

2021 ANNUAL REPORT

March 2022

ABOUT THE SIIA

Founded in 1962 and registered as a membership-based society, we are Singapore's oldest think tank. The 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.

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

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CHAIRMAN'S STATEMENT

Many uncertainties arose in 2021 from the Delta and Omnicron variants and the many and mixed responses in health, travel, and economic policy. Geo-political factors too were negative, with the Sino-American competition and the build-up to the Russian invasion of Ukraine. In the global economy, inflation and energy costs are creating uncertainties to policy in managing the nascent recovery. Singapore and our region are not immune to these. There are also challenges that are particular, not least the large pandemic surge in the second half of 2021, and the crisis following the military coup in Myanmar in February 2021.

Yet by year-end 2021 and into 2022, Singapore and ASEAN are poised to re-open their societies and give new emphasis to economic recovery. Growth in 2022 is projected to outperform the rest of the world. There are also new and potentially positive developments that have been strengthened in the past year, especially the digital economy and greater commitments to stem climate change.

Allow me to outline here how the SIIA has sought to respond to this in our work and as an institution. The combination of uncertainties and also potential opportunities have come into the core of the SIIA's work. The SIIA published critical reports concerning the pandemic and responded to the situation unfolding in Myanmar. The SIIA also went forward to analyse and advocate ways in which Singapore can advance our partnerships across ASEAN, especially in the digital and sustainability areas. In our delivery of our programmes too, the SIIA

adjusted nimbly – with hybrid events so that members could attend seminars and conferences in-person while engaging a broader audience in Singapore and abroad virtually.

The annual report that follows provides details of our work as well as our report on our financials and governance policies. In this statement, allow me to briefly highlight a few of these.

Focus

New challenges and opportunities arose, particularly in the digital economy and sustainability. These were identified in the SIIA's "New Horizons: Global and Regional Strategies for Singapore's Future". Launched during the 13th ASEAN & Asia Forum (AAF) in September 2021, the report was a culmination of the SIIA's efforts when it served as a knowledge partner to Singapore's Emerging Stronger Taskforce (EST).

To follow up, the SIIA has developed a programme about the digital economy and how policies can help in "Charting ASEAN's Digital Future". The programme involves not only Singapore government agencies but also key technology players. In 2021, the SIIA examined digital data governance for trade in Singapore and, in August, organised a webinar on, "Investing in Digital infrastructure: Narrowing the Digital Divide in ASEAN". Continuing into 2022 with two more dialogues, the program will reach out to experts across the region and culminate with a special report to be launched in May 2022 at the leading industry forum, AtxSummit.

Broader political and economic issues remain in focus too, especially in the context of the pandemic. In October 2021, our special report, "From Crisis to Endemic: Stumbling or Pressing Ahead", examined how key ASEAN economies – Indonesia, Malaysia, Thailand, and Vietnam – were coping with the pandemic alongside their key economic and political challenges. This was built on our 2020 work, "Renewed Concerns in Key ASEAN Economies". Our dialogues and conferences emphasised prospects and plans for regional recovery. Two such conferences were the ASEAN and Asia Focus 2021, "Partnerships in Economic Recovery and Sustainable Infrastructure", and the ASEAN and Asia Forum. The 13th edition, of our flagship Forum, revolved around "Seeking Recovery amid COVID-19: Regional Strategies and a Digital Future".

In the past year, we have also devoted considerable time and resources on Myanmar. Following the coup, we have provided insights to our members through corporate briefings and closed-door meetings. In August, the SIIA convened two confidential dialogues with the Special Envoy of the ASEAN Chair on Myanmar (and Brunei Foreign Minister II), H.E. Dato Erywan Pehin Yusof, to respond to the situation in Myanmar.

Our work on Sustainability, a long-time focus, further ramped up in 2021. We advocate for a green recovery, to emerge from the pandemic not only stronger but more sustainable and resilient. In particular, our policy analysis centered on the need to make climate action more central to all of ASEAN to scale up and cooperate as a community. In 2021, the Institute plugged into growing national and regional conversations around strengthening carbon pricing, building carbon markets, and converting climate commitments into action. The resulting special report, "Greening the Road Ahead: Building a Collective ASEAN Climate Community", was launched on 29 November 2021, with a virtual event featuring a keynote speech and dialogue by Mr. Alvin Tan, Minister of State, Ministry of Culture, Community & Youth and Ministry of Trade & Industry.

The Sustainability programme increased our engagement in the region's decarbonisation journey. These included organising a webinar series with discussions ranging from green finance and enhancing the region's ESG (Environment, Social, and Governance) efforts. The SIIA also actively reached these issues by presenting

our views at key external events. These included Singapore Perspectives, organised by the Institute of Policy Studies and the CNA Leadership Summit 2021 in Singapore as well as a COP26 Side Event organised by Indonesia's Ministry of Environment and Forestry and the ASEAN Business and Investment Summit discussion on green recovery. The SIIA is advocating those ASEAN countries should come together as a "climate community" with coordinated regional efforts to accelerate and scale-up efforts to reduce emissions, leverage green economic opportunities, and promote sustainable livelihoods.

Our longstanding efforts to address issues related to transboundary haze and sustainable agribusiness practices continued and indeed reached a new milestone. The region remained haze-free for two years running and this is a testament to the collective efforts of the Indonesian government and many stakeholders. We can have some satisfaction to have closely and consistently engaged on the issue and stakeholders, through our analyses, advocacy, and dialogues. In particular, the SIIA's Haze Outlook report has become a reference publication for many industry players and the media in assessing the risks of haze and the progress made on the issue. In June 2021, the third edition of our Haze Outlook evaluation was that there was a "low risk" or "green light" assessment. The subsequent dry season was indeed free of any heavy haze, even as many other parts of the world suffered from fires. Dialogue and engagement on sustainable agribusiness practices and haze prevention continued in tandem.

In May 2021, the SIIA held our flagship conference, the Singapore Dialogue on Sustainable World Resources (SDSWR). In its 8th year, the focus was "Positioning Agribusiness and Forestry for the Future: Turning Risk into Opportunity". The conference had about 400 delegates from the region attending and was graced by keynote speakers – Singapore's Minister for Sustainability and the Environment, Ms. Grace Fu as well as Indonesia's Minister for National Development Planning, Mr. Suharso Monoarfa.

Additionally, the SIIA and the World Resources Institute (Indonesia) co-organised the sixth Indonesia Focus on 27 October 2021, themed "Elevating Sustainability in Agribusiness – Bridging Supply & Demand Gaps". The dialogue explored the case for eco-labeling to promote consumer awareness, and how to encourage and enable smallholders to commit to sustainability.

Outreach

It is not only the issues and our programmes that are of concern to the Council and me, as chairman, and indeed to our members. It is also how we work.

The SIIA's resources in staff and funding remained modest. Hence, we need to continue to be nimble and sharp in the way we work. Outreach and amplification of our analyses and programmes are essential and, for 2021, remained challenging. The in-person and often closed-door dialogues that the SIIA holds have been subject to the pandemic social distancing rules. Attention to the here and now also distracted many in our society from longer-term and broader issues.

We needed to ensure the SIIA's policy analyses reach as many stakeholders as possible and to continue to build new audiences to widen the membership core. To ensure that the SIIA reaches a wide, yet targeted, audience, we deployed both traditional media and social media. Using webinars also enabled us to reach a wider audience, although fatigue with virtual meetings was discernably growing in 2021. As and when allowed by pandemic regulations, we have therefore moved to hybrid formats, with in-person engagements.

The SIIA is not only about knowledge and analyses but about society and our membership. We continued to stay focused on its members, and have increased our offerings to corporate members – with closed-door dialogues as well as briefings on critical issues where we have the expertise, such as Myanmar.

Beyond our members and those we reach via the media and webinars, the SIIA in 2021 continued our new partnership with the National Youth Council (NYC), as the knowledge partner for the NYC's Asia-Ready Exposure Programme.

We will plan to develop this further in the years ahead, to increase our public outreach, add to our membership, and also grow our engagement with young professionals. The SIIA is not a mass organisation, but we will need to grow further in keeping with the relevance of global and regional issues for our society and economy.

For the SIIA's continued work and further growth, funding continues to be a challenge, as many companies experienced drops in revenue and profit. In 2021, we increased engagement with our donors, supporters, and friends to ensure that their sponsorships resulted in outcomes. Due to pandemic restrictions, the SIIA, was again, unable to hold our annual fundraiser in 2021. Nevertheless, a core of corporate donors has been generous to still contribute to the SIIA. Their continuing support is greatly encouraging and much appreciated.

Despite this, however, our revenue as reported on page 6 of the audited financial statement has nevertheless been impacted. We have therefore offset this with two main efforts. First, we have benefitted from the Bicentennial Community Fund (BCF) which adjudged our work to be worthy of support and provided a one-off donation of \$399,000. This accounted for 17.7 per cent of our revenue in 2021. The SIIA has also worked to keep costs under control, including our wage bill, despite the upward trend in wages.

Given that the BCF is a one-off donation, and staff is critical to our work, these steps cannot be a long-term strategy. As the Institute marks its 60th anniversary in 2022, it would be opportune for the SIIA to embark on efforts to build up our resources to support our current work and indeed develop and strengthen our contribution to the country and society. This will be a key focus for the year ahead.

Ahead

2022 looks to be a year of uncertainty but also opportunity. The SIIA will not only need to respond to issues promptly, our policy analyses will also have to be more astute. While the SIIA is a globally ranked think tank over the last decade, we will need to be faster and sharper in keeping abreast of trends and key events, to analyse and provide insights that can help shape understanding and responses. In particular, the SIIA will continue to develop our work on the economies, politics, and sustainability in ASEAN and Asia, and build on these foundations to look more closely at opportunities on the horizon – particularly in the digital economy and for sustainability and climate responses.

On behalf of the SIIA Council, I would like to express my appreciation for your membership and longstanding support. We hope that you will remain with us as we grow and improve our offerings to you. We look forward to your continued support as we enter our 60th year.



