ANNUAL REPORT FOR THE YEAR 2016
ABOUT SIIA

Founded in 1962 and registered as a membership-based society, we are Singapore’s oldest think tank. SIIA is a non-profit, non-governmental institution which focuses on a broad range of subjects and programmes, including regionalism, geo-politics and economic development, as well as the environment and resources.

SIIA is an independent organization, funded by foundations, membership subscriptions and corporate sponsorship. We receive no regular funding from the Singapore government. We welcome opportunities to work with any organization committed to making Singapore a better-informed, more cosmopolitan society that understands the region and contributes actively to its development.

The SIIA has been ranked among the Top Asian think tanks for the 5th year running, coming in 1st in Singapore and Southeast Asia, placing 53rd globally in the annual global survey by the University of Pennsylvania.

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IPC No : T03CC1685G
Auditors : BDO LLP
Bankers : DBS Bank Ltd
Malayan Banking Berhad

The Institute has complied with all the applicable guidelines of the Code of Governance Evaluation Checklist for Institutions of a Public Character (IPCs). The full checklist is available at www.charities.gov.sg.
CHAIRMAN’S MESSAGE & REVIEW

The year has challenged our work and also kindly rewarded our efforts.

For the fifth year running, the SIIA has been ranked among the Top Asian think tanks in the region in the annual global survey conducted by the University of Pennsylvania. We were placed 53rd globally (outside the USA) and in the top 25 independent think tanks. In a range of topics - from economic policy and development to transparency and good governance – and in operations for external relations and public engagement – we were recognized as one of the best in Asia.

We are very honoured and humbled. This is especially as SIIA remains much smaller in staff and resources than our peers. Allow me as SIIA chairman to share some highlights from 2016.

Core Programmes and Initiatives

Our long-standing work on ASEAN and Asia continues to grow and strengthen. We successfully held our flagship 9th ASEAN and Asia Forum, offering perspectives on the politics and economic policies affecting business. Focused on “A New Growth Paradigm: Connect, Innovate, Reform”, our Forum featured Mr. Bambang Brodjonegoro, Indonesia’s Minister of National Development Planning, as well as Singapore’s Minister for Trade and Industry Mr. S. Iswaran. Supporting integration of the region, our Forum also emphasised the need for policies to foster innovation and e-commerce in pan-ASEAN business, and these have subsequently featured in the ASEAN Strategic Action Plan 2025.

Additionally, we deepened engagement in two key economies, Indonesia and Myanmar. The SIIA organized a series of closed door meetings - both in-country and in Singapore – that allowed our members to engage leading policy makers on major issues of political stability and economic reform. In Indonesia, the SIIA assisted to prepare a report for the Indonesian government in the run up to the first bilateral retreat between leaders of the two countries. The Myanmar Investment Commission has also sought our cooperation to better understand the perspectives of foreign investors. As Singaporean and Singapore-based companies deepen their engagement with the key economies of the region, we hope that our understanding of political and economic policy may be of assistance.

A second key part of the SIIA’s work is on sustainability and the resource sector, where we have focused on the transboundary haze pollution affecting the region. Our efforts continued during the relatively haze-free season to emphasize collaboration across the region and across sectors, with partners in government as well as corporations and non-government organizations.

Our Singapore Dialogue on Sustainable World Resources grew successfully into its third year, bringing together some 300 policy makers, corporate players, and activists to discuss commitments towards sustainable growth. A key Indonesian official, appointed by the Indonesian President to lead the country’s Peatland Restoration Agency (BRG) Mr. Nazir Foead, made his first appearance outside Indonesia at the Dialogue. Other key speakers included the chairman of Indonesia’s Financial Services Authority (OJK), Mr. Muliaman Hadad and Singapore’s own Minister of Environment and Water Resources, Mr. Masagos Zulkifli. The Dialogue made headline news with a call to prevent a recurrence of the prolonged fires and haze witnessed in the preceding year.
In October, we also co-organised a regional event with leading Indonesian NGOs in Jakarta. Following the establishment of the BRG, this was one of the first workshops to discuss progress in the restoration of regional peatlands, which are often the site of the worst fires. Additionally, to help the public better understand and track the haze, the SIIA has revamped and expanded our Haze Tracker website as a one-stop portal for information on the regional transboundary haze pollution. The website provides up-to-date information about air quality, monitoring hotspots and other factors behind haze through the use of mapping tools.

The SIIA continues to observe and try to support these positive efforts, working not only with Indonesian and other government agencies but also with leading corporations and non-governmental organizations to address root causes of haze, promote greater transparency and responsibility in the supply chain and encourage consumer demand for sustainably sourced products from this sector.

In addition to our flagships, the SIIA put forward new initiatives, most notably a program to foster global citizenship among Singaporeans and those living here. Our Global Citizens Singapore (GCS) programme aims to gather a community of change-makers, elevate thinking on emerging trends and curate conversations about our future society. Talks at the SIIA, held regularly over the year, also allowed members to engage expert views on a range of regional and global issues.

**Impact and Sustainability**

The SIIA is supported by a relatively small secretariat and our analyses and programs are able to deliver a wider and stronger impact by engaging the media, both traditional and social. The knowledge from our policy programs provide insights on current affairs and emerging trends, allows us to serve as leading commentators on our areas of expertise.

In 2016, some 40 commentaries, media notes and policy papers were published in local and regional media publications and SIIA experts were also widely quoted in various international and national media. We also widened our social media presence, through the use of Facebook and Twitter, providing real-time information on our events, original multimedia content and engaging with speakers and participants.

As an independent institution, the SIIA must seek funding to sustain our work. Our Annual Dinner – which featured a dialogue with Mr. Ong Ye Kung, Minister for Education (Higher Education and Skills) last year - continues to be a significant fund-raising event. Together with other donations, sponsorships and memberships fees, our revenue for 2016 reached $2.55 million; approximately 10% more than the preceding year. A healthy surplus of $277,058 was generated, increasing our reserves by year end to $1.49 million. This level of reserves represents approximately 10-12 months of basic operational costs, a healthy and prudent level.

Additionally, the SIIA has been offering advisory services to corporate members with the aim to generate surpluses that can help fund our activities. For the year, our advisory projects included specially commissioned reports that we released at business forums like the World Economic Forum ASEAN event and the inaugural Sweden-Southeast Asia Business Summit. Our 2016 advisory projects generated revenue of $352,858, and the largest part of this was churned back into the SIIA to underwrite our costs and support our public work.

**Moving forward**

Neither resources nor profit are the full sum of SIIA’s work and worth as a not-for-profit institution. But these signal our ability to sustain this effort over time and to grow impact and reach into the future. We are committed to grow in the coming years, to broaden our reach and deepen our impact among policy makers.
and businesses. We will work to deepen our thought leadership in our programs and areas of expertise, and also take new initiatives in innovative ways.

The year ahead will be an exciting one. There are major changes, and tensions, in the global system and across the Asia-Pacific. ASEAN is celebrating its 50th Anniversary and will continue to outperform the global economy, to be a source of potential opportunity for our country. As ASEAN integrates, it is not only the economy that will be on the agenda; concerns about sustainability and people-centred development will increasingly feature.

Looking ahead, I believe the SIIA is well-poised to contribute to the analysis and policy advice in these areas. We will continue to strengthen our core areas and flagship events, as well as develop thinking about relations with the major powers. We will deepen our work on the haze and agro-forestry sector and, additionally, seek partners in Indonesia to support on-the-ground projects. Broader efforts on climate change and the sustainable development goals, announced by the United Nations, will augment our program on sustainability.

