration with MOP 165, the Vietnamese central government organisation in charge of senior government officials’ training, and with the continued support of Temasek Foundation, NCFA continues to conduct executive training programmes for senior Vietnamese government officials. In 2013, NCFA conducted 6 batches of two-week training programmes on public administration, public policy and leadership for senior Vietnamese government officials. A total of 148 senior officials from 63 provinces (including 5 municipalities) were trained, among whom 2 group leaders are of ministerial level, 19 are of vice-ministerial level and the majority of them are of director-general level. NCFA taps on the rich pool of NTU’s experienced professors as well as its adjunct professors who are mainly former political leaders and government dignitaries of Singapore. The central theme of the training is to share the Singapore experience from multiple angles and perspectives. Combining well-designed course content and site visits, the programme focused on various issues, including economic development, social policies, human resource management, housing development and transport. Through lectures, site visits and interactions with lecturers, Vietnamese senior government officials were immensely impressed by the Singapore government’s efforts and successful experience in the development of public housing, health care, public transportation, environmental protection and the construction of an ecological and green city. They felt that the Singapore experience over the past 50 years could serve as a model for Vietnam in its pursuit of economic and social development.
Executive Training for Vietnam Quang Ninh Provincial Government Officials

Since two years ago, senior government officials from Quang Ninh Province have been coming to NTU to participate in NCPA’s advanced training programmes on public administration and public policy, funded by the provincial government. Participants were highly satisfied and deeply impressed with the high quality of NCPA’s training programmes. In 2013, Quang Ninh provincial government continued to fund two batches of senior government officials to come to NTU for advanced training. A total of 50 senior government officials headed by two vice-ministerial level officials came to NTU to participate in the two-week training programmes. Drawing from the success of Singapore experiences, the training programmes focused on public administration reform, urban planning, e-government, public leadership, and sustainable development strategies which were lauded as practical, substantial and effective. In the second batch of the training programme, one of the participants was the Chief Editor of the Quang Ninh Newspaper. She later wrote and published a detailed report on the NCPA training programme in the Quang Ninh Newspaper. Quang Ninh Provincial government has expressed its intention to continue entrusting NCPA with its senior government officials’ training in the coming few years.
2013 Customised Executive Training Programmes

Public Administration

- Chinese Young Cadres on Governance, Managerial Economics and Public Administration for Cadres from Shandong Province, China
- Executive Training Programme on Public Finance and Budget Management for Guangzhou Finance Bureau, Guangdong Province, China
- Executive Training Programme on Building Service-oriented Government for Officials from Shantou City, Guangdong Province, China
- Executive Training Programme on Public Administration for Senior Government Officials from Liaoning Province, China
- Executive Training Programme on e-Government & Administration for CAFTA Information Talents from Guangxi Autonomous Region, China
- Executive Training Programme on Public Administration & Capacity Building for Officials from Hubei Province, China
- Financial Planning and Performance Appraisal Programme for Senior Government Officials from Guangxi Autonomous Region, China

Managerial Economics

- Executive Training Programme for Entrepreneurs from Jiangsu Province, China
- Financial Innovation and Risk Management Executive Training Programme for Senior Officials from Changsha City, Hunan Province, China
- Investment Promotion and Industrial Parks Planning and Management Executive Training Programme for Senior Officials from Yulin City, Guangxi Autonomous Region, China
- Executive Training Programme for Economics Restructuring and Upgrading for Officials from Shaoxing City, Zhejiang Province, China
- Executive Training Programme on Economics Transformation & Industrial Development for Zhaoqing City, Guangdong Province, China
- Modern Enterprise Planning and Risks Management System Executive Training Programme for Senior Leaders from China Aerospace Science & Technology Corporation, China
- Executive Training Programme on High-Tech Industry & Sustainable Development for Officials from Guangxi Autonomous Region, China
Urban Planning and Management

- 中国沈阳市城市规划培训班
  Urban Planning and Management Executive Training Programme for Senior Government Officials from Shenyang City, Liaoning Province, China

- 中国吉林省工业集中区专题培训班
  Executive Training Programme on Industrial Estates Planning and Management for Senior Government Officials from Jilin Province, China

- 中国新疆建设兵团城镇化建设专题培训班
  Executive Training Programme on Urban and Township Planning and Management for Xinjiang Military Corps, China

- 中国广州市萝岗区新型城镇化发展与人才培养班
  Urban Planning and Leadership Executive Training Programme for Luogang District, Guangzhou City, China

- 中国福州现代城市规划与管理专题培训班
  Urban Planning and Management Executive Training Programme for Senior Government Officials from Fujian Province, China

- 中国北海市港口规划培训班
  Executive Training Programme on Harbour Planning & Management for Officials from Beihai City, Guangxi Autonomous Region, China

- 中国辽宁省组织部现代化城市建设与管理专题研究班
  Executive Training Programme on Modern Urban Building & Management for Liaoning Central Organisation Department, China

- 中国广西城市化建设专题培训班
  Executive Training Programme on Urbanisation for Officials from Guangxi Autonomous Region, China