KEY PROGRAMMES AND EVENTS

ASEAN

COVID-19: ASEAN Recovery and the Shift from Epidemic to Endemic

In 2021, the SIIA continued to track the pandemic and its impacts on ASEAN as a region and on five key economies, namely, Indonesia, Malaysia, Myanmar, Thailand and Vietnam, by keeping abreast of the region's pandemic management through monitoring media channels and speaking with stakeholders. These insights are compiled into biweekly updates for the SIIA's members. The SIIA's work culminated in a Special Report, "From Crisis to Endemic: Stumbling or Pressing Ahead", launched in November 2021. This report built on and updated an earlier report, "Renewed Concerns in Key ASEAN Economies", published in August 2020 that considered the first year of the pandemic in which most of ASEAN fared quite well. Notably, for its response to the pandemic, the SIIA was the only ASEAN think tank to be listed in the "Best Policy and Institutional Response to COVID-19" category in the 2021 Global Go To Think Tank Index by the University of Pennsylvania's Think Tanks and Civil Societies Programme (TTCSP).

Alongside this report, the SIIA also published several commentaries analysing the impacts of the pandemic

and how the situation might evolve. Earlier in the year, with the Delta wave hitting the region hard, the SIIA commented on the difficulties of public policymaking in a commentary for The Straits Times titled, “Beyond Thumos: Debating and Listening in a Crisis”. Later in November 2021, when the pandemic situation improved, the SIIA also evaluated the shift to an endemic strategy in a commentary for the South China Morning Post titled, “COVID-19: Ready or not, ASEAN Nations Must Reopen, Reconnect and Reform”.

In 2021, the SIIA also held two capstone conferences in hybrid formats, both of which emphasised the theme of regional recovery, with C-suite executives, business leaders and policy makers in attendance – some physically and others virtually. The first such event was the ASEAN and Asia Focus 2021, themed “Partnerships in Economic Recovery and Sustainable Infrastructure”. The main takeaway from the conference was how strengthening partnerships within and beyond ASEAN is crucial to surmount challenges facing our region today, including the pandemic, superpower rivalry and climate change. Cooperation can enable ASEAN to withstand shocks and take advantage of growth opportunities to emerge more integrated, stronger and more resilient.

The second event was the SIIA’s annual flagship event, the 13th ASEAN and Asia Forum (AAF), in September. The AAF is an annual regional conference hosted by the SIIA for policymakers and business leaders in the region to understand political, economic, and other strategic challenges facing the region. The theme for the 13th AAF was “Seeking Recovery amid COVID-19: Regional Strategies and a Digital Future” where speakers and participants discussed the opportunities for Singapore, ASEAN and Asia to build back better from the fallout of the pandemic. It touched on key themes such as digitalisation, rethinking traditional industries, upskilling and transformation efforts, as well as other strategies to respond to geopolitical tensions. The SIIA was honoured to have political leaders and key opinion leaders from the region speak at the forum. They included Mr Desmond Lee, Minister of National Development, Minister-in-charge of Social Services Integration and Co-Chair of the Emerging Stronger Taskforce (EST), Mr Nadiem Makarim, Minister of Education, Culture, Research and Technology of the Republic of Indonesia, and Dr Janil Puthuchear, Senior Minister of State, Ministry of Communications and Information & Ministry of Health, and Minister-in-charge of GovTech, Republic of Singapore.

On top of these conferences, the SIIA’s consistent tracking of pandemic-related developments and impacts on our region enabled it to provide thought leadership on the topic for the public and its membership through various platforms. In February, the SIIA examined the public health and economic ramifications for the year ahead in a webinar titled “One Year On – Vaccines, New Variants and Economic Prospects”. The SIIA’s Chairman, Professor Simon Tay was also invited to speak about economic recovery and prospects for a post-pandemic world in various talks such as during the inaugurating conference of South Korea’s Asian Council of Economic Policy (ACEP) in 2021, where the SIIA is one of five founding members; and the Japan Economic Foundation (JEF) Asia-Pacific Forum 2021, titled “Process of Asia Pacific Cooperation in the Post-Pandemic Era: Opportunities and Prospects.”

Digitalisation a Key Driver for the Region

Recognising the importance of the digital economy to the growth of the modern economy, the SIIA kicked off its digital programme in 2021. Titled ‘Charting ASEAN’s Digital Future’, the programme is a collaboration with digital economy stakeholders, including government and technology companies, to provide policy insights on the future of the digital economy. The underlying framework of the project is built on “Recovery, Geopolitics, Integration and Sustainability”. The programme involves public webinars, closed-door high-level roundtable dialogues and a special report.

The first roundtable dialogue was held in-person on 23 November 2021 and focused on the theme, “Charting ASEAN’s Digital Future: Recovery, Opportunities and Emerging Issues”. A keynote address from Ms. Foo Chi Hsia, Assistant Chief Executive, Infocomm Media Development Authority (IMDA). The high-level, closed-door roundtable discussion brought together 16 participants, including senior executives from the public and private sectors including Huawei, Google and SAP. The dialogue was moderated by Mr. Ho Suu Wei, Senior Fellow at the SIIA, and was held under the Chatham House Rule.

The roundtable discussion focused on the trends and challenges in the digital space, and the key issues and opportunities going forward for ASEAN’s digital future. Partnerships, trust, and the enhanced role of the private sector were identified as important elements to spur equitable and sustainable digital development in the region.

The SIIA is committed to developing key insights and ideas in the digital space across the private sector and between the private and public sectors to facilitate policy development. Subsequent closed-door roundtable dialogues in the SIIA’s digital programme will focus on cross border data flows and sustainability and insights from the roundtables will contribute towards the SIIA’s special report to be launched in May 2022.

Building on the SIIA’s digital work, the Institute organised a public webinar, “Investing in Digital Infrastructure: Narrowing the Digital Divide in ASEAN” in August and was attended by 60 people. The webinar touched on how the pandemic has underscored the need to invest in digital infrastructure, the role of the private sector and long-term factors that impact digitalisation in ASEAN.

The SIIA also worked on a consultant project for the USAID on digital data governance in Singapore, which looked at Singapore’s best practices in the digital transformation of its industries. The confidential report was submitted to the USAID and highlights some of the lessons learned that the other ASEAN Member States could potentially adopt from Singapore’s digital journey.

Myanmar Coup: Regional Impacts and Responses, Next Steps

The SIIA has been observing Myanmar closely since its opening and its attempts to embrace democracy; and the Institute has remained optimistic about its economic potential. However, the military coup which took place on 1 February 2021 upended all expectations. The SIIA has been closely monitoring the coup since and has been active in updating its members on developments and providing insights on prospects ahead through periodic corporate briefings and private meetings. The SIIA also shared its insights through interviews and in commentaries. The Straits Times published an opinion editorial written by the SIIA on 6 February, five days following the coup, titled “Myanmar crisis: How should other countries respond.” In August, as ASEAN commemorated its 54th year as a bloc, the SIIA contributed a second thought-piece, “ASEAN’s big test as it marks another anniversary”, stressing the importance of ASEAN’s response to the coup.

Most notably, in August, the SIIA convened two confidential dialogues with H.E. Dato Erywan Pehin Yusof, Special Envoy of the ASEAN Chair on Myanmar and Brunei Foreign Minister II, to respond to the situation in Myanmar. The first dialogue convened 22 leading experts from all 10 ASEAN countries who have been active advocates on Myanmar since the coup. The second brought together a broad and diverse representation of Myanmar-based experts and think tanks. The dialogues focused on the practicalities of what can be done by ASEAN and the Special Envoy, and the country’s immediate-term needs and priorities.

Engaging Youths on ASEAN-centered themes

In 2021, the SIIA continued its partnership with the National Youth Council (NYC) as its knowledge partner in curating a series of webinars and readings for NYC's Asia Ready Exposure Programme (AEP). The NYC is an autonomous agency under the Ministry of Culture, Community and Youth (MCCY) and the programme aims to develop youths' appreciation and knowledge of the region.

The SIIA organised and moderated six webinars in total under this partnership. They were "Malaysia: Tackling COVID-19, Politics and Opportunities for Youth"; "Building a Sustainable Future: Vision for a Haze-Free ASEAN"; "What's Developing in Myanmar and What are You(th)s Concerned About"; "Trade and Agreements: Regional Partnerships and How They Affect You(th)s"; Singapore Free Trade Agreements - Yay or Nay?; "The Future of Work in a Digitalised ASEAN & What it Means for You(th)".

Up to 900 youths from Institutes of Higher Learning (IHLs) in Singapore attended each webinar and speakers hailed from academic, business, media and political backgrounds. The SIIA curated monthly readings and insight articles on key political, economic and sustainability trends impacting and taking place in the region as well as developed quizzes on the reading materials.



ENVIRONMENT AND RESOURCES

Building Back Better and Greener

While there were many negatives from the COVID-19 pandemic, one positive development was the growing recognition that the global community must urgently and effectively address the climate crisis. The SIIA has advocated strongly for a green reset, so that countries, societies and economies emerge from the pandemic not only stronger, but better and greener. This is not only for governments but also for the private sector, which is now expected to address economic, social, and environmental concerns in tandem with achieving business outcomes. In the second year of the pandemic, the Institute continued to maintain strong engagement on sustainability issues with these stakeholders through its research and events.

In addition to shepherding the region's green transition, the SIIA in 2021 continued its longstanding efforts to address issues related to transboundary haze, peat and forest management, and Environmental, Social, and Governance (ESG) practices in agribusiness and forestry. That the region has remained haze-free for two years running is testament to the collective efforts of governments and the industry to reduce unsustainable agricultural practices. However, the SIIA recognises the importance of sustained dialogue even when the haze is not a visible threat. In addition to its flagship research products and events, the Institute strengthened its thought leadership on this issue by speaking at events organised by the NYC and CDP.

Strengthening Connections at the 8th SDSWR

On 25 May 2021, the SIIA held its annual flagship conference, the Singapore Dialogue on Sustainable World Resources (SDSWR). In its 8th year, the latest edition of the SDSWR was themed “Positioning Agribusiness and Forestry for the Future: Turning Risk into Opportunity”, and was supported by Temasek Foundation, Royal Golden Eagle, Golden Agri-Resources, and Musim Mas. The keynote speakers were Singapore’s Minister for Sustainability and the Environment, Ms. Grace Fu as well as Indonesia’s Minister for National Development Planning, Mr. Suharso Monoarfa. Nearly 400 delegates from Singapore and the region registered for the conference, held virtually for the second time. Participants comprised representatives from the private sector, government, NGOs, academia and media.