To this end, the SIIA will seek to consciously and substantially grow over the next five years. Adding to the numbers and capacity of our professional secretariat, and increasing our funding will be one measurement of our plans for growth. But even more, the SIIA will strive to increase our offerings to members, broaden our membership base, and increase our reach and impact.

With the Annual General Meeting of 2017, the current council will end its two-year term of office. I wish in closing to thank my fellow SIIA council members for volunteering their time to help govern the SIIA, and provide ideas and practical help. This is not only for those who will step down but also those who have kindly agreed to serve for a further term. I wish also to thank our SIIA staff for their considerable efforts and, especially, our friends, sponsors, and key corporate members for their financial contributions and active engagement.
AREA OF FOCUS AND KEY EVENTS

ASEAN

In 2016, the SIIA actively sought to deepen its knowledge on key ASEAN economies, especially in Indonesia and Myanmar. The institute reached out to multiple stakeholders, including corporates, government officials and leading business sector representatives to deliver insights and policy-relevant recommendations.

The SIIA organised its annual flagship, the 9th ASEAN and Asia Forum (AAF), in August. The full-day event, which promotes open and strategic dialogue on the key trends and issues affecting ASEAN and Asia, and how these may impact businesses across the region, was held along the theme of “New Growth Paradigm: Connect, Innovate, Reform”. It also focused on how countries in ASEAN and Asia will need to embark on innovation-based growth and improve connectivity in order to become globally competitive. The AAF was attended by close to 300 business leaders, diplomats, academics and journalists from across the region.

This year, Singapore’s Minister for Trade and Industry (Industry) Mr. S. Iswaran delivered the AAF’s opening keynote address titled “Pushing for Growth in ASEAN and Beyond – Innovating for the Future”. He shared his views on how Singapore plans to tap on ASEAN’s industrialisation process and expands its networks in the region so as to ensure that the Republic continued to be seen as a valuable hub for business and investors.

Indonesia’s former finance minister and newly appointed Minister of National Development Planning Dr. Bambang Brodjonegoro was also a keynote speaker at the Forum. His speech discussed Indonesia’s economic restructuring plans and the role foreign investors can play in advancing sectors marked for development.

A special report titled “Jokowi’s Indonesia: Ready for Reform” was also launched and distributed among the attendees during the AAF. The report profiled Indonesia as one of the top investment destinations in the region and highlighted what businesses can expect from the country moving forward.

Indonesia was a key country focus for the SIIA in 2016, and the institute sought to deepen its research expertise and expand its networks in the country. In April, the SIIA partnered with KPMG to organise a corporate briefing in Jakarta on the topic “The Politics and Power Play in Indonesia – Implications for businesses and investors”. The briefing also included a closed-door discussion with Mr Thomas Lembong, Minister of Trade of the Republic of Indonesia, who addressed a select group of business leaders from top multinational corporations and businesses invested in Indonesia and the region.
The SIIA also hosted Mr. Thomas Lembong and Mr Aloysius K. Ro, Deputy for Restructuring and Business Development of Indonesia’s Ministry of State Owned Enterprises at a closed-door event aimed at discussing Indonesia’s tax amnesty programme. The event was organised following a request from Indonesia’s Presidential Office, and was attended by prominent CEOs, business owners and other key decision makers based in Singapore.

The SIIA embarked on its third phase of engagement with Myanmar in 2016, with the aim of deepening its ties with the new National League of Democracy government. The institute organised a closed-door corporate lunch dialogue titled "Investment Future in Myanmar: Clear Skies or a Cloudy Forecast?" in December. The event featured H.E U Maung Maung Win, Deputy Minister from the Ministry of Planning and Finance, and U Aung Naing Oo, Director General from Directorate of Investment and Companies Administration, Secretary of the Myanmar Investment Commission, both of whom spoke to Singapore investors about Myanmar’s economic developments and foreign investments.

Keeping in mind the 50th anniversary of ASEAN in 2017, the SIIA partnered the Economic Research Institute for ASEAN and East Asia (ERIA) to carry out a public-opinion survey and focus group discussion aimed at understanding Singapore’s perception of ASEAN and its role in the region. The findings were submitted to the ASEAN Secretariat.

The institute also sought to expand its networks beyond ASEAN. The SIIA partnered with the Taiwanese Institute of International Relations (IIR), National Chengchi University (NCCU) to organise a two-part research exchange programme involving the ASEAN-ISIS network of think tanks. This was aimed at deepening ASEAN-Taiwan relations at the Track 2 level. The ASEAN-Taiwan Dialogue held in Taipei in October served as a platform for both the public and private sector to network and exchange ideas on key issues affecting the development of ASEAN-Taiwan relations. The event featured H.E Wu Chih-Chung, Deputy Foreign Minister from the Taiwan Ministry of Foreign Affairs, and Mr. James Huang who currently heads the Southbound Office.

ENVIRONMENT & RESOURCES

The Singapore Institute of International Affairs (SIIA)'s Sustainability programme can be traced to its thought leadership on the subject of transboundary haze pollution in Southeast Asia. The SIIA has researched the issue since the severe haze episode in 1997/8, and is now recognised as the leading think tank on haze in the region. Over the years, to reflect the complexity of the underlying issues, the SIIA has also deepened its engagement and expertise beyond haze to cover related topics such as climate change, deforestation, natural resource management, and sustainable finance. Accordingly, the SIIA has expanded its information and lobbying network, which now spans leading agroforestry companies, government officials, NGOs, financiers, consultancies, academics, farmers, and other stakeholders.

In 2014, the SIIA began convening its annual flagship sustainability dialogue, the Singapore Dialogue on Sustainable World Resources (SWR). The objective of the SWR is to highlight sustainability leaders in the resources sector, provide a platform for high-profile announcements, and add momentum to the ongoing industry-wide shift towards sustainable business practices. The 3rd edition of the Dialogue, “Global Consensus, Regional Actions: Recommitting to Sustainable Growth”, was held on 15 April at the Ritz-Carlton Millenia. The Dialogue was attended by 326 delegates from Singapore, Indonesia, Malaysia, China, and Thailand, among which 59 were senior delegates at Managing Director level and above.

The keynote speakers at 2016’s SWR were Singapore’s Minister for the Environment and Water Resources, Masagos Zulkifli; the Head of Indonesia’s Peatland Restoration Agency, Nazir Foead; and the Chairman of Indonesia’s Financial Services Authority (OJK), Muliaman Hadad. They were joined by panellists which included senior representatives from major agroforestry companies, such as Royal Golden Eagle, Musim
Mas and Double A; financial institutions, such as Standard Chartered Bank and the China Finance Society; and non-profit organisations, such as WWF Indonesia, Solidaridad, and the Singapore Environment Council. The panel discussions covered a range of subjects, from smallholder sustainability and greening the palm oil supply chain to sustainable finance in the region. Notably, 2016’s SWR also featured speakers from China for the first time. China is a significant investor in Southeast Asia’s agricultural sector as well as a growing market for forest commodities, and it is likely that SIIA’s engagement with China will increase in the future.

2016’s SWR also saw the premiere of the documentary “No Smoke without Fire,” which was produced jointly by SIIA and the Indonesian NGO Sawit Watch. The documentary has since been broadcast on Indonesian television channel TVONE, shown at international conferences on palm oil, and used as an education tool for members of the financial industry to better understand the impact of unsustainable palm oil cultivation.

Another major milestone for the SIIA’s sustainability programme in 2016 was the “Regional Peat Restoration Workshop”, held on 27 October at the Mandarin Oriental Hotel in Jakarta, Indonesia. The Workshop was co-organised with the Indonesian Conservation Communication Forum (FKKI), a coalition of ten major Indonesian environmental NGOs, and was the first regional NGO-led event to focus on the progress of peat restoration efforts in Indonesia and how non-state actors can better support the activities of Indonesia’s newly-established Peatland Restoration Agency (BRG). This was the first time the SIIA had organised a large-scale dialogue in Jakarta. The event was well-received; it was attended by 120 representatives from Indonesia, Singapore, and Malaysia, and also featured strong representation from across multiple stakeholders, including NGOs, agroforestry companies, academics, development agencies, and financiers.