- 中国广东省城市规划与管理专题培训班
  Executive Training Programme on Urban Planning & Management for Senior Officials from Guangdong Province, China

- 中国秦皇岛市北戴河区领导干部城市管理与创新发展培训班
  Executive Training Programme on Urban Management & Innovative Development for Senior Government Officials from Beidaihe District, Qinhuangdao City, Hebei Province, China

- 中国航天科工集团公司智慧城市项目培训班
  Executive Training Programme on Smart City for Officials from China Aerospace Science & Technology Corporation, China

- 中国襄阳市城市规划与管理专题研讨班
  Executive Training Programme on Urban Planning & Management for Senior Officials from Xiangyang City, Hubei Province, China
2013 Customised Executive Training Programmes

Social Management

- Executive Training Programme on Social Management & Social Services for Senior Government Officials from Furong District, Changsha City, Hunan Province, China
- Executive Training Programme on Social Innovation and Creativity for Senior Government Officials from Liaoning Province, China (1st Batch)
- Social Innovation and Creativity Executive Training Programme for Senior Government Officials from Liaoning Province, China (2nd Batch)
- Executive Training Programme on Social Innovation & Management for Officials from Shantou City, Guangdong Province, China
- Executive Training Programme on Social Management & Innovation for Qingdao United Front Work Department, Shandong Province, China
- Executive Training Programme on Social Management & Innovation for Officials from Guangzhou City, Guangdong Province, China

Leadership Development & Human Resource Management

- Management Training Programme for Elite Government Officials from Dongguan City, Guangdong Province, China
- Executive Training Programme on Leadership Management and Training for Senior Government Officials from Liaoning Province, China
- Executive Training Programme on Scientific Development of Leadership Enhancement for Officials from Hunan Province, China
- Executive Training Programme on Leadership Management and Training for Senior Government Officials from Liaoning Province, China
- Executive Training Programme on Eco-City Building & Talents Grooming for Officials from Guangzhou City, Guangdong Province, China
- Executive Training Programme on Capability & Skills Enhancement for Elita Cadres from Dalian City, Liaoning Province, China
高等教育管理
Higher Education Management

- 中国北京中医药大学管理干部培训班
  Executive Training Programme for Officials from Beijing University of Chinese Medicine, China

- 中国北京信息科技大学高等教育管理培训班
  Executive Training Programme on Higher Educational Management for Beijing Information Science and Technology University, China

- 中国华南师范大学高校管理与现代大学制度建设培训班
  Executive Training Programme on Construction of Modern University Management System for Officials from Southern Normal University, Guangdong Province, China

- 中国莆田学院现代化高校管理理论与实践培训班
  Executive Training Programme on Modern University Management Theory and Practice for Officials from Putian College, Fujian Province, China

- 中国西京学院现代化高校管理理论与实践培训班
  Executive Training Programme on Modern Management of Higher Learning Institutions, its Theory & Practical Experience for Xijing College, Shanxi Province, China

廉政建设与其他
Anti-Corruption & Others

- 中国厦门市监察局公务员制度与廉政建设培训班
  Executive Training Programme on Civil Service System and Construction of Clean & Honest Administration for Officials from Xiamen Supervision Bureau, Fujian Province, China

- 中国广东省廉政建设赴新加坡培训班
  Executive Training Programme on Building a Clean & Honest Government for Officials from Guangdong Province, China

- 中国广东省质监系统食品安全风险监管培训班
  Executive Training Programme on Foods Safety & Risks Management System for Officials from Guangdong Quality Supervision Bureau, China

- 台湾彰化县政府海外研修班
  Executive Training Programme on Governance for Taiwan Academy of Civil Service
LEADER
连瀛洲纪念奖学金

Lien Ying Chow Legacy Fellowship
2013年新加坡连氏学者
2013 Singapore Lien Fellows

2013年，共有4名来自于新加坡政府机构的高级官员获得连瀛洲纪念奖学金，并于10月在奖学金项目的资助下参加了为期两周的中国国情介绍课程，其中一星期在北京上课。4名学者及其研究课题如下：

Four Singapore Lien Fellows were appointed in 2013. Under the fellowship programme, they attended a two-week induction programme in October, where one week is conducted in Beijing.