Following her keynote speech, Ms. Fu participated in a dialogue with the SIIA Chairman, Associate Professor Simon Tay. The dialogue provided insights on the Singapore Government’s thinking behind the Green Plan 2030. Ms. Fu also shared her views on how the role of governments in sustainability has evolved over the years, from strictly regulatory to also providing policy guidance and funding so that all businesses can thrive. She noted the importance of public-private partnerships and for governments to support certain investments, particularly in the green innovation space, that are crucial but may be too long-dated or high risk for businesses to take on.

At inception, the SDSWR originally focused exclusively on issues related to transboundary haze and the agribusiness and forestry sector, but the SIIA has over the years sought to broaden the scope of discussions. For the 8th SDSWR, the Institute wanted to draw linkages between forestry and forest management issues with emerging climate topics of significance to the ASEAN region. Panellists therefore discussed the importance of addressing carbon emissions from deforestation as the world moves towards a lower carbon future. Southeast Asia could lead this transition, with Indonesia and Malaysia among the top five countries where nature-based climate solutions have the greatest potential to lock in carbon and support carbon markets. Both keynote speakers noted that regional cooperation would be crucial to scale up such efforts. Other topics discussed at the 8th SDSWR included fostering trust and confidence in the carbon markets, as well as aligning sustainability standards and expectations among different countries and regions.

Bridging Agribusiness Sustainability Gaps at the Indonesia Focus

The SIIA and the World Resources Institute (Indonesia) co-organised the sixth annual Indonesia Focus (formerly the Jakarta Workshop) on 27 October 2021, supported by Musim Mas. Once again, current sustainability issues impacting the agribusiness and forestry sector in Indonesia were discussed.

Themed “Elevating Sustainability in Agribusiness – Bridging Supply & Demand Gaps”, this edition of the Indonesia Focus explored how growing consumer awareness of climate change can drive higher standards of supply chain sustainability. For instance, panellists discussed the case for eco-labelling to promote consumer awareness. The dialogue also examined how companies and other actors can better support smallholders in moving up the sustainability ladder.

Due to travel restrictions, the dialogue was held virtually instead of in Jakarta for the second time. The session still saw a strong turnout of 70 participants from the private sector in the forest commodity industry – including plantation companies, suppliers, traders, off-takers, and financial institutions – as well as government bodies, academic institutes, and NGOs.

Building an ASEAN Climate Community

In 2021, the SIIA sought to be at the forefront of the conversation on ASEAN's "green recovery" from the COVID-19 pandemic. With expectations mounting ahead of the United Nations Conference of Parties climate meeting (COP26) in November, it was necessary to ensure that climate issues remained a priority even as many countries still struggled with vaccine rollouts and new variants.

More importantly, with both the pandemic and climate change being issues of global concern, the SIIA brought attention to the need for coordination and cooperation among ASEAN countries as well as with other partners in Asia and beyond. Much in the same way that ASEAN has made economic integration a priority, the Institute called for climate action to be a pillar of the ASEAN community. Working towards the special report, "Greening the Road Ahead: Building a Collective ASEAN Climate Community", the Institute built its networks to plug into growing national and regional conversations around strengthening carbon pricing, building carbon markets, and converting climate commitments into action. Through these engagements, the SIIA also sought to engage partners on global climate policy developments that would impact Southeast Asia, such as the European Union's proposed carbon border levy.

In addition, the SIIA organised a webinar series, supported by SGX and Moody's, focusing on issues related to Southeast Asia's decarbonisation journey. The first webinar in April 2021 highlighted green finance and featured speakers from CDL, the Monetary Authority of Singapore, SGX, and Vigeo Eiris. Another webinar was held in September with speakers from Japfa, Moody's, and Musim Mas discussing how ASEAN companies are addressing emerging ESG challenges in their supply chains. The Institute also participated in external speaking engagements including Singapore Perspectives (organised by the Institute of Policy Studies), the CNA Leadership Summit, the ASEAN Business and Investment Summit, and a COP26 Side Event organised by Indonesia's Ministry of Environment and Forestry. At these events, the SIIA took the opportunity to strengthen its advocacy for ASEAN countries to come together as a "climate community", with coordinated regional efforts to reduce emissions, leverage green economic opportunities, and promote sustainable livelihoods.

Driving Thought Leadership – Special Reports

The SIIA launched the third edition of its flagship Haze Outlook report in June 2021. The Haze Outlook, which provides a risk assessment for a severe transboundary haze incident affecting Indonesia, Malaysia and Singapore, has become a flagship product of the SIIA. It is well-regarded by stakeholders, with industry figures and the media publicly referencing the report's findings even outside the dry season and its release window. Following desktop research and engagements with the SIIA's sustainability stakeholders in the region, the report predicted a low or "Green" risk assessment based on a scale of Red, Amber, and Green. This "Green" assessment, the first since the report's inception, was borne out in the absence of a severe transboundary haze incident in the latter half of 2021.

Given the low risk of transboundary haze, the latest instalment of the Haze Outlook also highlighted how the public and private sector could move beyond a risk lens to considering opportunities arising from sustainable practices. The report included a section about business prospects in the generation and sale of carbon offsets from nature-based solutions in Indonesia. In the second half of 2021, the SIIA endeavoured to broaden and deepen its understanding of nature-based solutions and the opportunities to connect them to the fast-developing carbon markets. This culminated in the SIIA special report, "Greening the Road Ahead: Building a Collective ASEAN Climate Community", published in November 2021. More broadly, the report

sought to highlight areas where ASEAN countries and corporates might collaborate to capture green economy opportunities and align the region with global climate efforts.

The “Greening the Road Ahead” report studied existing climate action strategies in ASEAN, and recommended areas where member states could harmonise their decarbonisation efforts to achieve sustainability and economic development objectives in tandem. The report chiefly focused on recommendations to strengthen carbon pricing regimes, build robust and trusted carbon markets, and harness the potential of nature for carbon sequestration. The authors urged the establishment of a “climate community”, drawing on the individual strengths of each ASEAN country to elevate the bloc’s collective climate ambition. The SIIA held a launch event for the special report on 29 November 2021, featuring a keynote speech and dialogue by Mr. Alvin Tan, Minister of State, Ministry of Culture, Community & Youth and Ministry of Trade & Industry. The launch event was supported by the Hinrich Foundation and OCBC Bank.

Public Engagement and Outreach

Despite relatively clear skies in 2021, it was important to continue public engagement on forest fire- and transboundary haze-related issues. As such, the SIIA continued to support the People’s Movement to Stop Haze (PM Haze) in its efforts to amplify messages on transboundary haze and sustainable palm oil.

PM Haze had used in-person workshops and events as its primary mode of outreach prior to the pandemic. As this remained challenging in 2021, PM Haze continued to conduct over 20 talks and workshops online. Besides shifting to an online model, PM Haze also worked on a toolkit for the ecological restoration of community-managed peatlands. This was done with the support of the local community in Sungai Tohor in Riau, Indonesia where PM Haze has been working on peatland restoration with a local NGO for a number of years.

2021 also saw PM Haze launching a three-part video series as part of its “Haze-Free Foodstand” campaign in recognition of local food establishments that used “haze-free” or sustainable palm oil products. The SIIA was featured in one of the videos. Ms. Meixi Gan, the SIIA’s Deputy Director, Sustainability, shared the importance of understanding the nuances of the transboundary haze issue, progress made and ongoing challenges, and how the SIIA’s Sustainability programme was involved in educating and engaging stakeholders about the topic.

The SIIA’s public engagement on the haze extended to youths in Singapore. As part of a year-long partnership with the AEP by the NYC, the SIIA organised a webinar in February 2022 featuring speakers from PM Haze and Musim Mas. The objective was to educate the youth audience about the sources of transboundary haze, actions taken by the private and NGO sector to promote the adoption of sustainable palm oil, and how youths as consumers can make conscious decisions in their everyday lives to support sustainably sourced products.



NEW HORIZONS SERIES

In 2020, the SIIA launched the “New Horizons” series of dialogues and webinars as part of our knowledge partnership with the Singapore Government’s Emerging Stronger Taskforce (EST). Based on consultations with leading companies and experts, as well as the SIIA’s own research, we submitted a Confidential Report to the EST in 2020. Following the release of the EST’s recommendations to the Future Economy Council, the SIIA published our own publicly available “New Horizons – Global and Regional Strategies for Singapore’s Future” report in September 2021, complementing the EST’s viewpoints and adding our own perspectives on how Singapore can emerge stronger from the pandemic.

The “New Horizons – Global and Regional Strategies for Singapore’s Future” report and the SIIA’s overall work on COVID-19 recovery were designed to synergise with the outputs of our ASEAN and Sustainability programmes in 2021, for instance feeding into our analysis of COVID-19’s impact on key ASEAN countries, and our focus on growth areas such as digital technology and efforts to transition to a greener lower-carbon economy. Over the course of 2021, we released several commentaries on the above themes and issues related to COVID-19. We also continued our efforts to share infographics on social media to make our insights more accessible to the public.

Associate Professor Simon Tay, in his capacity as Chairman of the SIIA, presented recommendations from the New Horizons series and New Horizons report during his speaking engagements in 2021, including for Yale-NUS in February 2021, the NYC AEP in July 2021, the MTI Academy Speaker Series in August 2021, the inaugural Asian Council of Economic Policy (ACEP) meeting in October 2021, and the XXVII Congreso Del Comercio Exterior Mexicano (Mexican Foreign Trade Congress) in November 2021.

“New Horizons – Global and Regional Strategies for Singapore’s Future” Report

The “New Horizons – Global and Regional Strategies for Singapore’s Future” report summed up our analysis regarding post-COVID-19 prospects for Singapore and ASEAN, arguing for a number of strategies to grow and deepen Singapore’s links to our neighbours to enable collective recovery, as well as a number of specific recommendations in areas such as the digital economy and sustainable infrastructure. The report was officially launched at our 13th AAF in September 2021, which featured keynote remarks from Mr Desmond Lee, Minister of National Development, Minister-in-charge of Social Services Integration and Co-Chair of the Emerging Stronger Taskforce (EST). Key messages from the report were further amplified at an SIIA corporate briefing in September 2021 and other SIIA events, as well as via a social media campaign across Facebook, LinkedIn, Twitter, and Instagram.