Though Singapore experienced only one day of significant transboundary haze in 2016, the SIIA recognises the importance of keeping haze on the public agenda even during haze-free periods. In 2016, the SIIA continued its collaboration with local NGO, People’s Movement to Stop Haze (PM.Haze), to raise awareness among the public of the factors behind haze and what the public can do to support sustainable agriculture. In 2016, with the support of the SIIA, PM.Haze successfully conducted 14 roadshows as well as 23 talks and workshops at schools, organisations, green events, and other venues. PM.Haze also organised the 2nd People’s Forum on Haze, a forum for the public to ask in-depth questions about the haze issue, and an experiential trip to Selangor, Malaysia, where volunteers were able to learn about the mechanics of peat restoration by personally building a canal dam. Finally, in the latter half of 2016 campaign, PM.Haze launched their “#gohazefree” campaign to encourage local restaurants and food service companies to switch to RSPO-certified sustainable palm oil. As of January 2017, the campaign has collected 607 signatures.

In 2016, the SIIA also revamped its HazeTracker website (http://www.hazetracker.org/), an online portal that aims to provide information about current air quality and the factors behind haze to a Singapore-based audience. The revamped HazeTracker features an improved interface, an interactive map that overlays real-time hotspot information over maps of plantations and peatlands in Indonesia, and an automatic newsfeed that collates the latest haze-related news articles. The SIIA launched the revamped HazeTracker on October 3 at a media workshop jointly conducted with the Indonesian NGO, World Resources Institute (WRI)
About The SIIA
The Singapore Institute of International Affairs (SIIA) is ranked as one of the world’s leading think tanks and number one in Southeast Asia. The SIIA is dedicated to the research, analysis and discussion of regional and international issues. Our research and events reach out to policy-makers, business leaders, professionals and youth. Visit us at www.siiaonline.org

Indonesia. The launch was covered on local newspapers and television channels, driving significantly increased traffic to the HazeTracker portal.

To support the increasing momentum behind sustainable palm oil in Singapore, the SIIA became an Associate Member of the newly-formed Singapore Alliance on Sustainable Palm Oil in November 2016. As an Associate Member, the SIIA hopes to take an active role in steering the direction of the local palm oil consumer industry by improving uptake and acceptance of RSPO-certified sustainable palm oil.

In 2016, the SIIA continued to be a leading media commentator on haze and related issues such as deforestation and climate change. The SIIA’s insights on these issues and sustainability-related policy recommendations were published and broadcast through major media outlets such as Channel NewsAsia, The Straits Times, TODAY, The Jakarta Post, and China Daily. The team also filed seven commentaries and one media note related to sustainability. Finally, the SIIA prepared a Policy Brief entitled “Southeast Asia’s Burning Issue: From the 2015 Haze Crisis to a More Robust System”, releasing it in April alongside the 3rd SWR.

Please refer to Appendix D for the full list of 2016 Research and Publications.

INTERNATIONAL
The SIIA’s International Affairs work includes our Global Citizens Singapore (GCS) programme and the SIIA’s research, writing and events that look at key issues outside our focal areas of ASEAN and Sustainability – for instance, relations between ASEAN countries and China, the United States, and the European Union, as well as global developments beyond the Asian region.

1. Talks, Commentaries and Engagement
The SIIA holds regular evening talks, lunch dialogues and other events on topical developments relevant to our members and the Singapore public. In 2016, our sessions included discussions on Chinese capital flows, Russia’s international strategy, the Philippines under President Rodrigo Duterte, and the future of US engagement with Asia under President Donald Trump.

Articles published by SIIA’s staff and fellows over the course of the year included commentaries on the implications of Brexit for Asia, US engagement with Asia, Taiwan’s relationship with ASEAN under President Tsai Ing-wen, Singapore and Indonesia’s response to the threat of terrorism, regionalism and Singapore, as well as human trafficking and refugee issues in the region. SIIA Executive Director Nicholas Fang also published a chapter about ASEAN cooperation on nuclear safety in an edited volume, Mapping State and Non-State Actors’ Responses to Nuclear Energy in Southeast Asia.

2. Global Citizen Singapore (GCS)
The SIIA officially launched its Global Citizens Singapore (GCS) programme in 2016. If Singapore is to prosper in an interconnected and rapidly-changing world, it must have a people who think of themselves as Global Citizens, aware of the latest international developments and identifying with a wider global community. The programme aims to gather a community of change-makers, curate conversation and elevate thinking, with the ultimate aim of seeding social consciousness, particularly among Singapore’s young leaders. Discussions under the GCS programme are therefore intended to be accessible to the public, focusing on social, people-centric issues rather than traditional foreign affairs topics.

The SIIA held an evening talk on 9 June 2016 with SIIA Senior Research Fellow Dr. Parag Khanna on his latest book, "Connectography: Mapping the Future of Global Civilization". We also held two GCS
dialogues at The Fullerton Hotel on 30 September 2016 and 25 October 2016 on the topics of “Does Singapore Need Global Citizens?” and "What Good Can Money Do?", with both dialogues featuring perspectives from prominent civil society figures.

The SIIA Dinner 2016 was also aligned with the GCS programme. Held on 10 November 2016 at the Four Seasons Hotel Singapore, the evening’s theme was "Bright Spots in a Dark World", looking at prospects for the future amidst uncertain times. The Guest of Honour for the evening was Mr. Ong Ye Kung, Minister for Education (Higher Education and Skills) & Senior Minister of State, Ministry of Defence.

As the GCS programme enters its second year, we intend to focus conversations for 2017 more closely on the theme of "Our Future Society", taking a cue from the national discussion on the "Future Economy", but instead looking at the human and social aspects of how Singapore will look like in the days ahead. Activities over the course of 2017 will look at aspects of this central social theme, such as the impact of technology, diversity and culture, consumer choices, and working across borders.

The SIIA aims to work towards a flagship Global Citizens Summit for the programme, subject to support from sponsors and collaborating organisations. This is envisioned as an event in the context of, and in conjunction with, Singapore’s Chairmanship of ASEAN in 2018. The SIIA hopes that Singapore’s ASEAN chairmanship will be an opportunity to spark greater interest among the public on Singapore’s interactions with the region and world.

MEMBERSHIP

The SIIA continues to build on its core expertise on ASEAN and sustainability issues. For ASEAN, we have been privileged to engage with leading policymakers in the region, through the 9th ASEAN and Asia Forum, and key meetings in Indonesia, Myanmar and other countries. We hosted many of our corporate members at closed-door dialogues with prominent ministers and key industry leaders, both overseas and in Singapore. The institute’s sustainability programme has also been growing. We held our third edition of the Sustainable World Resources Dialogue and had a fruitful year deepening our engagement with key policymakers in Indonesia and leading agribusinesses.

The annual SIIA Dinner was held in November 2016 where Minister Ong Ye Kung graced the evening as our Guest-of-Honour and discussed the key issues facing Singapore in the context of regional and global developments. Approximately 200 guests, comprising of senior policymakers, business leaders and other supporters of the SIIA attended the dinner and funds raised for the evening went towards the GCS programme. As a token of appreciation for our donors’ support towards the institute, a 1-year complimentary corporate membership was extended to them.