<table>
<thead>
<tr>
<th>学者 Fellow</th>
<th>研究主题 Research Topic</th>
</tr>
</thead>
</table>
| 马炎庆先生 | 中国社交媒体的发展与趋势，以及政府如何管理和引导  
Mr. Baey Yam Keng  
Member, Parliament of Singapore |
| 戴慧娴女士 | 中国在打造宜居、可持续和智慧城市方面的最佳措施  
Ms. Chang Hwee Nee  
Deputy Secretary (Planning),  
Ministry of National Development |
| 方章文先生 | 中国政府和产业如何通过基础建设和法令规则在不牺牲产业需求的情况下解决环境可持续性的问题  
Mr. Ping Cheong Boon  
Chief Executive Officer, JTC Corporation |
| 陈丽珊女士 | 中国政府在公众参与举措方面实行的政策和实施情况，以及是否成功达到公民的预期和建立起公民对政府的信任  
Ms. Tan Li San  
Deputy Secretary (Industry & Information),  
Ministry of Communications and Information |
2013 China Lien Fellows

2013年共有7名来自中国中央主要部委的高级官员获得了连瀛洲纪念奖学金，他们于9月下旬在奖学金项目的资助下前来新加坡参加了为期两周的新加坡国情介绍课程。这7名学者和他们的研究课题分别是：

Seven senior officials from the central ministries of China were awarded as 2013 China Lien Fellows. With the support of this fellowship, they attended a 2-week programme at end September in Singapore, where they gained an overview of Singapore. Their research topics are as follows:

<table>
<thead>
<tr>
<th>学者 Fellow</th>
<th>研究主题 Research Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>高国力博士 副馆长, 国家发展改革委国土开发与地区经济研究所</td>
<td>新加坡土地和城市管理做法以及对中国的启示 The Implication of Land and Urban Management Practices in Singapore to China</td>
</tr>
<tr>
<td>Dr. Gao Guoli，Deputy Director-General &amp; Research Fellow, Institute of Spatial Planning &amp; Regional Economy, National Development and Reform Commission</td>
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<td>Mr. Zhang Chenggang，Director, Department of Asian, African &amp; Latin American Affairs, Chinese People’s Institute of Foreign Affairs</td>
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提交研究报告
Submission of Research Report

今年有3名2012年度的新加坡连氏学者和9名2010、2011和2012年度的中国学者完成了为期一年的研究和考察项目，并提交了研究报告。

Three research reports were submitted by the 2012 Singapore Lien Fellows and nine by 2010, 2011 and 2012 China Lien Fellows. Their reports concluded their one-year research and study.

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Unity and Diversity: A Study on Singapore’s Long-Ruling People’s Action Party (PAP) and Imminent Challenges |
| 韩少平先生 中国证券监督管理委员会广东证监局副局长 Mr. Han Shaoping       | 新加坡资本市场监管制度研究  
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### 连氏学者日
**Lien Fellows Day**

2013年10月12日，2013年“连氏学者日”的活动在北京举行。活动以“健康生活与文化、休闲与保健”为主题的沙龙开始，武力博士与各位学者分享了有利于健康的常识，提高了学者们对健康的关注。紧接着是由红酒品鉴专家带来的红酒品鉴与食物搭配的知识讲座。下午活动结束后，举行了连氏学者联欢会。2013年的新生也与大家首次见面。老学者和他们的家人们共享一堂，各显才艺，其乐融融。

The 2013 Lien Fellows Day was held in Beijing on 12 October 2013. The theme for this year was “Healthy Living Through Culture, Relaxation and Healthcare”. Dr. Wu Li shared with fellows some informative health tips, thus raising fellows’ awareness of the importance of the topic. Following this was a talk delivered by a wine connoisseur on wine appreciation and the matching of wine and food. In the evening, the Lien Fellows Family Day Reunion Party was held. The 2013 new fellows were introduced for the first time to everyone. Old and new fellows gathered together with their family, spending a great evening and enjoying each other’s company.
Lien Fellows Night

The Lien Fellows Night cum 2013 Opening Ceremony of Lien Ying Chow Legacy Fellowship was held at NTU’s Nanyang Executive Centre on 11 November 2013. The event was graced by Mr. Wong Kan Seng, Singapore’s former Deputy Prime Minister, Chairman of Lien Ying Chow Legacy Fellowship and Chairman of Singbridge Holdings Pte Ltd, Mr. Yu Yunfeng, Education Counsellor of the Chinese Embassy in Singapore, Professor Er Meng Hwa, NTU Vice-President (International Affairs), Mr. Goh Sin Teck, Chief Editor of Lianhe Zaobao and Member of NTU Board of Trustees, Mr. Chan Soo Sen, former Member of Parliament, amongst many other illustrious names in both the public and private sectors.
The 2013 Lien Fellows Annual Conference was held in Beijing on 13 October 2013. This year’s topic was “Social and Economic Development of China and Singapore”. China Lien Fellows Professor Shi Hong, Dr. Liu Yong and Mr. Mo Rong delivered speeches concerning China’s new urbanisation, the general thinking on reform after the third plenum, and the contradiction of China’s employment structure and vocational education respectively. Singapore Fellows Dr. Foo Suan Fong, Mr. Lu Cheng Yang and Mr. Liew Choon Boon shared their views and analyses on the development of Singapore’s education, politics and the Sino-Singapore Tianjin Eco-city. At the event, Mr. Mo Rong launched his new book *The Experience and Implications of Singapore’s Vocational Education and Training*, which was based on his research results from the Lien Ying Chow Legacy Fellowship programme.
New Books by Lien Fellows

2013 was indeed a bountiful year that witnessed many book launches by Lien Fellows. China Lien Fellow, Mr. Mo Rong launched his new book *The Experience and Implications of Singapore’s Vocational Education and Training*, while Dr. Kuang Daqiu published *The Rise of Singapore: The Wisdom of Founding the Country*.