Dialogue with EST Co-Chairs

Prior to the release of the EST’s recommendations and the publication of the EST’s official report, and ahead of the SIIA’s own public report, the Institute held a dialogue in May 2021 with the co-chairs of the taskforce, Mr. Desmond Lee and Mr. Tan Chong Meng, Group CEO, PSA International. The dialogue involved corporate members of the SIIA who participated in previous New Horizons roundtables, with discussions focusing on the priority areas identified by the taskforce and the potential for further private-public partnerships, such as via the Alliance for Action model pioneered by the taskforce.

Next Business

In 2022, the SIIA plans to continue exploring the impact of global and regional trends that have been accelerated by the COVID-19 pandemic under the theme “Next Business”. Through dialogues, commentaries, and other engagement, we will be focusing on practical implications for the private sector in the new post-pandemic environment, for instance looking at how industries have been disrupted and what needs to be done to future-proof companies. By broadening topics, the Next Business will be a key initiative that would help the SIIA to build new audiences, creating a wider appeal for more potential members to join.



MEMBERSHIP

The SIIA counts many leading individuals and corporations among our members. Their support through membership fees, donations and sponsorships is a major source of funding for the SIIA.

In 2021, where possible, the SIIA organised hybrid events to provide Roundtable and Corporate Members with the opportunity to attend in-person events to network. This was part of the SIIA's overall efforts to increase engagement with our members and stakeholders. Key opportunities included the ASEAN & Asia Focus, 13th ASEAN & Asia Forum, closed-door roundtable discussions on the evolving situation in Myanmar as well as for the SIIA's digital programme, "Charting ASEAN's Digital Future". The SIIA set an internal target of organising 30 events in 2021. Despite exceeding this by six events, the SIIA did not meet the internal target of 2,040 set for event attendance. This fell short by 7 per cent.

Membership in 2021 continued to be on a decline. While companies such as Airbnb, Huawei, MSD, Neste, Telenor have joined, internal targets were not met. For membership, the SIIA set a target of having a total of 200 members in 2021. Total membership in 2021 fell short of 9 per cent from this target. While the number of Roundtable, Corporate and Premium Individual members held steady, the decline was in Ordinary and Associate members. The target for membership subscription was also not met. The SIIA targeted to achieve S\$160,000 in membership fees. The final amount achieved was 3 per cent away from the target.

The table below provides details of the membership figures from 1 January to 31 December 2021.

Membership Tier	2021 Members	2020 Members
Roundtable	11	11
Corporate	58	57
Premium Individual	8	8
Ordinary	76	80
Associate	29	35
Total	182	191



MEDIA

In 2021, traditional and social platforms continued to be at the heart of SIIA's outreach efforts. Through consistent presence on both platforms, the SIIA created impact by raising visibility of its branding as an independent think tank on wide-ranging ASEAN and Sustainability issues. This also enabled the SIIA to expand its audience reach.

Amplifying Thought Leadership Through Traditional Media

Traditional media has always been a fundamental part in the SIIA's communications strategy, as it allows the Institute to convey and project its expertise to a wider audience.

The SIIA proactively positioned itself as an expert commentator on various topics, by pitching and coordinating media interviews for the SIIA's spokespersons. This approach was implemented whenever the SIIA observed an opportunity to comment on developing news related to its ASEAN and Sustainability programmes, and when the SIIA sought to generate media coverage for its conferences, reports, and webinars. To ensure this approach elevated the SIIA's credibility, the Institute engaged top-tiered international, regional, and local media.

Through traditional media, the SIIA also provided insights on developing current affairs issues in the form of analytical commentary pieces. The long-form nature of commentaries enabled the SIIA to discuss at depth various important issues such as climate action, the fast-evolving COVID-19 pandemic, green economic recovery, and the Myanmar political crisis.

The communications strategy bore fruit by yielding a strong media presence for the institute in 2021. The internal target set for media coverage was 570. On this front, the SIIA exceeded the target by 7 per cent. The SIIA was also aggressive in publishing media commentaries. With the internal target set at 20, the SIIA exceeded it by 30 per cent. In 2020, the SIIA also began analysing the quality of coverage garnered for media interviews using a scoring system. The internal target set for the scorecard was 240 and the SIIA exceeded this target by 1 per cent.

The SIIA also tracked the research and media output. These include reports, insight articles written, media notes / releases and infographics produced for social media. Internal target was set at 90 for 2021. This target was exceeded by almost 24 per cent.

Leveraging Social Media As An Influential Tool

To strengthen its digital footprint and reach a wider audience, the SIIA pursued to produce timely and engaging online content. The SIIA repurposed its complex commentaries and reports into bite-sized infographics to attract the online community to its insights on ASEAN and Sustainability issues. The Institute also created posters for its conferences and webinars as part of its marketing efforts on social media. The SIIA ensured such initiatives reached its target demographic and generated new followers through the use of the advertising functions on social media.

Besides producing most of the social media deliverables in-house, the SIIA engaged an external digital agency to spearhead a comprehensive social media campaign for the Institute's "New Horizons – Global and Regional Strategies for Singapore's Future" report. The agency was commissioned to create meaningful infographics which distilled the key messages of the report as well as track social media engagements and reach throughout the campaign. This enabled the Institute to create awareness of the report in terms of reach and downloads.



ADVISORY

Deepening Relations

Offering information, insights and analyses is another platform for the SIIA to assist businesses as they grow and strengthen their presence in the region.

The SIIA continued to fulfill its advisory contract with Mitsubishi Corporation, providing quarterly briefings on topics ranging from sustainable business practices and trends in the ASEAN palm oil market to regional challenges amidst the pandemic.



GOVERNANCE

The work of the institute is governed by a Council that is elected once every two years from amongst our members. Additionally, there are trustees for the SIIA Endowment Fund, as well as advisors who are market leaders from the private sector and society. The current Council was elected in 2021 for a two-year term (2021-2023), with Associate Professor Simon Tay as Chairman, Dr. Yeo Lay Hwee as the Honorary Secretary and Mr. Adam Rahman as Honorary Treasurer. The council comprises of the following sub-committees 1) Finance and Governance; 2) Outreach, 3) Programs (International Relations) and 4) Programs (Sustainability).



*A full list of the Council, Advisors and Trustees of the SIIA are listed in **Appendix C**.*



Ms. Eulene Goh
Trustee



Mr. Hsieh Fu Hua
Trustee



A/Prof. Simon Tay
Chairman



Mr. Adam Rahman
Honorary Treasurer



Dr. Yeo Lay Hwee
Honorary Secretary

The SIIA Endowment Fund

The Singapore Institute of International Affairs Endowment Fund is governed by the Trustees, Ms Euleen Goh, Mr. Hsieh Fu Hua and Associate Professor Simon Tay. The 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 three years starting 1 September 2019 to 31 August 2022. Donations received for the Endowment Fund are channeled 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 2021 to 31 December 2021).

*Please refer to **Appendix B** for the full list of donors and sponsors secured from 1 January 2021 to 31 December 2021 and details of the endowment fund are listed on page 6 of the audited financial statements.*

Conflict of Interest

All Council members and Staff are to complete a declaration at the beginning of their service, as well as make a new declaration when there are any changes.

The policy aims to protect the SIIA and its members from any appearance of impropriety. It mandates that all Council members and Staff must exercise the duty of care and judgement when dealing with matters relating to the Institute, and to disclose all interests (business transactions, contracts, relationship, involvement, financial or otherwise), which may be a potential conflict of interest.

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.

Personal Data Protection Act (PDPA) Policy

The SIIA respects the privacy of donors, sponsors, partners and its members and staff. As such, we are committed to abide by the PDPA policies and we will not use any of their information without consent. You may refer to our external privacy policy which is available on our website.



OUR TEAM AND SECRETARIAT

No. of Staff at the End of the Year	
Fiscal 2021	13
Fiscal 2020	13
Fiscal 2019	16

In 2021, given the uncertain economic climate, the SIIA practiced prudence and limited new hires to key position replacements. Hence, the SIIA's headcount remained stable at 13 full time staff, similar to that of 2020. While there were a couple of resignations, the SIIA brought in Deputy Chief of Staff, Ms. Fidelis Lee, and Senior Executive for Outreach, Ms. Nur Haziqah, to join the team in 2021. The SIIA also hired a Sustainability Policy Research Analyst under the SGUnited Traineeship programme in January 2021 and the contract ended nine months later in October 2021.

Below is the SIIA's organisation chart as well as the secretariat listing.

Management	
Chairman (Pro-Bono)	Mr. Simon Tay
Chief of Staff	Ms. Connie Wong
Deputy Chief of Staff and Assistant Director, Operations	Ms. Fidelis Lee

Communication, Events & Membership	
Director, Outreach and Special Projects	Ms. Seraphim Cheong
Deputy Director of Operations	Ms. Michelle Moakes
Senior Executive – Outreach	Ms. Nur Haziqah

Finance & Administration	
Director, Finance	Ms. Daphne Lee
Manager, Finance & Admin.	Ms. Marion Grace Lim

Policy Research & Public Education	
Deputy Director, ASEAN	Ms. Jessica Wau
Deputy Director, Sustainability	Ms. Gan Meixi
Senior Assistant Director, Special Projects & Sustainability	Mr. Aaron Choo
Senior Policy Research Analyst and Media, ASEAN	Ms. Rohini Nambiar
Senior Executive (Policy & Media), Sustainability	Ms. Siti Bazilah
Policy Research Analyst, ASEAN	Ms. Sarah Loh



FINANCIAL HIGHLIGHTS

1. SIIA Reserves Policy

In 2021, the SIIA current reserves is able to cover seven months of its operational expenses. The Executive Council reviews the Cash at Bank for operational use on a monthly basis and is satisfied with the level maintained.

The challenge ahead for the SIIA is to continue to increase its level of unrestricted Reserves balance to ensure that they are sufficient to fulfil its on-going and forecasted obligations and ensuring the stability of its mission, programs, employment and ongoing operations of the Institute.

	2021	2020
(A) General / Unrestricted Funds (Reserves)	1,113,433	1,104,249
Endowment Funds	870,438	516,199
Total Funds	1,983,871	1,620,448
(B) Annual Operating Expenditure	1,588,373	1,516,528
Ratio of Reserves [(A)/(B)]	0.7 : 1	0.7 : 1

2. Investment Policy

The Executive Committee comprising the Council office holders oversees the investment of reserves on behalf of the Singapore Institute of International Affairs. The guidelines for investment are detailed in the Constitution. In 2021, we have placed our excess reserves in Fixed Deposits with local banks.