Below are the membership figures from 1 January 2016 to 31 December 2016.
### ADVISORY

The SIIA offers an extensive network of experts based in Singapore and throughout the Asia-Pacific region. This year, the SIIA expanded its advisory services to engage more deeply with both the private and public sector.

The SIIA was commissioned by a financial institution to provide analysis on Indonesia’s politics and its impact on investment. Through a series of closed door discussions, the SIIA successfully evaluated the opportunities and obstacles for investment in Indonesia, taking into account the perspectives of Singapore-based companies invested or interested to invest in the country.

The SIIA also partnered with KPMG to produce a report examining geopolitical risks in ASEAN and Asia, and how this matters to business and investment in the region. The report analysed global, regional and domestic trends that impacted the investment outlook the region, and was distributed at a World Economic Forum (WEF) event on ASEAN during the first week of June in Kuala Lumpur.

The SIIA was commissioned by a leading European consultancy firm to identify key and emerging global trends and risks that were likely to shape the future of the business and investment landscape in ASEAN. The report was distributed during the inaugural Sweden–Southeast Asia Business Summit which took place during the last week of September in 2016.

Taiwan’s Institute of International Relations (IIR), National Chengchi University (NCCU) also commissioned the SIIA to develop a policy memorandum on the future of ASEAN-Taiwan relations. The policy memorandum provided recommendations on how the Tsai-administration could develop its New Southbound Policy by engaging with ASEAN, keeping in mind sensitives over the Taiwan Straits. The policy memorandum was submitted to key government officials in President Tsai’s administration.

*Please refer to Appendix E for the full list of Advisory services.*

### MEDIA

In 2016, SIIA published over 20 commentaries in local and regional media publications including TODAY, Jakarta Post, The Straits Times, The Nation, China Daily, Japan Times, South China Morning Post and Brink Asia. The topics range from ASEAN-US / ASEAN-EU relations, Singapore PM Lee Hsien Loong’s state visit to the US, regional trade agreements, ASEAN Economic Community and centrality, threats to security in the region, tensions in the South China Sea, Myanmar’s transition of power, transboundary haze pollution, sustainable financing, the Sino-US power play, Singapore-Indonesia cooperation and the US elections.
The SIIA Chairman Simon Tay, researchers and our network of fellows were also widely quoted in various media outlets such as The Economist, Phoenix TV, CNN, BBC, CNBC, Bloomberg, Bangkok Post, Tempo, Xinhua News, and Channel NewsAsia for their views on the political, economic and environmental issues in the region.

From flagship forums such as the ASEAN and Asia Forum (AAF) and the Singapore Dialogue on Sustainable World Resources (SDSWR), to the public dialogues, haze roundtable and many other in-house expert panels, the SIIA events have received strong coverage throughout the years. Over 15 local and international media outlets have participated in both flagship events, respectively.

In the lead-up to SDSWR, a documentary on the human impact of the 2015 haze crisis was produced by Sawit Watch in partnership with SIIA. The documentary was aired on TV One, an Indonesian national television station. "Fighting the Flames: Sustainability Revisited" was also produced in partnership with Channel NewsAsia, featuring highlights from the SDSWR which explored the current challenges that face the palm oil industry and its multiple stakeholders in the venture towards greening the supply chain. A programme featuring the highlights of the 9th AAF was aired on Channel NewsAsia as well, with discussions on the challenges and opportunities facing ASEAN in the current economic environment.

In addition to traditional print and broadcast media, the SIIA had also focused on increasing its social media presence, through the use of Facebook and Twitter. Our flagship forums had utilised social media handles, such as ‘#SDWR2016’ and ‘#9AAF2016’, to engage with speakers and participants in real-time, as well as used the live broadcast feature of these social media channels. Event photos, commentaries, as well as relevant articles pertaining to SIIA’s research areas, are shared on both social media streams. Analytics have shown that these efforts have led to an increase in page likes on the SIIA Facebook page (2015: 1200 likes, 2016: 2600 likes), and an increase in the social media reach and views of our posts (total unpaid reach: 130,000), translating to greater engagement and awareness of SIIA and what the institute does.

FINANCE
The SIIA’s funding and sources of Income are derived from the following avenues:

1. Sponsorships
2. Donations
3. Research
4. Consultancy/ Advisory Services
5. Membership Subscriptions

In 2016, the SIIA held 5 major events, namely the 3rd Sustainable World Resources, the 9th ASEAN & Asia Forum 2016, the Regional Peat Restoration Workshop, the official launched of Global Citizens Programme Series and the Annual Dinner. This resulted in an increase in sponsorships and donations. In addition, income from consultancy/advisory and research increased substantially compared to the previous year whereas membership subscriptions decreased.

Total collections for 2016 from all sources amounted to S$2,553,755.

The SIIA ended Financial Year 2016 with a healthy surplus. To ensure that the SIIA continues to attract and retain talent, a part of this surplus was used to pay staff bonuses that were comparable to market rates.

Total resources expended for the year amounted to S$2,276,697 and achieved a surplus of S$277,058.

Please refer to the attached audited financial statements.
1. Endowment Fund

The Singapore Institute of International Affairs Endowment Fund is approved as an Institution of a Public Character (IPC) under the Charities Act. The Ministry of Culture, Community and Youth (MCCY) has approved the Endowment Fund’s renewal as an IPC for the next three years starting from 1st September 2016 to 31 August 2019.

The Endowment Fund is governed by the Trustees, as listed in Appendix C.

Donations received for the Endowment Fund are channelled directly to the fund. Each donation enjoys a tax deduction of 2.5 times the donated amount for the calendar year (i.e. 1 January 2016 to 31 December 2016).

Please refer to Appendix B for the full list of donors and sponsors secured from 1 January 2016 to 31 December 2016 and details of the endowment fund are listed on page 3 of the audited financial statements.

2. SIIA Reserves Policy

As a matter of practice, the Executive Council monitors the Cash at Bank for operational use on a monthly basis and is satisfied with the level maintained. In 2016, the SIIA continues to increase its reserves to cover 1 year of its operational expenses ensuring the stability of its mission, programs, employment and ongoing operations of the institute.

The challenge ahead for the SIIA is to boost its level of unrestricted Reserves balance to ensure that they are sufficient to fulfil its on-going and forecasted obligations.

Please refer to attached Financial Statements for Reserves Position.

3. Declaration of Conflict of Interest

To mitigate the threat of conflicting interest, all Council members are required to declare any personal or vested interest in business transactions, contracts and/or joint ventures that the Singapore Institute of International Affairs may enter into at the start of their term of office and as soon as such a conflict, or the possibility of such conflict, arises.

For paid Employees and Related Parties, the Human Resource Policy Handbook clearly stipulates the need to declare any actual or potential conflicts of interest to the Chairman or the Executive Committee.

When a conflict of interest situation arises, the Council Member, Employee or Related Party shall abstain from participating in the discussion, decision making and/or voting on this matter.

4. Annual Audit

The accounts for the year were audited by BDO LLP, Public Accountants and Certified Public Accountants. The financial statements of the Singapore Institute of International Affairs for the year ended 31 December 2016 were prepared in accordance with the Singapore Financial Reporting Standards.

Please refer to the attached audited financial statements.
The work of the institute is guided by an elected Council, and by a small group of trustees, advisors and friends. The present Chairman of the SIIA is Professor Simon SC Tay, a professor of law at the National University of Singapore, and Senior Consultant of WongPartnership LLP. The SIIA’s founders include academics and enthusiasts, among them Professor Tommy Koh, Ambassador-at-Large. From the 1980s to the early 1990s, the SIIA was chaired by Dr Lau Teik Soon, former Member of Parliament who helped start the influential ASEAN Institutes of Strategic and International Studies (ASEAN-ISIS) network, of which the SIIA is a founding member. In 2005, the late President S.R. Nathan became the SIIA’s first Honorary Member; in 2013, the SIIA was proud to recognize its first Life Members – Messrs Chandra Das, Lau Teik Soon and Philip Ng at our 50th Anniversary Fundraising Dinner and in 2014, the SIIA welcomed JY Pillay as our Honorary Member at the Annual Dinner.