For Singapore Lien Fellow Mr. Lu Cheng Yang’s *Adaptive Leadership: Communist Party of China’s Selection, Grooming & Renewal in the 21st Century* was launched. The book can also be purchased at many bookstores and found in the National Library.

The Lien Ying Chow Legacy Fellowship Office has compiled the research reports by Singapore Lien Fellows Dr. Foo Suan Fong, Mr. Lee Yuen Hee, Mr. Teo Eng Cheong, Ms. Chen Huey Rosa, Ms. Lim Huay Chih and Mr. Lu Cheng Yang and published their findings under *On the Cusp of Change: Six Studies of Modern China*.

Research reports written the 2010 China Lien Fellows were compiled into the 3rd Volume of China Lien Fellow Research Reports, i.e., *The Singapore Experience and Its Implications: A Study of Finance and HDB System*. It contains the research reports of Dr. Zhang Yuanjun, Ms. Hao Aqun, Mr. Hu Bin and Dr. Hong Zhonghua.
Research Programme
连氏中国城市服务型政府指数

提升政府公共管理能力，为公众和企业提供高质量的公共服务，是建设服务型政府的关键所在，也是中国实现平稳转型的重要前提。自2010年推出以来，连氏中国管理研究生院专门对中国开发的“连氏服务型政府指数”，来证明观察中国大陆主要城市建设服务型政府的重要工具。

此项指数由中国及著名慈善组织连氏基金资助，淮洋公共管理研究生院与上海交通大学国际与公共事务学院联合实施，旨在对中国大陆30多个主要城市的公共服务型政府建设情况进行追踪性调查研究。

连氏中国城市服务型政府指数由“服务型政府的公众视角”、“服务型政府的企业视角”和“基本公共服务”三个维度构成，旨在从公众、企业、政府投入和产出等三个角度对服务型政府建设情况进行评估和监测。主要评估指标包括：公众和企业对公共服务的满意度、营商环境、基本公共服务、政府服务、公众参与、企业参与、政府透明与信息服务、政府信任。

2013年，该项目将拉萨和乌鲁木齐纳入调查，中国大陆调查城市增至36个，大陆所有直辖市、省会城市或自治区首府、副省级城市第一次被全部涵盖。该项目还首次将香港和台北作为观察城市纳入调查，追踪大中华地区38座城市的公众和企业对公共服务与政府管理的满意度。

利用计算机辅助电话访问（CATI）系统，2013年共调查25958名公众和5552家企业，平均每个城市调查700名公众和150家企业，能够基本反映各个城市的公共服务型政府建设情况。

2013年服务型政府十强城市总排名：青岛、杭州、厦门、成都、广州、济南、上海和浦东（并列），以及乌鲁木齐（并列）。

青岛、杭州、厦门连续三年稳坐“中国服务型政府十强城市”前三名交椅，厦门过去两年一直名列前茅，而2013年青岛首次取代厦门而跃居第一，成都和宁波自2010年以来每年都进入前十，而济南和大连也连续两年跻身前十。得益于总结表达，北京、南京和上海重新回归前十。乌鲁木齐今年首次调查就上榜。

三个子榜单的排名情况如下。
2013年服务型政府（公众视角）十强城市：青岛、厦门、杭州、西安、成都、 대하여、济南、乌鲁木齐、合肥和武汉（并列）。

2013年服务型政府（企业视角）十强城市：杭州、青岛和厦门（并列）、成都、重庆、南京、福州、拉萨、宁波、济南。

2013年服务型政府（基本公共服务维度）十强城市：北京、深圳、广州、上海、海口和青岛（并列）、杭州、兰州、大连、南京。

自2010年以来，该项目迄今已调查106276名居民和15514家企业，积累了丰富的调查数据。为了保持测评的连贯一致性，项目使用的一致性测评体系与过往调查基本保持一致，有利于跨年度的纵向比较。该项目不仅为公共管理学术研究提供了宝贵的纵向比较数据，而且有助于中国政府推动公共管理改革并提升公共治理和公共服务绩效。
Lien Service-Oriented Government Index for Chinese Cities

To improve government public management capacity and deliver quality public services to citizens and businesses is pivotal in building a service-oriented government and ensuring a smooth transition in China. Since its launch in 2010, the annual Lien Service-Oriented Government Index developed specifically for China has proven to be easily operable and scientific in surveying how service-oriented the local government is in the various Mainland Chinese cities.

The research, which is sponsored by Lien Foundation, is jointly conducted by NCPA and School of International and Public Affairs of Shanghai Jiao Tong University (SJTU). It aims to measure the quality of public service delivery and public management in over 30 cities across Mainland China.