3. Annual Audit

The accounts for the year were audited by Deloitte Singapore, Public Accountants and Certified Public Accountants. The financial statements of the Singapore Institute of International Affairs for the year ended 31 December 2021 were prepared in accordance with the Singapore Financial Reporting Standards.

4. Disclosure and Transparency

In compliance with the Charities Governance Act, the remuneration of top three highest paid staff who received remuneration exceeding S\$100,000, in bands of S\$100,000, is declared below:

Remuneration Bands	Top 3 Management Staffs
Between S\$100,000 to S\$200,000	3

Note: Includes salaries, bonuses, allowances, employer's contribution to the Central Provident Fund.

None of the above staff serves as a governing board member and the institute has no paid staff, who are close members of the family of the Chairman or the Council members. Staff remuneration is determined by the Executive Committee comprising the Council office holders. In addition, none of the Council, Advisors, and Trustees received remuneration for their contributions.

5. Financials

The SIIA's funding sources of Income are derived from the following avenues:

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

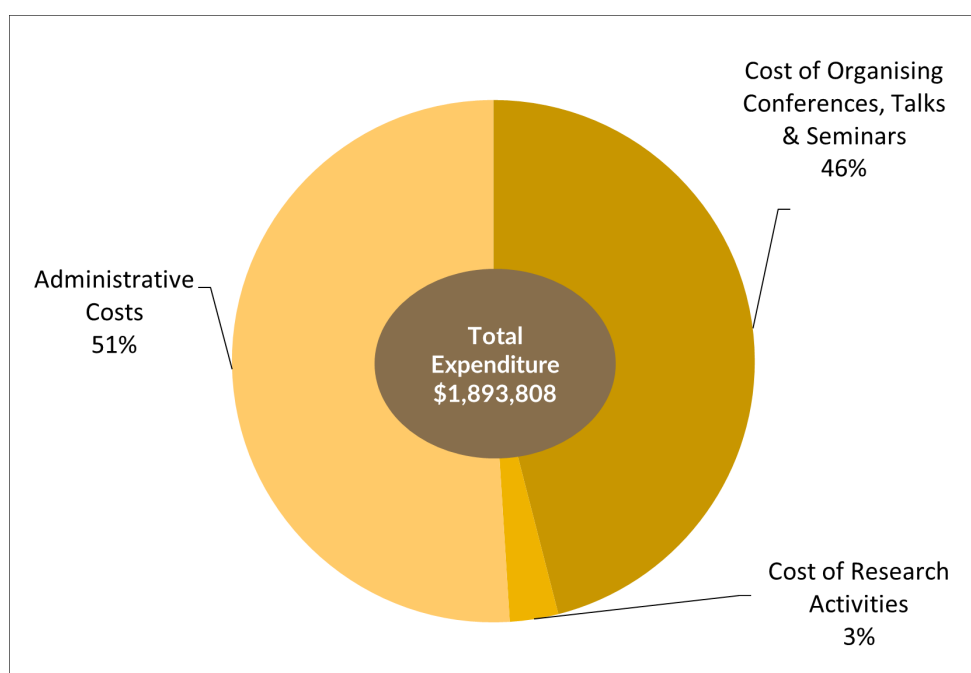
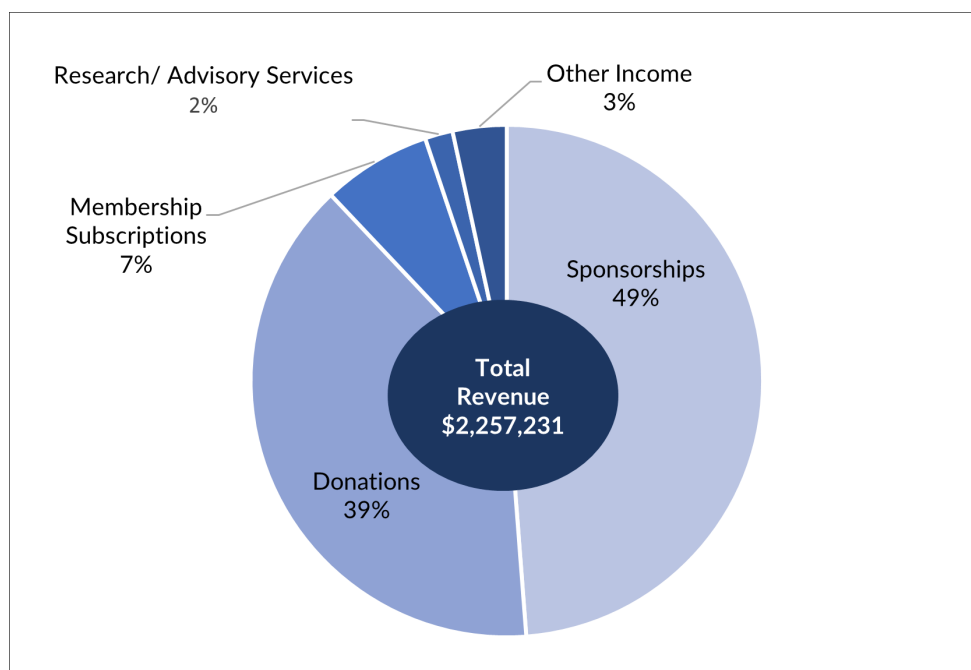
The SIIA experience another difficult year in 2021 to raise funds due to the impact of the pandemic on the economy. However, the following factors have enabled the SIIA to log a surplus:

- Securing the Bicentennial Community Fund (BCF);
- Subsidies for manpower costs through the government's Job Support Scheme (JSS) and Job Growth Incentive (JGI);
- Continued support from donors for the year-end Fundraiser;
- Cost management through optimisation of internal sources and freezing of new headcount.

The SIIA is grateful for the continued support of its donors, sponsors and members despite it being a difficult fiscal year.

Total collections for 2021 from all sources amounted to S\$2,257,231. Total resources expended for the year amounted to S\$1,893,808 resulting in a surplus of S\$363,423.

Summary of Financial Statement



Please refer to the attached audited financial statements for more details.

APPENDICES

Appendix A: SIIA Events Calendar

JANUARY 2021		
19	Chairman's Dinner Dialogue: Post Pandemic Recovery in 2021 with Minister Tan See Leng , Minister in the Prime Minister's Office; Second Minister for Trade and Industry; and Second Minister for Manpower	
28	2021 Expectations: The Pandemic, US-China Relations and ASEAN Recovery	Speakers: Dr Henny Sender , Senior Advisor, Managing Director, BlackRock Investment Institute Dr. Elizabeth Economy , Senior Fellow for China Studies at the Council on Foreign Relations and Senior Fellow at Stanford University's Hoover Institution Mr. Manu Bhaskaran , Founding Director and CEO of Centennial Asia Advisors, Singapore, SIIA's Council Member
FEBRUARY 2021		
2	Chairman's Dinner Dialogue with Prof. Chan Heng Chee , Ambassador-at-Large at the Ministry of Foreign Affairs, Chairman of the Lee Kuan Yew Centre for Innovative Cities in the Singapore University of Technology and Design, former Ambassador to the United States	
9	Chairman's Dinner Dialogue: Sustainability	
16	Corporate Briefing: Understanding Myanmar's Moving Political Situation with Associate Professor Simon Tay , Chairman, Singapore Institute of International Affairs	
23	One Year On: Vaccines, New Variants and Economic Prospects	Speakers: Prof. Tikki Elka Pangetsu , Visiting Professor, Yong Loo Lin School of Medicine, National University of Singapore Dr. Taimur Baig , Chief Economist & Managing Director, DBS Bank
MARCH 2021		
4	Chairman's Lunch Dialogue: Myanmar	
9	Chairman's Dinner Dialogue with Dr. Janil Puthucheary , Senior Minister of State, Ministry of Communications and Information and Ministry of Health	
11	Corporate Briefing: Navigating Volatility and Uncertainty in Myanmar with Associate Professor Simon Tay , Chairman, Singapore Institute of International Affairs	
17 & 18	14 th Japan-Singapore Symposium	
31	ASEAN & Asia Focus 2021: Partnerships in Economic Recovery and Sustainable Infrastructure	

APRIL 2021		
8	Corporate Briefing: Myanmar in Turmoil – Business not as usual with Associate Professor Simon Tay , Chairman, Singapore Institute of International Affairs and Mr. Argus Ang , CEO, Rvi Group, Myanmar	
21	Biden's 100 Days in Office: Is America Really Back?	Speakers: Ms. Angela Mancini , Partner & Head of APAC Markets, Control Risks Prof. Khong Yuen Foong , Vice Dean (Research & Development) and Li Ka Shing Professor in Political Science, LKYSPP, NUS
29	Financing Southeast Asia's Green Recovery	Speakers: Ms. Lim Bey An , Deputy Director and Head, Green Finance and Asset Management Division, Monetary Authority of Singapore Ms. Herry Cho , Managing Director, Head of Sustainability and Sustainable Finance, SGX Ms. Esther An , Chief Sustainability Officer, City Developments Limited Ms. Juliette Macresy , Executive Director – Head of Issuer Business, Vigeo Eiris
MAY 2021		
4	Chairman's Lunch Dialogue: Green Finance	
5	Corporate Briefing: New Horizons: Emerging Stronger Taskforce Co-Chairs Dialogue with Minister Desmond Lee , Minister for National Development, EST Co-Chairs and Mr. Tan Chong Meng , PSA International's Group CEO, EST Co-Chairs	
6	Corporate Briefing: Myanmar (May Update) with Associate Professor Simon Tay , Chairman, Singapore Institute of International Affairs	
25	8 th Singapore Dialogue on Sustainable World Resources – Positioning Agribusiness and Forestry for the Future: Turning Risk into Opportunity	
JUNE 2021		
3	Corporate Briefing: Myanmar (June Update) with Associate Professor Simon Tay , Chairman, Singapore Institute of International Affairs	
24	Haze Outlook 2021: Sustainable Resources and Opportunities in ASEAN	
JULY 2021		
28	Indonesia in Crisis: Pandemic, Politics, and Economic Stresses	Speakers: Mr. Wellian Wiranto , Economist, OCBC Bank Mr. Endy Bayuni , Senior Editor, Jakarta Post