The current Council was elected in 2015 for a two-year term (2015-2017), with Associate Professor Simon Tay as Chairman, Dr Yeo Lay Hwee as the Honorary Secretary and Mr Yeoh Oon Jin as Honorary Treasurer.

_A full list of the Council, Advisors and Friends of the SIIA are listed in Appendix C._
**OUR TEAM AND SECRETARIAT**

**No. of Staff at the End of the Year**

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<thead>
<tr>
<th>Fiscal Year</th>
<th>Staff</th>
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<tbody>
<tr>
<td>Fiscal 2016</td>
<td>14</td>
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<tr>
<td>Fiscal 2015</td>
<td>16</td>
</tr>
<tr>
<td>Fiscal 2014</td>
<td>14</td>
</tr>
</tbody>
</table>

Headcount for 2016 ended with 14 staff. The SIIA had a few turnovers in 2016 of which it faced some difficulty in replacing the right candidate for the vacated positions. Despite that, the SIIA was able to enhance its offerings and improve its deliverables to its members. In 2017, the SIIA will continue to focus on recruiting high quality talent to drive stronger performance and improve deliverables to members.

Below is the SIIA’s organization chart as well as the secretariat listing.

<table>
<thead>
<tr>
<th>Management</th>
<th>Communication, Events &amp; Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman (Pro-Bono)</td>
<td>Assistant Director, Operations and</td>
</tr>
<tr>
<td></td>
<td>Development</td>
</tr>
<tr>
<td>Executive Director</td>
<td>Executive - Media, Membership and</td>
</tr>
<tr>
<td></td>
<td>Marketing</td>
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<tr>
<td>Chief of Staff</td>
<td>Executive – Events and Marketing</td>
</tr>
<tr>
<td>Finance &amp; Administration</td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td>Director, Policy Programs</td>
</tr>
<tr>
<td>Senior Executive</td>
<td>Deputy Director, ASEAN</td>
</tr>
<tr>
<td>Personal Assistant and Executive, Administration</td>
<td>Assistant Director, New Media and Publications</td>
</tr>
<tr>
<td></td>
<td>Senior Policy Analyst, ASEAN</td>
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<td>Policy Analyst, ASEAN</td>
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<td>Policy Analyst, Sustainability</td>
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<td></td>
<td>Policy Analyst, Sustainability</td>
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In compliance with the Charities Governance Act, the remuneration of the highest paid staff who received remuneration exceeding S$100,000 is declared below:

<table>
<thead>
<tr>
<th>2016</th>
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</thead>
<tbody>
<tr>
<td>Salaries and Bonus</td>
<td>S$ 115,410</td>
</tr>
<tr>
<td>Number of highest paid staff for the year 2016</td>
<td>1</td>
</tr>
</tbody>
</table>

The remuneration of key management personnel is determined by the Executive Committee headed by the Chairman of the Council of the Singapore Institute of International Affairs.

None of the Council, Advisors, Friends and Trustees received remuneration for their contributions, unless otherwise declared in the Audited Financial Statement.
About The SIIA  |  The Singapore Institute of International Affairs (SIIA) is ranked as one of the world's leading think tanks and number one in Southeast Asia. The SIIA is dedicated to the research, analysis and discussion of regional and international issues. Our research and events reach out to policy-makers, business leaders, professionals and youth. Visit us at www.siiaonline.org

APPENDICES

APPENDIX A: SIIA EVENTS CALENDAR

1ST JANUARY TO 31ST DECEMBER 2016

| JANUARY 2016 |  |
|--------------|  |
| 28 | 2016 Outlook: What can Businesses expect in 2016? | Speaker: Manu Bhaskaran, Director, Centennial Group International and Founding Director and Chief Executive Officer, Centennial Asia Advisors |
|  |

| FEBRUARY 2016 |  |
|--------------|  |
| 17 | SIIA Talk Series: Challenges in Managing Chinese Capital Flows, and the Impact on Regional Economies | Speaker: Dr. Logan Wright, Director, Rhodium Group |
|  |

| MARCH 2016 |  |
|------------|  |
| 24 | Lunch Dialogue “Political Developments in Myanmar and its effects on businesses and investments” with Prof. Dr. Aung Tun Thet, The President’s Economic Advisor, Ministry of the President’s Office, The Republic of the Union of Myanmar; Member of the Myanmar Investment Commission |
|  |

| APRIL 2016 |  |
|------------|  |
| 15 | 3rd Singapore Dialogue on Sustainable World Resources Sustainability: Global Consensus, Regional Actions: Recommitting to Sustainable Growth |
| 26 | SIIA Talk Series: The Future of the Trans Pacific Partnership (TPP) – The Way Forward | Speakers: Dr. Denis Hew, Director, APEC Policy Support Unit; Mr. Steven Okun, Director, Public Affairs – Asia Pacific, KKR |
| 26 | Corporate Briefing: The Politics and Power Play in Indonesia – Implications for Businesses and Investors | Speakers: Dr. Ir. Raden Pardede, Founder, CReco Consulting; Mr. Azhar Lubis, Deputy Chairman for Investment Supervision and Controlling, Indonesia Investment Coordinating Board (BKPM); Mr. Tham Sai Choy, Chairman, KPMG’s Asia Pacific Region; Managing Partner, KPMG in Singapore and Brunei |
|  |

| JUNE 2016 |  |
|-----------|  |
| 9 | SIIA Talk Series: Connectography: Mapping the Future of Global Civilization | Speaker: Dr. Parag Khanna, Author of “Connectography: Mapping the Future of Global Civilization” |
| 17 | Lunch Dialogue “Future Economy; Reopening Population Debate” with Mrs. Josephine Teo, Senior Minister of State, Prime Minister’s Office, Ministry of Foreign Affairs and Ministry of Transport |
| 22 | Chairman’s Briefing: Indonesia, Myanmar and Thailand | Speaker: Assoc. Prof. Simon Tay, Chairman, Singapore Institute of International Affairs |
|  |

| JULY 2016 |  |
|-----------|  |
| 19 | SIIA Talk Series: Superpower Competition: Economic Stability, Security and Russia’s Ambitions | Speaker: Prof. Steven Rosefielde, Professor of Economics, University of North Carolina, |
AUGUST 2016

17. SIIA Talk Series: The New US Leadership: Implications for Asia

Speakers: Mr. Kyle D. Kondik, Director of Communications, Center for Politics, University of Virginia; Mr. Steven Okun, Vice Chairman, Asia Pacific Council of American Chambers of Commerce (APCAC); Mr. Frank Lavin, Former US Ambassador to the republic of Singapore, and Chairman and CEO, Export Now

22. 9th ASEAN and Asia Forum:
A New Growth Paradigm: Connect, Innovate, Reform

SEPTEMBER 2016

7. Lunch Dialogue “Maintaining Singapore's Competitiveness: Jobs, Skills and Transformation" with Mr. Chan Chun Sing, Minister at the Prime Minister’s Office and Secretary-General of the National Trades Union Congress (NTUC)

Speakers: Mr. Frederick Chin, Head of Group Wholesale Banking and Management Committee Member, United Overseas Bank Limited; H.E. I Gede Ngurah Swajaya, Ambassador of the Republic of Indonesia to Singapore; Mr. Aloysius K. Ro, Deputy for Restructuring and Business Development, Ministry of State Owned Enterprises, Republic of Indonesia