The Index comprises three components: Citizen Satisfaction, Business Satisfaction, and Provision of General Public Service. Key indicators covering these three components were developed to yield combined data to form the complete service-oriented government index. They include: Citizens and Businesses’ Satisfaction towards Public Service, Business Environment, Basic Public Service, Government Effectiveness, Citizen/Business Participation in the Policy-Making and Implementation Process, Information Service provided by Government and Citizens’ Trust in the Government.

With the inclusion of Lhasa and Urumqi in 2013 survey, all the municipalities, provincial capitals, capital cities of the autonomous regions and vice provincial cities in Mainland China are now surveyed. For the first time, both Hong Kong and Taipei are included as benchmark cities in the study, enabling to gauge citizens’ and businesses’ satisfaction with public services and government administration across 38 cities in the Greater China.

The research team employed computer-assisted telephone interview system to administer a large-scale telephone survey of randomly selected urban citizens and businesses, and a total of 25,958 citizens and 5,582 enterprises were telephone interviewed. On average 200 citizens and 150 enterprises were surveyed in each city, which are representative to reflect the progress of urban service-oriented government.

The top 10 Mainland Chinese cities with service-oriented government in descending order are Qingdao, Hangzhou and Xiamen. Following close behind are Beijing, Chengdu, Jinan, Dalian-Nanjing-Ningbo (tied at the seventh position), Shanghai and Urumqi (Shanghai and Urumqi shared 10th position).

For the third consecutive year, Qingdao, Hangzhou and Xiamen were the top three in the general ranking. For the first time, Qingdao emerged tops for the first time, since the Index was launched in 2010. Xiamen had occupied the top spot in the last two consecutive years. It is also noteworthy that Chengdu and Ningbo have been on this list since 2010, while Jinan and Dalian retained their spots in the top ten for the second consecutive year. Due to marked improvement in their scores, Beijing, Nanjing and Shanghai have rejoined the top 10 list. Urumqi made the list for its first time survey.

The results of the three sub-rankings are as follows:

Citizen Satisfaction: The top 10 Mainland Chinese cities are (in descending order) Qingdao, Xiamen, Hangzhou, Xining, Guiyang, Ningbo, Chengdu, Jinan, Urumqi with Hefei, and Wuhan tied at the 10th position.

Business Satisfaction: The top 10 Mainland Chinese cities are (in descending order) Hangzhou, Qingdao and Xiamen (tied for second position), Chengdu, Chongqing, Nanjing, Fuzhou, Lhasa, Ningbo and Jinan.

Provision of General Public Service: The top 10 Mainland Chinese cities are (in descending order): Beijing, Shenzhen, Guangzhou, Shanghai, Haikou and Qingdao (tied for fifth position), Hangzhou, Lanzhou, Dalian and Nanjing.

Since 2010, a total of 106,276 citizens and 15,514 businesses have been surveyed for the index, accumulating a rich database for further academic research. To ensure the consistency and comparability of results, the 2013 survey was in line with the frameworks and methods of prior years’ surveys, which was beneficial for yearly comparison. Not only is the longitudinal nature of the Lien survey data of great use for scholarly studies on a variety of important public administration issues, but also is instrumental for Chinese government to carry out public administration reform and to improve governance capacity and public service delivery.
和合作机构和项目捐助机构

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美国公共行政学会
American Society for Public Administration
美国公共行政学会是全美最庞大和最著名的公共行政与管理的专业性学术机构。该学会致力于推广公共和非营利组织在行政各方面的教学与实践。

The American Society for Public Administration is the largest and most prominent professional association for public administration. It is dedicated to advancing the art, science, teaching and practice of public and non-profit administration.

宜居城市研发中心
Centre for Liveable City
宜居城市研发中心建立于2008年，目的是培育与分享和宜居与可持续城市的各类信息。通过分析采集新加坡过去50年发展历程的多项数据，该中心从中总结精华，同时创造新知识，以应对未来的挑战。与其他城市和专家交流学习，是中心的主要特色之一。

The Centre for Liveable Cities (CLC) was set up in 2008 to distil, create and share knowledge on liveable and sustainable cities. CLC distils key learning points from Singapore’s experiences over the last half-century, while creating knowledge to address emerging challenges. It also shares knowledge with, and learns from, other cities and experts.

国家行政学院
Chinese Academy of Governance
国家行政学院是国务院直属正司级事业单位，是培训高级公务员的新型学府，是培养高层次管理人才和政策研究人才的重要基地。学院作为中央提供决策咨询服务，开展公共行政及政策研究的重要机构，发挥着公务员教育培训的主阵地作用和政府参政咨询的智慧库作用。

Chinese Academy of Governance is a ministerial-level institution directly affiliated with the State Council. It is an important body for training high- and mid-level civil servants and high-level administrators and policy researchers; an important center for carrying out scientific research, particularly on the theory of public administration and innovation in government administration; and an important think tank that provides consultation services to the Party and government on matters of policy.