AUGUST 2021		
5	Corporate Briefing: Myanmar – 6 months on (August Update) with Associate Professor Simon Tay , Chairman, Singapore Institute of International Affairs	
12	Crisis in Malaysia: Politicking amid the Pandemic	Speaker: Dr. Oh Ei Sun , Senior Fellow at Singapore Institute of International Affairs (SIIA)
19	Investing in Digital Infrastructure: Narrowing the Digital Divide in ASEAN	Speakers: Dr. Le Quang Lan , Assistant Director and Head of the ICT & Tourism Division, ASEAN Secretariat Mr. Andrew Williamson , Vice President and Economic Advisor of Government Affairs, Huawei
SEPTEMBER 2021		
9	13 th ASEAN & Asia Forum – Seeking Recovery amid COVID-19: Regional Strategies and a Digital Future	
16	Embracing ESG: Emerging Challenges in ASEAN's Supply Chains	Speakers: Mr. Jimmy Greer , VP, Outreach and Research, Moody's ESG Solutions Mr. Kevin John Monteiro , Executive Director and CFO, Japfa Ms. Carolyn Lim , Senior Corporate Communications Manager, Musim Mas Group
OCTOBER 2021		
7	Corporate Briefing: New Horizons: Post Pandemic Strategies and Further Action with Associate Professor Simon Tay , Chairman, SIIA and Mr. Satya Ramamurthy , Global Co-Head of Public Transport, KPMG and Associate Council Member, SIIA	
26	ASEAN and the Pandemic: Pressing Forward	Speakers: Dr. Steve Cochrane , Chief APAC Economist, Moody's Analytics Ms. Lee Chen Chen , Associate Director and Senior Fellow, Singapore Institute of International Affairs Associate Professor Simon Tay , Chairman, Singapore Institute of International Affairs
27	Indonesia Focus 2021: Elevating Sustainability in Agribusiness: Bridging Supply and Demand Gaps	
NOVEMBER 2021		
23	Digital Roundtable – Charting ASEAN's Digital Future: Recovery, Opportunities and Emerging Issues	
29	ASEAN Climate Community: Greening After Glasgow – How should the private sector respond?	

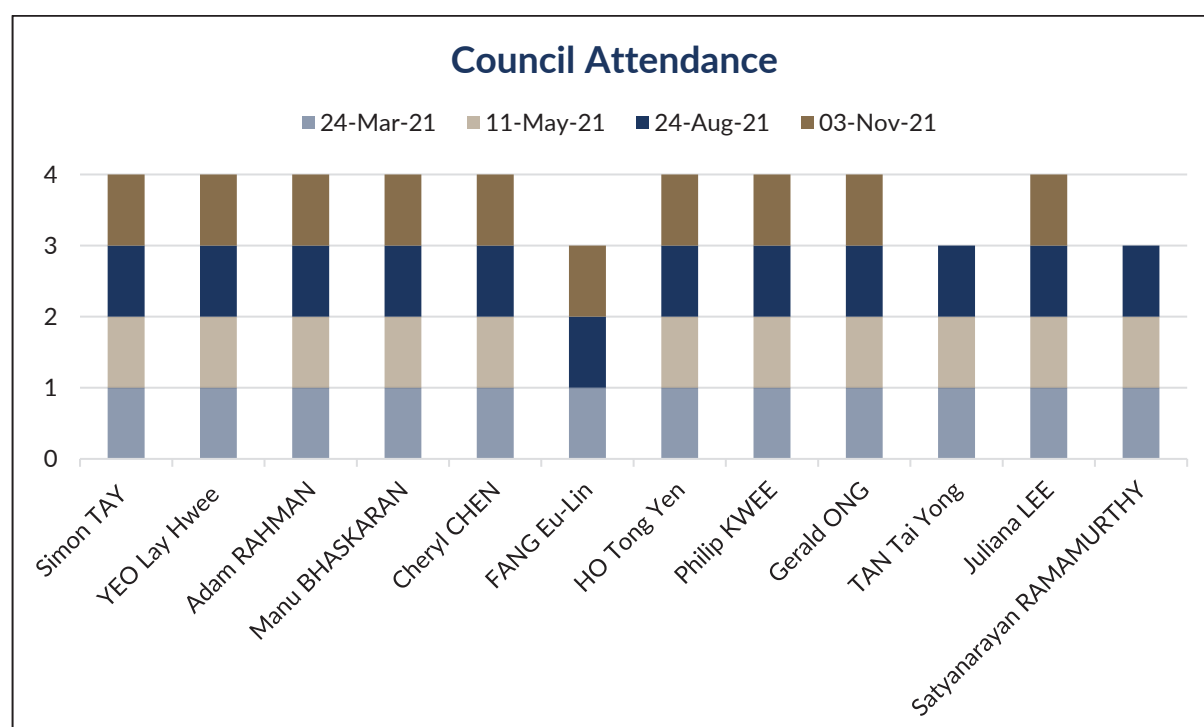
Appendix B: 2021 Donors and Sponsors

SIIA gratefully acknowledges the generous individuals, corporates and foundations that support our efforts. The following list comprises the donations and sponsorships received during FY 2021.

CORPORATE DONORS / SPONSORS	
Donations \$50,000 and above	Huawei International Pte Ltd Lee Foundation
Donations from \$25,000 to \$49,999	Google Asia Pacific Pte Ltd Moody's Singapore Pte Ltd Musim Mas Holdings Pe Ltd OCBC Bank Ltd SAP Asia Pte Ltd Temasek Foundation The Hinrich Foundation United Overseas Bank Limited
Donations from \$10,000 to \$24,999	Asia Resource Corporation Pte Ltd CitiBank N.A., Singapore DHL Express (Singapore) Pte Ltd Golden Agri International Pte Ltd Gratia Capital Pte. Ltd HKETO Singapore Keppel Care Foundation KPMG LLP LGT Bank (Singapore) Ltd Lucky Square Pte Ltd Millenia Private Limited PSA Corporation Limited RGE Pte Ltd SC Global Ltd Sembcorp Development Ltd Singapore Exchange Limited The Bank of Tokyo-Mitsubishi UFJ, Ltd WongPartnership LLP Wing Tai Foundation
Donations below \$10,000	City Developments Limited Haw Par Management Services Pte Ltd Tata Sons Private Limited
INDIVIDUAL DONORS	
Alain GOEI Heinrich JESSEN Gerald ONG	

Appendix C: Council, Honorary & Life Members, Advisors, Trustees and Patrons

SIIA COUNCIL 2021-2023	
EXECUTIVE COMMITTEE	
Mr. Simon SC TAY <i>Chairman</i>	A/Prof., National University of Singapore; Senior Consultant, WongPartnership LLP; Non-Resident Ambassador to Greece, Ministry of Foreign Affairs Singapore
Dr. YEO Lay Hwee <i>Honorary Secretary</i>	Director, EU Centre in Singapore
Mr. Adam Abdur RAHMAN <i>Honorary Treasurer</i>	Managing Director, Corporate Affairs, Citi Singapore & ASEAN
COUNCIL MEMBERS	
Mr. Manu BHASKARAN	Director and CEO, Centennial Asia Advisors, Singapore
Ms. Cheryl CHEN	Director, Corporate Responsibility & Sustainability, Asia Pacific, S&P Global
Ms. FANG Eu Ling	Partner, Risk Assurance, PriceWaterhouseCoopers Singapore
Mr. HO Tong Yen	Director, Group Corporate Communications, Keppel Corporation
Mr. Philip KWEE	Chief Operating Officer, Pontiac Land Group
Mr. Gerald ONG	Deputy Chairman & Executive Director, PrimePartners Corporate Finance Pte Ltd
Prof. TAN Tai Yong	President, Yale-NUS College, National University of Singapore
ASSOCIATE COUNCIL MEMBERS	
Ms. Juliana LEE	Chief Asia Economist, Deutsche Bank
Mr. Satya RAMAMURTHY	Partner, Head of Infrastructure, Government & Healthcare, Head of Strategy, Advisory, Global Co-Head of Public Transport, KPMG Singapore



SIIA HONOURARY AND LIFE MEMBERS	
HONOURARY MEMBERS	
Mdm. Halimah YACOB	8 th President of Singapore
Prof. Tommy KOH	Ambassador-At-Large, Singapore Ministry of Foreign Affairs
Mr. J Y PILLAY	Rector, College of Alice and Peter Tan
LIFE MEMBERS	
Mr. S Chandra DAS	Managing Director, Nur Investments & Trading Pte Ltd
Dr. LAU Teik Soon	Advocate & Solicitor, Lau Teik Soon & Associates
Mr. Philip NG	CEO, Far East Organization

ADVISORS	TRUSTEES	PATRONS
Mr. Gautam BANERJEE <i>Chairman, Blackstone Singapore Pte Ltd</i>	Ms. Euleen GOH <i>Non-Executive Director, DBS Group Holdings & DBS Bank</i>	Lee Foundation
Mr. Tony CHEW <i>Executive Chairman, Asia Resource Corporation Pte Ltd</i>	Mr. HSIEH Fu Hua <i>Chairman, NUS Board of Trustees; Co- founder and Adviser, PrimePartners Group</i>	
Mr. Heinrich Jessen <i>Chairman, Jebson & Jessen</i>	Mr. Simon SC TAY <i>A/Prof., National University of Singapore; Senior Consultant, WongPartnership LLP; Non-Resident Ambassador to Greece, Ministry of Foreign Affairs Singapore</i>	
Ms. Kay KUOK <i>Director, Shangri-La Hotel Limited (Singapore)</i>		
Mr. KWEE Liong Seen <i>Executive Director, Pontiac Land Group</i>		
Mr. Jerry NG <i>Founder and Chairman, Bank Jago</i>		
Mr. KV Rao <i>Resident Director of ASEAN, Tata Sons</i>		
Mr. YEOH Oon Jin <i>Former Executive Chairman, PriceWaterhouseCoopers LLP</i>		