13. Private Dialogue: Reform and Investment in Indonesia: From Amnesty to Opportunity

30. Global Citizens Singapore Dialogue Series:
Does Singapore Need Global Citizens?

Speakers: Ms. Kuik Shiao-Yin, Nominated Member of Parliament and Co-Founder and Director, The Thought Collective; Mr. Martin Tan, Executive Director Institute for Societal Leadership, Singapore Management University

OCTOBER 2016

3. SIIA-WRI Journalists’ Haze Tracking Workshop:
Haze Tracking and Mapping Tools Critical in Fight Against Transboundary Pollution

Speaker: Ms. Hidayah Hamzah, Research Analyst, WRI Indonesia

15. ASEAN ISIS-IIR-Taiwan Dialogue:
New Directions: ASEAN-Taiwan Relations under President Tsai Ing-wen

25. Global Citizens Singapore Dialogue Series:
What Good Can Money Do?

Speakers: Mr. Laurence Lien, Co-Founder and CEO, Asia Philanthropy Circle; Mr. Terence Quek, Chief Executive Officer, Emergenetics International-Asia Pacific and Founding Member, Project Happy Feet; Mr. John Tay, Co-Founder, Soule
Regional Peat Restoration Workshop:  
The Role of Non-State Actors in Leading Sustainable Peat Management in Indonesia: Transformation, Progress, and Journey Forward

**NOVEMBER 2016**

10  The SIIA Dinner in support of Global Citizens Singapore Programme – Bright Spots in a Dark World

23  SIIA Talk Series: Understanding Duterte's Policy Moves: What Can Asia Expect?  
Speaker: Mr. David Timberman, NUS-Stanford University Lee Kong Chian Fellow on Contemporary Southeast Asia

**DECEMBER 2016**

2  Lunch Dialogue “From Obama to Trump: The Future of US Engagement in Asia” with Mr. Stanley Roth, Former Boeing Vice President (International Government Relations) and Former Assistant Secretary for East Asian and Pacific Affairs

5  Lunch Dialogue “Investment Future in Myanmar: Clear Skies or a Cloudy Forecast”  
Speakers: H.E. U Maung Maung Win, Deputy Minister, Ministry of Planning and Finance and Chairman, Securities and Exchange Commission; U Aung Naing Oo, Director-General, Directorate of Investments and Company Administration (DICA) and Secretary, Myanmar Investment Commission
## APPENDIX B: 2016 DONORS AND SPONSORS

SIIA gratefully acknowledges the generous Individuals, Corporates and Foundations that support our efforts. The following list comprises the donations and sponsorships received during FY 2016.

<table>
<thead>
<tr>
<th>CORPORATE DONORS/ SPONSORS</th>
<th>INDIVIDUAL DONORS</th>
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<tbody>
<tr>
<td>APEL Enterprises (Singapore) Pte Ltd</td>
<td>Manu BHASKARAN</td>
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<td>Aranda Investments Pte Ltd</td>
<td>Les BUCKLEY</td>
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<td>Asia Resource Corporation Pte Ltd</td>
<td>Joseph Mark GARLINGHOUSE</td>
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<td>Binjai Tree</td>
<td>Alan GOEI</td>
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<td>Cargill Tropical Palm Pte Ltd</td>
<td>GOH Joon Seng</td>
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<td>Citibank N. A., Singapore</td>
<td>LUM Ooi Lin</td>
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<td>City Developments Limited</td>
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<td>Economic Research Institute for ASEAN and East Asia (ERIA)</td>
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<td>Far East Organization</td>
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<td>Haw Par Management Services Pte Ltd</td>
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<td>Hong Kong Economic and Trade Office (HKETO)</td>
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<td>Keppel Corporation Limited</td>
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<td>SIA Engineering Company Limited</td>
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<td>Singapore Totalisator Board</td>
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<td>United Overseas Bank Limited</td>
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<td>Wing Tai Holdings Limited</td>
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<td>WongPartnership LLP</td>
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<td>VISA Worldwide Pte Ltd</td>
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## APPENDIX C: COUNCIL, HONORARY & LIFE MEMBERS, ADVISORS, FRIENDS, TRUSTEES AND PATRONS

### SIIA COUNCIL 2015-2017

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Position</th>
<th>Position</th>
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<tbody>
<tr>
<td><strong>EXECUTIVE COMMITTEE</strong></td>
<td>Mr Simon SC TAY – Chairman</td>
<td>Dr YEO Lay Hwee – Director, EU Centre in Singapore</td>
<td>Mr YEOH Oon Jin – Executive Chairman, PriceWaterhouse Coopers LLP</td>
</tr>
<tr>
<td></td>
<td>A/Prof., National University of Singapore; Senior Consultant, WongPartnership LLP</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>COUNCIL MEMBERS</strong></td>
<td>Mr Manu BHASKARAN – Director and CEO, Centennial Asia Advisors, Singapore</td>
<td>Mr Nizam ISMAIL – Partner, RHTLaw Taylor Wessing LLP</td>
<td>Mr Gerald ONG – Chief Executive Officer, PrimePartners Corporate Finance Pte Ltd</td>
</tr>
<tr>
<td></td>
<td>Mr Adam Abdur RAHMAN – Managing Director, Citi Singapore</td>
<td>Mr Raj RAJKUMAR – Partner, Symphony Asia Holdings Pte Ltd</td>
<td>Ms ZHANG Ting Jun – Executive Director, Mercy Relief</td>
</tr>
<tr>
<td><strong>ASSOCIATE MEMBERS</strong></td>
<td>Dr Les BUCKLEY – Vice President, Government Affairs, Visa Worldwide Pte Limited</td>
<td>Ms Penelope-Ann BURTT – Dean School of Social Science, Singapore Management University</td>
<td>Prof James TANG – Dean School of Social Science, Singapore Management University</td>
</tr>
<tr>
<td><strong>ALTERNATIVE COUNCIL MEMBER</strong></td>
<td>Dr Reuben WONG – A/Prof., Department of Political Science, National University of Singapore</td>
<td></td>
<td></td>
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<tr>
<td><strong>HONORARY MEMBERS</strong></td>
<td>Late Mr S R NATHAN, 6th President of Singapore</td>
<td>Prof Tommy KOH, Ambassador-At-Large</td>
<td>Mr J Y PILLAY – Chairman, Council of Presidential Advisers</td>
</tr>
<tr>
<td><strong>LIFE MEMBERS</strong></td>
<td>Mr S Chandra DAS – Managing Director, Nur Investments &amp; Trading Pte Ltd</td>
<td>Dr LAU Teik Soon – Lau Teik Soon &amp; Associates</td>
<td>Mr Philip NG – CEO, Far East Organization</td>
</tr>
</tbody>
</table>

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### ADVISORS

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Jonathan ASHERSON</td>
<td>Regional Director ASEAN &amp; Pacific, Rolls-Royce Singapore Pte Ltd</td>
</tr>
<tr>
<td>Mr Gautam BANERJEE</td>
<td>Chairman, Blackstone Singapore Pte Ltd</td>
</tr>
<tr>
<td>Mr Tony CHEW</td>
<td>Executive Chairman, Asia Resource Corporation Pte Ltd</td>
</tr>
<tr>
<td>Mr Ray FERGUSON</td>
<td>Executive Chairman, Caber Financial</td>
</tr>
<tr>
<td>Mr HSIEH Fu Hua</td>
<td>Chairman, United Overseas Bank Group</td>
</tr>
<tr>
<td>Ms Kay KUOK</td>
<td>Executive Chairman, Shangri-La Hotel Limited, Singapore</td>
</tr>
<tr>
<td>Mr KWEE Liong Seen</td>
<td>Executive Director, Pontiac Land Group</td>
</tr>
<tr>
<td>Ms Olivia LUM</td>
<td>Group CEO &amp; President, Hyflux Ltd</td>
</tr>
<tr>
<td>Mr TONG Chong Heong</td>
<td>Senior Adviser, Keppel Offshore &amp; Marine Ltd</td>
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### FRIENDS