柬埔寨财政经济部
Ministry of Finance and Economy, Cambodia
柬埔寨财政经济部是皇家政府成立的部门，目的是为柬埔寨的金融体系和经济发展提供支持与指导性政策，并且秉持对自由市场经济以及社会平等的信念，提高柬埔寨人民的生活水平。

The Ministry of Finance and Economy (MEF), Cambodia is delegated by the Royal Government to perform the mission of guidance and administration of the economy and finance of the Kingdom of Cambodia in order to support economic development and to improve the living standards of Cambodian people based on the principles of a free market economy and social equality.

上海交通大学
Shanghai Jiao Tong University
光绪皇帝于1896年降下圣旨，成立了上海交通大学。今天，该顶尖学府已成为全中国最古老与最响亮的大学之一。为了提高自身的研究水平与推广大学之间的交流，上海交通大学也成为了中国九校联盟和长三角高校合作联盟的成员。

Shanghai Jiao Tong University (SJTU) is a public research university located in Shanghai, China. Established in 1896 by an imperial edict issued by Guangxu Emperor, the university is renowned as one of the oldest and most prestigious and selective universities in China. SJTU is a member of China’s C9 League and Yangtze Delta Universities Alliance.

中华人民共和国国家外国专家局
State Administration of Foreign Experts Affairs, the P.R. of China
中华人民共和国国家外国专家局主要负责制定、审检、监督引进外国智力与专家，并组织出国交流与培训。

The State Administration of Foreign Experts Affairs (SAFEA) is responsible for certifying foreign experts to work in the Chinese mainland and organizing overseas training for Chinese technical and managerial professionals.

联合国开发计划署公共服务卓越中心
UNDP Global Centre for Public Service Excellence
新加坡政府和联合国开发计划署（UNDP）在新加坡设立了公共服务卓越中心，以加强发展中国家在确认、制定和执行有效政策的能力，从而使其国民提供更有效的公共服务。

The UNDP Global Centre for Public Service Excellence (GCPE) was founded by the Government of Singapore and the United Nations Development Programme (UNDP), it acts as a knowledge and convening hub for UNDP and its partners on public service issues.
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Singapore Economic Development Board

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Singapore Police Force

忠邦民众俱乐部
Chong Pang Community Club

新加坡新水厂
Newater Visitor Centre

新加坡旅游局
Singapore Tourism Board

贪污调查局
Corruption Practices Investigation Bureau

新加坡国会
Parliament of Singapore

盛邦国际咨询公司
Surbana International Consultants

新加坡建屋发展局
Housing Development Board

人民行动党总部
People's Action Party Headquarters

市区重建局
Urban Redevelopment Authority

新加坡国际企业发展局
IE Singapore

公用事业局
Public Utilities Board

淡河电动（亚洲）公司
Yokogawa Asia Company

裕廊镇管理局
Jurong Town Corporation

拉丁马士民众俱乐部
Radin Mas Community Club

横河电力建（亚洲）公司
Yokogawa Asia Company

新加坡陆路交通局
Land Transport Authority

新加坡法律学会
Singapore Academy of Law
媒体报道
纳丹：政治领导人务实精神促成国家成功

前总统纳丹说，新加坡建国初期，一切从零开始，政治领导人亲自着手去解决当时面对的各种公共管理问题，由公务员团队从旁支持。“由始至今，我们采取务实的处事哲学，认清现状，同时有落实改变和做出艰难抉择的政治决心。”

新加坡经历特殊但未必适用于每个国家

纳丹也坦言，新加坡的治理模式特殊，但未必适用于每个国家。

前总统纳丹在2013年连氏公共管理国际研讨会上，分享了自己在公共服务领域的丰富经验。
新加坡专家：新加坡公务员明确奖罚机制 保证发挥作用

2013年11月19日来源：新华国际

记者：中等城市在公共服务方面有了哪些进步？您认为还需要哪些需改进的地方？

记者：中国城市在公共服务方面有了哪些进步？您认为还需哪些改进的地方？

记者：如果新加坡的公务员明确奖罚机制，保证发挥作用。

记者：新加坡的公务员明确奖罚机制，保证发挥作用。
调查报告：中国民众最希望改善房价物价公交环保

吴丽英 报道

中国城市服务型政府指数

南洋理工大学南洋公共管理研究院与中国上海交通大学国际与公共事务学院昨日联合发布的《2013年南洋中国城市服务型政府调查报告》指出，中国民众最期待政府改善的公共服务领域依次是房价物价、公共交通与环境卫生，其次是社会保障、就业服务、基础教育、公共卫生、公共交通、医疗健康。”

民众对政府管理最期待改善的是政府效能，其次是政府参与、信息公开。

“十佳城市”青岛居首

例如，从南洋地区的36个城市的上述调查中，夺得“2013年南洋中国城市服务型政府十佳城市”第二名的青岛。

这一调查从公众视角、企业视角和基本公共服务三方面评出服务型政府指数。综合三方面的得分，在服务型政府总排名中居前五的中国二线城市是杭州、厦门、北京、成都、济南、大连、南京和宁波（并列）、上海和乌鲁木齐（并列）。