Appendix D: 2021 Research and Publication Listings

A. BOOK CHAPTERS, COMMENTARIES, DOCUMENTARIES, EDITORIALS, PUBLICATIONS, JOURNALS, WORKING PAPERS, VIDEOS

A/Prof. Simon Tay

1. Tay, Simon S.C., and Gan, Meixi. '[Budgeting to grow the new green economy](#)', The Business Times, 26 January 2021
2. Tay, Simon S.C. '[Myanmar crisis: How should other countries respond?](#)', The Straits Times, 6 February 2021
3. Tay, Simon S.C., and Choo, Aaron. '[Countries should maximise cooperation on climate action](#)', The Business Times, 18 February 2021
4. Tay, Simon S.C. '[Simon Tay: S'pore has drawn a line on Myanmar](#)', Mothership, 27 March 2021
5. Tay, Simon S.C. '[A time for Japan to blossom](#)', The Straits Times, 8 April 2021
6. Tay, Simon S.C., and Gan, Meixi. '[Towards a growing and greener regional economy](#)', The Business Times, 19 May 2021
7. Tay, Simon S.C., and Choo, Aaron. '[Emerging stronger: Present and future tense](#)', The Straits Times, 20 May 2021
8. Tay, Simon S.C. '[Beyond thumos: Debating and listening in a crisis](#)', The Straits Times, 26 May 2021
9. Tay, Simon S.C., and Choo, Aaron. '[Region can do much to create and sell carbon credits](#)', The Business Times, 29 June 2021
10. Tay, Simon S.C., and Wa'u, Jessica. '[ASEAN's big test as it marks another anniversary](#)', The Straits Times, 7 August 2021
11. Tay, Simon S.C., and Ramamurthy, Satya. '[ASEAN – More than just a market](#)', The Straits Times, 6 October 2021
12. Tay, Simon S.C., and Loh, Sarah. '[Indonesia, ASEAN should move ahead in tandem](#)', The Jakarta Post, 17 November 2021
13. Tay, Simon S.C., and Loh, Sarah. '[Indonesia, ASEAN should move ahead in tandem: comment](#)', The Star, 17 November 2021
14. Tay, Simon S.C., and Loh, Sarah. '[COVID-19: Ready or not, ASEAN nations must reopen, reconnect and reform](#)', South China Morning Post, 23 November 2021
15. Tay, Simon S.C., Siti Bazilah, and Choo, Aaron. '[Is Indonesia backtracking on COP26 pledge?](#)', The Straits Times, 9 December 2021

SIIA Council: Dr. YEO Lay Hwee

1. Yeo, Lay Hwee. "[The European Security Architectures: Current Developments](#)" in Rahul Mishra, Azirah Hashim and Anthony Milner, eds. *Asia and Europe in the 21st Century: New Anxieties, New Opportunities* (Routledge, 2021)
2. Yeo, Lay Hwee. "Asia-Europe Cooperation on Empowering Women and Youth: Digital and Education Connectivity" in 13th Asia-Europe Meeting (ASEM): Multilateral Cooperation for a Resilient, Sustainable and Rule-based Future for ASEM, edited by Anita Prakash (Economic Research Institute for ASEAN and East Asia, 2021) pp 157-167
3. Yeo, Lay Hwee. "[Is the EU a trusted strategic partner of ASEAN?](#)", The Straits Times, 20 March 2021
4. Yeo, Lay Hwee and Islam, Shada. "[What should the EU's Indo-Pacific Strategy focus on?](#)", The Straits Times, 9 April 2021
5. Yeo, Lay Hwee. "The EU-ASEAN Strategic Partnership: What Next?", CSDS Policy Brief, 21 June 2021
6. Yeo, Lay Hwee. "[A Wake-up Call for ASEAN, EU to strengthen strategic ties](#)", The Straits Times, 1 October 2021
7. Islam, Shada, Yeo, Lay Hwee, and Gaens, Bart. "[The Asia-Europe Meeting needs to agree on a Code of Conduct on Connectivity](#)", East Asia Forum, 9 December 2021

SIIA Fellow: Ms. FANG Eu-Lin

1. Fang, Eu-Lin, and Gan, Meixi. "[EU goes green: acceptance, inspiration, or scepticism?](#)", The Business Times, 5 August 2021

SIIA Fellow: Ms. KHOR Yu Leng

1. Khor, Yu Leng, Nadirah Sharif, and Siti Bazilah. (2021), '[Palm oil – Import bans pressure sustainability standards](#)', Eco-Business, 17 March 2021

SIIA Fellow: Dr. OH Ei Sun

1. Oh, Ei Sun. "[A convenient state of emergency amid challenging times in Malaysia](#)", CNA, 14 January 2021
2. Oh, Ei Sun. "[Vibrant and visionary agenda for two sessions this year](#)", Global Times, 8 March 2021
3. Oh, Ei Sun. "[Malaysia PM Muhyiddin's hand could be forced as pressure mounts for COVID-19 accountability](#)", CNA, 20 June 2021
4. Oh, Ei Sun. 'No shame in hoisting white flags', The Manila Times, 7 July 2021
5. Oh, Ei Sun. '[State failure is not inevitable](#)', The Manila Times, 14 July 2021
6. Oh, Ei Sun. '[Details vital for a lofty union](#)', The Manila Times, 21 July 2021
7. Oh, Ei Sun. '[Familiarizing with Francophone blues](#)', The Manila Times, 28 July 2021

8. Oh, Ei Sun. '[Not so gentlemanly precedents](#)', The Manila Times, 4 August 2021
9. Oh, Ei Sun. '[Politics still on fire in Malaysia](#)', The Manila Times, 11 August 2021
10. Oh, Ei Sun. '[As America abandoned Afghanistan](#)', The Manila Times, 18 August 2021
11. Oh, Ei Sun. '[Underwhelming expectations as Malaysia changes guard](#)', The Manila Times, 25 August 2021
12. Oh, Ei Sun. '[Staring at challenging times](#)', The Manila Times, 1 September 2021
13. Oh, Ei Sun. '[Changing of the guard in different styles](#)', The Manila Times, 8 September 2021
14. Oh, Ei Sun. '[Deconstructing a parliamentary democracy](#)', The Manila Times, 15 September 2021
15. Oh, Ei Sun. '[A bit of a ruckus over Aukus](#)', The Manila Times, 22 September 2021
16. Oh, Ei Sun. '[Canny Canada in an uncanny world](#)', The Manila Times, 29 September 2021
17. Oh, Ei Sun. '[A colorful, bumped-up Bundestag](#)', The Manila Times, 6 October 2021
18. Oh, Ei Sun. '[No outcry when Pandora's box opened](#)', The Manila Times, 13 October 2021
19. Oh, Ei Sun. '[An American dream passed on](#)', The Manila Times, 20 October 2021
20. Oh, Ei Sun. '[Coups unleashed from Myanmar to Sudan](#)', The Manila Times, 27 October 2021
21. Oh, Ei Sun. '[A season for summits and elections](#)', The Manila Times, 3 November 2021
22. Oh, Ei Sun. '[Elections buzz from America to Malacca](#)', The Manila Times, 10 November 2021
23. Oh, Ei Sun. '[Obituaries are not arbitrary](#)', The Manila Times, 17 November 2021
24. Oh, Ei Sun. '[Striving for equality in a diverse world](#)', The Manila Times, 24 November 2021
25. Oh, Ei Sun. '[Whispering history for future's sake](#)', The Manila Times, 1 December 2021
26. Oh, Ei Sun. '[Of compromise and convenience in politics](#)', The Manila Times, 8 December 2021
27. Oh, Ei Sun. '[Murmurs of Sabah incursion are \(hopefully\) greatly exaggerated?](#)', The Manila Times, 15 December 2021
28. Oh, Ei Sun. '[Status quo prevails in Sarawak](#)', The Manila Times, 22 December 2021
29. Oh, Ei Sun. '[Quest for profound equality lives on](#)', The Manila Times, 29 December 2021

SIIA Staff

1. Wa'u, Jessica and Nambiar, Rohini. '[Grab: a bellwether for ASEAN's digital growth?](#)', The Business Times, 14 December 2021

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

A/Prof. Simon Tay

1. Speaker at the IPS Singapore Perspectives Conference 2021: Reset on 'Environment and Sustainability', on 12 January 2021, in Singapore, organised by Institute of Policy Studies
2. Commentator at the CIL – ILA webinar on 'COVID-19: Cross-sector Interlinkages and Public International Law', on 4 February 2021, in Singapore, jointly organised by the Centre for International Law at NUS and the Singapore chapter of the International Law Association
3. Participant at the CFR-CSIS workshop on 'The Belt and Road in Southeast Asia: Views from the Region', on 17 - 18 February 2021, in Singapore, jointly organised by Council on Foreign Relations and the Centre for Strategic and International Studies
4. Speaker at the Italy-ASEAN Association webinar on 'RCEP and EU-China relations', on 24 February 2021, in Singapore, organised by Italy-ASEAN Association
5. Speaker at the ASEAN Leadership Programme, on 29 March 2021, in Singapore, organised by Human Capital Leadership Institute
6. Panelist at the CNA Leadership Summit on Green Recovery, on 22 April 2021, in Singapore, organised by Channel NewsAsia
7. Panelist at the ASEAN Australia NZ Roundtable on Myanmar, on 11 May 2021, in Singapore, organised by Asialink
8. Panelist at the China-ASEAN Think Tank Webinar on 'RCEP: Building Closer Regional Cooperation', on 17 June 2021, in Singapore, organised by China Development Institute
9. Moderator at the 7th World Cities Summit on 'Cities Adapting to a Disrupted World', on 22 June 2021, in Singapore, organised by Centre for Liveable Cities
10. Speaker at the International Law Year in Review Conference on 'Recent Developments in ASEAN Law', on 25 June 2021, in Singapore, organised by Centre for International Law (CIL)
11. Panelist at the webinar, Coffee Conversations: Tech & Sustainability – Everyone's Included, on 'Making Tech Work for Sustainability' on 8 July 2021, in Singapore, organised by Huawei and the International Union for the Conservation of Nature (IUCN)
12. Speaker at the MTI Academy Speaker Series on 'Politics of Trade Policy', on 11th August 2021, in Singapore, organised by Ministry of Trade and Industry
13. Speaker at the 34th Asia-Pacific Roundtable on 'The Social and Political Costs of the Pandemic in SEA', on 17 August 2021, in Singapore, organised by Institute of Strategic and International Studies (ISIS) Malaysia
14. Speaker at the 22nd Asia-Pacific Programme for Senior Military Officers (APPSMO) on 'Navigating Geopolitical Uncertainty in an Era of Great Power Rivalry', on 6 October 2021, in Singapore, organised by S. Rajaratnam School of International Studies (RSIS)