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Company</th>
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<tbody>
<tr>
<td>Mr Jose Isidro N. &quot;Lito&quot; CAMACHO</td>
<td>Managing Director and Vice Chairman, Credit Suisse Asia Pacific</td>
</tr>
<tr>
<td>Mr Alan CHAN</td>
<td>Chairman, Petroships Investments</td>
</tr>
<tr>
<td>Mr S Chandra DAS</td>
<td>Managing Director, Nur Investments &amp; Trading Pte Ltd</td>
</tr>
<tr>
<td>Mr HO Kwon Ping</td>
<td>President &amp; CEO, Banyan Tree Hotels &amp; Resorts</td>
</tr>
<tr>
<td>Mr ISWARAN</td>
<td>Minister (Industry), Ministry of Trade and Industry</td>
</tr>
<tr>
<td>Mr LEE Hsien Yang</td>
<td>Special Advisor, General Atlantic Singapore Fund Management Pte Ltd</td>
</tr>
<tr>
<td>Mr Philip NG</td>
<td>CEO, Far East Organization</td>
</tr>
<tr>
<td>Mr OW Chio Kiat</td>
<td>Chairman, Stamford Land Corporation Ltd</td>
</tr>
<tr>
<td>Mr Peter SEAH</td>
<td>Chairman, DBS Group Holdings and DBS Bank</td>
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### TRUSTEES

<table>
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<tr>
<th>Name</th>
<th>Title and Company</th>
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<tbody>
<tr>
<td>Ms Euleen GOH</td>
<td>Board Member, DBS Group Holdings &amp; DBS Bank</td>
</tr>
<tr>
<td>Mr HSIEH Fu Hua</td>
<td>Chairman, United Overseas Bank Group</td>
</tr>
<tr>
<td>Mr ISWARAN</td>
<td>Minister (Industry), Ministry of Trade and Industry</td>
</tr>
<tr>
<td>Ms Olivia LUM</td>
<td>Group CEO &amp; President, Hyflux Ltd</td>
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<tr>
<td>Mr Peter SEAH</td>
<td>Chairman, DBS Group Holdings and DBS Bank</td>
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### PATRONS

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<th>Name</th>
<th>Title and Company</th>
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<tr>
<td>Lee Foundation</td>
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About The SIIA | The Singapore Institute of International Affairs (SIIA) is ranked as one of the world’s leading think tanks and number one in Southeast Asia. The SIIA is dedicated to the research, analysis and discussion of regional and international issues. Our research and events reach out to policy-makers, business leaders, professionals and youth. Visit us at [www.silaoINLINE.org](http://www.silaoINLINE.org)
# APPENDIX D: 2016 RESEARCH & PUBLICATIONS LISTINGS

## A. BOOK CHAPTERS, PUBLICATIONS, JOURNALS AND WORKING PAPERS

### i. Dr. Hank Lim


### ii. Dr. Chia Siow Yue
- Chia, Siow Yue (2016), Realisation of AEC by end-2015 and Challenges in RCEP Negotiations, Taipei: Taiwan ASEAN Studies Centre (TASC).

- Chia, Siow Yue (2016), 'AEC and ASEAN+1 FTAs: Progress, Challenges, And Future', in Das, S.B. and M. Kawai (eds.) Trade Regionalism in the Asia-Pacific: Developments and Future Challenges. Singapore: ISEAS, pp. 185-212.


### iii. A/Prof. Rueben Wong

### iv. Dr. Yeo Lay Hwee
- Yeo, Lay Hwee (2016), 'Why the EU matters to ASEAN’, ASEAN Focus, Special Issue, Aug 2016. Singapore: ISEAS Yusof Ishak Institute, p. 16.


v. Dr. Parag Khanna

vi. SIIA Reports
   - SIIA (2016), Southeast Asia's Burning Issue: From the 2015 Haze Crisis to a More Robust System, Policy Brief, Apr 2016.

B. EDITORIALS AND COMMENTARIES
   i. A/Prof. Simon Tay
      - Tay, Simon and Samadhi, Nirarta (2016) ‘How Indonesia is stepping up fight against climate change,’ TODAY, 23 Dec 2016. (Also published in The Jakarta Post on 27 Dec 2016 as ‘Kudos and cooperation to combat climate change’)
      - Tay, Simon (2016), 'How will S China Sea dispute affect businesses in Asean?', TODAY, 15 Aug 2016. (Also published in The Nation and in The Straits Times on 19 Aug 2016 as 'South China Sea doesn't have to hurt business').
      - Tay, Simon (2016), 'On the South China Sea and other contentious issues, ASEAN must speak with one voice', The South China Morning Post, 29 Jun 2016. (Also published in The Jakarta Post on 1 Jul 2016)
Tay, Simon and Tan, Cheryl (2016), 'Renewing Taiwan’s ‘pivot’ to Southeast Asia', *The Japan Times*, 1 Jun 2016. (A revised version was published in TODAY on 2 Jun 2016 as 'In turning to S-E Asia, Taiwan has to keep China in mind')

Tay, Simon and Lee, Chen Chen (2016), 'Indonesia leads on fires and haze: What others should do', *The Jakarta Post*, 30 Apr 2016. (Also published in TODAY as 'Indonesia leads on fires and haze: What others should do' on 6 May 2016)


Tay, Simon and Lau Xin Yi (2016), 'To prevent haze, financial players, smallholders have outsized role to play', *TODAY*, 4 Apr 2016.

Tay, Simon (2016), 'Battling fires under blue skies', *The Jakarta Post*, 6 Mar 2016. (Also published in TODAY on 10 Mar 2016 as 'Fighting of fires must continue under blue skies')

Tay, Simon (2016), ‘Keeping ASEAN united: What the US can and cannot do’, *TODAY*, 4 Feb 2016. (Also published in the Malay Mail Online and the Malaysian Insider. Published in the South China Morning Post on 8 Feb 2016 as ‘What the US can (and can’t) do to keep Asean united’)


**ii. Mr. Nicholas Fang**


Fang, Nicholas (2016), 'National Service’s crucial role in fight against terror', *TODAY*, 10 Aug 2016.

Fang, Nicholas (2016), 'Fighting terrorism cannot be the responsibility of the Government alone', *TODAY*, 7 Jun 2016.

Fang, Nicholas and Tay, Simon (2016), 'Singapore’s next version of regionalisation', *TODAY*, 28 Apr 2016.

Fang, Nicholas and Choo, Aaron (2016), 'ASEAN has role to play in global nuclear security environment', *TODAY*, 14 Apr 2016.

Fang, Nicholas and Tan, Cheryl (2016), 'How Indonesia deals with terrorism impacts investments', *TODAY*, 2 Feb 2016. (Also published in The Jakarta Post on 5 Feb 2016 as 'Terrorism and the future of investment in Southeast Asia')

**iii. Dr. Yeo Lay Hwee**
About The SIIA

The Singapore Institute of International Affairs (SIIA) is ranked as one of the world’s leading think tanks and number one in Southeast Asia. The SIIA is dedicated to the research, analysis and discussion of regional and international issues. Our research and events reach out to policy-makers, business leaders, professionals and youth. Visit us at www.siiaonline.org

iv. SIIA Staff


B. ASEAN-ISIS AND INTERNATIONAL DIALOGUES AND CONFERENCES ATTENDED BY SIIA COUNCIL MEMBERS, RESEARCH FELLOWS AND ASSOCIATES

A/P Simon Tay


3. Guest Lecturer on the “Geopolitics of Sustainability” on 7 – 8 April 2016, in Jakarta, Indonesia organised by the School of Business and Management, Bandung Institute of Technology.