与去年的调查结果相比较，去年第一名的厦门居第二三、杭州保持第二名不变，这也是2010年南洋中国公共服务质量中国和中国服务型政府指数以来，青岛首次夺冠。

今年的调查首次增加了华东三省的城市的比较，即将香港、台北与中国大陆36个城市的平均得分，以及北京与上海进行比较。结果显示香港的平均得分最高，台北整体得分居后，民众的幸福感也最低。

南洋公共管理研究院院长吴洪博士认为，一般来说，政府做得越好，满意度越高，民众的要求也越高。新加坡的情况也一样，“新加坡是政府与企业服务是二元的，但我们在今年调查中发现，新加坡就翻天了。”

他说，台湾人也一样，他们越好就要更多，所以“吃在晚点，还要看到铜臭。”

反之，近几年，大陆开始逐渐开放，给了民众一点信心，他们没有尝过，觉得这个东西很好吃，所以政府也需要改变思维方式。但也强调：“好吃的东西多了，就会要更好的东西。”

报告还认为，当城市管理者无法从社会稳定与改革中赢得政府的收益时，他们很难有效力在这些方面努力和关注。

只有重塑城市管理者的能力机制，才能在一定程度上改变目前的公共服务支出结构和公共服务重点，进而为改善公共服务并推进服务型政府建设提供条件。

此外，从公众角度对政府管理的厚重来看，社会媒体日益普及的应用的背景下，公众对政府的信息公开和参与的关注度越来越高，而如何通过吸纳社会力量以推动符合公众需求的公共服务，成为考验城市政府权力合法性的关键所在。
New exec training programme for Vietnamese officials launched

MOU signing for executive training programme for senior Vietnamese officials

Singapore - The Nanyang Technological University (NTU) and Temasek Foundation, in collaboration with Vietnam’s Monitoring Office of Programme 165 (MOP165), will launch a new training programme for senior Vietnamese officials this month.

The new programme is an expansion of the two countries’ existing collaboration on executive training programme, and is targeted at Vietnamese government officials as well as the country’s leaders of key government agencies and organisations.

The specialised programme will be funded with a grant of S$600,000 from Singapore’s Temasek Foundation and co-funding of S$475,000 by the government of Vietnam.

A Memorandum of Understanding (MOU) was signed on Thursday in Hanoi by the dean of NTU’s College of Humanities, Arts & Social Sciences, Professor Alan Chan, and the head of MOP165, Vietnam’s Central Committee of Organisation and Personnel, Dr Nguyen Van Du.

MOP165 is the leading national-level institution in Vietnam that is responsible for the training of government leaders and senior officials, focusing on political science and governance issues. The first batch of participants will include leaders from the Vietnam Women’s Union.

The 25 female officials will be in Singapore from 25 August for the two-week training programme focusing on leadership and public policy conducted by NTU’s Nanyang Centre for Public Administration.

Singapore and Vietnam celebrate 40 years of diplomatic ties this year.
Migrants who can contribute ‘still welcome’

By TRACY QUEK

SINGAPORE has had to slow the flow of foreign talent because of the social issues that arose from their influx.

But as an open economy with a long tradition of immigration, it will continue to welcome migrants who can contribute in the long term to the country’s economic development, former deputy prime minister Wong Kan Seng said yesterday.

Mr Wong, now special adviser for economic cooperation to the Prime Minister, made the point in his keynote speech at a forum on global talent at Nanyang Technological University (NTU).

The Third International Roundtable Forum on Global Talent, held outside China for the first time, was organised by the university and China’s State Administration of Foreign Experts Affairs (SAFEA).

The one-day session yesterday was attended by more than 100 government officials, policymakers, practitioners, researchers and students, the majority from China.

NTU was chosen as the first overseas venue for the forum because of its long history of conducting research and education in China, offering executive training to Chinese officials as well as expertise on migration and human talent development issues, said Professor Alan Chan, dean of NTU’s College of Humanities, Arts and Social Sciences.

NTU is also the first institute of higher learning in Singapore to be certified by SAFEA, which oversees the certification of foreign experts providing expertise in China and the overseas training of Chinese officials.

The forum discussed a range of topics: from how to keep countries attractive to global talent, to how to balance a country’s need to attract the best global talent and citizens’ anxieties about increased competition for jobs.

The large presence of foreign talent is a hot-button issue in Singapore.

But Mr Wong said the country has, on the whole, been successful in tailoring manpower management towards its social and economic needs.

But with the increased complexities, uncertainties and risks associated with the new trends of talent mobility, the Singapore Government needs to stay nimble, he added.

“If not managed well, it will be socially and economically costly,” warned Mr Wong, who had overseen population matters before he retired from the Cabinet in 2011.