15. Speaker at the Inaugurating Conference of the Asian Council of Economic Policy on 14 October 2021, in Singapore, organised by National Economic Advisory Council (NEAC) of Republic of Korea
16. Panelist at the ASEAN Business and Investment Summit (ABIS) on Sustainable ASEAN on 25 October 2021, in Singapore, organised by ASEAN Business Advisory Council Brunei
17. Panelist at the CIFOR session at Indonesia Pavilion COP26 on 'Facilitating and enhancing carbon trade and services' on 10 November 2021, in Singapore, organised by Center for International Forestry Research (CIFOR)
18. Speaker at the Budapest Eurasia Forum 2021, on 'Green Cooperation and Green Multilateralism – sustainable ways to handle global threats' on 19 November 2021, in Singapore, organised by The Central Bank of Hungary
19. Speaker at the Asian Financial Leaders Programme on 'Perspectives: Geopolitics in ASEAN and Implications for Singapore' on 22 November 2021, in Singapore, organised by Human Capital Leadership Institute
20. Speaker at the 2021 IIR-SEA Roundtable on 'Toward Renewed Stability and Prosperity in the post-Pandemic Indo-Pacific Region', on 24 November 2021, in Singapore, organised by CSCAP Taiwan
21. Keynote speaker at the Mexican Business Council for Foreign Trade, Investment and Technology's (COMCE) XXVII Congress on 'Asia, Global Value Chains and Mexico: New Paradigms and Opportunities', on 26 November 2021, in Singapore, organised by COMCE
22. Panelist at the Asia Pacific Forum on 'Economic Integration and Trade System of Asia Pacific', on 3 December 2021, in Singapore, organised by Japan Economic Foundation

SIIA Council: Mr. Manu BHASKARAN

1. Speaker at Outlook 2022 - Economic, Financial and Political Trends in Asia, on 14 October 2021, in Singapore, organised by French Chamber Singapore
2. Speaker at 2021 Asia Economic and Entrepreneurship Summit, on 30 September 2021, in Hong Kong, organised by KSI Strategic Institute for Asia Pacific, the Pacific Basin Economic Council (PBEC), and China Daily
3. Speaker at Conference of the Asian Council of Economic Policy (ACEP), on 14 October 2021, in Seoul, organised by the National Economic Advisory Council (NEAC)
4. Discussant at webinar on "Saving globalization? Global value chains in East Asia after the pandemic", on 20 May 2021, in Hong Kong, organised by The Hong Kong University of Science and Technology
5. Moderator at The Thirty-Fourth Singapore Economic Roundtable, on 19 May 2021, in Singapore, organised by the Institute of Policy Studies (IPS)
6. Commentator at webinar on "The Future and Challenges to the Singapore Economy", on 17 April 2021, in Singapore, organised by Future of Singapore (FOSG)
7. Speaker at the 14th Japan-Singapore Symposium, on 18 March 2021, in Singapore, organised by the SIIA

SIIA Council: Ms. Cheryl CHEN

1. Speaker at 37th Asia Pacific Petroleum Conference (APPEC 2021), on 29 September 2021, in Singapore, organised by S&P Global Platts
2. Speaker at Sustainability Exchange, on 25 May 2021, in Singapore, organised by Eco-Business

SIIA Council: Mr. Adam RAHMAN

1. Speaker at Breakfast with the Board, on 15 January 2021, in Singapore, organised by the American Chamber of Commerce in Singapore

SIIA Council: Prof. TAN Tai Yong

1. Speaker at ICITRA: International Virtual Conference on Liberal Studies 2021, on 29 & 30 September 2021, in Bandar Baru Bangi, organised by Universiti Kebangsaan Malaysia
2. Speaker at Singapore Heritage Festival 2021, on 27 May 2021, in Singapore, organised by National Heritage Board

SIIA Council: Dr. YEO Lay Hwee

1. Spoke at Panel Discussion on ASEAN in 2021: Robust, Reformed and Relevant? 12 Mar 2021, organized by the EU-ASEAN Business Council.
2. Panelist at the online policy dialogue on “Destination Indo-Pacific: What role for the EU?” 29 Apr 2021, organized by the European Policy Centre.
3. Spoke at “The EU’s Indo-Pacific Strategy: A Euro-Asian Conversation”, 3 Jun 2021, organized by the Egmont Institute.
4. Participated in the “Indo-Pacific Futures Platform (INFORM) Experts’ Meeting, 11 Jun 2021, organized by Centre for Security, Diplomacy and Strategy, VUB.
5. RSIS-CAES International Relations Exchange Workshop, 9 Sep 2021, organized by S Rajaratnam School of International Studies, NTU and Centre for Asia-Europe Studies, Xian Jiaotong University. Presented a paper on The EU’s Strategy in Southeast Asia.
6. Building Connectivity: Strategies for EU-Asia Cooperation, 13 Sep 2021, organized by Korea University. Presented a paper on “ASEAN – Connecting the Indian and Pacific Oceans – an examination of actorness, agency and autonomy”.
7. Participated in Reimagining Singapore 2030 Workshop, 14-15 Sep 2021, organized by Institute of Policy Studies.

8. 13th International Symposium on Czech Foreign Policy, 5-6 Oct 2021, organized by Institute of International Relations (Prague). Panelist in the Session on “The Indo-Pacific in the Post-Pandemic World: Security Issues and Strategic Challenges”.

9. Panelist at the Webinar on The EU, Japan and ASEAN: Reassessing Multilateralism in the Indo-Pacific, 11 Oct 2021, organized by the Brussels School of Governance, VUB.

10. CEPS Seminar on EU-ASEAN Strategic Partnership, 19 Nov 2021, organised by the Centre for European Policy Studies. Panelist speaking on ASEAN’s response to the EU’s Indo-Pacific Strategy

11. SHARE-NUS Event on The Role of Institutes of Higher Learning in Asia-Europe Cooperation, 22 Nov 2021, organised by NUS and EU-funded SHARE programme. Spoke at Panel on The Importance of Science Cooperation between Europe and the Asia Pacific

12. ASEAN-EU Strategic Partnership in the Context of Geopolitical Rivalry, 30 Nov 2021, organized by Asia Vision Institute and EU Delegation in Cambodia. Panelist in the Session on “Roles of EU and ASEAN in Soothing US-China Tensions”.

13. Participated in FRS-SWP Track 1.5 Dialogue with Regional Partners on the EU’s Strategy for Cooperation in the Indo-Pacific, 3 Dec 2021, organized by Foundation for Strategic Research (France) and the German Institute for International and Security Affairs.

14. Spoke at the Student Think Tank on Europe-Asia Relations (STEAR) Webinar on “EU-Asia Relations”, 19 Dec 2021, organized by STEAR (Singapore Chapter)

SIIA Fellow: Ho Suu Wei

1. Speaker at MyCareer Webinar Series with LinkedIn, on 16 November 2021, in Singapore, organised by the People's Association

2. Speaker at the 59th Philippine Economic Society Annual Meeting and Conference on "Harnessing Digitalization for Economic and Financial Literacy, on 12 November 2021, in Philippines, organised by the Philippine Economic Society

3. Moderator at the 13th ASEAN and Asia Forum, on 9 September 2021, in Singapore, organised by SIIA

SIIA Fellow: Chen Chen LEE

1. Speaker at the 3rd ASEAN-ROK Think-tank Strategic Dialogue, on 11 November 2021, in South Korea, co-organised by the ASEAN-ISIS Network and Korea National Diplomatic Academy

2. Speaker at National Consultation Workshop on "The development of a Do-No-Harm Guide in working with trafficked persons for frontline responders", in November 2021, in Australia, organised by Australian Aid

3. Participant at Finance to Accelerate the Sustainable Transition: Infrastructure FAST-Infra Working Group 1 (WG-1), on 14 January 2021, in Singapore, organised by FAST-Infra

SIIA Fellow: OH Ei Sun

1. Speaker at webinar on "Malaysia's Education Challenge: Seeking Solutions - Unity & Equality", on 7 October 2021, in Malaysia, organised by BFM
2. Moderator at 2021 Asia Economic & Entrepreneurship Summit, on 30 September 2021, in Malaysia, organised by KSI Strategic Institute for Asia Pacific
3. Speaker at webinar on "Malaysia: Opportunities and Challenges Amidst a Pandemic", on 28 September 2021, in Canada, organised by Rotary Vancouver
4. Speaker at webinar on "A Greener Southeast Asia: Learning Insights from ASEAN & China", on 25 September 2021, co-organised by TYS Malaysia and The Young SEAkors Malaysia Chapter
5. Speaker at webinar on "China-US Conflict", on 24 July 2021, in Hong Kong, organised by Peter Qiu Club and Peter Qiu Live
6. Speaker at online lecture on "How Can Enterprises, Under the Pandemic, Break Out?", on 25 June 2021, in Malaysia, organised by Axismatics Professional Institute
7. Speaker at ASEAN-Fujian Forum on Youth Exchanges and Cooperation, on 31 May 2021, in China, organised by Fujian Provincial People's Government
8. Speaker at book launch for "Sabah From the Ground: New Voices and Narratives", on 8 May 2021, in Malaysia, co-organised by Undi Sabah and Bersih 2.0
9. Speaker at SEEDS Special Forum on "Beyond the 2020 Sabah Polls: Managing Uncertainty and Finding Economic Security", on 9 May 2021, organised by SEEDS
10. Speaker at The Boao Forum For Asia Annual Conference 2021, from 18 to 21 April 2021, in China, organised by Boao Forum For Asia
11. Speaker at 2021 "Tianmen on the Road" Overseas Chinese Media Online Forum, on 23 March 2021, in China, organised by China News Service
12. Speaker at the 2021 Malaysia Economic and Strategic Outlook Forum, on 22 February 2021, in Malaysia, organised by the KSI Strategic Institute for Asia Pacific

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Established in 1962, the Singapore Institute of International Affairs (SIIA) is a non-profit and independent think tank committed to producing policy analysis, fostering in-depth dialogues and bridging gaps between policymakers, private sector decision-makers and experts to shape public policy and social responses. Centred around ASEAN focused themes, the institute aims to deliver policy analysis in international affairs and on issues driving environmental sustainability. The SIIA has been consistently ranked as one of the leading think tanks in Southeast Asia and the Pacific, in the Global Go To Think Tank Index by the University of Pennsylvania. Since 2017, the SIIA was ranked the No. 1 independent think tank in Asia. It was also recognised as one of the top 50 think tanks globally, excluding the United States of America. For two consecutive years since 2019, it was recognised as the No. 1 think tank in South, Southeast Asia and Pacific (excluding India).



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