4. Attended the 2016 PBA Regional Workshop on 23 April 2016 in Phuket, Thailand, organised by LGT Bank (Singapore).

5. Panelist at the SMU Tri Sector Forum 2016 on “Aligning the Financial System with Sustainable Development” on 28 April 2016, in Singapore, organised by SMU.


7. Speaker at the Regional Trade Architecture Symposium on “The Challenges of Multiple Regional Trade Agreements” on 8 – 10 June 2016, in Bangkok, Thailand, organised by Thammasat University.

8. Attended the ERIA Technical Workshop on “ASEAN@50” on 21 – 23 July 2016, in Bangkok, Thailand, organised by ERIA.

9. Speaker at the 5th Chula ASEAN Week and the 2nd Parliamentary ASEAN Community Forum, on “Short-term Turbulence to Long-term Sustainability” on 5 August 2016, in Bangkok, Thailand, organised by Chulalongkorn University.

10. Speaker at the CSIS Anniversary Seminar on “The Political-Security and Socio-Cultural Pillars of ASEAN” on 1 September 2016, in Jakarta, Indonesia, organised by CSIS.
11. Speaker at the AEC Symposium 2016 on “Global Megatrends and Regional Integration” on 5 – 7 September 2016, in Vientiane, Laos, organised by the ASEAN Secretariat.

12. Keynote Speaker at the Munich Re’s 4th Regional CEO Forum 2016 on “Changing Geopolitics & Implications for Asia” on 15 September 2016, in Singapore, organised by Munich Re.

13. Speaker at the 2016 ASEAN ISIS-IIR Taiwan Dialogue on 15 October 2016, in Taiwan, organised by ASEAN-ISIS-IIR.

14. Speaker at the Regional Peat Restoration Workshop on 27 October 2016, in Jakarta, Indonesia, organised by FKKI-SIIA.

15. Speaker at the 3rd EF Regional unConference, on “Governance & Reform” on 29 October 2016, in Bali, Indonesia, organised by Eisenhower Fellowship.


Dr Yeo Lay Hwee

1. 2016 EU Centres Asia Pacific Researchers’ Workshop, 24-26 January 2016, Macau, organised by European Union Academic Programme, Macau. Discussant for Session on “Europe and Asia: Different Models of Cooperation”.

2. Lectures and Trainer in Training Course for Mongolian Officials Dealing with ASEM – Preparations for ASEM Summit, 7 – 9 March 2016, Brussels, Belgium, organised by Transtec and EEAS.

3. Delegate at the 11th Japan-Singapore Symposium, 25-26 April 2016, Tokyo, Japan, organised by Japan Institute of International Affairs.

4. 18th Asia-Europe Think Tank Dialogue on “The Age of Connectivity – ASEM and Beyond”, 11-12 May 2016, Ulaanbaatar, Mongolia, organised by Konrad Adenauer Stiftung, ISDS, EU Centre and Mongolian Institute of Strategic Studies.


7. Public Lecture at Cambodian Institute for Cooperation and Peace on “The EU Global Strategy – How Brexit would impact EU’s position and influence in the Asia-Pacific”, 15 July 2016, Phnom Penh, Cambodia, organised by CICP and KAS.

8. Top Hat Lecture at Tallinn University of Technology on “The Asia Pacific as a Strategic Region for the European Union”, 15 September 2016, Tallinn, Estonia, organised by the Department of International Relations and Tallinn Law School.

9. European Roundtable 2016 on “European Values and European Realpolitik – the EU’s Role in Regional and Global Foreign and Security Politics”, 5-8 October 2016, San Sebastian, Spain, organised by KAS.

10. Luncheon Talk on “The EU in the eyes of Asia”, 11 October 2016, Madrid, Spain, organised by Casa Asia and KAS.

11. Lecture at Blanquerna Universitat Ramon Llull on “The EU through the Eyes of Asia: How the Crises in Europe affect Europe’s relations with Asia”, 13 October 2016, Barcelona, Spain, organised by KAS and Blanquerna Universitat Ramon Llull.

12. APK – 15th Asia-Pacific Conference of German Business, 3-5 November 2016, Hongkong, organised by APK. Panelist at Panel Discussion on “Political Stability and Security in the Asia Pacific”.


Dr Hank Lim

1. Speaker at the International Labour Trends Workshop-Regional Economic Integration and Labour Issues on 2-3 August, 2016, Taipei, Taiwan, organised by Taiwan Ministry of Labour and International Trade.

2. Speaker at the “ASEAN at 50” Technical workshop on 24-25 August 2016, in Bangkok, Thailand, organised by ERIA.

3. Speaker at the Outlook of the Trans Pacific Partnership (TPP) Agreement on 14 December 2016, in Taipei, Taiwan, organised by The Prospect Foundation of Taiwan.

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APPENDIX E: ADVISORY SERVICES

Global
Geo-Political and Economic Overview

1. The global outlook and Asia’s prospects
   - The global outlook and key concerns
   - The emerging trends in the Asian economy and polity
   - Opportunities and challenges

2. Singapore in Asia and the world
   - How will Singapore maneuver in the new global environment to maintain its leadership position?
   - What are the key challenges posed by the evolving shift in economic and political power from West to East for small nation states in ASEAN and Asia?

3. The US-China relationship and impacts on Asia
   - Will Asian countries need to choose sides in the relationship with China and the US?
   - What will the US-China relationship mean for other emerging Asian powers and groupings like ASEAN?

4. Geopolitical conflict scenarios and risk in Asia
   - What are the likely political risk trends and how will this shape the global security environment?
   - What will the evolving landscape mean for investors from Asia?

Macro-Sector Surveys

1. Fiscal and monetary challenges
   - Trends and tensions among the “big three” US, EU, China

2. Emerging market patterns
   - Global uncertainty and emerging markets
   - Rising cross-trade/investment flows between emerging markets
   - Political risk and policy stability

3. Global infrastructure spending
   - World demand and Asia specific
   - Creating the conditions for infrastructure investment

Regional ASEAN and SE Asia

1. Political challenges and economic prospects in Southeast Asia and ASEAN
   - ASEAN economic integration
   - Trends in selected markets Indonesia, Thailand, Malaysia, Myanmar
   - Opportunities and challenges for Singapore

2. Understanding ASEAN
   - How it functions, works, and engages the private sector?

3. ASEAN Economic Community
   - What it is, where it is going, what it will become and how it is going to impact on the region and businesses?

4. ASEAN and Asia
   - How ASEAN is linked to other Asian economies by Free Trade Associations and other agreements?
   - How these links can be accessed by businesses?
5. Country specific research
   o Indonesia
   o Malaysia
   o Thailand
   o Myanmar
   o Singapore

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**Singapore**
1. A new Singapore: politics and emerging policies
   - Domestic political outlook, media issues, sports, art and culture development

2. Singapore’s economic prospects and policies
   - The domestic economy

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**Public Concerns and Private Corporations**
1. Governance and risk, human rights and corruption
   - What role will governments in Asia play in increasing awareness and championing of human rights?
   - Corruption is still a major stumbling block for many Asian nations seeking international investment. How will this change in the next 50 years?

2. Environmental concerns in Asia
   - As Asia continues its upward growth trajectory, how will countries balance the need to minimize the detrimental impact on the environment by major industrial giants like China and India?
   - The challenge of creating and sustaining cities in Asia