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专访新加坡学者刘宏：中国正从“制造”走向“创造”

2013年06月13日来源：新华posted

新华nov 新加坡频道

新华nov新加坡频道13日电（记者 吴冠希）国际间的竞争日益加剧，在这种背景下，许多国家都在寻求新的发展模式。新加坡作为亚洲的一个重要经济体，其经济政策和技术创新备受关注。新加坡的经济主要依赖于制造业和服务业，但在近年来，新加坡政府也在积极推动创新，以提升国家竞争力。

新华nov新加坡频道：既然中国正在从“制造”走向“创造”，中国的人才政策正在发生什么样的变化？

刘宏：中国正在从“制造”走向“创造”，需要政策的引导。中国需要在科技创新方面投入更多资源，以推动经济的转型升级。一方面，中国需要吸引更多的国际人才，另一方面，也需要提高本国人才的创新意识和能力。中国政府已经采取了一系列措施，例如设立创新基金、提供税收优惠等，以鼓励企业和个人进行创新。同时，政府还加强了对知识产权的保护，以激励创新。

新华nov新加坡频道：中国对人才政策的重视，政策效果又如何？

刘宏：中国的人才政策正在取得积极的效果。中国已经成为世界上吸引外国人才最多的国家之一。中国在吸引人才方面也采取了积极的措施，例如设立海外人才引进计划，提供住房、工作和生活补贴等。此外，中国还加强了对知识产权的保护，以鼓励创新。中国的人才政策正在吸引越来越多的国际人才。

新华nov新加坡频道：从国际角度来看，中国对人才需求的市场环境如何？

刘宏：中国对人才的需求非常大。中国正在从“制造”走向“创造”，这需要大量的创新人才。同时，中国的人口基数大，需要大量的人才来支撑经济的发展。中国正在实施“一带一路”战略，这为中国的人才引进提供了新的机遇。中国在吸引人才方面也采取了积极的措施，例如设立海外人才引进计划，提供住房、工作和生活补贴等。此外，中国还加强了对知识产权的保护，以鼓励创新。中国的人才政策正在吸引越来越多的国际人才。

新华nov新加坡频道：限制人才引进的因素有哪些？

刘宏：限制人才引进的因素主要包括政策环境、市场需求和人才自身因素。中国的人才政策需要进一步完善，以吸引更多的人才。同时，中国还需要进一步提高本土人才的创新能力和水平，以满足市场的需求。
南大市长班论坛
NTU Mayors’ Class Forum

“新形式下的中国区域经济发展”论坛

“新常态下的中国区域经济发展”论坛

中国未来区域发展不应一味较劲GDP

（联合早报）和南洋理工大学大学共同举办“新常态下的中国区域经济发展”论坛，获得2013年南大国际研讨会主办单位的协同支持。该论坛由南洋理工大学国际区域经济研究中心和南大社会科学领导论坛联合主办，旨在探讨新常态下的中国区域经济发展。

主旨演讲嘉宾为南洋理工大学国际区域经济研究中心主任梁耀宗教授，他以“新常态下的中国区域经济发展”为题，阐述了中国区域经济发展的新特点和挑战。

梁耀宗教授指出，中国区域经济发展进入“新常态”后，经济增速有所放缓，但经济结构、社会结构和思想结构发生了根本性变化。他强调，中国区域经济发展必须适应“新常态”的要求，推动经济转型升级，实现可持续发展。

梁耀宗教授还指出，中国区域经济发展还存在一些挑战，如经济结构调整、区域发展不平衡、环境保护等问题。他建议，中国区域经济发展应注重创新，推动科技创新、发展模式创新和社会创新，以实现经济和社会的可持续发展。

此外，梁耀宗教授还提到了中国区域经济发展的一些成功案例，如广东的“珠江三角洲”、浙江的“杭州湾”等，这些区域经济发展的成功经验为中国区域经济发展提供了借鉴。

最后，梁耀宗教授呼吁，中国区域经济发展应注重以人为本，注重公平正义，实现经济发展与社会和谐的有机统一。他强调，只有这样，中国区域经济发展才能实现真正的转型和升级，才能真正实现可持续发展。
刘宏：配合中国新政 提升中国官员综合行政管理能力

2014年03月20日 新华社新加坡分社

“市长班”开学典礼
Mayors’ Class Opening Ceremony

新华网 xinhuanet.com.sg

新加坡频道

刘宏：配合中国新政 提升中国官员综合行政管理能力

图为中国市长班学员参加开学典礼。新华社记者吴刚摄

新华网讯

为了配合中国不同区域的发展，提升中国官员的综合行政管理能力，中国市长班于今日开学。该班旨在培养具有国际视野和管理经验的中国官员。

中国市长班由中国外交学院和新加坡国立大学联合举办，为期一年。该班旨在通过理论学习和实地考察，提升中国官员的综合行政管理能力。

据了解，该班将邀请中国和新加坡的知名专家学者授课，同时还将安排实地考察和交流活动，以便学员们了解中国和新加坡的行政管理经验。

此外，该班还将对学员进行严格的考核，以确保学员能够达到预期的培训目标。

“市长班”是中新两国为了加强高层交流而设立的项目，旨在通过培训，提升中国官员的综合行政管理能力，为中新两国的友好合作打下坚实的基础。

欢迎关注中国市长班的培训结果，期待中国官员的精彩表现。